

## Historical Context

Truckee Meadows Community College is comprised of a constellation of educational sites, four currently and six in the near future, located throughout the Reno-Sparks area. TMCC's Dandini Campus, its main educational site, is located in the desert hills north of Reno, nestled between the Desert Research Institute to the west, the National Weather Service Center to the south, and Bureau of Land Management lands to the north and east. Indeed, TMCC sits on BLM land as does the Desert Research Institute.<sup>1</sup> TMCC began as a secondary campus of Western Nevada Community College, located in Carson City, Nevada, thirty miles south of Reno, and first operated out of facilities at the Stead Air Base approximately 5 miles north of Reno. In 1976 the first construction at the Dandini Campus was completed, and in 1979 the Board of Regents established TMCC as the fourth community college in Nevada.

As with so many college campuses around the country, growth of facilities and infrastructure are somewhat informed, and often constrained by, such issues as physical limitations (Dandini Campus is landlocked with limited opportunities for expansion) and the need to offer educational services at various locations in a given region. Since its inception, TMCC has struggled with these issues and has attempted to meet the immediate pressures placed on its facilities and infrastructure through efficient use of existing resources and by expanding services to satellite sites throughout the Reno-Sparks area. As a result of consistent growth in student numbers, particularly in the last 7 years, and TMCC's expansion of instructional programs requiring special space accommodations, leadership and other relevant college constituencies have initiated proactive and insightful planning to ensure adequate facilities and infrastructure in anticipation of future growth.

At the time of the 1995 Accreditation Self-Study Report, TMCC offered courses at the Dandini Campus, Old Town Mall Education Center, an evening education program located at Incline Village, and various Washoe County

School District facilities. TMCC thus had a presence throughout Washoe Valley; however, the Dandini Campus remained the focus of facilities development. On the Dandini Campus in 1995, the fourth construction phase of the Red Mountain Building had been completed (1987), the Vista Building and the E. L. Cord Child Care Center had been added (1992), the Elizabeth Sturm Library (which comprises half of the Sierra Building) had been completed, and the Advanced Technology Center (which comprises the other half of the Sierra Building) had been submitted to the Board of Regents for consideration for capital improvement funding, a part of the capital budget. During the same period, the TMCC Foundation Board was exploring ways to acquire and fund the Edison facility, the TMCC IGT Applied Technology Center. These capital expansions and the corresponding support functions and infrastructure that came with these facilities enabled TMCC to accommodate growth in its student numbers (in fall 2003, TMCC hit the benchmark number of 5,000 student FTE, the highest state supported enrollment in the history of TMCC) and expansion of educational programs and accompanying student services.

TMCC leadership has historically engaged in meaningful master planning, including the formation of Facilities Master Plans, which have informed and guided TMCC's physical resources management practices. Historic documents, from the *1983 Dandini Research Park Master Plan* to the *1989* and *1995 TMCC Master Plans*, addressed the primary issue facing TMCC—the need to grow spatially, both in absolute footage and in types of facilities, in response to increasing student numbers and changing program needs (See Exhibits 8.1, 8.2, and 8.3, *1983 Dandini Research Park Master Plan*, the *1989 TMCC Master Plan*, and the *1995 TMCC Master Plan*). The *1992* and *2000 Facilities Master Plans* replicate in their focus this concern; moreover, these documents actively engage at their core the problematic task of meeting immediate capital resources and infrastructure needs while planning for both short- and long-range growth, especially in the context of the physical space limitations of Dandini Campus

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<sup>1</sup> Members of administration from both TMCC and DRI have initiated talks with Nevada's congressional representatives to have the federal government deed the land currently occupied by both institutions as well as adjacent lands over to the UCCSN.

(See Exhibits 8.4 and 8.5, *1992 Facilities Master Plan* and *2000 Facilities Master Plan*). Every TMCC master plan has focused on similar themes: maintaining the college/campus character, providing facilities that meet the needs of various uses and activities, developing effective pedestrian and vehicular circulation, and identifying and developing sites within the larger geographic community.

Over the last decade, the impact of TMCC's growth has been felt not only in terms of physical space but also the pressure such growth places on the infrastructure, the less visible system that supports the College. Since facilities are in use from early morning until late evenings, including weekends, maintenance of buildings and grounds is ongoing. In an effort to maximize physical and human resources, TMCC's leadership has repeatedly revisited the issue of scheduling to accommodate the limitations of space read up against the more immediate task of meeting students' needs. Providing students, faculty, and staff with office space, technology needs, and classroom and lab space has required creative deployment and positioning of resources. More recently, various constituencies have made safety and security issues a priority for campus discussion. What remains remarkable is the degree to which faculty, staff, and students have exhibited flexibility and patience as the College has worked through its growing pains. Simply ensuring that TMCC has the facilities and physical resources to maintain its reputation for academic excellence has been, and continues to be, a challenge.

## Current Situation

Given the ever present issue of matching infrastructure and facilities growth with increasing student and program needs, TMCC has made remarkable progress in its facilities and physical resources development and management. Since the 1995 Accreditation Self-Study Report, the Dandini Campus has physically expanded with the completion of the Advanced Technology Center (1996), the other half of the Sierra Building, addition of the Facilities Building (2003), and the completion of the V. James Eardley Student Services Center (2004). The TMCC IGT Applied Technology Center has more fully developed its course offerings and instructional technology. TMCC terminated its lease at Old Town Mall and acquired the Meadowood Center in south Reno, a two building center, which currently utilizes one

building for TMCC courses and student services and leases the other to create debt-servicing revenue. The second Meadowood building has the potential to serve as a facility available to address future growth. The TMCC Nell J. Redfield Foundation Performing Arts Center, a leased facility in northwest Reno, provides a location for TMCC's dance, music, and theatre programs (See Figure 8.1 for an overview of TMCC's multiple locations).<sup>2</sup>

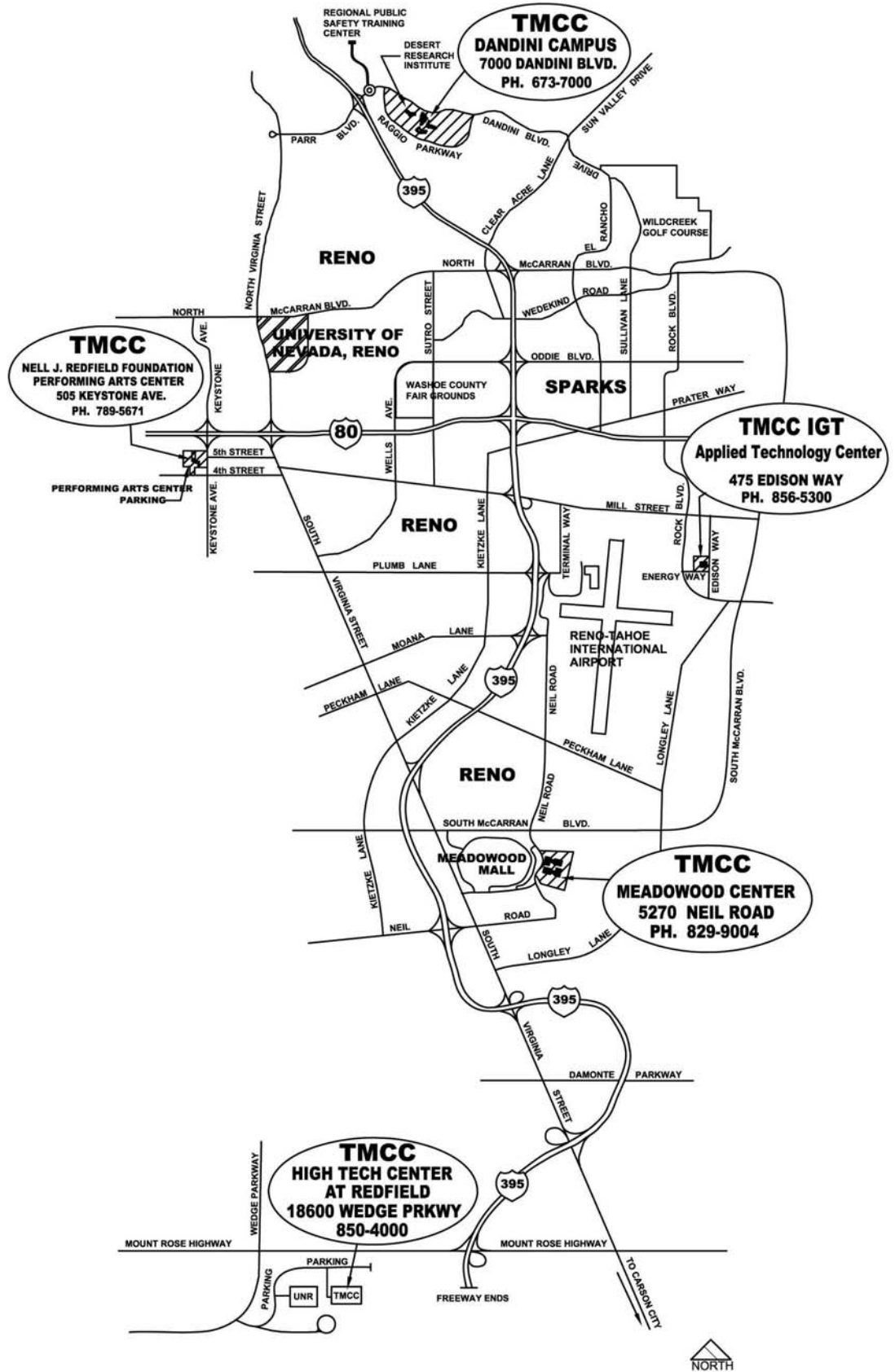
TMCC's Distance Education offerings have absorbed some of the College's growth, taking the pressure off the physical facilities and parking, at the Dandini Campus in particular, but correspondingly Distance Education has increased the pressure on infrastructure, particularly in the Information Technologies area.

As part of the Strategic Planning process, TMCC identified as the Strategic Goal for Facilities, the need to "provid[e] effective and efficient use of facilities that [are] aesthetically pleasing, safe, environmentally friendly and enhance the learning experience" (*Strategic Planning*, p. 6). This Strategic Goal and its objectives and activities provide the underpinning for the attainment of every other Strategic Goal—from Achieving Academic Excellence, in terms of providing the physical and infrastructure framework for responding to increased program demands and student growth to Finance and Institutional Effectiveness, in terms of developing sound institutional development and management practices. The Strategic Goal of Facilities is explicitly implicated in the Strategic Goal of Technology, whose infrastructure supports faculty, staff, and students in the teaching and learning environment. Even the Strategic Goal of Diversity, which emphasizes the need to create a welcoming and supportive environment, indirectly highlights the centrality of facilities resource development and management as a critical component informing TMCC's institutional mission.

The Board of Regents mandated that every unit in the UCCSN system complete an update to its master plan by the end of calendar year 2004. This mandate, in combination with the identification of the Strategic Goal of Facilities in TMCC's *Strategic Planning* document, drove the creation of the *2004 Facilities Master Plan*. This plan "provide[s] a comprehensive framework for college-wide strategic facilities decisions for the next decade" and was the product of a comprehensive, campus-wide effort (*Strategic Planning*, inside cover). While recognizing

<sup>2</sup> In fall 2005, TMCC will open its TMCC High Tech Center at Redfield in collaboration with the University of Nevada, Reno. Recognizing that the north valleys are the fastest growing portion of Washoe County, TMCC targeted Spanish Springs as a site to provide educational services, and TMCC will open at a yet undetermined date an educational center in this area. Both of these educational centers are designed to service in the short-term the general education needs of students living in the outer areas of the Reno-Sparks area and in the long-term to house specific programs, such as nursing and veterinary technology.

Figure 8.1—TMCC's Multiple Locations



growth at all TMCC sites, the *2004 Facilities Master Plan* documented the need for growth at the Dandini Campus based upon a fall 2003 student headcount of 10,044 to a projected student headcount of over 16,000 in 2013, a baseline year known as Horizon 1 (See Exhibit 8.6, *2004 Facilities Master Plan* and see Standard 8.C.1 for a fuller discussion of the section in this master plan titled “Physical Resources Planning”). Strategic planning for TMCC’s growth in the next decade, including but not limited to the *2004 Facilities Master Plan*, has positioned TMCC “as a partner with the community to diversify the economy of Northern Nevada, [to] meet the health care crisis, [to] provide access to growing populations of students who have been underrepresented in higher education, and to provide the first two years of virtually any baccalaureate program” (*2004 Facilities Master Plan*, President’s Introduction).

While the Dandini Campus location is problematic in terms of limited space for expansion, it is an undeniably beautiful site. TMCC administration has committed to growth on the Dandini Campus commensurate with sustaining the unique beauty of the site. For example, while the College prepares in the future to improve parking via the creation of a parking garage, leadership has assured the college community that the construction of a parking building will neither impede access to the desert vistas nor detract from the architectural theme of the existing buildings which work in both style and color in concert with the surrounding desert landscape. The combination of non-intrusive building styles, subtle structural coloration, the mix of colorful flora and indigenous landscaping, the recent addition of the V. James Eardley Student Services Center, and the creation of the geometrically clever and centrally located campus amphitheater has resulted in a cohesive, campus atmosphere. Taken as a whole, the Dandini Campus offers students a warm and inviting place to pursue their education even as the College offers numerous satellite educational sites, noteworthy for their convenience if not their unique aesthetics, to serve students across the region.



## CURRENT AND PROJECTED GROSS BUILDING SPACE

### 2004 Actual, 2005-07 Estimates

FACILITY	COMPLETION DATE	Actual	Estimates		
		2004	2005	2006	2007
Red Mountain Building - Phase II	Nov. 1976	38,948	38,948	38,948	38,948
Red Mountain Building - Phase III	Apr. 1980	52,950	97,950	97,950	97,950
Red Mountain Building - Western Addition	Jul. 1985	3,823	3,823	3,823	3,823
Red Mountain Building - Phase IV	Oct. 1987	56,137	56,137	56,137	56,137
Vista Building - Phase V	Aug. 1992	45,187	45,187	45,187	45,187
E.L. Cord Child Care Center	Aug. 1992	9,748	9,748	9,748	9,748
Red Mountain Building - TV Studios Classroom/Office Addition	Aug. 1993	4,869	4,869	4,869	4,869
Elizabeth Sturm Library - Phase VIA	Oct. 1995	37,116	37,116	37,116	37,116
Grounds Maintenance Building	Jun. 1996	1,500	1,500	1,500	1,500
Advanced Technology Center - Phase VIB	Oct. 1996	78,386	78,386	78,386	78,386
IGT Advanced Technology Center - 1 <sup>st</sup> & 2 <sup>nd</sup> Floor	1976	96,296	96,296	96,296	96,296
Old Town Mall Education Center - 3 <sup>rd</sup> Floor	Apr. 1974	N/A	N/A	N/A	N/A
Old Town Mall Education Center - 1 <sup>st</sup> & 2 <sup>nd</sup> Floor	Dropped	N/A	N/A	N/A	N/A
Meadowood Center South (5270 Neil Road)	Jan. 2003	46,668	46,668	46,668	46,668
Tahoe Education Center - Incline Village	Aug. 1998	N/A	N/A	N/A	N/A
High Tech Center at Redfield	Dec. 2004	0	34,542	34,542	34,542
Public Safety Complex (AKA Joint Police/Fire Academy Training Center)	Aug. 2001	42,063	0	0	0
V. James Eardley Student Services Center (Red Mountain Building Addition)	July 2004	0	47,633	47,633	47,633
Facilities Services Building	Aug. 2003	7,904	7,904	7,904	7,904
TMCC/Neil J. Redfield Foundation Performing Arts Center	Nov. 2002	10,472	10,472	10,472	10,472
Facility Storage (Parr Blvd)	Feb. 2003	4,000	4,000	4,000	4,000
<b>TOTAL BUILDING SPACE SQUARE FOOTAGE</b>		<b>536,067</b>	<b>621,179</b>	<b>621,179</b>	<b>621,179</b>

Source: TMCC Plants and Facilities Department

Notes

1. Shaded cells indicate leased spaces
2. Building Space as of June 1, 2004
3. Red Mountain Building – Phase III, area reduced for Student Center Remodel Project

Figure 8.2—Current and Projected Gross Building Space 2004 Actual, 2005-07 Estimates

## CURRENT AND PROJECTED GROSS BUILDING SPACE

### 2005 Actual, 2006-08 Estimates

FACILITY	COMPLETION DATE	Actual	Estimates		
		2005	2006	2007	2008
Red Mountain Building - Phase II	Nov. 1976	38,948	38,948	38,948	38,948
Red Mountain Building - Phase III	Apr. 1980	97,950	97,950	97,950	97,950
Red Mountain Building - Western Addition	Jul. 1985	3,823	3,823	3,823	3,823
Red Mountain Building - Phase IV	Oct. 1987	56,137	56,137	56,137	56,137
Vista Building - Phase V	Aug. 1992	45,187	45,187	45,187	45,187
E.L. Cord Child Care Center	Aug. 1992	9,748	9,748	9,748	9,748
Red Mountain Building - TV Studios Classroom/Office Addition	Aug. 1993	4,869	4,869	4,869	4,869
Elizabeth Sturm Library - Phase VIA	Oct. 1995	37,116	37,116	37,116	37,116
Grounds Maintenance Building	Jun. 1996	1,500	1,500	1,500	1,500
Advanced Technology Center - Phase VIB	Oct. 1996	78,386	78,386	78,386	78,386
IGT Advanced Technology Center - 1 <sup>st</sup> & 2 <sup>nd</sup> Floor	1976	96,296	96,296	96,296	96,296
Meadowood Center South (5270 Neil Road)	Jan. 2003	46,668	46,668	46,668	46,668
High Tech Center at Redfield	Dec. 2004	34,542	34,542	34,542	34,542
V. James Eardley Student Services Center (Red Mountain Building Addition)	July 2004	47,633	47,633	47,633	47,633
Facilities Services Building	Aug. 2003	7,904	7,904	7,904	7,904
TMCC/Neil J. Redfield Foundation Performing Arts Center	Nov. 2002	10,472	10,472	10,472	10,472
Facility Storage (Parr Blvd)	Feb. 2003	4,000	4,000	4,000	4,000
<b>TOTAL BUILDING SPACE SQUARE FOOTAGE</b>		<b>621,179</b>	<b>621,179</b>	<b>621,179</b>	<b>621,179</b>

Source: TMCC Facilities Services Department

Notes

1. Shaded cells indicate leased spaces

Figure 8.3—Current and Projected Gross Building Space 2005 Actual, 2006-08 Estimates

## Description of TMCC Building Space

FACILITY	COMPLETION DATE	Gross Sq. Ft. <sup>*1</sup>	Assignable Sq. Ft. <sup>*2</sup>	# Classrooms
E.L. Cord Child Care Center	Aug. 1992	9,748	5,088	0
IGT Building (AKA Edison Way Technology Center)	1976	96,296	48,216	14
TMCC/Neil J. Redfield Foundation Performing Arts Center	Nov. 2002	10,472	1,170	0
Elizabeth Sturm Library	Oct. 1995	37,116	1,138	0
Meadowood Center South (5270 Neil Road)	Jan. 2003	46,668	16,625	13
Red Mountain Building	Jul. 2004	249,360	38,752	22
Vista Building - Phase V	Aug. 1992	45,187	14,119	15
Advanced Technology Center (AKA Sierra Building)	Oct. 1996	78,386	28,594	11
High Tech Center at Redfield <sup>*3</sup>	Dec. 2004	34,542		8
Facilities Services Building	Aug. 2003	7,904		0
Facility Storage (Parr Blvd)	Feb. 2003	4,000		0
Grounds Maintenance Building	Jun. 1996	1,500		0
<b>TOTAL</b>		<b>621,179</b>	<b>153,702</b>	<b>83</b>

\*1 Actual square footage from 2005 provided by Facilities Services

\*2 Space Utilization Report 2003

\*3 Classroom/Lab data for Redfield: provided by Facilities Services 7/8/05

Figure 8.4—Description of TMCC Building Space

## Instructional and Support Facilities (8.A)

### Instructional Facilities and Functions

#### (8.A.1, 2)

TMCC's instructional facilities reflect the physical manifestation of its Mission Statement, reflected in the articulation of the Strategic Goal for Facilities. The broad instructional areas identified in the Mission Statement—programs for general education, transfer degree, developmental education, occupational/technical, customized job training, continuing education and recreation, as well as student and academic support services—have both shared and individual instructional facility needs (See Figure 8.2 and 8.3 for the 2004 and 2005 summaries of current and projected gross building space, including completion date).

Division of space within TMCC's facilities allows for an appropriate number of classrooms, labs, and student services offices to ensure that the College maintains the highest standards of academic excellence. The Dandini Campus, the Meadowood Center, the TMCC IGT Applied Technology Center, and the TMCC Nell J. Redfield Foundation Performing Arts Center provide sufficient instructional and support facilities (See Figure 8.4, Description of TMCC Building Space the number of gross square feet and assignable square feet).

TMCC's Dandini Campus is the central location of the administrative functions of the College. The President and vice presidents are located at the Dandini Campus but each schedules time at the other sites. Also, most of the central administrative offices, including Human Resources, the Controller's Office, the Budget Office, Information Technology, Student Services, Financial Aid, Counseling, Admissions and Records, and New Student Programs, have their primary offices on the Dandini Campus but schedule time at all of the other sites. Additionally, a wide variety of academic and occupational programs are housed at the Dandini Campus. For example, the E. L. Cord Child Care Center has 889,200 assignable square feet and functions not only as a child care center for students, faculty, staff, and the community but also as an instructional facility for students enrolled in the Early Childhood Education Program at TMCC. In total, the Dandini Campus went from 309,472 total assignable square feet in fall 2003 to 508,813 assignable square feet in 2004, largely due to the construction of the V. James Eardley Student Services Center and concurrent remodeling (*2004 Facilities Master Plan 2.2*).

The Meadowood Center, which opened in 2003 with 42,980 assignable square feet, also offers a wide variety of academic classes for TMCC students and is also the location of Workforce Development and Continuing Education. Thus, the Meadowood Center fulfills several aspects of TMCC's institutional mission in one location: it offers academic classes and personal enrichment classes while it also serves as a site for personal, professional, and workplace education. Additionally, programs in adult basic education, literacy, community-based ESL, citizenship, and workplace literacy are located at the Meadowood Center, as are student support services such as Counseling, Veterans Upward Bound, and the Re-Entry Center. The acquisition of the Meadowood Center fulfilled a long-time goal for TMCC to establish a presence in the Neil Road corridor, where a number of underrepresented populations reside.

TMCC's IGT Applied Technology Center is the site for the College's education and training opportunities in industrial technologies. Programs in automotive, construction, diesel, electronic, environmental control technology, recreation vehicle, and welding technology are located at the Edison Way site in east Reno. The IGT Applied Technology Center, completed in 1976, began as a shared-use facility with the Washoe County School District—the Regional Technical Institute. This TMCC- WCSO cooperative effort integrated occupational-technical education programs. The intent was to move expanding occupational and technical programs off the Dandini Campus and locate them in an area with potential for expansion. The IGT Applied Technology Center has 48,216 assignable square feet.

The TMCC Nell J. Redfield Foundation Performing Arts Center, located in northwest Reno, has 1,170 assignable square feet and is the location for TMCC's dance, music, and theater programs. This facility has been leased through September 2012 and fulfills a long-identified need for a complete performing arts center for TMCC. The Nell J. Redfield Foundation Performing Arts Center, which has 207 fixed seats with the capacity to hold 247 people with the inclusion of mobile seating, is the site of multiple music and theatre performances throughout the year, not only for the College but also for the community. For example, the College hosted a major dramatic production as part of Reno's Artown celebration in summer 2004.

Finally, the two proposed educational centers, the High Tech Center at Redfield and the as yet unnamed education

center in Spanish Springs, will complement TMCC's geographic distribution. The Redfield Center, a joint-use facility with the University of Nevada, Reno, will house general education classes as well as nursing and veterinary technology classes; the Spanish Springs education center will offer general education classes, and upon completion, future Academic Master Plans will identify additional offerings.

Overall, the assignments of facilities to specific instructional functions are adequate, albeit sometimes strained. For example, in the Red Mountain Building, the Health Sciences (nursing, dental hygiene, radiology, emergency medical services) are assigned to the fourth floor, the physical and biological sciences to the third floor, and culinary arts to a newly created area (as a result of remodeling for the V. James Eardley Student Services Center). Mathematics and English tutoring are assigned to the Vista Building, where the bulk of mathematics and English classes are scheduled. The Sierra Building houses graphic arts and architecture, assigned to the second floor where dedicated lab-style classrooms serve these students, and computer information technology is assigned to the first and second floors of Sierra, also in rooms dedicated to that program's technological specifications. Additional academic areas, such as the social sciences, history, and foreign languages programs, are clustered in the Sierra Building.

In an effort to maximize room capacity and scheduling, leadership started on the Dandini Campus a program to "de-zone" classrooms and assign space according to class capacity and demand. In contrast to Dandini Campus, the other educational sites generally reflect at minimum adequate and in some cases opportunity to increase the number of classes offered at both peak and off hours. For example, the occupational and technical areas are located at the IGT Applied Technology Center, and the performing arts classes are located at the Nell J. Redfield Foundation Performing Arts Center. Both of these sites are adequate for housing the current number of courses and programs offered at these respective centers. The Meadowood Center, currently using only one of the two buildings included in the original purchase agreement, has the potential to utilize the second building to accommodate future growth at this site (See Standard 7 for a discussion of the terms of the purchase agreement and debt-servicing structure of the Meadowood Center).

Even though TMCC has been successful in finding spaces for instructional functions by exploring various sites, not only those on Dandini Campus, in certain cases the amount

of space designated for a specific program is somewhat inadequate. For example, architecture students use the hallway on the second floor of the Sierra Building for display and presentation of their work, and the area is cramped and crowded. The science labs, located in the Red Mountain Building, are utilized at 114 percent of capacity during the daytime and 123 percent capacity during the evening (See Exhibit 8.7, *Statistics on Utilization of Science Labs in Red Mountain*). The lab spaces at the IGT Applied Technology Center show a utilization of 163 percent capacity in the evening but are underutilized during the day (69 percent) (See Exhibit 8.8, *Statistics on Utilization of Labs at IGT Applied Technology Center*). Several computer lab areas in the Sierra and Vista Buildings are underutilized in the day (43 percent and 77 percent respectively) and could be reassigned or converted to better utilized lab space, although some computer labs are specifically assigned, such as the graphic arts and journalism computer labs (See Exhibit 8.9, *TMCC Instructional Space Utilization Report—2003*). In accordance with these statistics and in anticipation of future growth, the *2004 Facilities Master Plan* recommends that TMCC add approximately 40,000 square feet of new lab space in order to meet the Horizon 1 growth projections.

TMCC has made a priority to maintain a high standard for its instructional facilities as it has responded to the demands of growth. In addition to building and acquiring new facilities, leadership has sought to modify other facilities that were adequate at the time of their construction but that have been outgrown, were in need of renovation, or could be better reassigned to serve a different function in response to the pressures of student and program growth; in doing so, TMCC has been able to optimize resources by recasting the role of a given facility in the face of changing needs and by adroitly forecasting future needs when making capital improvement requests. At both the departmental and the administrative levels, TMCC has consistently evaluated its facilities with regard to instructional functions. Future planning has sometimes been caught between meeting an immediate need and planning for long-term needs, but overall, leadership has ensured that TMCC's facilities are adequate for the effective operation of current instructional functions and, reflected in the *2004 Facilities Master Plan*, has the foresight to secure resources to ensure long-term planning adequate for future growth.

Nonetheless, much remains to be done to secure long-term development and facilities resource management plans for TMCC. The *2004 Facilities Master Plan* targeted student growth at two levels of enrollment, Horizon 1

(2013) and Horizon 2 (the build-out of the Dandini Campus—date uncertain) beyond the fall 2003 headcount of 10,044 students. The *2004 Facilities Master Plan* indicates that “the Dandini Campus will need to expand its facilities from 398,000 to 1,084,000 gross square feet, along with the requisite parking,” to meet the Horizon 2 projections and UCCSN guidelines (*2004 Facilities Master Plan*, p. 1.1). The need for additional buildings and parking at the Dandini Campus is clearly indicated as is the continued optimal use of existing instructional facilities.

### Institutional Furnishings (8.A.3)

TMCC facilities are furnished adequately for their assigned purpose. Administrative, faculty, and staff offices are furnished, at a minimum, with desks, file cabinets, bookshelves, computers, and phones. New faculty positions are allowed \$2800 as a one-time budget allocation for office equipment, furniture, and a computer. One thousand dollars is also allocated to a new faculty member’s department operating budget as a permanent allocation for the position. Replacement of office furnishings, including computers, is paid from department operating dollars. All capital projects, such as the V. James Eardley Student Services Center, include funding for furniture, fixtures, and equipment (FF&E) as part of the project funding formula.

A classroom is furnished with desks up to the maximum seating capacity for that room. Additionally, 78.8 percent of TMCC’s classrooms are equipped with smart technology, reflective of TMCC’s commitment to academic excellence and drive to enhance the educational experience for all of TMCC’s students at each of its sites. TMCC’s academic computing labs are furnished with state-of-the-art computer stations, all of which are on a 4-year lifetime replacement cycle. The Board of Regents approved a \$4 per credit technology fee effective spring 2000. The purpose of this technology fee is to increase students’ access to cutting-edge technology. TMCC’s Academic Technologies Committee recommends the allocation of funds generated through the technology fee, and the committee’s recommendations are processed through the Vice President of Academic Affairs, the Vice President of Finance and Administration, and then on to consideration by the President’s Cabinet.

Furnishings in areas where students congregate, such as the V. James Eardley Student Services Center or the library, are utilized to provide space for work, study, research, and socialization. Since the construction of the V. James Eardley Student Services Center, informal discussions among the administration and faculty have identified the need to

provide more furniture clusters for students in the large open area on the first floor. Because this space is used for college activities and speakers, the existing furniture is often pushed to the sides, resulting in a less than inviting area. The second floor houses the TMCC Café; tables along the perimeter and down the hall have become a gathering area for students. The Elizabeth Sturm Library has designated the second floor as a quiet area; study carrels and tables provide areas for work and study, and couches have been placed to take advantage of the view and to provide an informal setting for study.

### Management, Maintenance, and Operation of Facilities (8.A.4)

TMCC’s Facilities Services Department is responsible for the management, maintenance, and operation of instructional facilities. Through their efforts, facilities staff members ensure the continuing quality and safety of these facilities and maintain them at a level necessary to support TMCC’s educational programs and support services. New facilities, and those involved in major remodeling projects, are constructed in compliance with all federal and state life, health, building, and fire safety codes and regulations.

The Vice President of Finance and Administrative Services serves as the chief administrator overseeing the management, maintenance, and operation of TMCC facilities. The Director of Facilities Services supervises a staff of 60 full-time employees, who are part of the State of Nevada classified system. Employees include building maintenance personnel with specialty training, such as HVAC technicians, electricians, mechanics with specialty training, carpenters, painters, groundskeepers, and an experienced custodial staff. These employees provide maintenance and repair services for all TMCC sites.

Facilities Services has a maintenance schedule for each site and performs repairs as the need is identified or the request is forwarded. A variety of repair functions or improvements are made in offices and classrooms based on service requests. The *Strategic Planning* document identifies the development of “a facilities workflow tracking system that is responsive and improves facility request handling and service” and the development of a “planned maintenance” schedule as objectives under the articulation of the Strategic Goal for Facilities (p. 6). Operating budgets supporting utility costs, custodial supplies, and building repairs have been reduced in recent years, and Facilities Services, like other areas of the College, has had to manage limited resources to maintain and provide a high-quality learning environment. This can sometimes be difficult, especially when unforeseen conditions, such as the heavy

snowfall of spring 2005, occur and require the Facilities Services staff to respond and clear sidewalks, parking lots, and access roads for the convenience and safety of TMCC students, faculty, and staff.

As TMCC has grown, the number of Facilities Services employees has increased in appropriate proportion. Buildings and grounds under the direct control of TMCC and owned by the Board of Regents total approximately 100 acres and 600,000 assignable square feet. The UCCSN funding formula provides for operations and maintenance funding for owned or leased properties, but not leased-out facilities.<sup>3</sup> As with all complex organizations, the funding process includes a nuanced assessment of resource allocations and needs from personnel to maintenance and operation of facilities for all its member institutions. The UCCSN funding formula contains provisions for physical plant; the formula articulates a ratio of maintained square footage and institutional funding for custodial and grounds keeping employees (See Exhibit 8.10, *UCCSN's Formula Funding Methodology*, and Standard 7.A and Figure 7.2 for a fuller explanation of the UCCSN funding formula). TMCC has 20 grounds and maintenance employees, 36 custodial staff, 3 classified and administrative support, and 2 professional positions (one of which is currently vacant) overseeing all plants and facilities projects. With 61 combined allocated positions dedicated to Facilities Services, TMCC is meeting the operations and maintenance needs of its facilities and grounds.<sup>4</sup>

## Health, Safety, and Access for Physically Disabled (8.A.5)

The Strategic Goal for Facilities in TMCC's *Strategic Planning* document emphasizes the need for safe facilities to "enhance the learning experience"; TMCC recognizes that faculty, staff, students, and the general public must be able to navigate safely any of TMCC's sites. Leadership included a request for funds to improve building and parking lot safety and security in its maintenance and enhancement request for the 2006-2009 fiscal year; the request was funded through the UCCSN's legislative process (See Standards 6 and 7 for a discussion of legislative process and institutional funding).

The TMCC Police Department, operated under the auspices of the Public Safety Department, has as its mission "providing quality law enforcement services founded in

community-oriented policing and problem solving principles to effectively meet the demands and unique needs of a regional community college population" (TMCC Police Department Web site). The TMCC Police Department utilizes two types of officers: TMCC police officers, who have the same training and authority as other municipal, county, or state peace officers; and community service officers, who are trained non-enforcement safety personnel. These officers provide 24-hour coverage, seven days a week.

Public Safety coordinates police services at the following TMCC sites: Dandini Campus, Meadowood Center, IGT Applied Technology Center, and the Nell J. Redfield Foundation Performing Arts Center. The TMCC Police Department also provides police services for TMCC High School (located on the Dandini Campus), the Desert Research Institute, and the Regional Training Center (DRI and RTC are in close proximity to the Dandini Campus). On the Dandini Campus, phones were installed in the hallways of the Red Mountain, Sierra, and Vista Buildings and in classrooms as a safety measure to provide immediate police officer access and/or allow for other emergency contact.

The TMCC Police Department has a comprehensive safety awareness and crime prevention program, embodying the principle that it is more effective to prevent crimes than to react to them. The presence of the TMCC Police Department and its officers helps to minimize opportunities for crime; additionally, the department encourages students and employees of the College to be responsible for their own safety and the safety of others. The department uses the following activities as part of its active crime prevention program: an escort program, new student and new employee orientations, crime prevention presentations to various groups, and community relations programs such as free vehicle assistance and free fingerprinting for students requiring fingerprints for employment. The TMCC Police Department Web site has a number of informational links, including links to sexual assault information, sex offender and community notification, safety awareness and crime prevention programs, safety tips, crime statistics, and the Department of Motor Vehicles accident report form.

TMCC has a designated Safety and Loss Control Manager who is responsible for coordinating occupational safety and health programs, monitoring compliance with OSHA

<sup>3</sup> The funding formula does not include rental space or leased-out space, such as the leased-out Meadowood Center North building, for funding calculations. Also, while the High Tech Center at Redfield is included for funding calculations for administration and physical plant, the University of Nevada, Reno, under contractual agreement, is responsible for the administration and maintenance of the building and the funds are budgeted to UNR for this purpose.

<sup>4</sup> TMCC is presently recruiting for a new Director of Facilities Services.

standards, and coordinating on-site OSHA compliance inspections. The Strategic Goal for Facilities identifies the development of the TMCC Emergency Response Plan as an objective; developed by the Police Department and Facilities Services, TMCC's Emergency Response Plan was approved by the Extended Cabinet and President's Cabinet (See Exhibit 8.11, TMCC Emergency Response Plan). Implementation and training is expected to take place in fall 2005.

TMCC's leadership recognizes that "access for lifelong learning opportunities to improve the quality of life for our diverse community" applies to literal, as well as educational, access (See Standard 3.B and 3.D for a discussion of educational and student services available to qualified students with physical or documented learning disabilities). The Strategic Goals of Diversity and Welcoming and Supportive Environment reflect TMCC's implicit understanding that access for disabled students is an institutional responsibility. The Director of Equity and Diversity, the Academic Advisor of the Disability Resource Center, and Facilities Services work collaboratively to identify and address ADA access at all TMCC sites.

All new facilities, as well as those undergoing remodeling, are subject to the Americans with Disabilities Act (ADA). Overall, the Dandini Campus is accessible to ADA students, but there remain areas for improvement. While the College provides adequate signage on the north side of the Vista Building directing students to the elevator, there is no signage directing students to the only ADA accessible door to gain access inside the building. There have been informal complaints from students that the classrooms are inaccessible due to the lack of push panels on classroom doors. Additionally, both sets of restrooms and showers in proximity to the Fitness Center have appropriate stalls, but there are no ADA push panels for the restroom doors. Similarly, there have been a number of informal complaints regarding ADA access at the Meadowood Center due to the lack of ADA push panels on doors or restroom facilities on all of the floors in Meadowood Center South. The lack of push panels severely impairs ADA access and navigation in the building.

Handicapped accessible parking at TMCC's sites meets and sometimes exceeds the standards for car and van parking areas, slope, and numbers of ADA parking spaces. TMCC has 48 ADA parking spaces, while only required to allocate 28 ADA parking spaces. A recent parking study resulted in the relocation of handicapped accessible spaces to different areas of the Dandini Campus, a move which

should provide students with physical disabilities better access to the center of the campus (See Exhibit 8.12, TMCC Parking Study). The Meadowood Center has 7 handicapped spaces; the IGT Applied Technology Center has 5 handicapped spaces, and the Nell J. Redfield Performing Arts Center has 4 handicapped spaces available.

## Off-Site Facilities (8.A.6,7)

Off-campus sites used by TMCC for its educational and instructional programs are appropriate for the programs offered and meet the standards applied to on campus facilities. As noted in Standard 8.A.1,2 in this report, TMCC has a number of satellite sites: Meadowood Center, the IGT Applied Technology Center, the Nell J. Redfield Foundation Performing Arts Center, and the High Tech Center at Redfield starting in fall 2005 (See Standard 2 for a discussion of the programs located at each site). Along with these other educational centers, TMCC utilizes local high school facilities to provide specialized training and to expand services throughout the area. For instance, when the culinary arts program "lost" its space due to the extensive remodeling of the Red Mountain Building (required in the construction of the V. James Eardley Student Services Center), TMCC used the kitchen in North Valleys High School, located north of TMCC, for its culinary arts classes.

When the Workforce Development and Continuing Education Division uses other sites, the specific facilities are designed to provide appropriate functionality for the course. For example, golf is taught at a local golf course driving range; dance is taught at a local dance studio or ballroom; or an employer's specialized workplace may be used in classes for that workforce, as is the case with International Game Technology, where TMCC offers specialized classes for IGT's workforce.

Facilities owned and operated by other organizations are selected by the individual department offering the program at that location. Once a facility has been chosen, a written agreement certifying its compliance with the appropriate state and federal regulations that apply to educational institutions is executed. Additionally, an agreement designating responsibilities of the contracting parties is executed. For example, the Nell J. Redfield Foundation Performing Arts Center is rented on occasion to public groups; TMCC has a formal contract that is signed by the lessee and by TMCC specifying the terms of the rental agreement (See Exhibit 8.13, Facilities Use Agreement Form).

## Equipment and Materials (8.B)

### Equipment Availability and Accessibility (8.B.1)

TMCC provides equipment, including computing and laboratory equipment, which is accessible and sufficient in quality and amount to meet educational and administrative requirements. Standard equipment for administrative and faculty offices includes computers, printers, and phones. All full-time faculty members have computers and printers in their offices, and every administrative office has at least one, and usually more than one, computer and printer. Very few offices have shared workstations; most employees have their own individual workstations. Part-time faculty members have access to computers and printers in the Part-time Faculty Support Center (PFSC). Central Services provides a central printing facility for large volume copying; departments and divisions have their own copiers for smaller jobs. Copiers are also used for fax purposes, and they are networked so that employees can print from their desktop workstations. The campus telephone system provides for direct dial and voice mail to individual and department locations. Faculty and staff are well supported in terms of technology equipment and access.

All TMCC sites are connected to the campus computer network. The network provides e-mail, electronic messaging, access to the library catalogue, and high-speed internet access for all authorized users at the Dandini Campus, Meadowood Center, IGT Applied Technology Center, Nell J. Redfield Foundation Performing Arts Center and, in the fall of 2005, the High Tech Center at Redfield.

Facilities Services employees maintain instructional classrooms and class laboratories at every site (See Figure 8.5, Distribution of Classrooms and Labs by Building. See also, Figure 8.4 Description of TMCC Building Space). UCCSN reporting guidelines for space utilization adopt space classifications from the *Postsecondary Education Facilities Inventory and Classification Manual* (1992).<sup>5</sup>

Students have access to 885 computers available through both open-access and program-specific computer laboratories at TMCC's four educational sites. This number reflects a significant increase in the number of available academic computers in the College since 1998 and demonstrates TMCC's commitment to increasing availability and accessibility of technology for students (See Exhibit 8.14, Comparison Documents—Computer Inventory 1998 and 2005).

The Dandini Campus has 3 open-access computer labs, 2 in the Sierra Building and 1 located in the ASTM Office, for a total of 90 open-access stations (See Exhibit 8.15 for a breakdown of computer stations and labs by room number, building, and site). Students can also access a number of program-specific computer labs, affiliated with both academic and student services programs. These computer labs are situated in the three main Dandini Campus buildings and the Elizabeth Sturm Library, which has in its own right 36 computer stations for student research and inquiry. Moreover, the Dandini Campus offers 21 open-access registration kiosks for students located throughout the buildings. Between the open-access labs, the program-specific labs, and the registration kiosks, the Dandini Campus has a total of 672 stations available for students. Students can access these computers for free, although users may be asked to verify TMCC enrollment or employment. If not enrolled or employed at TMCC or another UCCSN institution, then access is not allowed. The public may use TMCC's Elizabeth Sturm Library computer kiosks for academic research; however, the public would be required to pay for the use of paper products or other resources. In addition to open-access computer stations, the Dandini Campus has 67 classrooms equipped with smart technology with an additional 6 rooms slated for installation in 2006 (See Standard 5 for a full discussion of Library and Information Resources for all TMCC sites).

<sup>5</sup> Per this manual, a classroom is "a room used by regularly scheduled classes, which does not require special purpose equipment for student use." In contrast, a class laboratory is "a room used by regularly scheduled classes, which requires special purpose equipment for student participation, experimentation, observation, or practice in a field. Included in the category are rooms generally referred to as teaching laboratories, drafting rooms, band rooms, choral rooms, music practice rooms, language laboratories, studios, etc." (Qtd. in *UCCSN Instructional Space Utilization Reporting Guidelines*, p. 2).

## Number of Classrooms and Labs by Building

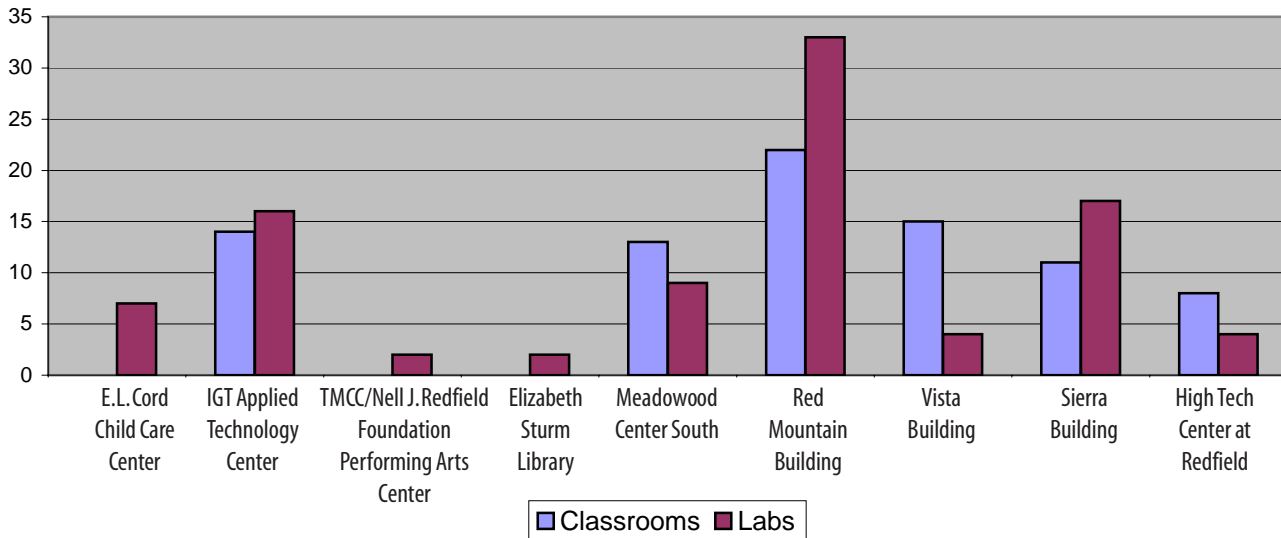


Figure 8.5—Distribution of Classrooms and Labs by Building

TMCC provides cutting-edge technology at its three satellite educational facilities as well.<sup>6</sup> The Meadowood Center has 1 open-access computer lab, a total of 145 computer stations available for students, and 11 classrooms currently equipped with smart technology with 5 more rooms slated for installation in 2006. While students attending programs at the IGT Applied Technology Center have access to 62 computer stations, many with software connected to a specific program, this facility does not have a designated open-access computer lab. The IGT Applied Technology Center currently has 12 classrooms equipped with smart technology with 1 room slated for installation in 2006. Finally, the Nell J. Redfield Foundation Performing Arts Center currently has no rooms equipped with smart technology but is slated to have 2 rooms equipped in 2006. Students have access to 6 computer stations at this site.

Additionally, at all sites, 90 classrooms are equipped with smart technology (computer, monitor, Elmo, LCD projector, screen); as of FY06, 26 additional classrooms will receive smart technology, enabling faculty and students to access the internet and benefit from a variety of teaching and learning techniques facilitated by technology. Moreover, most classrooms at all TMCC sites have television monitors

and VHS/DVD players with screens; rooms that are not equipped with smart technology have overhead projectors. For such rooms, TMCC also has a wireless mobile cart available at the Dandini Campus, 22 laptops with connectivity to the Internet, and two laser printers, giving faculty the opportunity to turn any classroom into a computer lab. TMCC's Media Services has a variety of audio and visual equipment to support instructional needs in the classroom. TMCC has invested in a comprehensive distance education platform (WebCT) to provide 24/7 access to academic instruction (See Standard 5 for a comprehensive discussion of WebCT and distance education at TMCC).

The Health Sciences and Safety Division is comprised of several programs that have laboratory experiences built into the curriculum: CNA, dental assisting, dental hygiene, EMS, nursing, radiologic technology, paramedic, fire science academy, and law enforcement academy.<sup>7</sup> The CNA program and the nursing program share two large nursing laboratories for skills assessment, teaching fundamentals, and providing other career related training opportunities. The current lab located on the Dandini Campus is well equipped, and the future lab, which will be accessible in fall 2005 with the opening of the High Tech Center at

<sup>6</sup> Opening in fall 2005, the High Tech Center at Redfield will have one open-access computer lab with 36 computers and 11 classrooms equipped with smart technology.

<sup>7</sup> The paramedic, fire science, and law enforcement programs are housed at the Regional Public Safety Training Center. TMCC rents space from Washoe County to provide instructional and laboratory space for these programs. The Regional Public Safety Training Center is a state of the art facility designed to provide the latest in training opportunities for these areas. Each program is well equipped and the laboratory settings, such as the burn tower and the firing range, provide students with hands on field experiences. The paramedic program is well equipped to meet student needs and has several technological equipment pieces, such as the SIM-MAN, that can imitate human life events such as cardiac arrest and respiratory conditions for student skill building.

Redfield, is equally well equipped to meet student needs; these labs are designed to replicate clinical experiences. Additionally, a computer lab with twelve computers is located adjacent to Health Sciences. Students enrolled in health sciences programs have access to computer programs that simulate clinical scenarios and that provide testing, information refreshing previous content, and assigned class work. Many applicable software programs are also installed on computers located in open-access labs campus-wide.

Dental assisting and dental hygiene, which have separate laboratories, also share the dental radiology laboratory. Although the Dental Clinic is predominately used by the dental hygiene program, several instructional hours are dedicated to the dental assisting program to provide chairside experiences for these students.

The radiologic technology program has a dedicated classroom and a dedicated radiology lab for on-campus experiences. The accrediting commission, Joint Review Committee on Education in Radiologic Technology (JRCERT), has reviewed the on-campus learning environment for this program and determined that it meets the national standards for quality instruction.

The EMS program has one dedicated classroom and one on-campus storage room for equipment. Generally, the skills/laboratory portions of the program are held in the evening and on weekends to provide additional space for skills assessment. All of the programs have successfully completed national and/or state accreditation standards without qualification.

The Applied Industrial Technologies Department at the IGT Applied Technology Center operates a variety of labs and shops for occupational programs, including the automotive and diesel shops, electronics and soldering labs, HVAC and refrigeration labs, industrial maintenance/electrical lab, and the welding shop. With the guidance and assistance of advisory committees, TMCC pursues donations of equipment and supplies from local industries and dealerships to maintain up-to-date facilities and instruction.

The Biology Department has three separate laboratory classrooms on the Dandini Campus that are individually and specifically dedicated to their most popular courses, Cell and Molecular Biology, Anatomy & Physiology, and Microbiology. These classrooms are equipped with up-to-date lab furnishings and computers as well as teaching models and a cadaver in the anatomy lab. Each year biology faculty members meet to determine what type of new equipment or models they wish to purchase and apply for

grants from the TMCC Foundation to fund such purchases. The department will begin offering laboratory classes at the High Tech Center at Redfield in fall 2005 and will share lab space with the Health Sciences and Safety Division. Through the work of the TMCC Foundation, a \$1 million grant was secured to equip all of the laboratories at Redfield, assuring that the Redfield biology labs will be fully equipped and operate independently from the main campus.

The anthropology lab at the Dandini Campus was designed to provide a dry lab setting for anthropology students, particularly those studying archaeology and physical anthropology. The lab holds an extensive collection of specimens (fossils, bones, artifacts); several microscopes are available in this work space. In addition, the lab contains three computer stations loaded with specialized software for the study of the social sciences. When not in use by a lab section, social science students may use the lab for research.

## Equipment Maintenance and Inventory (8.B.2)

TMCC's equipment is maintained in proper operating condition and is inventoried and controlled. The replacement and upgrading of equipment in all areas of operation is an ongoing concern of the College.

Facilities employees maintain equipment that supports the College's infrastructure and are responsible for general maintenance of all buildings and grounds. The Strategic Goal for Facilities identifies as an objective the development of a planned maintenance system and a facilities workflow tracking system that is responsive and improves facility request handling and service. Information Technology Operations maintains a four-year lifecycle replacement schedule for computers, ensuring that faculty and students have up-to-date equipment for use. ITO also maintains the HelpDesk, which is available via e-mail and voice mail for information, maintenance, or repair requests. ITO schedules routine maintenance and upgrades of computer hardware and software during breaks and on an as-needed basis. Media Services maintains all smart classroom technology equipment by performing periodic maintenance during the semester; they also adhere to a summer maintenance schedule for this equipment.

Repair and maintenance of equipment other than computers and smart classroom equipment technology is managed by administrative units or instructional divisions through operating accounts. Several years ago separate maintenance accounts were established; however, this arrangement was administratively cumbersome to manage. As a result, operations and maintenance allocations were divided among the units and divisions and added to operating accounts. Equipment maintenance, including replacement and upgrading, is a function of the budgeting process. Each department, within its budget, allocates funds for equipment acquisition and maintenance. When departments share equipment, they work together to establish a maintenance schedule or plan for replacement and budget accordingly.

The *TMCC Administrative Manual* specifies the policies and procedures regarding the inventory and control of equipment and assigns the responsibility for equipment identification and inventory to the TMCC Property Inventory Clerk, who provides the link between the equipment and the accounting records. All new equipment is tagged as it is received, and sensitive items, those identified as highly desirable and easily converted to unauthorized personal use, are carefully tracked. Individual departments are responsible for annual inventory reconciliation reports. TMCC follows UCCSN guidelines for definition and cost classification of inventorial equipment and undertakes an annual equipment inventory (See Exhibits 8.16 and 8.17, *UCCSN Guidelines for Inventory* and Sample TMCC Annual Equipment Inventory Reports).

transferred to drums until the end of each semester, when the drums are picked up by a qualified waste handling company. Other hazardous materials, such as the waste from the dental labs, are gathered in red biohazard bags, sterilized in autoclaves, and rendered safe to be disposed of through regular garbage disposal. Photo wastes are collected and sent to a recycling company. In all instances, a manifest system is used to monitor hazardous materials.

### Hazardous Materials Management (8.B.3)

TMCC follows all local, state, and federal regulations and guidelines (including OSHA standards) for the use, storage, and disposal of hazardous materials. The TMCC Environmental Protection and Safety Committee serves as the entity responsible for the implementation of the Hazard Communication Program, outlined in the *TMCC Administrative Manual* (p. 236). The TMCC Environmental Health and Safety Officer is the point of contact for the program, which is available in written form in the Elizabeth Sturm Library and available to all employees upon request.

The Occupational Health and Safety Office, via the Environmental Health and Safety Officer, is responsible for collection, storage, and disposal of hazardous materials. The officer has received mandatory training and maintained qualification for handling waste. Departments that generate hazardous waste, such as the chemistry department, have trained lab managers who collect the waste; it is then

## Planning (8.C)

### Planning for Physical Development (8.C.1)

Master planning, for both physical development and academic programs, has been a continual process at TMCC. Leadership recognizes the interdependence of physical and academic planning; only when these two planning processes operate in conjunction can all college resources be optimally utilized. As a result, TMCC has generated numerous planning documents in the past 20 years: the *1983 Dandini Research Park Master Plan*, the *1989 TMCC Master Plan*, the *1995 TMCC Master Plan* (Dandini Blvd. Campus), the *1997-2004 College Strategic Plan*, the *2000 Facilities Master Plan*, and the *2004 Facilities Master Plan*. These documents highlight the importance of sound physical resource planning to the goal of achieving TMCC's institutional mission.

President Ringle initiated the TMCC Planning Council in 2002. The Planning Council was charged with “creat[ing] a five-year plan to outline the initiatives required to advance a shared vision and a sequence of goals for the institution” (Planning Council Web site); additionally, the TMCC Planning Council developed goal statements for the seven Strategic Goals, one of which is for Facilities: “To provide effective and efficient development and use of facilities that is aesthetically pleasing, safe, environmentally friendly and enhances the learning experience” (*Strategic Planning*, p. 6). The five-year strategic planning effort—defined as “a continuous effort to focus the collective attention and resources of the institution on accomplishing goals that will move . . . TMCC forward”—will encompass five major planning initiatives, including the *2004 Facilities Master Plan* (*Strategic Planning*, inside cover). The *Strategic Planning* document makes explicit the connection between physical development and academic programs.

TMCC's master planning thus encompasses both facilities and academic master planning. In 2004, TMCC engaged in master planning efforts with Sasaki and Associates, an interdisciplinary design firm of architects, landscape architects, and planners and with Paulien and Associates, an educational consulting firm, to gather data correlated to student use of current facilities. Paulien and Associates' *Classroom Utilization, Space Needs Analysis, and Educational Program Analysis for the Campus Master Plan* identified space needs at all TMCC sites at both current and projected (Horizon 1, 2013 and Horizon 2, build-out) enrollment and staffing levels. The report based its findings

on educational program analysis, enrollment and staffing assumptions, existing classrooms and teaching labs, and space needs and location analyses.

Leadership's attention to linking educational program planning to physical asset development marked a critical moment in TMCC's history. Instead of continuing with an almost ad-hoc approach to campus physical development, an approach that defined TMCC's early planning efforts in the 1980s and 1990s, TMCC can now anticipate that students' educational needs and the programs offered will be supported through the appropriate construction, development, and maintenance of facilities. Paulien and Associates completed location analyses for the Dandini Campus, the IGT Applied Technology Center, the Meadowood Center, and the High Tech Center at Redfield (See Exhibit 8.18, *Classroom Utilization, Space Needs Analysis, and Educational Program Analysis for the Campus Master Plan*).

Sasaki and Associates, using the data from Paulien and Associates, then identified the greatest need for facilities master planning on the Dandini Campus since it is the primary site identified with TMCC in the community and since it has the greatest space impacts and challenges. Efforts were concentrated on planning for academic program growth and concomitant facilities master planning. Sasaki and Associates held five college meetings, three of which were targeted workshops. The participation of various TMCC constituencies was impressive; the outcome of this process was the comprehensive *2004 Facilities Master Plan* document and an equally impressive Web site.

The facilities master planning process identified and planned for current- and long-range demands (Horizon 1, 2013 and Horizon 2, build-out), established a framework for physical development that integrated the Reno-Sparks communities, noted the need for planning and cooperation between TMCC and the Desert Research Institute, and addressed transportation improvements—including those dependent on the Regional Transportation Center and campus vehicular and pedestrian traffic. The master planning process revealed the need for “a variety of new buildings the majority of which will serve academic and student life space” and which will “include both programmed and unprogrammed uses . . . for multiple uses” (*2004 Facilities Master Plan*, p. 3.6, 3.7). The *2004 Facilities Master Plan* explicitly identifies steps for further

planning and design to fill out the extensive proposed framework. Each step in the facilities planning process requires data and input from the community with the constant focus on academic planning efforts at its core.

## Funding for Capital and Operating Needs (8.C.2)

TMCC's request for future capital construction and operating needs, a list submitted to the Board of Regents for inclusion in a system-wide discussion of capital expenditures, is funded via the biennial state legislative process. All UCCSN institutions' capital requests are ranked according to priority and submitted to the legislature. Funding is then distributed to each institution as new capital or remodeling appropriations. When new buildings are funded, operating and maintenance funds are provided (See Standard 7 for a comprehensive discussion of the capital funding process).

Additionally, UCCSN students are charged a \$4/credit student capital fee. The funds generated from this fee are used to pay for smaller capital projects, including additions and remodels, and to help pay for student-pledged revenue bonding. The IGT Applied Technology Center, for instance, was purchased through a student revenue bond, which was paid off using funds from the \$4/credit fee. Institutional presidents have the discretion and authority to allocate for projects less than \$25,000; projects over \$25,000 require approval of the Board of Regents.

TMCC develops a ranked list of internal projects based on input by departments and divisions. This list is submitted to the President's Cabinet, where the final ranking and approval process takes place. Using the student capital improvement fee account, the bi-annual deferred maintenance account, and any funds available to the Director of Facilities Services through the state appropriated repairs account (this account is generally less than \$100,000), leadership then allocates funds in accordance with the final ranking of projects. The same process of identification and ranking takes place with new construction and major remodeling requests; additionally, TMCC has a 10-year ranked list of projects that is reviewed every biennium by the President's Cabinet, the Board of Regents, and the Governor of the State of Nevada.

TMCC supplements the state funding process through a variety of methods, including the TMCC Foundation, which coordinates donors and identifies college needs (such as classroom equipment). The TMCC Foundation assists

college constituencies in obtaining grants from businesses, particularly for resources connected with programs at the IGT Applied Technology Center, and other grant sources, such as the Nell J. Redfield Foundation, which provided \$1 million dollars to equip labs at the High Tech Center at Redfield. Additionally, TMCC generates income by leasing-out Meadowood Center North; the generated income is primarily used to service the debt assumed when TMCC purchased the two Meadowood Center buildings. A small residual is set aside to provide for operating expenses.

## Planning for Accessibility and Security (8.C.3)

Under its own goal of Openness, TMCC's *2004 Facilities Master Plan* identified the promotion of "a universally accessible campus environment" as a priority; this accessibility is identified as an asset to all members of the college community (See *2004 Facilities Master Plan Web site*). Additionally, TMCC has identified a "Welcoming and Supportive Environment" as one of its seven Strategic Goals: "TMCC is committed to quality, by removing barriers to student success, providing access, ensuring inclusiveness and fostering the welfare of faculty and staff" (*Strategic Planning*, p. 10).

TMCC recognizes the paramount importance of ensuring the safety and security of its students, faculty, and staff. The TMCC Police Department provides for the safety and security of all sites and the Chief of Police or his designee participates in college planning at every level, from the Extended Cabinet to the Planning Council (See Standard 8.A.5 for a fuller discussion of the TMCC Police Department).

## Involvement in Physical Facilities Planning (8.C.4)

The way in which TMCC's master planning, including its physical facilities planning, is conducted ensures that all affected constituencies are included. The membership of the *2004 Facilities Master Plan* group reveals involvement from across the college community: the President's Cabinet; the Master Plan Advisory Committee, which included representation from administration, faculty, students, and staff; resource groups from student life and student services; and representatives from academic programs. The group discussed wide-ranging issues, such as campus character and community perceptions, shared uses of facilities, transportation and parking, non-traditional teaching methods, and utilities. Additionally, various open meetings during the planning process were attended by members of

the college community. It should also be noted that this group shared some membership with the Planning Council, an equally representative and diverse group, and shared a number of overlapping issues for discussion. Clearly, the college community was interested, engaged, and involved.

While the Board of Regents does not involve itself in the planning process at the college level, UCCSN institutions are required to submit their master plans for review and approval by the Board. The UCCSN Board of Regents approved TMCC's *2004 Facilities Master Plan* in December 2004.

## Analysis and Appraisal

The Self-Study Standard 8 Committee recognizes that TMCC has entered a new phase in its institutional growth. Whereas college leadership has always engaged in planning efforts, the most recent study, the *2004 Facilities Master Plan*, showed a better reasoned, methodical, and complex approach to planning than previous attempts. In particular, this plan yokes together academic program planning and facilities planning for the first time in an efficient and insightful way. The Committee also commends TMCC for considering program development as a significant factor in the acquisition and development of satellite educational sites.

TMCC is poised to serve the rapidly growing population of northern Nevada. The near- and long-term planning efforts, articulated in the Horizon 1 and Horizon 2 planning concept, establish a prescient framework to ensure that TMCC's physical development addresses community needs, space limitations, creative use of facilities, appropriate acquisition of satellite educational sites, and campus vehicular and pedestrian traffic. Moreover, the current constellation of educational sites more than adequately serves the diverse regional needs and changing demographics of the Reno-Sparks area.

Finally, the Committee commends TMCC for remaining faithful to an aesthetic on the Dandini Campus that respects the surrounding beauty of the desert landscape. The Dandini Campus is a uniquely beautiful site with astonishing vistas, natural flora, and wildlife. Sound physical planning must take into account not only the needs of the institution and its constituents, but the long-term impact to the overall aesthetic of the broader community. TMCC's leadership has demonstrated a commitment to honoring this principle in recent construction projects like the V. James Eardley Student Services Center, and all indications are that leadership is poised to honor this trend in the future.

## Next Steps

The Self-Study Standard 8 Committee makes the following recommendations:

- TMCC has established a comprehensive, global framework for future growth with the *2004 Facilities Master Plan*. It is imperative that TMCC attend to the recommendations articulated in this document so that when the College reaches Horizon 1, and eventually Horizon 2, it will be in a position to continue physical development in a thoughtful and responsible manner.
- In spring 2005, the Board of Regents requested that all future UCCSN capital projects make every effort to comply with environmentally sound practices. TMCC should deploy as much as feasible “green” standards for not only future projects, but also for general maintenance and operations practices.
- A system-wide study by an independent consultant concluded that, due to the unexpected vacancy at the Director of Facilities Services level, TMCC’s Facilities Services does not currently have employees able to oversee effective localized project management or to provide the necessary support to the State Public Works Board staff on major capital projects. The College should make it a priority to fill this position.
- TMCC should reconsider the contents of items in its vending machines. In keeping with national trends, the College should consider stocking a percentage of its vending machines with more health-conscious food options. Such a gesture would make a statement to students, faculty, and staff that leadership was committed to creating not only a welcoming and academically challenging environment but a healthy one for all as well.