



Texas College  
Campus Master  
Plan 2014

March 11, 2014

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Tyler, Texas 75702  
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# Texas College

## Campus Master Plan 2014

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# Texas College

## Campus Master Plan

### *Texas College* *Mission Statement and Core Values*

Texas College is a Historically Black College founded in 1894, by the Colored Methodist Episcopal Church, now the Christian Methodist Episcopal Church (CME). Our mission continues to embody the principles of the Christian Methodist Episcopal Church. The College shall prepare students with competencies in critical and creative thinking related to the knowledge, skills and abilities as defined in the areas of study using different modalities of instruction. Additionally, the College shall provide an environment to inspire intellectual, spiritual, ethical moral and social development, which empowers graduates to engage in life-long learning, leadership, and service. (Restated and approved by the Board of Trustees, October 24, 2024).

The Mission is delivered through the teaching of six Core Values of Academic Excellence, Integrity, Perseverance, Tolerance, Community Service and Social Responsibility.

*Academic Excellence* - developing a culture of curiosity and creativity that will challenge the frontiers of teaching/learning; stimulate research; raise the level of analytical reasoning and inquiry; and enable students to acquire leadership, human relations, communication, and technology skills.

*Integrity* - instilling the pursuit of character, honesty, and sincerity of purpose as the moral rubrics upon which the behaviors of our graduates and College family are anchored.

*Perseverance* - implanting diligence, enterprise, and pride in the application of skills, knowledge, and abilities developed during the course of study at Texas College,

*Social Responsibility* - promoting in the College community a conscious awareness that we are all stewards of the resources entrusted to our care.

*Tolerance* - emphasizing openness to divergent points of view, applying an eclectic approach to rational and analytical thinking.

*Community Service* - encouraging self-extension in service to others as the heart and soul of our educational enterprise.

# Texas College Campus Master Plan

PRESIDENT: DR. DWIGHT J. FENNELL

## **TEXAS COLLEGE**

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# Texas College Campus Master Plan

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## Vision Statement

The vision of Texas College is to establish within her, an environment that embraces a culture of learning. Such a culture addresses the teaching and learning process that undergirds academics, athletics, services and supports that are beneficial to our students, the broader community, and our stakeholders at-large. The vision embraces professionals who are: 1) integral to the academic preparation of students; 2) deliberate in teaching (and learning) that leads to content maturation and personal development of learners; and 3) passionate about the skill development and readiness for entry into the job market and/or graduate school.

The culture of learning also embraces the raising of standards and expectations of academic delivery, while also demonstrating values, morals and spiritual development that enhances life. The culture of learning encompasses the address of mechanisms and supports for retention, of both our students (who desire an education) and our professional family, who give of themselves.

The vision of Texas College represents a commitment to working and interacting with groups, organizations and communities. This interaction can assist with enriching the further development of our students, staff and faculty; while also contributing to the enrichment of the community. Simply stated, the vision of Texas College is to *“Enhance the Culture of Learning,”* for the benefit of a better society.

*“Give the people light,  
and they will find their way.”*



## Prologue

Texas College currently sits on 25 acres on its original campus and now and serves 850 students. It is expected that the College will grow at a consistent rate of approximately 50-100 students per year. Texas College is the oldest institution of higher learning in Tyler, Texas and is the life-blood of the North Tyler community. The “Rose Capital of the World,” is popular for its lakes, woodlands, and azaleas. The College is conveniently located 100 miles east of Dallas, Texas and 90 miles west of Shreveport, Louisiana. Though environmental changes have occurred in higher education over the years, Texas College has maintained the purpose for which it was founded—affording accessibility to a quality educational opportunity for all.

Following the past three years of recession, Texas College has rebounded well and the future looks bright. However, growth in population means there will be a pressing need for a detailed study of the campus conditions and potentials.

The campus is bordered on its west by an unyielding railroad and an ever growing residential community on its remaining sides. Its locale is in the northern part of Tyler, Texas where limited economic growth has taken place. The path to the College’s front door is less than positive as it traffics past blighted conditions. The city streets that border on the east prevent schools banners or other branding opportunities to attract visitors to campus. Little has been done on campus over the past 50 years to upgrade physical conditions or appearances. Supporting infrastructure, such as utilities, walks, lighting and signage, do little to disguise the 120 years of age that Texas College has experienced.

The following plan for the upcoming years is designed to focus on priority tasks dealing with supporting the academic programs and developing a cost-effective physical plant and attractive environment, which President Fennell has set as his main criterion for future development. The goals of the plan are to be priority goals; they are to be affordable goals; and they are to be doable goals, not to be merely a dream or wishful thinking without substance. The Five-Year Plan will set out immediate goals and objectives that will be the foundation for the 25-Year Plan.





## Executive Summary

The master plan for Texas College provides a vision for the campus and a design framework for incremental growth to occur over the next 25 years as enrollment continues to increase. The plan recognizes the unique history of the College as an Historically Black Institution and acknowledges that the College will continue to serve a significant role in the city of Tyler and the state of Texas.

The plan offers guidance on: 1) academic and support space needs; 2) parking requirements; 3) current and future student housing needs; 4) urban, architectural and landscape design; and 5) potential land acquisition. Guidance is provided for integrating current capital investments within a larger campus planning framework. The plan focuses on the existing campus core and knits together existing open spaces, with future landscape and building investments to improve public space.

The following goals were developed with College stakeholders and guided the development of the master plan:

- Support enrollment growth
- Improve the quality of student and residence life
- Create a pedestrian-oriented campus
- Improve campus image and identity
- Accommodate plans for athletics and recreation
- Explore potential partnerships

### Process

Under the direction of the Texas College President and the Board of Trustees, the financial advisor and the design/build team first went about documenting existing conditions and programmatic needs. This programmatic analysis included academic space, student services, housing, recreation, campus open space, circulation, and parking.

To develop a clear and comprehensive understanding of relevant issues and concerns, several work sessions, presentations and discussions were carried out with College personnel. A series

of alternative plan strategies were developed, reviewed and modified in response to comments. A preferred plan was drawn based on feedback on the alternatives and the plan was confirmed as the basis for the master plan.

The process to develop Texas College's Campus Master Plan involved the following three steps:

### **Step One: Interviews, Inventory and Analysis**

Step One of the master planning process involved a series of interviews with College stakeholders to surface the key issues and concerns to be considered in the plan. An important priority at that time was to assist the College in identifying sites for planning new student housing, and how best to address student center and dining needs. Participants in this initial round of meetings included:

- President
- Director of Institutional Planning and Advancement
- Senior VP Finance and Business
- VP Academic Affairs
- Dean of Student Affairs
- Director of Housing and Residence Life
- Director of Physical Plant
- Members of Faculty
- SGA President
- Senior Class President
- Junior Class President
- Sophomore Class President
- Miss Texas College
- Student Ambassador for Campus Ministry
- Steer Activities

These initial interviews were followed by an assessment of current and future space needs, and an investigation of existing campus conditions, which examined general building conditions, program organization, the campus open space structure, pedestrian circulation, vehicular circulation and parking, and overall campus integration. Several special studies were also performed during Phase One in response to priority issues that emerged during the planning process. These studies examined potential locations for new student housing, concepts for a potential growth in the student center and dining hall, and repurposing several buildings.

The findings of the Step One analysis assisted in establishing a clear set of goals and principles for the master plan, together with an overall framework for planning. The analysis, goals, principles and planning framework were presented to senior administrators during an on-campus workshop. (Results of this process can be seen in the Charrette Report, dated January 15-17, 2014.)

## **Step Two: Concept Alternatives**

The alternatives exercise examined options for near-term and long-term campus development with specific strategies for land use and program accommodation, improvements to the open space structure and campus landscape, rationalization of pedestrian and vehicular circulation systems, and parking accommodation. The key elements that were explored in the alternatives included:

- Siting options for major program elements, including future academic buildings, and future parking.
- Strategies to improve the structure of the campus landscape, enhance connections to potential new development, and improve the open space qualities of the campus.
- Options to improve campus access, vehicular circulation and parking, including clarifying regional access to the campus with the potential for reducing pedestrian/vehicular conflicts, and identifying locations for future parking.
- Analysis of off-campus opportunities and how to make better use of parcels currently owned by Texas College but not a part of the original campus core.

## **Step Three: Master Plan Documentation**

Step Three focused on the detailed development and documentation of the master plan. A draft plan will be presented to senior College administrators and the Board of Trustees, and the final plan, upon review and incorporation of any comments, is expected to be presented to the Board in April 2014.

The final campus master plan provides a physical framework for future site and building projects, and places these improvements within the structure of a coordinated enrollment growth plan for the campus. The plan will serve as a guide to decision-making and to the physical design of the campus for the next twenty-five years and beyond. It defines a structure for improvements and illustrates the long-term build out potential of the campus. It identifies immediate and long-term priorities, and articulates a phasing strategy that identifies specific target projects for implementation. The plan, being a fluid process, will routinely consider also outlines conceptual cost estimates for campus improvements, as well as opportunities for shared funding of projects.

## **Master Plan Overview**

A primary objective of the master plan is to provide decision-makers a strategy to accommodate existing needs and future growth. The plan places this goal within a framework that transforms the existing campus into a more pedestrian friendly and collegial environment through a variety of physical interventions, such as incremental landscape and building improvements. To this end, the plan builds upon the existing collection of academic buildings and concentrates future

programs in the heart of the campus with student space at the crossroads and support space, parking and athletic fields located on the periphery. The Master Plan implementation strategy includes projects that focus on the renovation and/or expansion of existing buildings; public-private initiatives to accommodate space needs and improve campus gateways; improvements to the campus landscape; and better pedestrian paths, traffic calming and vehicular circulation.

The following principles are provided in the plan to guide future campus development:

- Define a flexible urban design framework for campus improvements.
- Extend the open space framework to improve campus image and pedestrian connections.
- Concentrate academic uses within a ten-minute walk circle.
- Strengthen existing housing and create new residential villages.
- Consolidate parking to the periphery of campus.

The master plan provides a strategy for accommodating future space needs that incrementally improves public space while maintaining character-defining features. The plan provides recommendations for improving campus grounds, buildings, circulation and surrounding campus edges and gateways.

### **Land and Building Use**

The proposed land use unites the campus by strengthening existing districts and reinforcing connections between them. Academic uses are concentrated in the academic core of the campus. Student life space is centered at the crossroads of the campus at the terminus of the academic mall. Residential uses are clustered within defined residential villages. Service space and parking are located at the periphery of campus. Athletics are concentrated off the main campus and incorporated within the community.

#### *Strategies:*

- Concentrate new uses within defined land use districts.
- Locate new academic buildings within a ten-minute walking circle centered around the academic core.
- Improve the quality and character of residential districts.
- Build on the student life district as a campus crossroads.
- Accommodate new athletics and recreation fields.
- Enhance the emerging cultural district.
- Concentrate physical plant functions away from the campus core.

## **Future Development Zones and Land Acquisition**

It is recommended that Texas College work closely with the local municipality to improve vehicular access to campus, visual impact of campus upon visitors to Texas College and definition of college perimeters to help identify campus boundaries; and potentially purchase several adjacent parcels of land to accommodate long-term growth needs, consolidate landholdings, and control campus gateways. These parcels include:

- Single-family parcels north of campus
- Multifamily parcels north of campus
- Residential properties east side of N. Grand Avenue.
- Texas College currently owns property at W. 24th Street and N. Grand Avenue.
- Texas College currently owns property north of campus on N. Grand Avenue.
- Texas College currently owns Rose Hall, a converted nursing home, 15 minutes west of campus.
- Recreational parcels to support current athletic development at the Martin Luther King Jr. Boulevard/N. Englewood Avenue site.

## **Access and Parking**

### *Pedestrian Circulation*

The master plan establishes a strong pedestrian environment on campus by reinforcing existing pedestrian ways and extending new linkages throughout the campus. A primary pedestrian network is defined by interior campus paths and a secondary one consists of walkways that further connect the campus. These secondary pedestrian paths extend from the primary network to connect to building front doors, parking areas, etc. but also provide an activity of exercise and socialization.

### *Gateways and Vehicular Circulation*

The master plan defines several gateways at the entrances to the campus from the surrounding city road network. It also defines a hierarchy of roadways serving the campus, including the following:

- City and Regional Roads
- Primary Campus Roads
- Campus Service Roads

The master plan simplifies vehicular circulation and channels traffic into several well-defined routes, to create a pedestrian-oriented campus core. It also eliminates some roads and parking areas to simplify campus circulation and improve the quality and character of the campus environment. It is critical, however, to maintain serviceability and emergency vehicle access to all buildings.

*Strategies:*

- Improve the quality and character of the campus arrival experience and enhance campus gateways.
- Mitigate internal parking areas and related traffic; and improve pedestrian crossings.
- Simplify campus circulation.
- Preserve a pedestrian campus core by establishing zones of activities: academic, housing, activities and support.

**Parking**

The master plan accommodates increased parking demand from added enrollment. It locates parking facilities at the periphery of campus to preserve a pedestrian-oriented campus core and reduce the visual impact of parking on the quality and character of the campus. ADA and visitor parking is preserved within the core, and the remaining proximate parking is reserved for faculty and staff who require access to parking on a daily basis. Commuter students' parking is given the next level of priority while resident students' parking is generally located at the campus peripheries.

*Strategies:*

- Address the impact of parking on the quality and character of the campus.
- Mitigate conflicts with pedestrians.
- Provide new and replacement parking to accommodate enrollment growth.
- Manage parking demand.

**IMPLEMENTATION**

The master plan vision for the Texas College campus is expected to be realized incrementally over the next 20 to 25 years, with projects phased over time. The plan proposes to implement projects over different phases based on the College's priority needs, and in response to enrollment growth. The proposed phasing is intended to be flexible, so the College can respond to funding opportunities as they arise. While building, landscape, site and parking improvements are identified as distinct projects, they should be carefully coordinated to ensure each project contributes to the overall vision for the campus.

It is also vital for initial phases to understand and respect what plans that may follow, so as not to throw away improvements and moneys spent in Phase I or II by not anticipating a clearer direction that will potentially lead to future improvements in Phase III and IV.

# I. Introduction



## Introduction

### 1. THE HISTORY OF TEXAS COLLEGE

In the spring of 1894, Texas College was found by a group of ministers affiliated with the Christian Methodist Episcopal (CME) Church. The founding represented the start of the educational process for a group of disenfranchised individuals in the area of East Texas, City of Tyler.

The Charter as originally issued July 1, 1907, indicates that the name of the corporation was established as “Texas College,” with the purpose of an educational institution designed to operate under the supervision care and ownership of the CME Church in America. The exclusive educational direction was to include the education of youths, male and female, in all branches of a literary, scientific and classical education wherein [all] shall be taught theology, normal training of teachers, music, commercial and industrial training, and agricultural and mechanical sciences.

On June 12, 1909, the name of the college was changed from Texas College to Phillips University. The noted change was associated with Bishop Henry Phillips, as a result of his leadership and educational interests for mankind. The name change was short lived and reportedly lasted until actions for a name reversal occurred in 1910 at the Third Annual Conference of the church. In May 1912, the college was officially renamed Texas College.

The subsequent years of the College were spent with refinements and enhancements of the educational enterprise. The Articles of Incorporation reflect such efforts with modifications and amendments during periods 1909 and 1966.

The College today complies with its founding principles in that she remains open to all individuals without discrimination on the grounds of national origin, race, religion, or sex... with the right to offer instruction in the areas of Arts and Sciences, Humanities, Natural Sciences, Social Sciences, preparation of teachers and the provision of instructional supports, to those in pursuit of an education.



In 1920, eight men representing six colleges from the state of Texas met to discuss collegiate athletics and the many challenges that face their respective institutions. By the time the session in Houston had concluded, they had founded an athletic league that has slowly become one of the leading sports associations in the world of collegiate athletics, the Southwestern Athletic Conference. The founding fathers of the original "Super Six" were C.H. Fuller of Bishop College, Red Randolph and C.H. Patterson of Paul Quinn, E.G. Evans, H.J. Evans and H.J. Starns of Prairie View A&M, D.C. Fuller of Texas College and G. Whitte Jordan of Wiley College. Texas College was a member of the SWAC from 1920 to 1961 (41 years). Texas College was SWAC football champions in 1934, 1935, 1936, 1942 and three way champions with Wiley College and Langston University in 1944, finishing the season with a conference record of 5-1 and an overall record of 8-1. The last SWAC football victory was against Prairie View A&M University in 2003 by a score of 21 to 10. Today, the Texas College Steers are members of the NAIA, which competes in the Red River Athletic Conference. Its football team was revived as an official sport in 2004 competes in the Central States Football League. Men's sports include baseball, basketball, football, golf, soccer and track & field. Women's sports include basketball, soccer, softball, track & field and volleyball.



Texas College offers bachelor's degree programs in biology, business administration, computer science, English, interdisciplinary studies (education), mathematics, music, physical education, liberal studies, social work, sociology and criminal justice. Also available are Associate of Arts degrees in early childhood education and general studies, as well as an alternative certification teacher education program for people with bachelor's degrees.

## **2. TEXAS COLLEGE PROFILE**

Texas College was originally founded in a one room structure that housed the academic and administrative components of the institution. Since her founding the College has grown immensely and is now located on 25 acres of land with a total of 16 buildings on- and off-campus. The facilities at Texas College more than meet the current needs of its students and faculty. Further the facilities serve the needs of all of the educational programs support services and other mission related programs at Texas College. The facilities of the campus may be categorized into three areas of use that address: academics; student services/activities; and residential use. All of these are mission related.

### **Academic Facilities**

There are both ample and adequate facilities to deliver the 14 educational programs of the College. This is achieved through an organizational structure comprised of four academic divisions. Each Division (i.e., Division of Education; Division of Business and Social Sciences; Division of General Studies and Humanities; and Division of Natural and Computational Sciences) is housed as an individual unit and has accommodations for classrooms, labs and office space.

Each semester the College has been able to provide space for the offering of all classes without having to make lease arrangements beyond the campus, or space adjustments as a result of limited space. The facilities have also proven adequate in that the teaching-learning process has and continues to be delivered in facilities that are clean well-maintained and appropriate for the disciplines offered e.g., biology, chemistry and computer offerings have the lab space as complements to the lectures.

The College also has adequate laboratory space for students needing assistance with academic/tutorial supports as well as for social networking. There are a total of 15 computer laboratories and four science laboratories. And, each of the four residence halls also has a dedicated tutorial laboratory for students' use. The College also has a Music Hall for Concert Choir and a Band Hall for students majoring in music.

With this in mind, the campus is 125 years old and most of its buildings well in excess of 50 years of age. As technology advances, it is critical for these places of learning to keep pace with this growing intelligence.

### **Student Services/Activities Facilities**

The College has a Student Center that is used as a primary facility for providing student activities, support services and activities that are mission related. The Center as a facility is multi-purpose in design and allows for student tutorials, professional development activi-

ties, seminar sessions, general advisement, and computer laboratory use. The Center also houses the offices for the Vice President of Student Affairs and Dean of Students; a Snack Bar is also housed in the facility.

Although many of the support services are offered through the Student Center, the campus at-large assists with facilitating activities and programs that are mission related through the coordination of the Student Activity Coordinators and student affairs staffs. For example, the gymnasium and the (on- and off-campus) athletic fields also are accommodations for support activities; campus classroom space during off-use hours are used for meeting space and appropriate educational support needs e.g., forums, conferences, or organizational meetings.

The College has recently (2011) renovated a facility as the Library Annex that will have multi-purpose use for academic support services along with social networking, meeting space, and conferencing. All of the facilities are well maintained and routinely cleaned on a daily basis. The maintenance schedule is part of the "Operations and Maintenance Plan," and includes assessment reviews for repairs and up-keep.

The institution evaluates success with respect to student achievement. Texas College appropriately considers course completion, state licensing examinations, and job placement rates as part of the evaluation process. Moreover students have the opportunity to register with the Student Learning Center for assistance in skill development (i.e. Writing Program, Mathematics Program) as well as the support of tutorial assistance in specific disciplines. As part of the measures for evaluating students' academics abilities, the Student Learning Center uses assessment measures that include Pre-TASP/THEA/THEA, COMPASS, ASSET and Skills Tutor (an electronic academic support for select disciplines). Following are categorical rates, retention rates, licensure performance (teacher education) and job placement rates.

***Success Toward Graduation***

Academic Years	No. Graduates	Graduation Rates	Retention Rates
2009-2010	96	27%	88%
2008-2009	96	16%	82%

**State Licensing Examination Results for Teacher Education**

Academic Years	No. Graduates	TEXES Pass Rate for Texas College	State Certification/Licensure
2010-2011	8	Data available 10-2011	
2009-2010	18	64%	7
2008-2009	10	100%	1

**Graduates: Job Placement and Graduate School Attendance Rates**

Academic Years	No. Graduates	Job Placement	No. Grad. School
2009-2010	96	35 (36%)	23 (24%)
2008-2009	96	27 (28%)	12 (13%)

*Documentation*

- *TEXES Pass Rates*
- *Career Development Graduate Employment Tracking Report (May 2010)*

**List of Degrees**

DIVISION	Bachelor of Arts	Bachelor of Science
<b>BUSINESS AND SOCIAL SCIENCES</b>		Business Administration
	Criminal Justice	Criminal Justice
	Social Work	Social Work
	Sociology	
<b>EDUCATION</b>		Education <i>Certifications in Early Childhood-Grade 6 (EC-6,) Grades 4-8, Grades 8-12, and EC-12 All-level</i>
<b>GENERAL STUDIES AND HUMANITIES</b>	English	
	Liberal Studies	
	Religion	
	Music	
<b>NATURAL AND COMPUTATIONAL SCIENCES</b>		Biology
		Computer Science
		Mathematics

Texas College offers twelve baccalaureate degree programs through four academic divisions. Students may also pursue an Associate in Arts in Early Childhood Education and Associate in Arts in General Studies. In addition to traditional academic programs, the College offers specialized programs that meet the needs of non-traditional students: the SUCCESS Program is an accelerated modular-based adult degree completion program in Business Administration for those who desire to obtain their bachelor's degree while fulfilling their work and family obligations; and the post-baccalaureate alternative Teacher Certification Program.

### **3. THE PURPOSE OF THE CAMPUS MASTER PLAN**

Stated briefly, the concept of the Campus Master Plan is a system through which the major components of the campus environment can develop in an orderly fashion. These components, as described below, are growth, movement and association, use, and space.

The major campus components should be coordinated with specific alignments in mind, i.e., common use functions that can form a common relationship between major campus elements. A central road should connect the major secondary spines and parking areas. It could form a loop which would be accessible from two entrances to the campus. This central loop circulation concept would have distinct advantages over an even-grid as spine concept expanding the ability to connect to common use activities. It is of fundamental importance that future individual projects respect the underlying principle of the Campus Master Plan.

### **4. PROJECT APPROACH**

#### *The Master Planning Process*

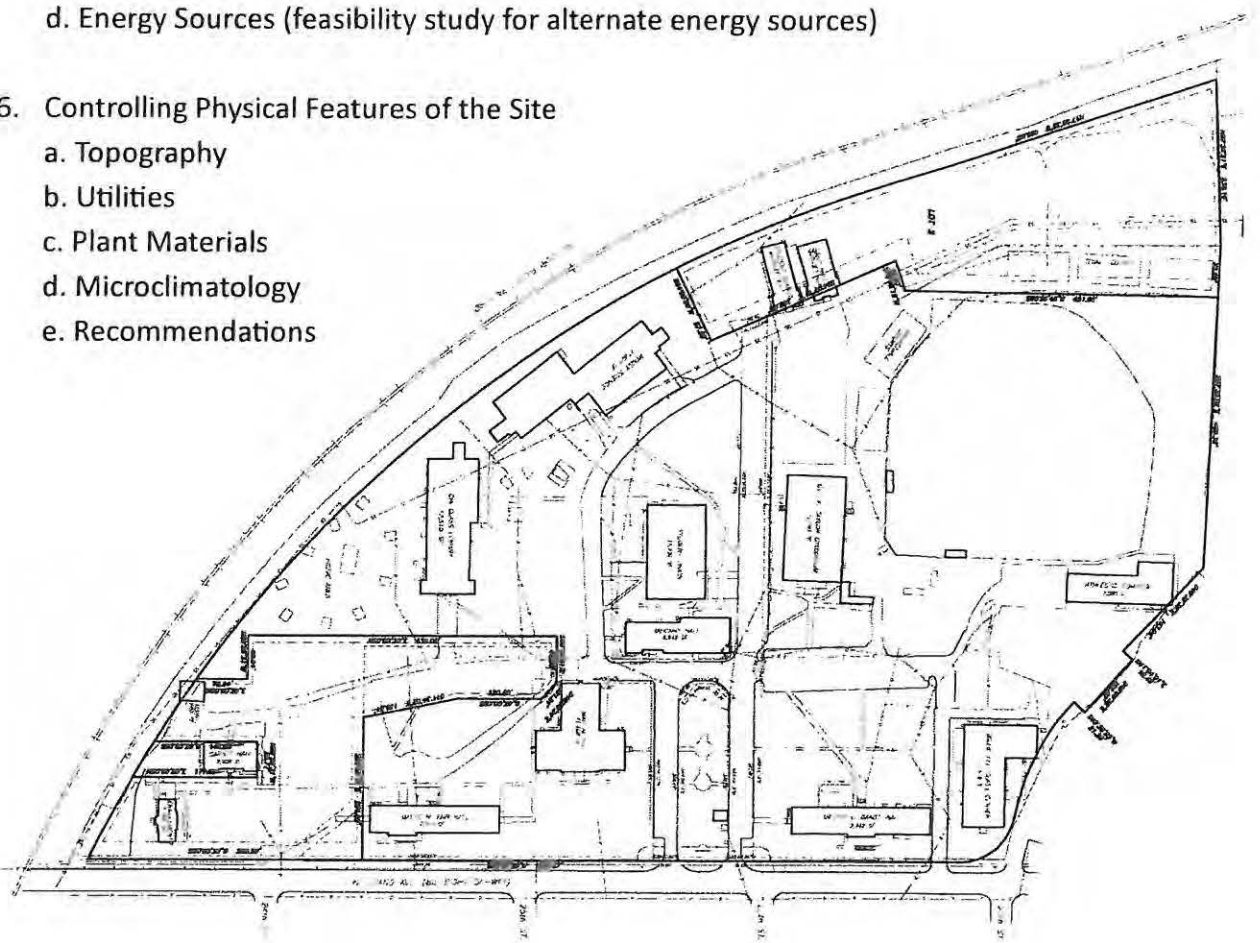
Master planning is a problem-solving process that consists of several specified work phases. Using this planning structure, a plan will develop and it will be responsive to current campus conditions as well as the College's future needs and goals. The planning process will progress through the following work phases:

#### **A. Analyze All Existing Drawings, Maps, Etc.**

#### **B. Existing Conditions (Prepare base map showing all existing conditions)**

1. Analyze All Existing Drawings, Maps, Etc.
2. Appraise Existing Buildings For:
  - a. Age
  - b. Usefulness
  - c. Life Expectancy
  - d. Energy Utilization
  - e. Inventory (size and number)

3. Aesthetic Evaluation
  - a. Campus
  - b. Individual Buildings
  - c. Landscape
  - d. Signage (Informational and directional)
  
4. Traffic and Parking
  - a. Traffic Volumes
  - b. Parking Occupancy
  - c. Parking Characteristics
  - d. Parking Volumes (spaces all)
  - e. Land Area Limitations
  
5. Utilities
  - a. Status of Quality
  - b. Location
  - c. Public and Private
  - d. Energy Sources (feasibility study for alternate energy sources)
  
6. Controlling Physical Features of the Site
  - a. Topography
  - b. Utilities
  - c. Plant Materials
  - d. Microclimatology
  - e. Recommendations

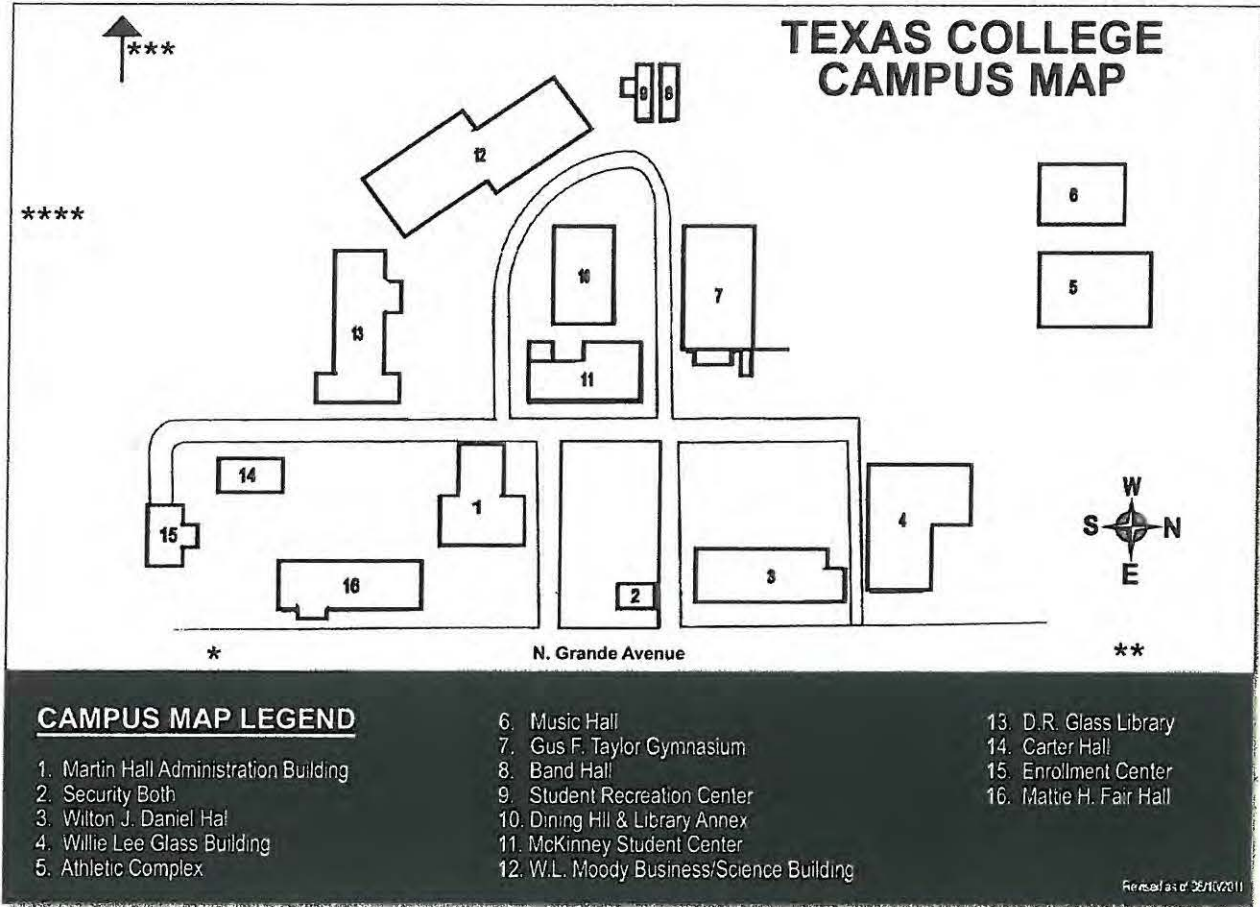


# II. Existing Conditions



# Existing Conditions

## 1. EXISTING CAMPUS MAP



- \* Texas College currently owns property at W. 24th Street and N. Grand Avenue.
- \*\* Texas College currently owns property north of campus on N. Grand Avenue.
- \*\*\* Texas College currently owns Rose Hall, a converted nursing home, 15 minutes west of campus.
- \*\*\*\* Texas College currently owns property used for athletics southwest of campus.



## 2. LIST OF CAMPUS FACILITIES AND BRIEF DESCRIPTIONS

### General

The College has a total of four residence halls; three are located on campus (Carter Hall, Daniel Hall and Fair Hall) and one at an off campus site (Rose Hall). There are two halls each for male and female students. Of the total student body, the residence halls accommodate approximately one-third of the total enrollment. Each resident hall is equipped with computer laboratories, game rooms, a television room and social networking space.

The residential facilities and facilities at-large are on a scheduled maintenance as noted by the OMP. The OMP also provides a schedule for preventive maintenance so that facilities may be well maintained for students' living and learning. The following is a list of all buildings at Texas College, their age, size, use and current conditions:

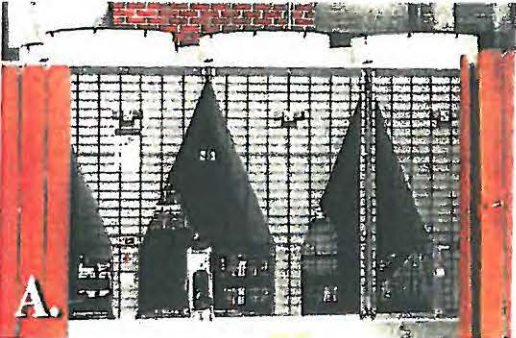
### *Building Status Report*

No.	Building	Year Built	Square Footage	Description & Status
1	Willie Lee Glass Building	1954	21,438 sf	Two-story brick building for administrative and classroom use. The building is in very good condition with two upgraded academic laboratories in 2009.
2	Wilton J. Daniel Hall	1968	30,882 sf	Three-story brick building, men's residence hall with renovations inclusive of computer laboratory, 2008. The building is in good condition.
3	Martin Hall Administration Building	1924	32,270 sf	Three-story brick structure for administrative use. Upgrades with ADA improvements, structural renovations and technology improvements 2009-2010. This building is an historic site on the national register. The building is in good condition.
4	Mattie H. Fair Hall	1968	28,240 sf	Three-story brick building, women's residence hall with renovations inclusive of computer laboratory and ADA improvements, 2008. The building is in good condition.
5	Carter Hall	1940	6,137 sf	Two-story brick building that is a residence hall for women. Minor upgrades (2009) with carpeting, painting and computer laboratory. The building is in fair condition.
6	Rose Hall	1972	6,200 sf	One-story brick building (off-campus) that is a residence hall for men. The facility has computer laboratory upgrades. The building is in fair condition.

7	Enrollment Center	1944	2,553 sf	Newly redesigned two-story brick structure, renovated as Enrollment Center. Three offices include: Admission, Registrar's Office, and Financial Aid Office, renovated 2010. The building is very good condition.
8	McKinney Student Center	1929	6,953 sf	Newly redesigned Student Center (2009). The facility houses an activity center, three administrative offices, snack bar, computer laboratory, conference room, SGA office, Pan-Hellenic Council office and restrooms. The building is in very good condition.
9	Dining Hall/Library	1960	12,041 sf	One-story brick structure. The facility houses the annex cafeteria, college bookstore and library annex, which includes conference room, computer laboratory and meeting space for the general public (renovated 2011). The building is in very good condition.
10	Music Hall	2005	5,000 sf	Redesigned (aluminum structure), inclusive of Choir Hall, computer laboratory, administrative office, individual practice room and restrooms (renovated 2008). The building is in very good condition.
11	Athletic Complex	2011	2,200 sf	One-story brick facility that houses a training room, locker facilities, office space and conference room. The building is in very good condition.
12	W.L. Moody	1971	32,369 sf	Two-story brick structure instructional complex for Business/Science with four computer laboratories and updated biology and building physics labs. The facility also includes faculty offices and an auditorium. Recent updates to computer labs and auditorium, 2008-2009. The building is in good condition.
13	D.R. Glass Library	1950	18,119 sf	Two-story brick structure that is the library along with housing three laboratories and administrative offices. Updates to library and labs, 2008-present. This is an historic site on the national register. The building is in good condition.
14	Gus F. Taylor Gymnasium	1940	12,720 sf	One-story brick building with an adjacent detached training room. Recent upgrades included replacement of the gymnasium floor, installment of new windows, restroom renovations, snack room updates and ADA improvements. This is an historic site on the national register. The building is in good condition.
15	Security Booth	2002	176 sf	Small greeting center at the entrance of the campus. The building is in very good condition.
16	Student Recreation	1946	4,000 sf	Renovated facility that houses a weight room and center dance hall. The building is in fair condition.
17	Band Hall	1946	4,000 sf	Renovated facility used for band rehearsals. The building is in fair condition.

**3. CURRENT UPDATES TO THE CAMPUS FACILITIES**

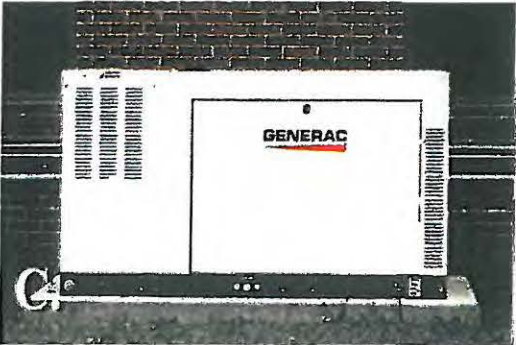
In 2011, Texas College Board of Trustees made considerable investment into the campus infrastructure. Monies were spent across the campus to upgrade specific infrastructural elements.



New air conditioning units for Fair Hall.



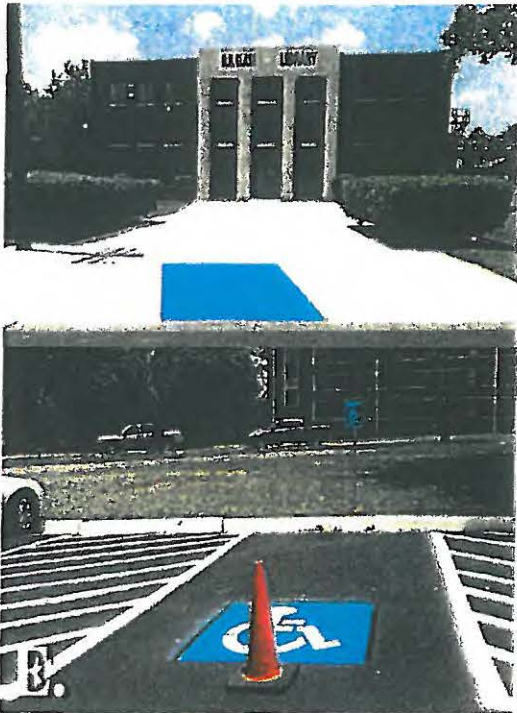
Baseball field revitalized.



New generators installed and renovations made to the Gus F. Taylor Gymnasium.



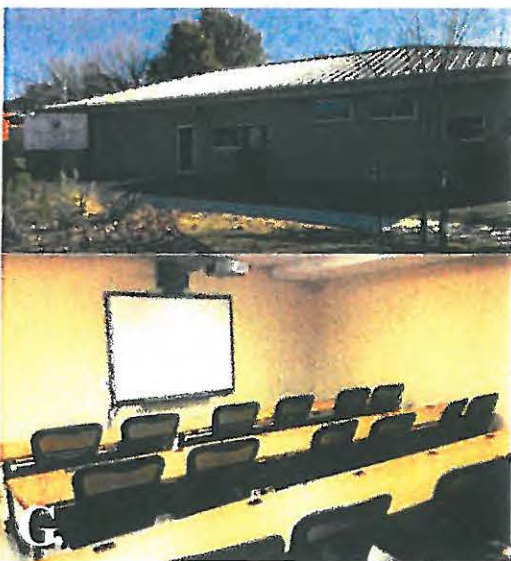
Energy efficient window upgrades throughout the campus.



Completed the installation of new ADA ramps and parking for the D.R. Glass Library.



Completed of the new Library Annex (Student Center).



Completed the Texas College Discovery Learning Center (formally the Emmett Scott building).

#### **4. CURRENT MASTER PLAN**

As a starting point from which we can build, we look to what master plan currently is in place at Texas College. While this is short of an adopted, official master plan, this document created December 3, 2009 is actually on point to the principles and approach to developing a master plan.

##### **A. Project Description**

- 2 Buildings, 3 floors each
- Approximately 120,000 sf total area
- Approximately 270 parking spaces
- Wood frame with brick/stucco veneer construction
- 400 Beds, total

##### **B. Amenities Within Each Building**

- Lobby/Common Area
- Office
- Computer Lab
- TV Viewing Area
- Game Room
- Laundry Facilities
- Kitchen
- Exercise Room

##### **C. Additional Features**

- 3 Separate Outdoor Courtyard Areas
- Controlled Entry/Security
- Convenient Parking

# Conceptual Site Master Plan

## Texas College, Tyler Texas

December 3, 2009

The attached Conceptual Site Master Plan Drawing is intended to suggest a long-term, organizational concept for the Texas College campus, based on our understanding of some of the major concerns of the campus as it exists, and consideration of future proposed additions. It is not intended to represent a comprehensive master plan effort, which would require the gathering and analysis of a great deal of data, and a far greater understanding of the goals of the college. Rather, it is a "broad-stroke" design exercise intended to generate further discussion.

The main idea behind this plan is to organize the campus into nodes of activities using the existing buildings and infrastructure and adding key elements to enhance this organization. Other goals of the plan are to make the campus a pedestrian friendly environment, to allow for future expansion in keeping with the concept, and to create a fine physical environment with key iconic structures and spaces that will aid in establishing Texas College as a memorable place among its peers.

### Legend



Existing Building (remodeled)

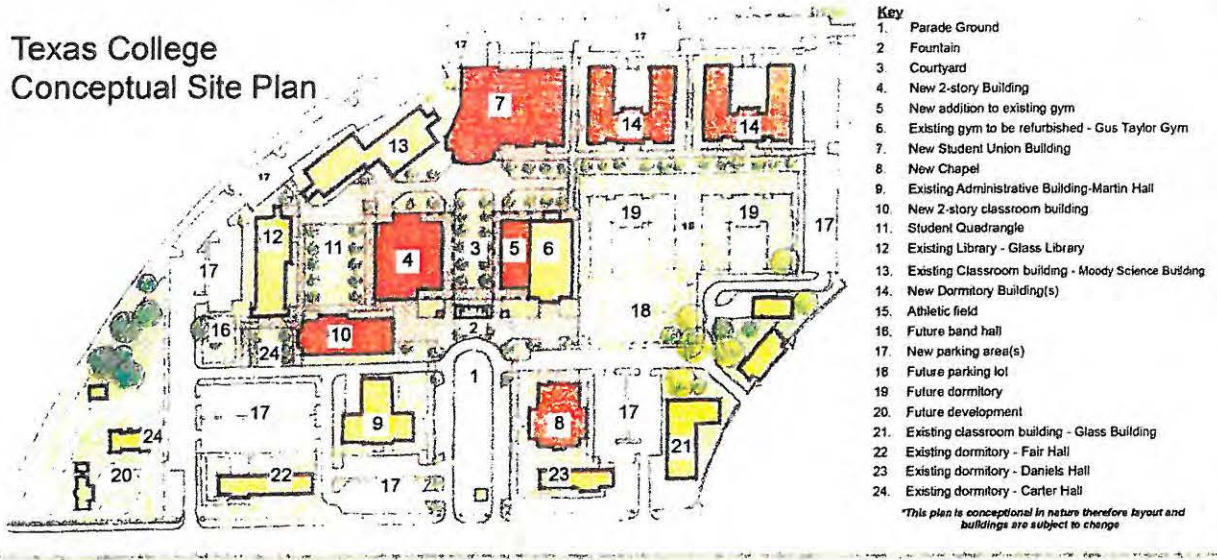


Proposed New Building

### Key

1	Parade Ground	Ceremonial arrival point with convenient parking for visitors
2	Fountain	Iconic Structure as campus focal point
3	Courtyard	Open space surrounded by important student activities
4	New 2 story Building	Bookstore/Post office/bank/classrooms
5	New addition to existing Gym	Student exercise space/ locker rooms/ coffee and juice bar
6	Existing Gym to be refurbished	Basketball/ volleyball/ exercise facilities
7	New Student Union Building	Theater/ Cafeteria/ news stand/ conference/ "Living Room"
8	New Chapel	1000 seat chapel
9	Existing Admin Building	Renovated to include all admin. and admissions functions
10	New 2 story classroom bldg	12 large classrooms
11	Core classroom quadrangle	Outdoor area surrounded by classroom bldgs.
12	Existing Library	Renovated to house library and computer classroom functions
13	Existing Classroom Bldg	Renovated to include classrooms and laboratories
14	New dormitory bldg.	Each 4 story bldg to provide 200 beds
15	Athletic Fields	football/soccer fields. Baseball to relocate off campus
16	Future band hall	2,500 sf band practice room
17	New Parking Lot	Approx. 500 parking spaces, total
18	Future Parking lot	Approx. 160 additional parking spaces
19	Future dormitory	Each 4 story bldg to provide 200 beds
20	Future Development	Area to be used for future development as required

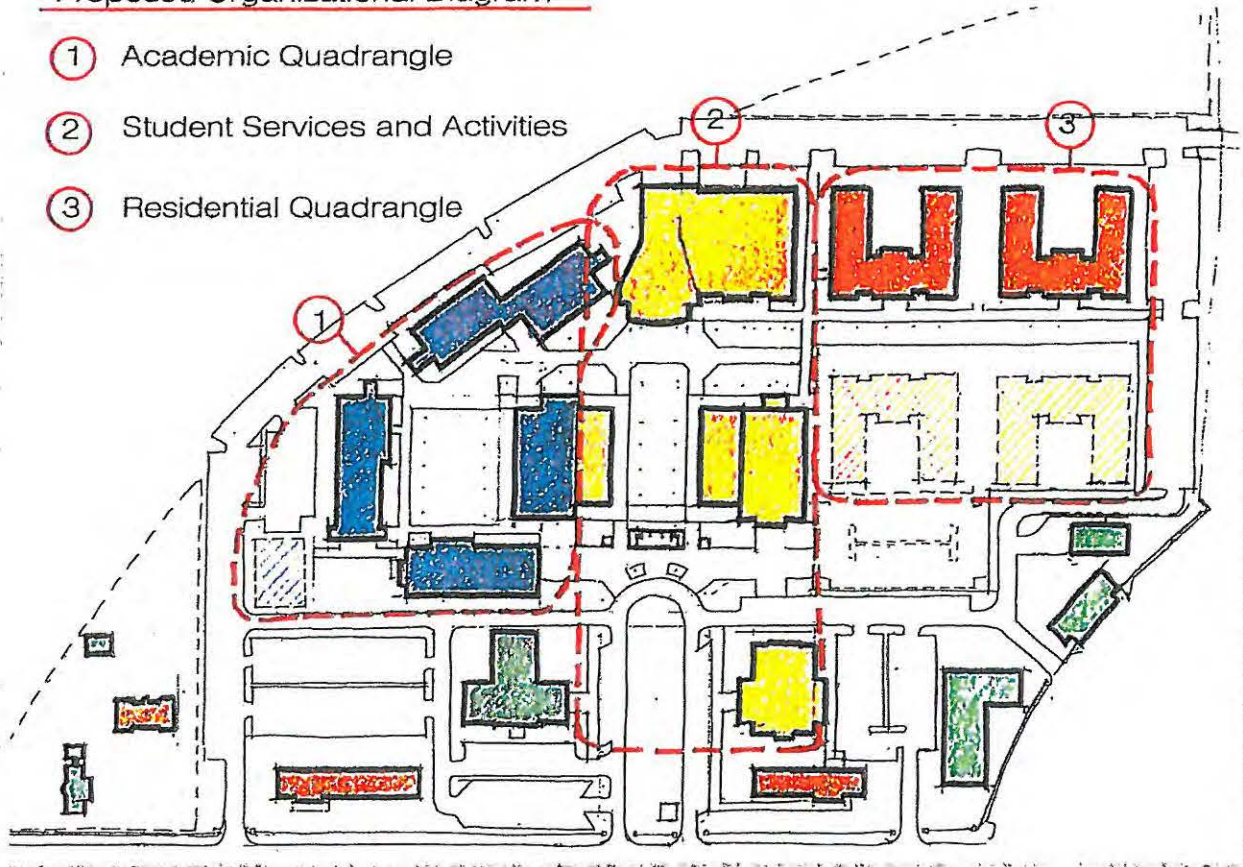
# Texas College Conceptual Site Plan



- Key**
- 1. Parade Ground
  - 2. Fountain
  - 3. Courtyard
  - 4. New 2-story Building
  - 5. New addition to existing gym
  - 6. Existing gym to be refurbished - Gus Taylor Gym
  - 7. New Student Union Building
  - 8. New Chapel
  - 9. Existing Administrative Building - Martin Hall
  - 10. New 2-story classroom building
  - 11. Student Quadrangle
  - 12. Existing Library - Glass Library
  - 13. Existing Classroom building - Moody Science Building
  - 14. New Dormitory Building(s)
  - 15. Athletic field
  - 16. Future band hall
  - 17. New parking area(s)
  - 18. Future parking lot
  - 19. Future dormitory
  - 20. Future development
  - 21. Existing classroom building - Glass Building
  - 22. Existing dormitory - Fair Hall
  - 23. Existing dormitory - Daniels Hall
  - 24. Existing dormitory - Carter Hall
- \*This plan is conceptual in nature therefore layout and buildings are subject to change*

## Proposed Organizational Diagram

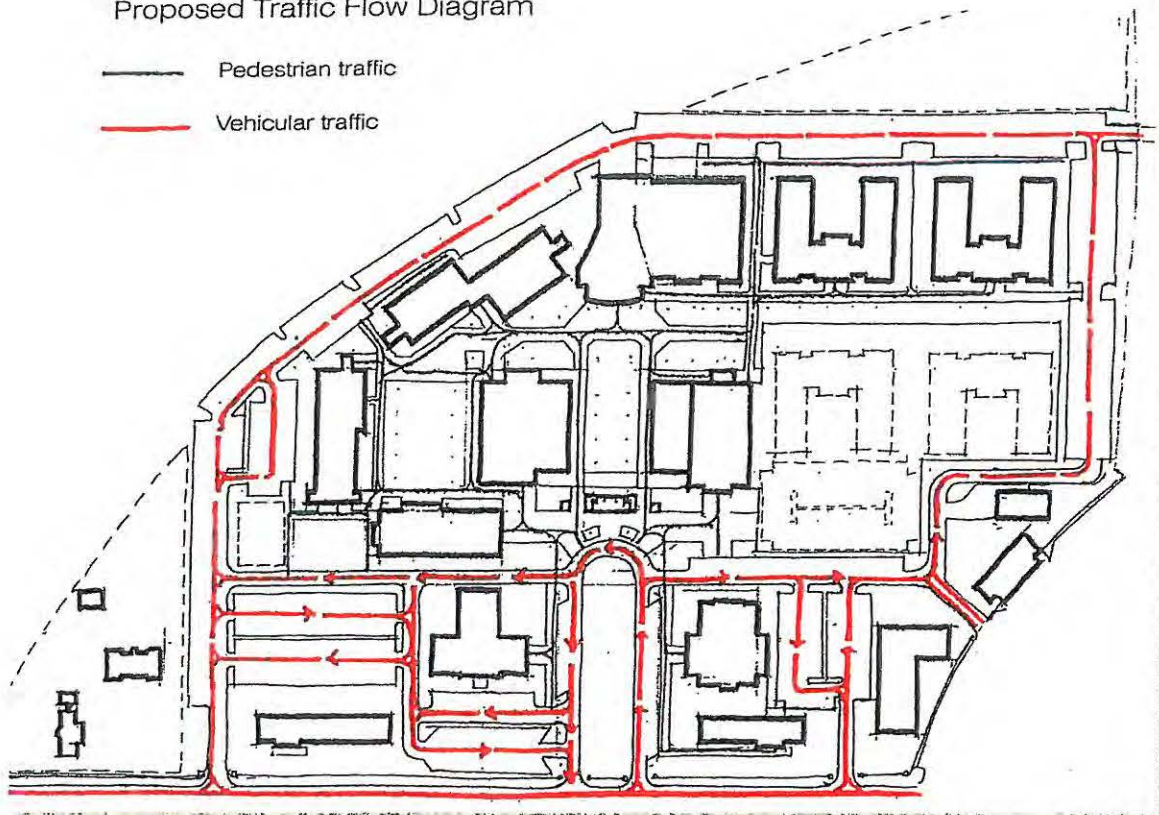
- ① Academic Quadrangle
- ② Student Services and Activities
- ③ Residential Quadrangle



### Proposed Traffic Flow Diagram

— Pedestrian traffic

— Vehicular traffic





# III. Design Framework



## Design Framework

### 1. DESIGN FRAMEWORK

The design framework represents a synthesis of all the information relevant to the existing conditions and the future plans of the College. This information was gathered through site visits, an interview process and input from the Master Plan Committee. This framework forms the basis for the development of the alternative concepts. It consists of separate items that are developed chronologically as an understanding of the campus is acquired. The three elements included in the design framework are the problems and opportunities, goals and objectives, and program elements and design criteria.

### 2. PROBLEMS AND OPPORTUNITIES

Problems and opportunities are situations that currently exist on the campus that should be considered during the planning process. They will form the basis for the development of the goals and objectives. For clarity, they are grouped into the following three categories, based on the major campus element they represent: circulation and parking, facilities, and open space.

#### A. Circulation and Parking

##### *Problems:*

- Parking lots are scattered throughout the campus, and are not landscaped
- Vehicular circulation through the campus
- Campus walkways need to be well-defined
- Parking is insufficient in strategic locations
- Parking is not adequate for special events such as conferences and community activities.
- Pedestrian pathways through campus conflict with pedestrian/vehicular traffic
- The campus main entrance should be better identified, more attractive, visible, and realigned with city streets.
- Primary and secondary entrances to the campus are needed.
- The campus is difficult for visitors to find from the main streets.
- Serviceability, emergency vehicle accessibility and ADA accessibility to all buildings must be provided and maintained.

*Opportunities:*

- The campus has a parcel on the east side of N. Grand Avenue at 24th Street that could provide a number of commuter parking spaces.
- Additional neighboring properties could be looked at to potentially acquire.
- The amount of vehicular and service traffic on the campus is not excessive.
- Pedestrian circulation is simple and direct because of the arrangement of significant buildings around a central area.

**B. Facilities**

*Problems:*

- Student housing is inadequate to house the current demands.
- Student housing is a major factor in attracting new students, retaining students and providing a quality and measurable experience at Texas College.
- Current dining is dated, limited and not a positive experience.
- As enrollment grows, additional seating will be needed.
- There are few quality social gathering opportunities on campus.
- There is no sense of arrival; no identifiable front door for visitors.
- Surface water runoff and soil conditions create some constraints for development in the northern district of campus.

*Opportunities:*

- The campus has many attractive buildings.
- The Administration Building is well-located in the center of the campus.
- Land is available for additional campus buildings.
- Adjacent properties could provide viable options for expansion off campus.

**C. Open Space**

*Problems:*

- Campus lighting is not always consistent or appropriate with the historical character of the campus. Some lights are leased, some are owned by the College.
- The campus lacks ornamental and evergreen plant material.
- There are no standard methods to commemorate donors.
- Utility structures, mechanical equipment, and other unattractive views are inadequately screened.
- There is little indication of the historical or religious heritage of the campus.
- There is a lack of defined open space where students can gather.
- Security is a concern on campus.

- There is a lack of defined outdoor storage.
- There is a lack of outdoor recreation space.
- Campus signage is inconsistent, or non-existent.
- A tree replacement program needs to be instituted, especially in areas of high public visibility and use.
- Overhead utility lines are unattractive and inappropriate, and lead to periodic loss of use.
- Landscaping is poorly planned and difficult to maintain.
- Amenities such as landscaping, benches, pedestrian scale lighting, signage, trash receptacles, and public art are inadequate throughout the campus.

*Opportunities:*

- Annual flower displays are attractive.
- The scale of the campus is comfortable.
- The campus has available land and adjacent parcels provide opportunities for expansion.
- The Quadrangle is attractive and easily accessed.
- There are many large specimen trees on campus.
- Campus grounds are well-maintained and very clean.
- There is adequate open space available to provide attractive entrances to the campus.
- City wants to emphasize W. 26th Street as the major access onto campus. This could provide major branding and recognition opportunities for visitors to campus.
- With movement of baseball field off campus, there is an opportunity to use that open green space for student activities.

### **3. GOALS AND OBJECTIVES**

The purpose of the Campus Master Plan is to assist Texas College in achieving its main goal: to maintain continuity with the past while providing an environment that fosters academic excellence and establishes the College as an outstanding and independent college. In fact, President Fennell has stated openly his desire to have a legacy for the future — “To leave Texas College better than it was and ready for the evolving Higher Education Sector and students.” To achieve the main goal, the plan identifies a series of goals, based on key planning issues, and the objectives that must be met to achieve them. The goals and objectives will be used to evaluate the alternative concepts and recommended plans to ensure that they address the issues expressed by the College’s Administration.

**A. Goal: Improve the image and appearance of Texas College and enhance its visibility in the community.**

*Objectives:*

- Place a high priority on improving the appearance of all campus entrances, borders, streetscape areas, parking areas, drives, walkways, student activity and living areas, open space areas, recreational areas, and service areas.
- Improve the campus core with some new walkways, outdoor use areas, and landscaping to maximize the view into campus and create a good image in the community.
- Improve, where possible, visual continuity between buildings, old and new areas of campus, open space areas, signage, site furnishings, walkways, roads, driveways, and parking and service areas by using similar architectural, landscape architectural, and engineering design details.
- Enhance buildings and define building entrances and related open space areas with signage, lighting, furnishings, and landscaping.
- Assist in initiating plans for the development of the areas surrounding the campus to ensure compatibility with the image and role of Texas College.
- Attempt to create a physical connection or at least a recognizable viable connection between main campus and owned-properties that are not tangent to campus.

**B. Goal: Improve the pedestrian, vehicular, and service circulation on campus.**

*Objectives:*

- Develop an attractive, formal vehicular entrance to the campus.
- Provide improved visitor information, directional signage, and building identification signage.
- Control vehicular access points into campus.
- Consolidate parking into efficient, attractive lots located near intensely used facilities.
- Improve existing walkways and develop new walkways as needed to respond to pedestrian traffic patterns. The improvements should include landscaping, pedestrian-scale lighting, site furniture, and signage. Establish a hierarchy of walk widths to meet pedestrian needs.
- Reduce and control vehicular traffic on and through the campus to improve pedestrian circulation and safety.
- Improve accessibility for the handicapped user to all buildings and areas of the campus.

- Provide alternative points to access campus for service vehicles. Improve turning radii for larger service vehicles to maneuver through campus.

**C. Goal: Develop, adopt, and implement a Campus Master Plan to provide a framework for the growth and development of Texas College.**

*Objectives:*

- Identify future building sites, existing building expansion areas, circulation patterns, parking areas, and space areas for the campus. Cluster compatible uses, separate incompatible uses, and use open space areas for buffering.
- Establish neighborhoods or precincts within campus that tie common uses together in traditional collegiate quadrangles and that communicate to one another.
- Establish priorities, a strategy, and a schedule for implementing the improvements identified in the Campus Master Plan.
- Establish a permanent committee responsible for reviewing and approving all physical improvements to the campus; reviewing, updating, and amending the Campus Master Plan on a regular basis; establishing and adopting procedures for conducting the reviews; and ensuring compliance from staff, design professionals, and others involved with campus improvement projects.
- Establish and adopt procedures for incorporating the recommendations contained in the Campus Master Plan into the College's financial planning and budgeting process.

**D. Goal: Provide open space areas and encourage their use for educational, recreational, active, passive and programmed activities.**

*Objectives:*

- Identify the purpose, function, and intended use of open space on campus.
- Enhance and improve existing open space areas based on their intended use.
- Provide additional programmed, accessible outdoor spaces, emphasizing areas near popular facilities and within student living areas.
- Locate and develop open space for active recreation, and provide the amenities necessary for these activities, such as restrooms, drinking fountains, lighting, spectator seating, other site furniture, and adequate landscaping.
- Provide a variety of gathering places on campus and in student residential areas to accommodate formal and informal gatherings.
- Provide outdoor amenities such as lighting, signage, site furniture, landscaping, sculpture, and artwork throughout the campus.

- Enhance the micro-climate of outdoor space through the proper design and orientation; and the provision of shelter and landscaping to make outdoor areas comfortable.
- Repurpose baseball field for social, intramural and recreational activities.

**E. Goal: Improve safety and the feeling of security on campus and the surrounding area.**

*Objectives:*

- Develop well-defined, lighted pedestrian connections through campus and illuminate dark areas near pedestrian corridors.
- Provide well-lit parking lots.
- Control vehicular access to the campus core, especially at night.
- Control pedestrian access along the undeveloped edges of campus.
- Maintain 20-foot wide emergency vehicular access to all buildings.

**F. Goal: Reduce the need for maintenance where possible and improve campus operations and maintenance.**

*Objectives:*

- Use the Campus Master Plan to guide all planning, design, and construction related activities. Orient all involved College staff and design professionals to required procedures.
- Select and use plants with growth and maintenance characteristics and appearance suitable for the campus landscape.
- Establish regular maintenance procedures, schedules, and personal training programs to improve campus maintenance.

**G. Goal: Preserve and enhance the historical and cultural significance of Texas College.**

*Objectives:*

- Preserve, maintain, and enhance the conditions of all campus buildings and open space areas, especially those in the historical area of the campus.
- Establish and adhere to planning and design guidelines for all campus improvements. Require new buildings, additions, renovations, and open space to use materials, design features, proportions, mass, scale, and details similar to those of existing facilities.

## **H. Goal: Support Enrollment Growth**

### *Objectives:*

- Based on historic trends, the College expects enrollment to grow by 50-100 students a year for the next 25 years.
- Identify land and facility needs to accommodate growth, and establish a framework and sequence for the implementation of capital projects.

## **I. Goal: Improve the Quality of Student and Residence Life**

### *Objectives:*

- The campus currently lacks high quality student life facilities or amenities to support a strong student life environment.
- Student residences are of insufficient supply and in need of marketability.
- Identify opportunities to improve facilities for resident, commuter and part-time students in order to foster a strong student life environment and improve the overall vitality of the campus vitality.
- Build on current efforts to improve student housing to encourage a successful living/learning setting.

## **J. Goal: Create a Pedestrian-oriented Campus**

### *Objectives:*

- Reinforce a strong pedestrian environment within the campus core, taking into consideration issues of climate, security, comfort and convenience.
- Clear pedestrian routes should be established to provide access to all areas of the campus, and to eliminate conflicts with vehicles and grades to allow all student accessible routes to and through all buildings.
- Create passive walking environments that can double as exercise trails with workout stations.

## **K. Goal: Improve Campus Image and Identity**

### *Objectives:*

- Improve the overall image and identity of the campus by defining a comprehensive strategy of site and building improvements.
- The quality and character of an iconic collegiate quadrangle should be extended throughout areas of the campus by means of a well-defined framework of open space linkages and plantings.



- Campus gateways should be clearly defined and vehicular circulation routes should be simplified.
- Parking should be rationalized to reduce the impact of parking in the campus core.

#### **L. Goal: Establish a Vision for the Athletic Campus**

##### *Objectives:*

- College-owned land southwest of campus is a tremendous resource that has the potential to accommodate a significant portion of the College's long-term growth in their athletic amenities.
- The Southwest Campus should be planned comprehensively to ensure that land is used optimally and efficiently, and that new development is physically and programmatically integrated with the Main Campus.
- The College does not currently have sufficient space or fields for its athletics and recreational programs, and existing facilities are dispersed, therefore cooperation and teaming with community organizations to use their facilities is necessary.
- Define a clear strategy to accommodate these needs, while balancing competing demands for limited land resources.
- Align Texas College with the surrounding community to maximize opportunities to use existing facilities and bring college activities into the community routine.

#### **M. Goal: Explore Potential Partnerships**

##### *Objectives:*

- New buildings and campus improvements will require significant financial investment over time. Several potential projects—a cultural center or retail services—could be financed by other entities as these programs will serve the broader community.
- Where appropriate, identify opportunities for potential private or public partners to support the implementation of future capital projects.

### **4. PROGRAM ELEMENTS AND DESIGN CRITERIA**

Programming began with the first Master Plan Committee meeting when the elements to be included and evaluated in the plan were identified. Each element is further described by a series of design parameters that must be satisfied in the Campus Master Plan. The program elements and design criteria are continually modified and refined during the entire planning process as a clearer picture of the campus' needs become apparent. The program elements have been grouped into circulation and parking, facilities, and open space.

## A. Circulation and Parking

### *Formal Entrance:*

- Provide high visibility in the community, both during the day and at night.
- Develop a way to provide information to visitors. Obtain approval for banners on N. Grand Avenue.
- Provide good access to facilities that are typical destinations for visitors.
  - Provide easy access to visitor parking.
  - Provide signage and landscape enhancement.
  - Promote good views into campus and enhance the collegiate image.
- Work with the City of Tyler to improve the vehicular path to campus that provides the optimum first impression for visitors.
- Relate the visitor's first activity on campus to a quality bookstore to improve exposure and information opportunities.

### *Pedestrian Circulation:*

- Develop a hierarchy of pedestrian pathways based on the amount of traffic the route handles.
- Locate pathways to respond to circulation patterns.
- Provide pedestrian amenities, such as benches, along walks.
- Install pedestrian-scale lighting.
- Locate circulation routes to reduce pedestrian/vehicular conflicts.
- Make routes ADA accessible.
- Provide landscape enhancement for walkways and seating areas.
- Use durable materials that are in harmony with and will serve to enhance the appearance of the campus.
- Make the pedestrian process an activity, a socializing opportunity and a physical reward.

### *Vehicular Circulation:*

- Locate circulation routes to reduce vehicular traffic in the campus core.
- Provide easy access to parking.
- Provide safe and easy access on to and off the campus.
- Include emergency call centers.

### *Service Routes and Areas:*

- Maintain service access to all buildings on campus.
- Develop convenient routes to buildings that require frequent deliveries.
- Reduce pedestrian/vehicular conflicts.

- Landscape and screen service areas, dumpsters, and outdoor storage.
- Provide emergency vehicle access to all buildings on campus.
- Provide secondary entry point to campus for service vehicles.

*Surface Parking Lots:*

- Provide an adequate number of parking spaces to accommodate students, staff, faculty, and visitors.
- Provide designed parking spaces for handicapped users.
- Locate parking where demand is highest.
- Landscape and screen parking lots.
- Provide adequate lighting levels.
- Provide attractive, convenient pedestrian connections from parking to Campus buildings.
- Pursue off-campus parking opportunities to main campus.

**B. Facilities**

*Campus Wide:*

- Include service access and ADA access where needed.
- Provide adequate parking.
- Provide entry plazas with landscaping and site amenities.
- Locate new facilities where there is sufficient land to provide a setting for the building.

*Student Residence Hall:*

- Provide 214± new beds of suite-style housing.
- Create social experiences within the residence hall to provide a quality living/learning experience.
- Allow for future growth of on-campus housing

*Welcome and Admissions:*

- Identify the Welcome and Admissions Center clearly from the main entrance of the campus.
- Provide parking or pull-off area.
- Staff the Center at appropriate times.
- Incorporate historical memorabilia relating to the first 120 years at Texas College.
- Provide maps and other information that are available when the Center is not staffed.
- Provide clear identification signage.

*Student Activities Center:*

- Provide a modern, flexible dining venue; high in quality offering variety of food product and dining experiences.
- Develop this Center to include student development, counseling, placement, health center and meeting rooms.
- Provide a variety of student socialization opportunities.
- Locate this Center so that it is easily accessible to students.

*Other Possible Facilities:*

- Faculty and staff housing.

### **C. Open Space**

*Active Use:*

- Relocate intercollegiate baseball field, a track, and four new tennis courts off campus.
- Locate activities so they are accessible to students.
- Provide parking convenient to fields for sports events.
- Locate fields so noise and lights will not interfere with adjacent areas.
- Provide landscape enhancements.
- Provide lighted field.
- Partner with existing community facilities to provide these activities in the interim until lands can be acquired and facilities afforded.

*Passive Use:*

- Provide open spaces where students gather.
- Provide site amenities such as benches, trash receptacles, and kiosks.
- Provide a variety of spaces to accommodate different sizes of groups.
- Use landscaping to enhance areas and screen unattractive views.
- Maximize seating opportunities.
- Locate large gathering spaces where noise will not interfere with classrooms or residential areas.
- Provide designated spaces for fraternity and sorority activities.
- Provide designated locations and design recommendations for commemorative markers for donors.
- Repurpose existing baseball field for social, intramural and recreational purposes.

# IV. Forecast of Needs



## Forecast of Needs

As expressed in this original Master Plan of 2009, specific needs are identified and then an approach is shown to redistrict the existing layout into nodes of activities. Buildings are identified that could be renovated, repurposed, demolished, expanded or built new to fulfill these needs.

These nodes of activities are shown to connect by pedestrian arteries while creating opportunities for social interaction, beautification of campus and integration, of what exists as individual structures, into a threaded composition that presents itself outwardly and inwardly in the vision of Texas College.

To allow this to be successful, the vehicular activities are rerouted to force routine traffic and parking to the exterior edges of campus.

### 1. STUDENT HOUSING

On campus student housing is currently 400 beds short of meeting the current needs of Texas College, and forces Administration to go off campus and use a repurposed nursing home located 15 minutes away from campus, Rose Hall, to provide some upperclassmen housing. While it is successful in filling a need, its remote location and poor conditions make it a less than optimum answer for these 140 students.

There is also considerable desire to be on-campus by the student that doesn't feel they can get the quality living/learning experience on campus with the inventory currently being offered. If a superior product were offered they too would prefer to live on campus. The days where a dorm style product with gang bathrooms and 1960, or earlier, quality are beyond archaic.

After the academic reputation of an institution, the biggest marketing advantage a school can obtain is seen in the quality of their housing, dining experience and student center. With 240 beds of on-campus student housing, Texas College currently serves 28% of their student body on their main campus. The 140 beds at Rose Hall can hardly be related to "on campus" as it is located 15 minutes to the west. But the combination of these facilities brings the total to 44% of enrolment. That enrolment is expected to grow to 1,200 by 2020, and the Texas College Board of Trustees has aspiration of having a bed on the main campus for  $\frac{2}{3}$  of that total, or 792 beds.

## **2. STUDENT CENTER**

Fast becoming the most important building in the culture of today's students on campuses across the country, the Student Center is intended to be exactly that — "The Center of Activity for the Students". Obviously education is the most important aspect of the college experience; however, students' experiences outside the classroom are memorable from their social interaction with one another. One of the places on campus that is meant solely for the purpose of caring for the needs of the students is in this Student Center.

Students come here on a daily basis, usually multiple times each day, foremost to eat, but also to commune with their classmates in all forms of interaction. Its location is critical to allow convenience in frequenting the many functions offered here. Its appearance and sense of quality are important in creating an attitude of desirability, in that this is a place students want to be. It evokes pride from students, future students, and alumni as they experience Texas College.

Since students who live on campus are required to participate in the food plan, every time beds are added there will be an increase demand on the number of meals that will need to be served. In addition, the quality of food served, variety in food options, types of payment options as well as the number and quality of student activity facilities will all be greatly impacted by increased enrolment and the number of students living on campus.

## **3. ACADEMICS**

With 14 educational programs offer at Texas College, academic excellence will always be the number one focus. As support elements are brought up to qualities demanded by 21st century students, there will be a constant need to provide more classroom space, lower student-teacher ratios, and more technology-rich facilities. While early improvements may not be able to afford new academic buildings, they must be planned on and included in our master plan. In the meantime, the only option may be to repurpose existing facilities to allow more classroom space to keep up with the need and with growing enrollment.

## **4. ADMINISTRATION**

Similarly, growth in quality space for faculty and staff must at all times keep pace. Texas College is not only looking for the best and brightest students, but also challenge our teachers to expand the frontiers of teaching, stimulate research, and raise the level of analytical reasoning and inquiry. In addition to Martin Hall Administration Building, each building on campus has inherent needs for office space, meeting rooms and administrative functions.

Expansion of student activities in some buildings will force certain administrative activities to seek new homes. Underutilized areas of campus must be explored to be repurposed to provide answers.

## **5. ATHLETICS/RECREATION**

Texas College has a rich history of success in what are now 14 sports programs for men and women. As new development on the 25 acre campus takes over the baseball and tennis facilities, areas off the main campus will have to be repurposed to provide home for new facilities. The MLK/N. Englewood property provides some potential but cannot solve all the needs.

This area close by main campus currently provides an intercollegiate soccer field. The current Quonset hut is being converted into a state-of-the-art weight training facility through support of Barry Switzer and money raising programs he is enlisting. There is additional land that can be converted into athletic fields and buildings on site that could evolve into athletic offices.



# V. Basic Policies



## Basic Policies

- A. Type of Institution – Integration with other states, schools, and between departments and schools and/or faculty.
- B. Maximize Size (student enrollment).
- C. Plans for Graduate School(s).
- D. Student Housing – Undergraduate, married, if any.
- E. Student Parking.
- F. Faculty Housing and Parking.
- G. Service to the Community and State (activities and facilities).
- H. Traditions and their Value.
- I. Desired Physical Image of the Campus (*presently needs improvement*).
- J. Objectives for Campus Development (a plan in words).
- K. Organization for Campus Development; function of Master Plan.

# VI. Final Plan



# Final Plan

## 1. PROGRAMS

### A. Student Housing

The span of time since adding on-campus beds, and the improvement of on-campus living at competitive institutions has caused a severe shortage of student housing. Currently, the enrollment is approximately 850 students, with approximately 240 living on campus in existing dormitories. An additional 140 students are living in off campus in a converted nursing home. The administration anticipates that an additional 214 students need on-campus housing immediately.

The current campus master plan calls for two additional housing communities to be built on campus. A new 214-bed student housing dormitory is currently being designed and is expected to open for fall 2015 semester. It will be located in the northwest corner of campus and will be supported by new parking along the western boundary. In conjunction with new suite-style living, the existing dorms, Daniel and Fair, are archaic in their layout and will be upgraded in their bathroom design and residential finishes.

As the campus grows, additional phases of housing will be needed. As on-campus residents increase, dining and student activity needs will also continue to increase.

### B. Student Activities

Quality of life on college campuses is quickly becoming the biggest determination in what draws students to come learn and also what keeps them there. Housing, dining, the student center and the wellness center are all becoming critical marketing elements for all institutions of higher learning.

### C. Instructional Space

The ultimate success of Texas College will always be in the quality of education it provides to its students. Student-teacher ratios, classroom sizes, quality of learning, technology, library resources and study environments are always in need of keeping pace and staying ahead of student needs.

Current plans by Texas College include using Federal subsidies and donations to build a Music Building to house Choir and Band practicing. Also, the Phase I Development plans

include repurposing the north expansion of Daniel Hall to create eight new 20-seat classrooms and five new faculty offices.

#### **D. Campus Access**

While the Texas College campus is located in the northern part of Tyler, access to the campus suffers from the negative image of the neighborhood that surrounds it. The City of Tyler recognizes its role in needing to help improve the image of Texas College and looks to improve conditions that will focus on access to campus from W. 26th Street. The railroad on the west side of campus has also a negative impact on activities and in the ability to physically connect to the off-campus athletic amenities on Martin Luther King Jr. Boulevard.

#### **E. Athletics/Recreation**

Television has made athletics a huge part of American culture and the entertainment world. An important part of the total person experience is a blending of learning, activities, socialization and recreation. Some students will participate as a student athlete; others will participate by their support of these competitions. Texas College has had success over the years in building competitive teams and will strive to maintain proper facilities to support their efforts.

- *Intramural Sports:* Expansion of the campus facilities at the Martin Luther King Jr. Boulevard site and connection with the community are necessary to offer intramural sports activities for those not involved in intercollegiate competition.
- *Other:* With the development of new housing, there will be impact on the tennis courts and the baseball field. As space is limited on the 25 acre campus, the larger activity uses will have to be relocated to make room for housing, classrooms and student activities. However, there are opportunities to build into these developments outdoor facilities such as volleyball courts and basketball courts to supplement on-campus activities. And, in the early phases of the master plan, this large green area can be repurposed to serve the general student population for social, intramural and recreation activities.

#### **F. Administration**

Currently, the Texas College administration is housed on campus in Martin Hall. This building was constructed in 1924 and has been routinely renovated. However, services and facilities are outdated and inferior. As the campus grows and as functions are repurposed to make room for more urgent office space for every division of administration, staff, faculty, alumni, students and government become more and more in short supply.

## **G. Open/Green Space**

Every opportunity will be made to create green spaces conducive for study, relaxation and recreation. Buildings have been placed on the master plan in order to promote student. In addition, existing vehicular streets on campus will be converted to a pedestrian mall. This pedestrian mall connects student gathering areas to classroom buildings, the student union and residence halls. Open areas will be maintained around existing and proposed dormitories. At every opportunity, pedestrian walkways will be created in lieu of vehicular drives.

## **H. Spirituality**

While founded by the CME Church and having its mission grounded in the church, there is inadequate worship facility on the campus. "Chapel Service" is held as a required student function in the auditorium, but has to be staggered to allow time for every student.

The master plan addresses this issue by creating a focal point at the center of campus, which is currently the gymnasium. That may result in a new building or the expansion of and repurposing of the existing gymnasium. The intent is that a chapel be constructed at this location that would become the center of campus activity and the focal point for the campus, spiritually and visually. All religious activities would occur at this facility, which would become the compass for persons walking around the campus, and would double as a space for large group congregation.

## **2. CAMPUS MASTER PLAN**

### **A. Vision**

The campus master plan provides Texas College with a clear vision for guiding the incremental development of the campus over the next twenty-five years. The vision is based on innovative approaches to campus design, community partnerships and higher education delivery. It sets out a development framework to accommodate the ultimate target population – a framework that will assist the College in providing appropriate responses to the physical environment, the landscape, and the programmatic requirements of future academic, student life, student housing, athletics and recreation, and support facilities.

The master plan improves the quality of student and residence life for each user group: undergraduate, alumni, commuter and resident. It improves the campus image and identity by giving attention to the landscape structure and it unites the campus as a pedestrian-oriented environment.

## B. Planning Principles

The following planning principles were developed during the planning process in consultation with College stakeholders. They are intended to guide the planning and future development of the campus:

- *Define a flexible urban design framework for campus improvements*  
The master plan should define a flexible structure for campus improvements addressing land use organization, open space structure, pedestrian circulation, vehicular circulation and parking. The master plan should be a living document that provides guidance to decision-makers, as well as the planners, architects and engineers that will implement specific projects.
- *Extend the open space framework to improve campus image and pedestrian connections*  
The master plan should define a coordinated strategy for open space improvements that links existing and new open space elements within a comprehensive network. Landscape and circulation improvements should be coordinated to support a pedestrian friendly campus.
- *Concentrate academic uses within a ten-minute walk circle*  
Academic uses should be concentrated within a ten-minute walk circle to promote a compact, pedestrian-oriented academic core, accommodate, class-change schedules, and promote synergies among academic programs.
- *Strengthen existing housing and create new residential villages*  
The master plan should build on existing concentrations of student housing to create vital living/learning communities within 'residential villages.' New housing development should be coupled with adjacent open space or Quadrangle improvements to foster campus community and identity.
- *Consolidate parking to the periphery of campus*  
To promote a pedestrian-oriented campus, parking should be relocated from the campus core to the periphery wherever possible. Parking relocation should occur within a comprehensive strategy of open space and circulation improvements.



### C. Campus Systems

The master plan comprises a series of inter-related elements that together define a comprehensive framework for campus improvements. These elements, which include land use organization, open space and landscape, pedestrian circulation, and vehicular circulation and parking, build on the existing structure and organization of the campus with the goal of creating a coherent campus environment. The following is a description of each element.

### D. Land Use Precincts

The master plan builds on the existing organization of the campus to create several well-defined land-use precincts. The plan sites compatible new uses within each precinct in order to strengthen the amenity and character of these areas of the campus. The master plan precincts are as follows:

- Academic Core

The master plan continues to focus academic uses within the Academic Core, the area within a ten-minute walking circle encompassing the Academic Mall and the Library. It also points out needs and opportunities to add classroom space where feasible. 2013 saw completion of the Texas College Discovery Learning Center and 2014 will see the construction of the new Music Center.



- Residential Villages

The master plan reinforces existing residential areas on the campus, creating a pattern of distinct residential villages structured around new or enhanced open spaces. Each village will contain a sufficient critical mass of housing to foster vibrant living/learning communities.

The existing residential community consists of two 1960's dorms located along N. Grand Avenue. Their location is a key to their acceptance. They are immediately recognizable as your first approach campus, yet they are convenient to academics, dining and the student center. The problem with these two structures is that their 1960's heritage is far outdated and thus marginally marketable. New housing will be developed in the northwest corner of campus because that is the only undeveloped portion of campus.

- Cultural District

In the dead center of Texas College, two existing buildings hold the majority of student activity space for the entire community. This includes dining, games, computer labs and generally non-programmed socialization. Again, age is limiting the success of these activities. While they may have served their purpose 50 years ago, they are simply insufficient in their quality and quantity.

Dining is no better than a cafeteria experience. It lacks options, diversity in what types of foods are offered and more than a fixed price, all you can eat point of sale.

The student activity center provides the only area on campus for students to relax from their studies, play games and interact. But, what is offered is minimal: pool, table tennis and similar table games. And the only place on campus where students can just lay back and hang out is the Library Annex.

The fact that students are highly engaged in frequenting these areas emphasizes how successful they can be. However, increasing enrollment, as well as the on campus population, will only exaggerate the inadequacy of these spaces.

- Athletics and Recreation

With room on the main campus running out, athletic functions have to move off campus. At the Martin Luther King Jr. Boulevard site, opportunities exist to extend the successes already seen there. The soccer field and new weight room

provide quality support for our student athletes. On the main campus, the baseball field was revitalized in 2013 and the gymnasium received new generators and renovations. Both will see major changes in the early phases of the master plan.

- **College Crossroads**

It is critical to a college's success to continue to upgrade the facilities and functions that allow it to meet its mission, but it is somewhat of an intangible feeling that brings a campus to its "crossroads." It is an aura of what it is to be at college; to be on your own in your journey, who will be your life-long friends; to seek knowledge of the work, of life, of yourself. At college, you are at the crossroads where you move on from the protection of your parents to meet the challenges of life.

How a campus feels as you walk across the lawn to class, or sit in the dusk after dinner making the transition from classwork to studies, or stroll late night from the library to your dorm; these are the crossroads of a campus and what makes college memorable.

#### **E. Pedestrian Circulation**

The importance of these crossroads is seen in the master plan as it reinforces the existing network of pedestrian walkways throughout the campus, extending the qualities of the campus core to all areas of the campus, and linking the various land use districts. Pedestrian corridors are closely linked to the landscape framework and serve as important elements of the campus open space strategy.

A primary pedestrian network is defined by the transition of the existing drive that separates Gus F. Taylor Gymnasium from the dining hall into an eclectic pedestrian boulevard. The pavers, new lighting, added trees and benches create warmth and a strong east-west physical connector that draws one from the moment you enter the main gates.

Another opportunity arises with the addition of new housing. New walks will link this community with the pedestrian plaza to its south and will loop the current baseball field to connect to other areas of academic importance. This loop will be developed as a walking trail, which will entice activity and breathe life into this section of campus.

The secondary pedestrian network consists of walkways and sidewalks that crisscross the campus, and those which follow vehicular circulation routes. The secondary network

is expected to carry fewer pedestrians, and is intended to connect the primary network to building front doors, parking areas, bicycle storage and public transportation stops.

In areas where roads and driveways have been removed to create new open spaces, the pedestrian walkways will be designed to allow for adequate service vehicle access to buildings. The City of Tyler has plans to redirect vehicular access to campus from the east along 26th Street.

#### **F. Open Space and Landscape Structure**

The master plan builds on existing landscape elements to improve the campus environment, strengthen connections and enhance the campus identity. The master plan proposes a new east-west pedestrian mall, as the central structuring element creating a sense of place. The mall will establish a strong connection between Living and Learning as it strings together activities in the upgraded student center, the gym, main entrance and the new housing. The pedestrian mall is envisioned as a tree-lined promenade that functions both as a pedestrian corridor and an informal gathering space with benches and meeting places. It has the potential to enhance connectivity, and to become a new iconic space on the campus.

The master plan outlines a strategy for localized site improvements throughout the campus. These improvements include:

- Landscape improvements to enhance the quality of the Academic Mall, including additional tree plantings to reduce the scale of the space and create shade, and the introduction of pedestrian amenities, such as seating areas and benches and pedestrian-scaled lighting,
- Where feasible, removing several surface and on-street parking areas to create a more pedestrian-friendly campus core,
- Planting shade trees along the southern facade of buildings to reduce summer head loads and lower energy costs. Texas College is blessed with an abundance of hardwoods, typical of the neighbourhood that surrounds it. It is this comfort and warmth of being surrounded by community that brings character to campus.

#### **G. Gateways and Parking**

The master plan seeks to improve the function and image of the campus by creating more defined campus gateways, establishing a greater sense of arrival, by relocating the main entry gates to the West.

- Gateways

The master plan identifies several key gateways that are portals to the campus which mark the transition to the campus from adjacent areas. The gateways help to convey the College's identity, and should be designed consistently within a comprehensive landscape strategy for the campus. Potential gateway design treatments could include signature building design, special landscape treatments, signage, or art.

The potential realignment of traffic to access Texas College from 26th Street rather than N. Grand Avenue will necessitate reworking of the major gateway into campus as 26th Street is slightly off-center to this entry portal. This provides an opportunity to greatly improve the sense of arrival to campus and to improve the branding and identity experienced as visitors approach.

- Parking

The master plan parking strategy concentrates parking at the campus periphery, in order to preserve a pedestrian-oriented campus core, and to reduce the visual impact of parking on the quality and character of the campus. The plan removes smaller surface lots from the campus core (with the exception of visitor and ADA parking) and introduces larger pools of parking at strategic locations along the campus edges. The parking strategy assumes that the most proximate parking spaces will be assigned to faculty and staff that requires access to parking on a daily basis, and those more remote spaces will be assigned to residential students, who typically use their vehicles less frequently. However, service and emergency vehicle access is critical in the safety and operation of all buildings on campus.

## H. Phasing

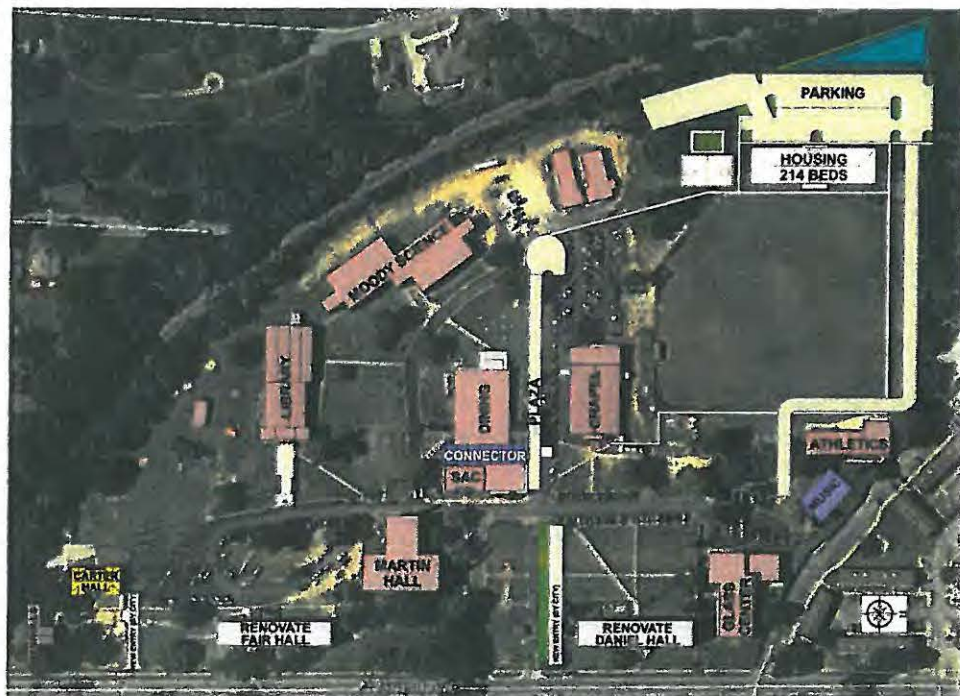
The master plan vision for the Texas College campus is expected to be realized incrementally over the next 20 to 25 years, with projects phased over time. The plan proposes to implement projects over five different phases based on the College's priority needs and, future enrollment growth. The plan meets all projected needs for an enrollment of 1,200 students, and provides a framework for continued growth beyond that threshold, indicating locations for additional academic expansion within the core. The proposed phasing is intended to be flexible, so the College can respond to funding opportunities as they arise. While building, landscape, site and parking improvements are identified as distinct projects, they should be carefully coordinated to ensure each project contributes

to the overall vision for the campus. The following is a summary of the four phases of campus development.

i. **Phase I (Years 0-3)** (see *Charrette Report*)

The Board is being presented the development of a \$16 million building campaign. Improvements include:

- a. New student housing of 214± beds; including added parking for 150 cars.
- b. Connection and improvements to student activities center to dining hall and expansion of 100 seats; while creating alternative dining experience.
- c. Renovation of Fair Hall; to upgrade community restrooms, revitalize dorm room finishes and improve amenities.
- d. Repurposing and renovation of Daniel Hall. Daniel Hall will sacrifice 50 beds to create 8 new classrooms of 20 seats each; while upgrading community restrooms, revitalizing dorm room finishes, and improving amenities.
- e. Site integration through walks, hardscape lighting, walking trails and realignment of parking, improved entry points off N. Grand Avenue by local government.
- f. If funds allow, Carter Hall will be repurposed to create needed administrative offices.
- g. Texas College will separately fund the construction of a new music building. When this facility opens, the Choir Room that currently functions in the Athletic Building can be repurposed to provide fitness for the general student population.



PHASE I

The proposed Campus Master Plan is intended to be a living document, constantly being updated and adjusted as the needs of the campus and Administration change. It is intended to provide a general guide as to needs and assist in the planning of property acquisition, programming and construction activities.

This document should be revisited every three to five years and revised based on the current and anticipated needs. Following is the schedule for the first phase of the campus expansion, which includes the design and construction of the following:

- A new 214-bed student dormitory
- Connection and Expansion of Student Center and Dining Hall
- Repurposing and Renovation of Daniel Hall and Fair Hall
- Site Integration, Pedestrian Plaza, Walking Trail
- Conversion of Carter Hall to offices

These projects are scheduled for completion by fall 2015.

(New entrance off N. Grand Avenue by city government)

(New Music Building by other College sources)

## ii. Phase II (Years 7-10)

As funding is not sufficient to accomplish everything this is identified as a “need,” time, growth and success of Texas College will lead to the following stages of improvement. While Phase I’s greatest accomplishment is achieving tremendous value for Texas College while touching a broad spectrum of the campus, its glaring gap left unanswered involves the chapel and its ability to serve the entire student body at one time. The best opportunity to address this need will be using the existing gymnasium and expanding its footprint to achieve the necessary space.

In order to proceed in this direction, the gymnasium must first be replaced elsewhere on campus. In fact, a new wellness center will be planned as the focus of Phase II and will be inclusive to address all the physical needs of the student body to round out the total person (improving the mind and the body). This facility will house competitive basketball and volleyball venues as well as courts for intramurals and casual exercise; along with weights and cardiovascular equipment; aerobics; rock climbing; and other physical activity facilities as well as infirmary and health education centers.



PHASE II

Through further expansion of the central pedestrian plaza, initiated in Phase I, the master plan takes shape and creates an obvious location for such an impactful facility on the Texas College Master Plan. By demolishing the two Quonset huts that abut the railroad tracks, we will replace a visual scar with a dynamic focal point, visually and physically. The central pedestrian plaza created in Phase I will be expanded to become the centerpiece for a long-range reorganization of campus.

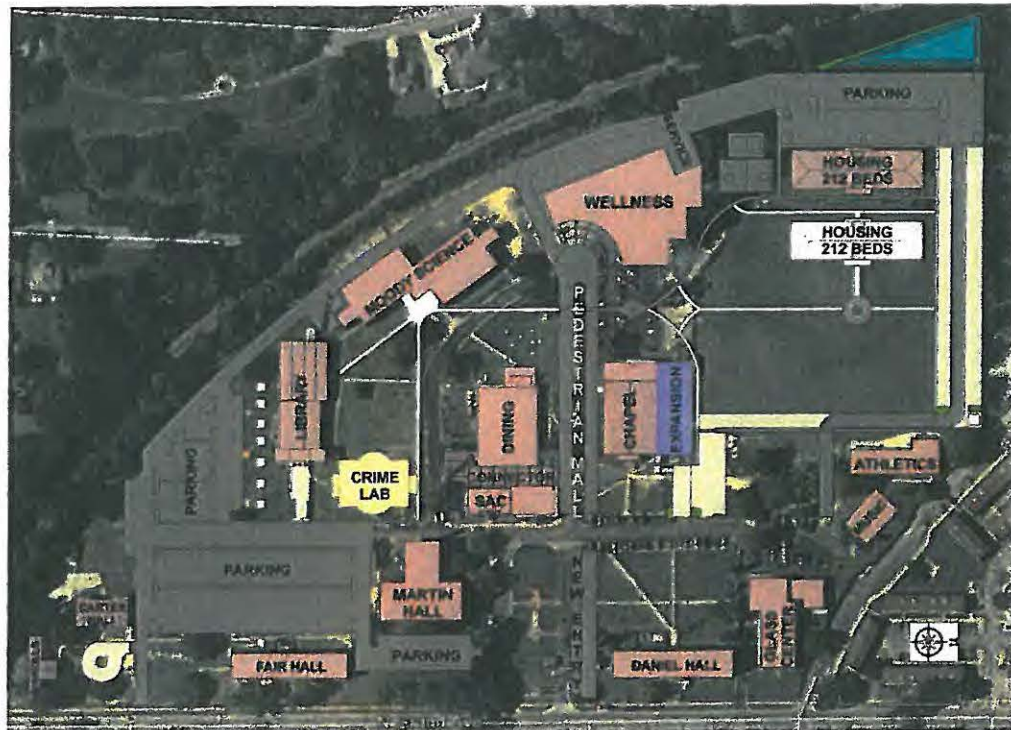
While the Wellness Center will carry a large financial burden, we propose balancing expenses in Phase II by limiting work to site integration and improvements to parking, walks, drives, landscape, etc. A major effort in upgrading the parking lots on the less used east side of campus will allow future development on the west side when Phase III construction begins.

**iii. Phase III (Years 15-19)**

With Phase I and II addressing the upgrade of student activities in a very high quality, we can now focus efforts to finally resolve the spiritual needs of Texas College. The Gus F. Taylor Gymnasium can now be totally repurposed and expanded, or replaced, to allow for a significant congregation of 800-1000 people. This will not only meet the needs for weekly religious services, but will also provide a venue for other large activities. For the first time Texas College will have a single location to accommodate everyone on campus at one time.

This new chapel, along with the dining hall/student center upgrades in Phase I, will become the center of student activities as this is dead center of campus. You can begin to see how the campus master plan is creating zones of activities: housing community to the north, academics to the south and activities in the center. We are constantly strengthening the pedestrian arteries that connect these precincts while we relocate parking around the perimeter.

In Phase III in support of these concepts, we propose a second phase of new housing, and our first new academic building. Hopefully these phases actually occur faster than indicate in our timing forecast; however the improvements from Phase I & II will dictate a need for more quality on-campus housing. By repeating the Phase I building we add another 224 beds, along with more parking at the northern border.



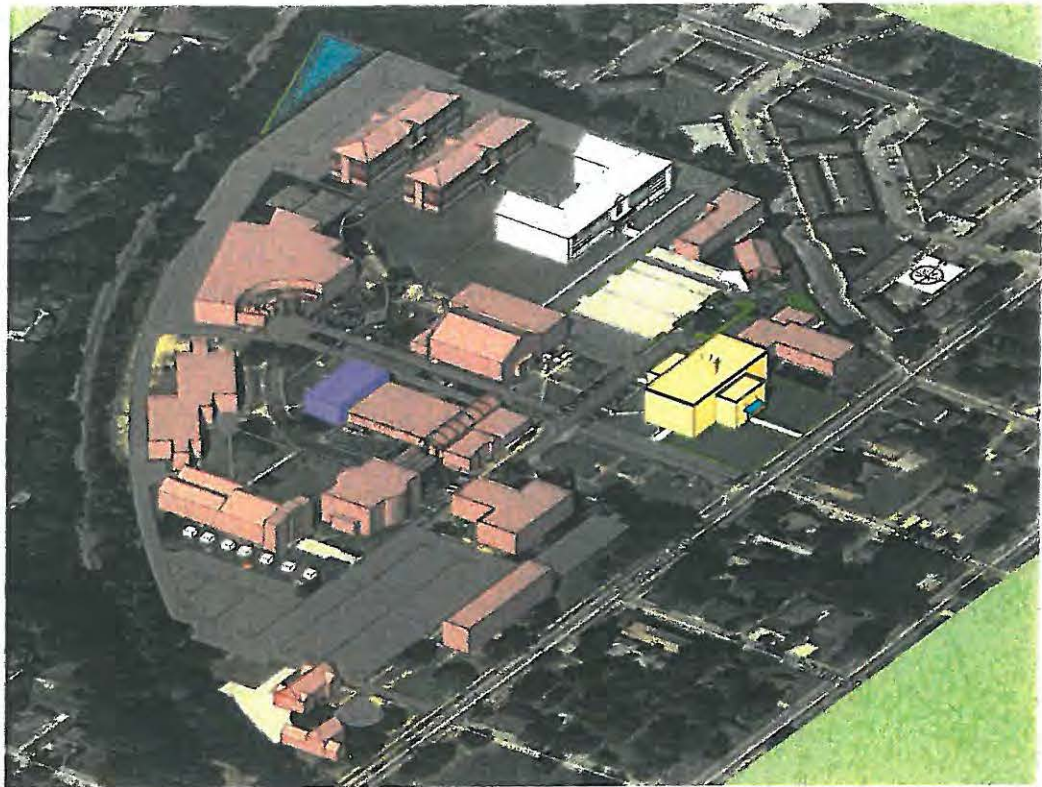
PHASE III

At the same time, we are trying to structure the campus layout to a more traditional quad format. We show a new academic building, we have titled Criminology Lab (due to the strong success of this curriculum), however it will support whatever educational direction Texas College forecasts to be needed most. Its location closes off the courtyard formed by the library, dining/student activity center and Moody Science building. The dynamics of the space created and the use of the lawns/courtyards that are the result will give Texas College a true collegiate feel.

**iv. Phase IV (Years 21-25)**

As we round out the 25-year master plan, we have touched every aspect of our list of needs and proceeded through all of our principles and guidelines for design. What is needed is to fill in the numbers and achieve the targeted totals of on-campus beds, supporting dining and classroom spaces.





PHASE IV

The aesthetic need that has not been addressed is that of the “front door.” The first impression has been greatly improved with the new entry drive and the east-west axis that now defines the campus layout. But with our approach along W. 26th Street into campus, we are greeted with 50 year old, out of date housing. Daniel Hall, in particular, screams as a site that needs to be highly impactful as one approaches the front gates.

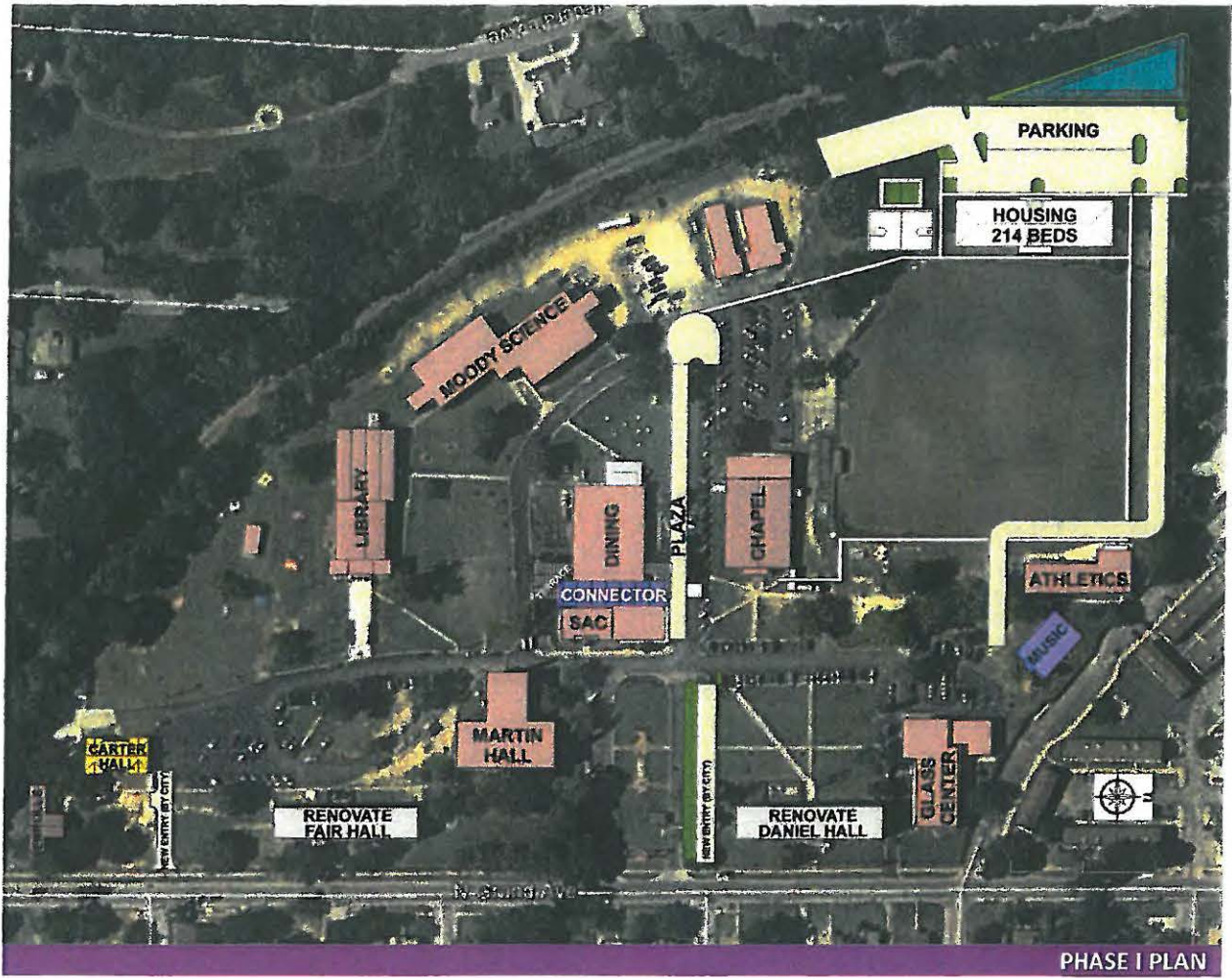
With its demolition, we will lose 84 inferior dorm beds that will be easily replaced with our third housing community. This structure of 260 beds with the 428 from Phase I & III, along with the 112 remaining in Fair Hall gives a total of 600 on-campus beds. This is right on the  $\frac{2}{3}$  the total enrollment goals of 1200 that was identified by President Fennell. In the footprint of Daniel Hall will go a signature building for education. This will become the statement of arrival as one comes into Texas College. And gathered with the new music building, the Glass Center and even a repurposed Athletic Building (since all athletics have by now been relocated to the Martin Luther King Jr. Boulevard campus), we form yet another quad of academic purposes. What better way to invite visitors onto campus then with an upgraded image of the educational side of campus? With enrollment up and on-campus population up, we will no doubt need to add to the dining services. A simple addition to the rear of dining can accomplish this.

**Texas College Master Plan (draft, February 4, 2014)**

<b>Phase I (Years 0-3)</b>			
1	New Housing	Add +214 beds	50,777sf +150 cars
2	Connect Dining/SAC	Increase seats +100	3,600 sf
3	Renovate Fair Hall	Convert 2 beds	25,240 sf 114 (-2) = 112
4	Renovate Daniel Hall	Convert 2 beds	126 (-2) = 124
	Repurpose 40 beds to 8 classrooms	20 seats each	124 (-40) = 84
5	Convert drive to pedestrian plaza Extend walks to create walking trail/Improve vehicular access onto campus		
6	Convert Carter Hall to 16± offices (New music building by others)		
<b>Phase II (Years 7-10)</b>			
1	Demo 2 huts – band & SAC Build Wellness Center		75,000 sf
2	Add parking & new south entry		+200 cars
3	Rework entry drive & security house Extend pedestrian plaza (N. Grand Ave made pedestrian by city (Basketball & volleyball courts)		
<b>Phase III (Years 15-19)</b>			
1	New housing	Add ±214 beds	50,777 sf +125 cars
2	Demo/relocate baseball field		
3	Convert gymnasium to chapel Addition to chapel	Seats 800-1000	20,000 sf
4	New Criminology Lab Connect walkways		30,000 sf
<b>Phase IV (Years 21-25)</b>			
1	New housing	Add ±260 beds	60,000 sf +125 cars
2	Dining addition	Increase seats to +150	7,500 sf
3	New education building Demo Daniel Hall	Lose (-84) beds	60,000 sf 84 (-84) = 0

**3. SUMMARY**

Summary conceptual cost estimates are outlined below, and detailed estimates for each of the master plan phases are tabulated in the appendix to this report. The estimates are in 2014 dollars, and do not account for future inflation. Potential funding sources for the various projects are identified by BWC Consulting, including opportunities for partnerships with other private or public entities.

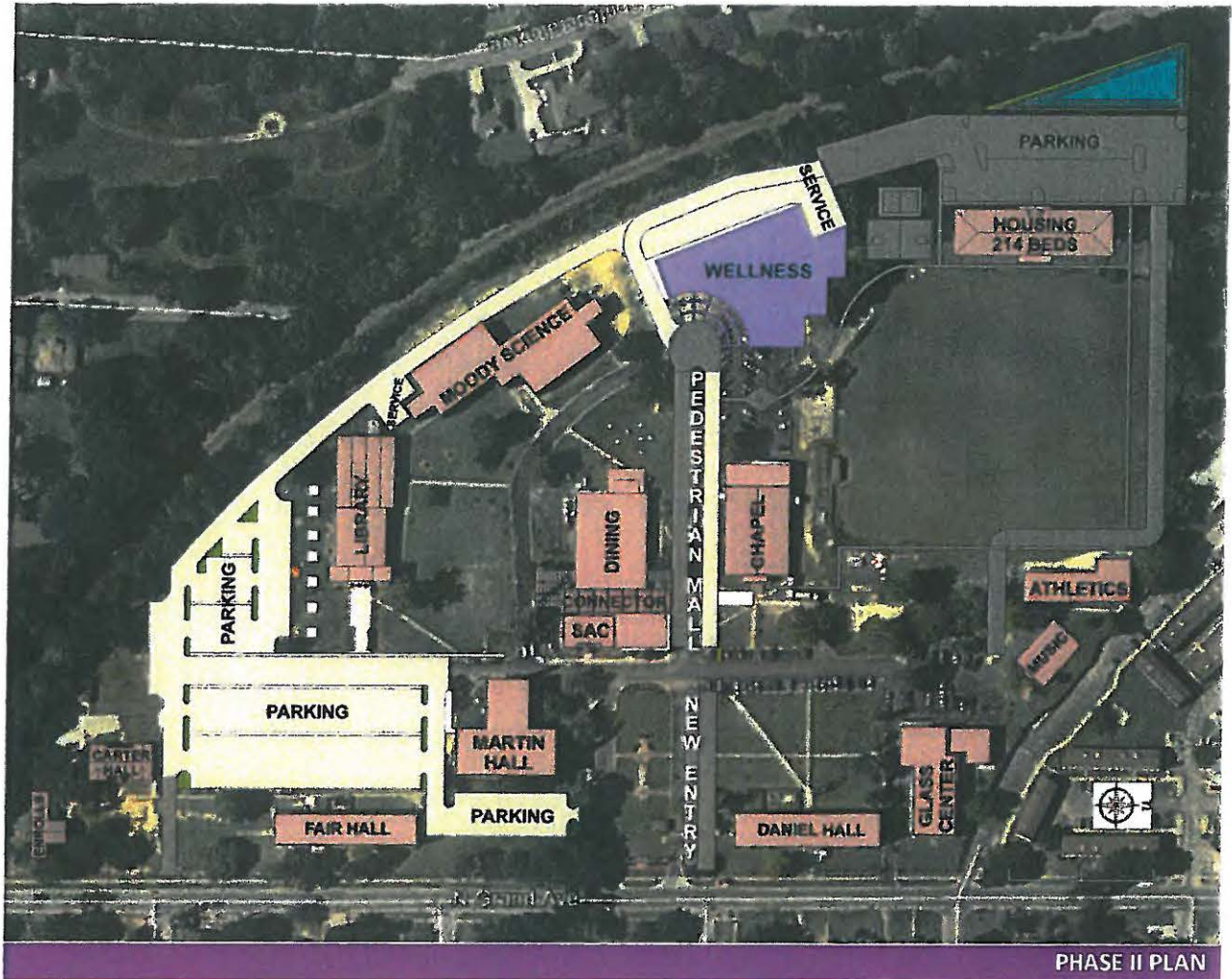




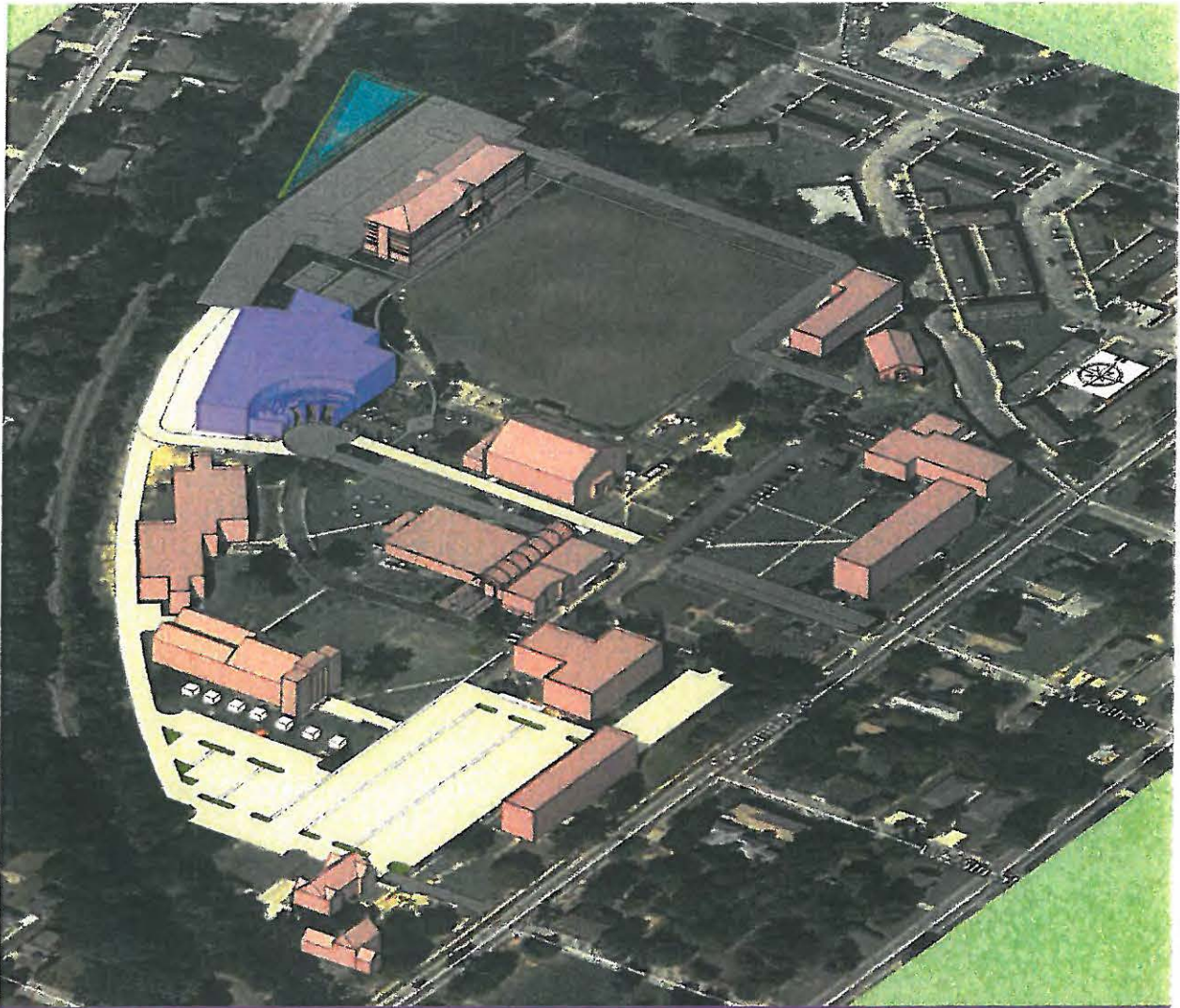
PHASE I SOUTHEAST VIEW



PHASE I NORTHEAST VIEW



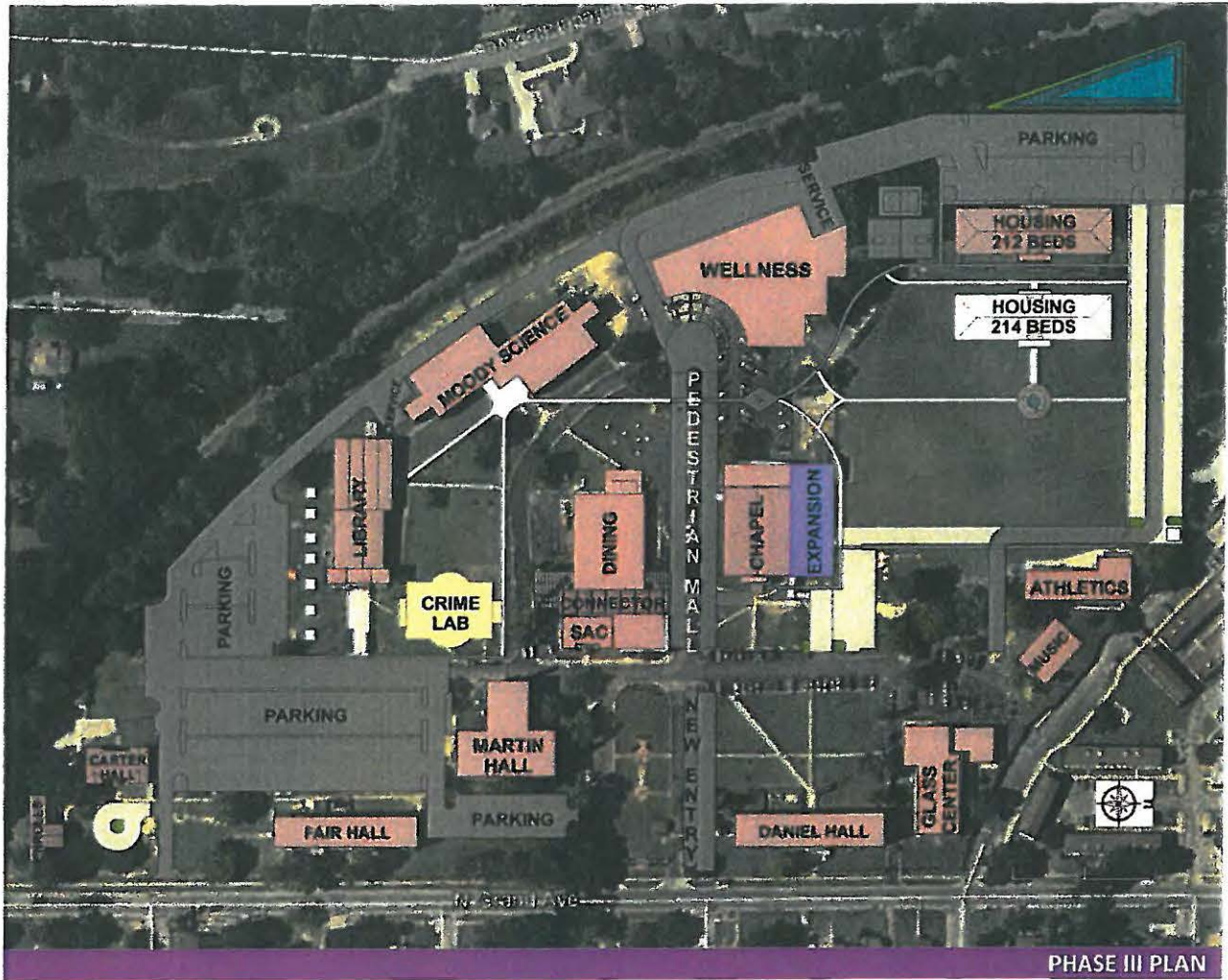
PHASE II PLAN

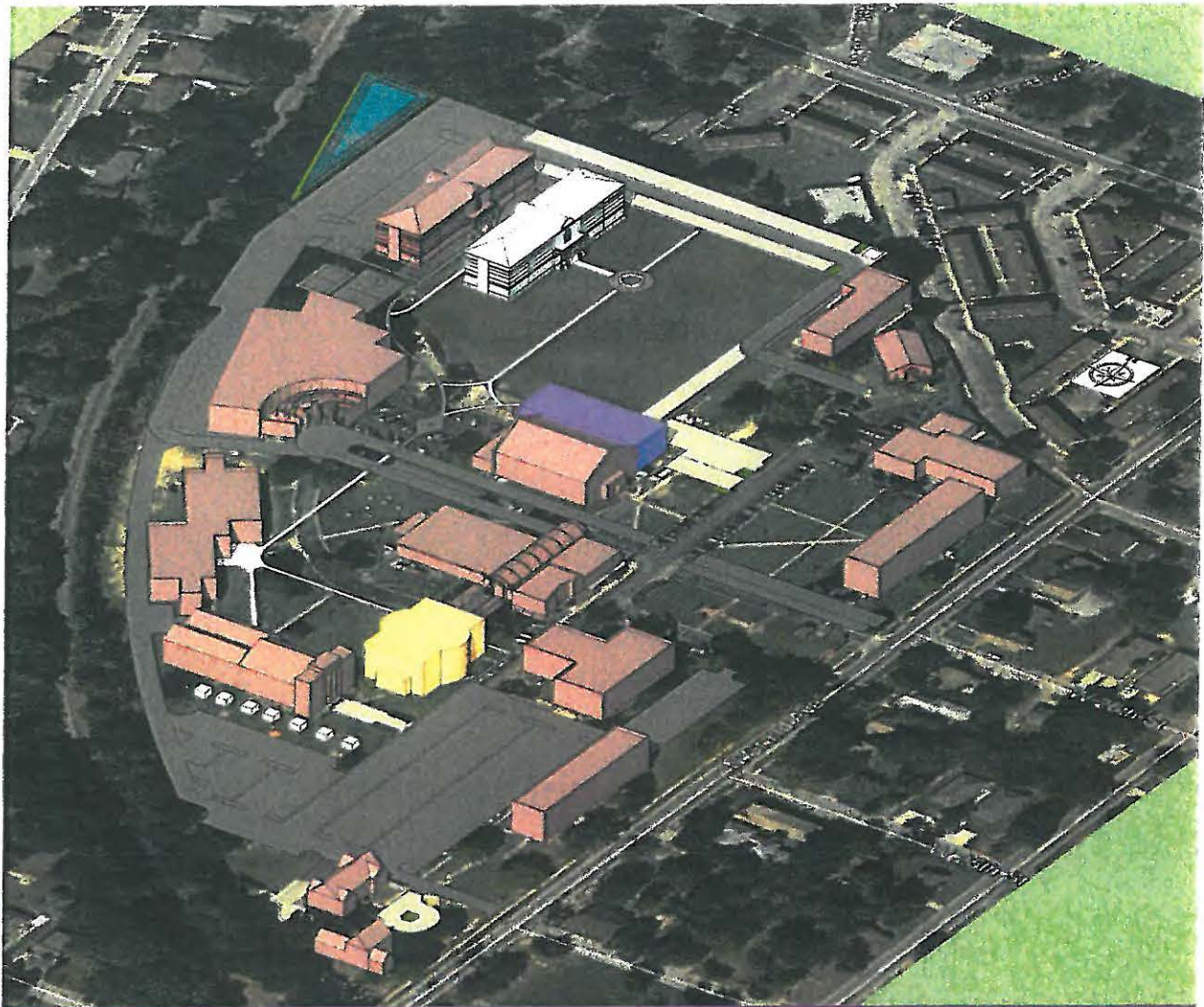


PHASE II SOUTHEAST VIEW



PHASE II NORTHEAST VIEW





PHASE III SOUTHEAST VIEW

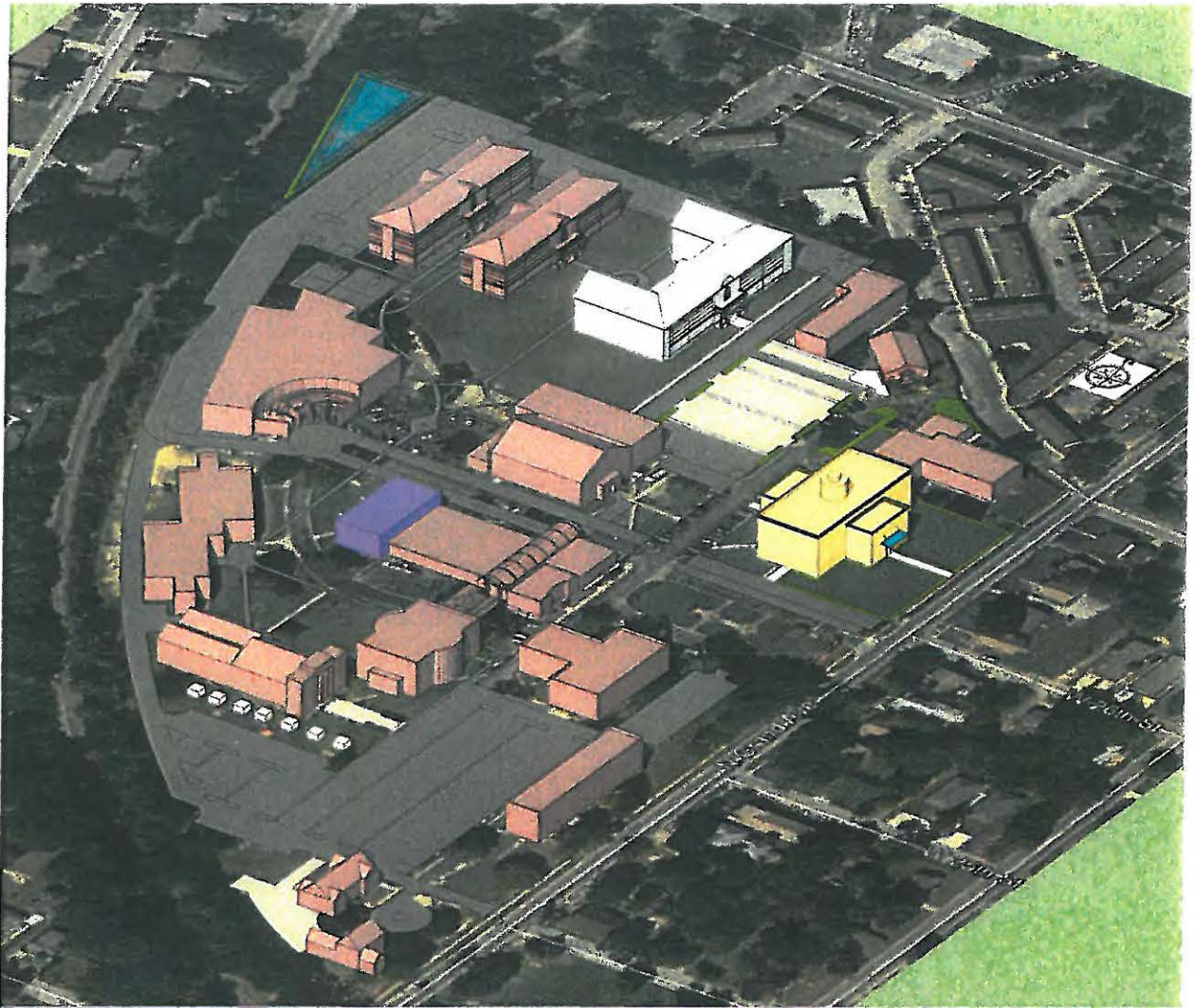


PHASE III NORTHEAST VIEW





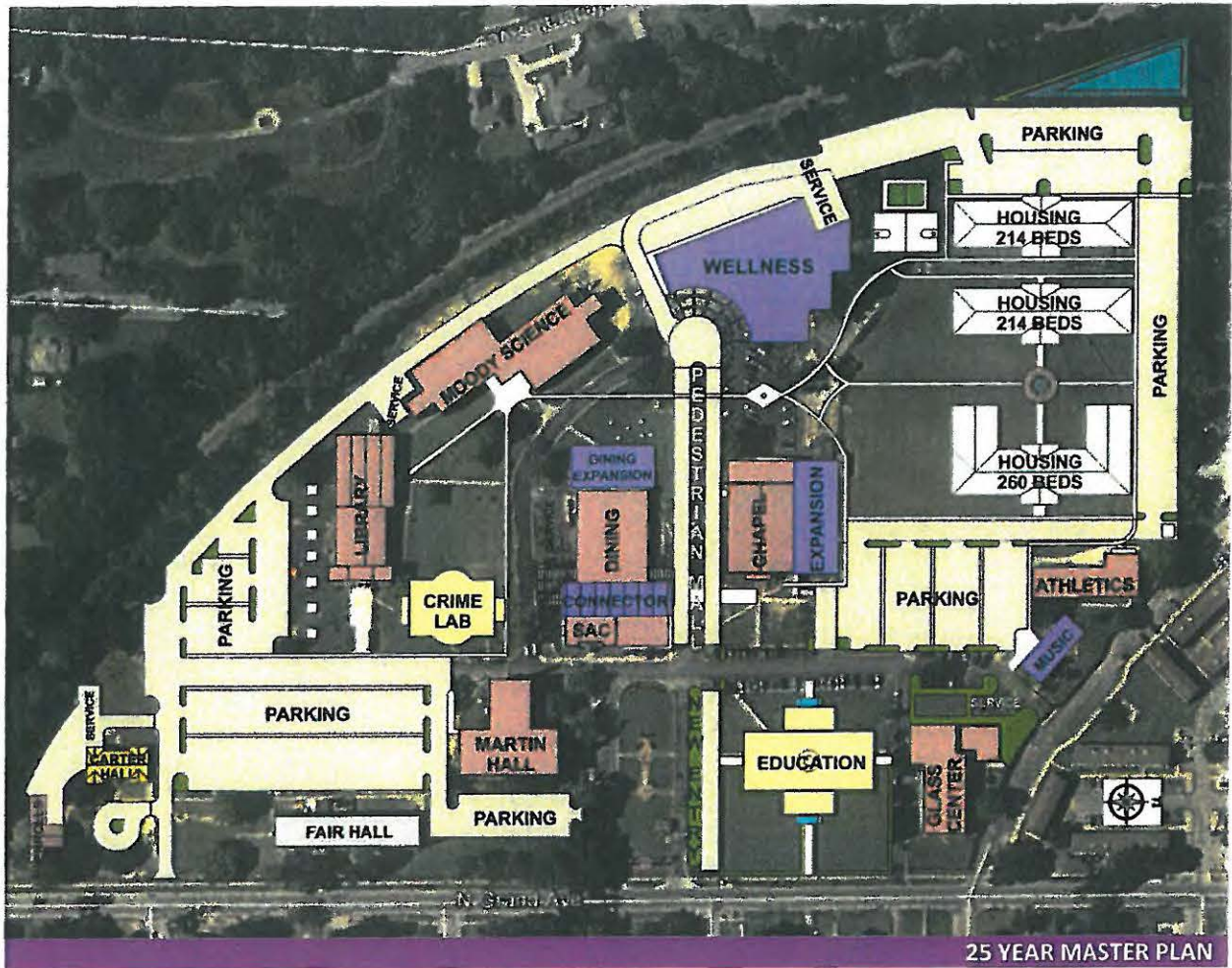
PHASE IV PLAN

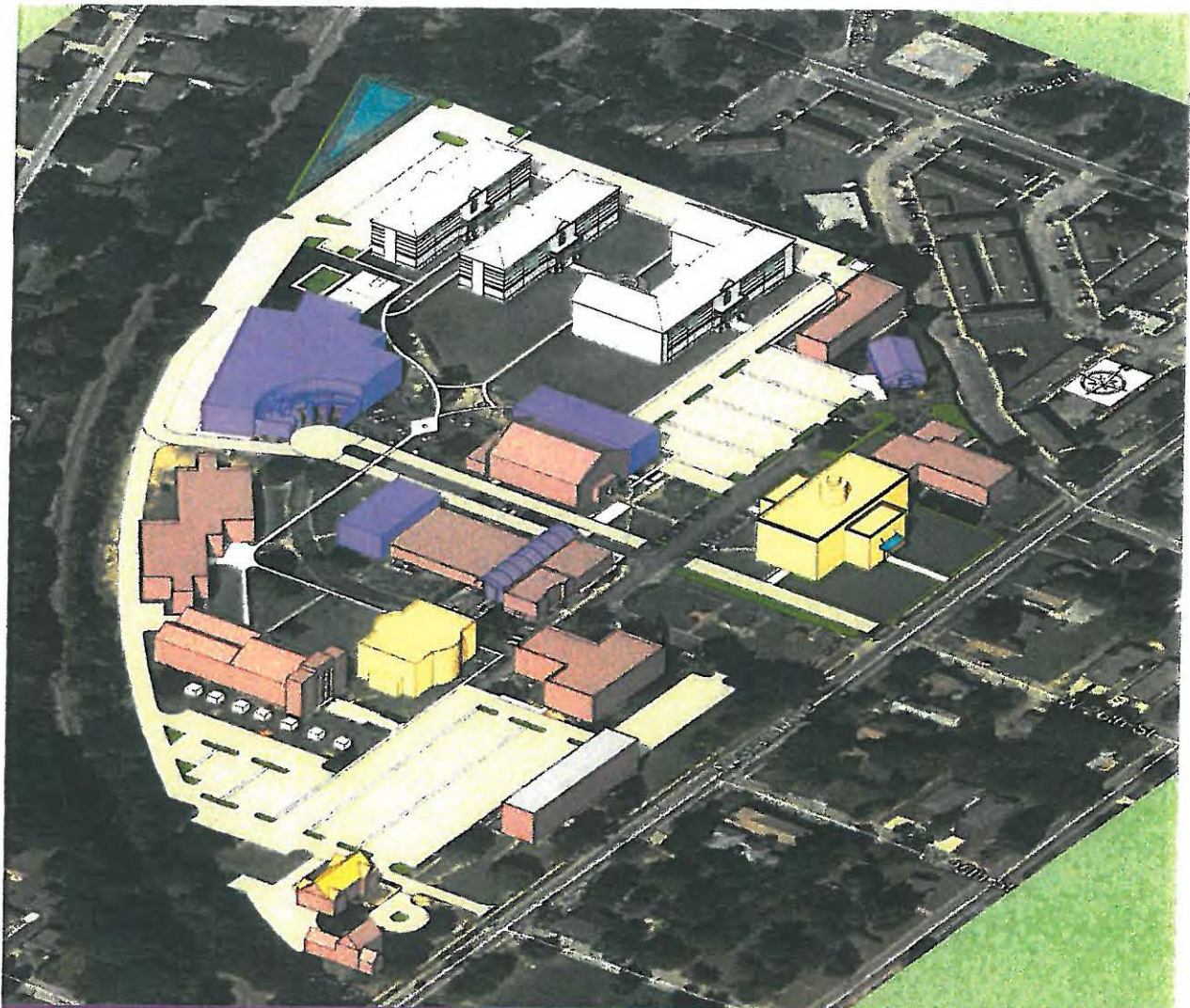


PHASE IV SOUTHEAST VIEW



PHASE IV NORTHEAST VIEW





OVERALL SOUTHEAST VIEW



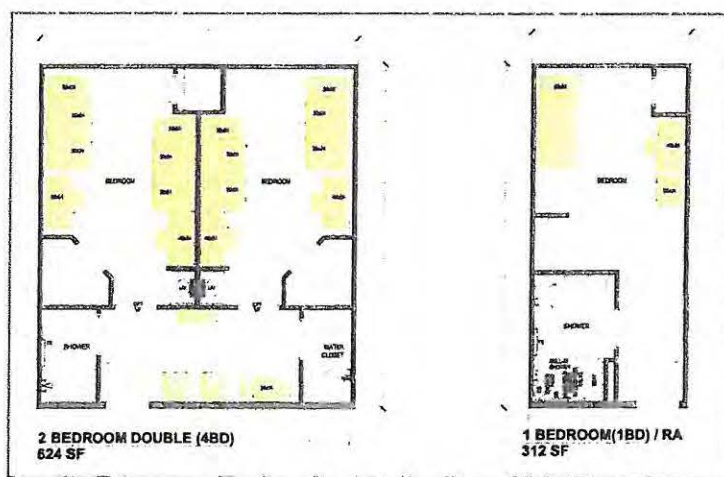
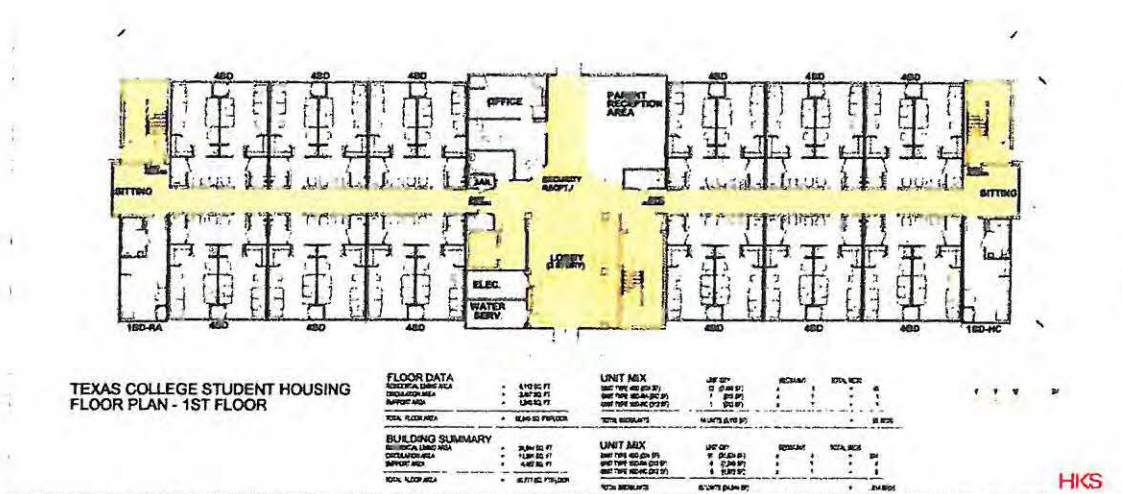
OVERALL NORTHEAST VIEW

#### 4. BUDGETARY COST ESTIMATES: PHASE I

The critical first step in this 25 year vision is the successful development of Phase I. The Board of Trustees will be presented the following description for this mission:

##### A. Housing

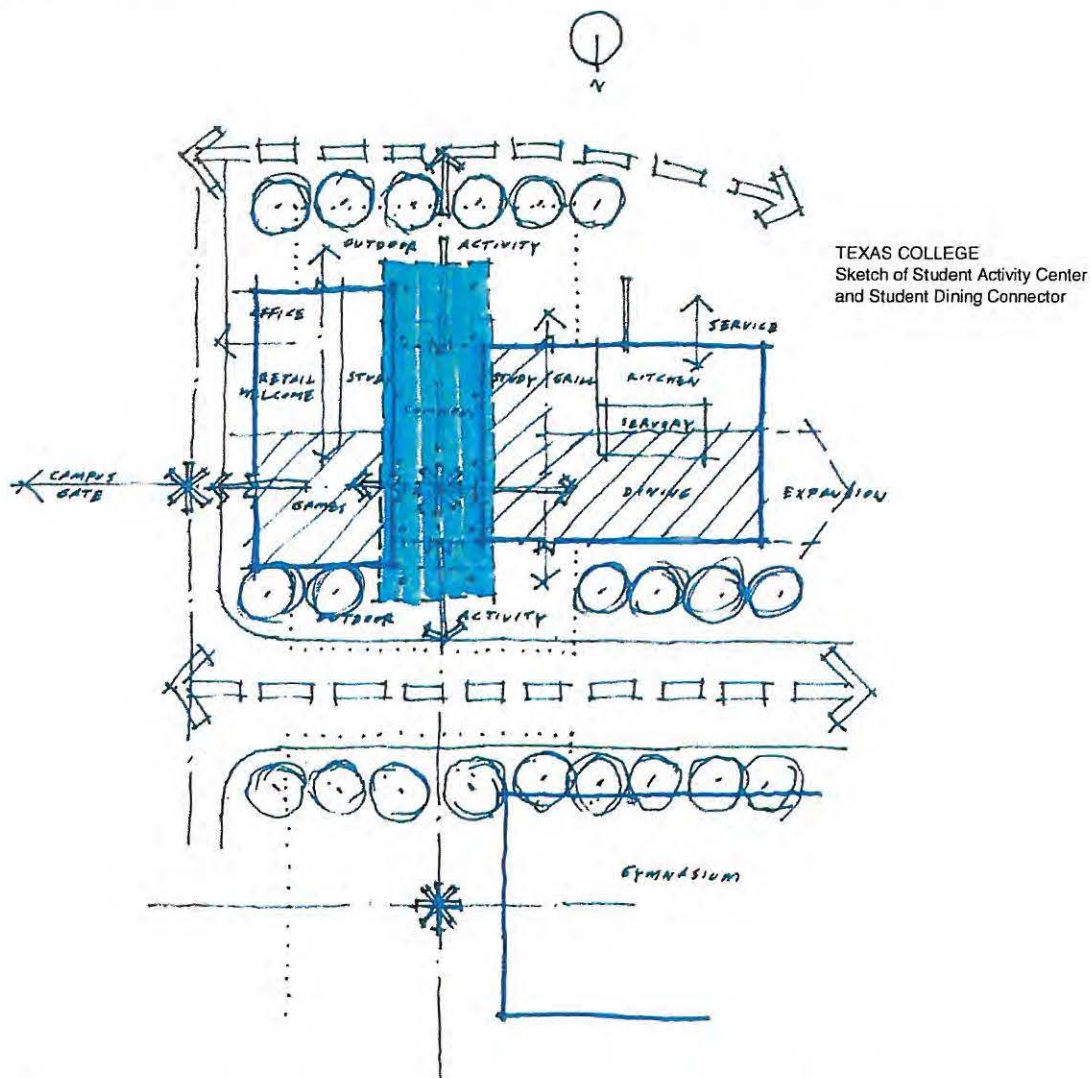
Four-story, wood-frame, brick veneer structure to be built in the northwest corner of campus, beyond the outfield fence of the baseball field. It will provide 214 new suite-style beds in 50,777 sf. A highly desirable "Freshman Experience" living/learning community will bring the on-campus housing total to 416 beds. The building will be highly social with activity areas, study rooms, game rooms, multiple laundries, and common kitchens as well as two state-of-the-art classrooms. This currently undeveloped corner of campus will also get 150 new parking spaces as we begin to restructure the vehicular activities on campus to the peripheries. As the natural terrain of the community drains toward this corner, we will engineer a storm water collection area to meet the needs in detaining storm water runoff.



ON-CAMPUS BEDS			
	Current	Change	New
FAIR	114	-2	112
DANIEL	126	-2	124
NEW	-	+214	214
TOTAL	240	+170	410

## B. Dining

As we nearly double the number of on-campus students, they carry a required Board Plan that will impact the amount of daily food service activity. The current Dining Hall has seen recent updating, but still only addresses the “all you can eat” diner in a cafeteria environment. There is a need to improve the quality of the dining experience at the same time we increase the number of seats and create alternate point of sale opportunities.



By combining the Dining Hall with the adjacent Student Activity Center, we propose to create a vibrant campus center where students choose to congregate and socialize. What is now called the Library Annex will become an à la carte grille, where one can get a sandwich, a burger, a cup of coffee, a late night ice cream, or whatever. Taking advantage of these two structures that are ideally located in the heart of campus will create a tremendous value for Texas College, as we can capitalize on what is working and improve it significantly for a tenth of the cost of building such a facility new. This building

will become the major social environment for students during their off times from their academic endeavors. It will also provide a bookstore and infirmary.

#### **C. Mattie H. Fair Hall**

This three-story, 114-bed housing community serves as the women's on-campus living environment. Built in the 1960's, it has that feel of the 60's: gang bathrooms, dorm-style living, almost void of a sense of community. To achieve any level of marketability these conditions must improve. The hall baths will be totally renovated, bringing them into compliance with ADA accessibility, upgrading all finishes and replacing all systems. The dorm rooms will also get a face lift with luxury vinyl tile floors and a fresh coat of paint.

While the laundry currently sits in unfit conditions in a wet basement, we plan to sacrifice one two-bed dorm room on the second floor to relocate a proper laundry.

#### **D. Wilton J. Daniel Hall**

Very much the same description of Fair Hall fits Daniel Hall; used to house male students. For all the same reasons, we plan the exact same renovation in Daniel Hall as proposed in Fair Hall. However, in addition, Daniel Hall was expanded and later renovated in 2008 to include a computer lab. This expansion provides an ideal opportunity to repurpose the area that was added on its northern end to create eight 20-seat classrooms. The life safety elements of this building can be maintained as they are to allow the housing to function as housing and be isolated from the classroom activities at its northern end. At the same time, we will incorporate a lift into the stair tower to achieve ADA access to all floors of this building. Again by repurposing existing space, we save significant dollars over building new classrooms and provide incredible value to this first phase of development.

#### **E. Conversion of Pedestrian Plaza/New Entry/Walking Trail**

While we have improved housing, dining, student activities and academic spaces, there is still a need to improve the overall character and feel of the campus at Texas College. Through what we term "site integration," we plan to develop a social pedestrian promenade through the center of campus between Dining/SAC and the Gus F. Taylor Gymnasium.

A look at the proposed master plan shows how the combination of this major pedestrian artery with an improved, widened vehicular access, aligning with W. 26th Street (improvement by the city), create an iconic east/west spine whereby the passive activities of Texas College bring together the Academic Quadrangle being established to its south with the new housing community to its north.



Along with improved campus lighting, organized landscaping and added benches, we will create an outdoor amenity that can tie the campus together visually and physically. In addition, as we connect this plaza to our new housing community, we will loop that walkway around what was the baseball field, adorn it with exercise stations and create an active walking trail,  $\frac{1}{3}$  mile in length that can be used by students, faculty and staff. Along with the repurposed use of this outdoor lawn, we have created a great social and recreational activity area on campus. With the city's plans to improve the vehicular access through W. 26th Street and realignment of the entry drive, and maybe a secondary service drive aligned with W. 24th Street, we are beginning to see a totally new identity to Texas College.

#### **F. Carter Hall**

While Phase I is an aggressive plan that touches almost every aspect of campus life, there are still many needs left unanswered. The biggest strength of this plan is the value it achieves for Texas College. For under \$16 million in construction-related costs, we have met urgent needs in housing, dining, student activities, classrooms and site integration.

If monies allow, and there will be careful monitoring of contingency dollars to assure that they do, we will plan as an Add Alternate Scope to take an unused Carter Hall, dress it up with new carpet, new doors and new paint to create up to twenty administrative offices. There will be needs for Alumni Services, Student Government relocated administrative offices, and growing faculty.



The preliminary cost estimates for Phase I are as follows:

Housing	\$ 9,000,000
Dining/Student Activity Center	\$ 3,000,000
Fair Hall	\$ 725,000
Daniel Hall	\$ 1,250,000
Site Integration	\$ 1,275,000
Carter Hall	\$ 250,000
	<b>\$ 15,500,000</b>

(Preliminary numbers include all construction related costs, design fees, surveys, geotechnical and FF&E.)

## 5. TEXAS COLLEGE PROJECTED BUDGETS

<b>PHASE I</b>	<b>\$15,500,000</b>	<b>\$15,500,000</b>
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<b>PHASE II</b>		
Wellness Center	75,000 sf @ \$300/sf =	\$22,500,000
Pedestrian Plaza		300,000
Entry Drive		100,000
Parking/Drives		500,000
		<u>23,400,000</u>
A&E/Survey/Geo	x 1.2	<u><u>\$28,000,000</u></u>

<b>PHASE III</b>		
Chapel		\$4,000,000
Housing		9,000,000
Crime Lab		6,000,000
Parking/Drives/Walks		250,000
		<u>18,750,000</u>
A&E/Survey/Geo	x 1.2	<u><u>\$23,000,000</u></u>

<b>PHASE IV</b>		
Housing		\$11,500,000
Dining		1,500,000
Education		15,000,000
Parking/Site		250,000
		<u>28,250,000</u>
A&E/Survey/Geo	x 1.2	<u><u>\$34,000,000</u></u>

(These estimates are based on 2014 costs and do not account for inflation.)

