



NORTHEAST STATE

**CAMPUS
MASTER
PLAN**

2024 / 25

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Contents

EXECUTIVE SUMMARY	1
CAMPUS PLAN OVERVIEW – THE BLOUNTVILLE CAMPUS	2
Blountville Campus Master Plan Aviation Center at the Tri-Cities Airport	5
Campus Plan Overview – The Kingsport Campus Master Plan	6
Campus Plan Overview – The Elizabethton Campus	7
Campus Plan Overview – The Gray Campus: Two Sites	8
BACKGROUND	11
PLANNING PROCESS	12
ENROLLMENT AND THEC SPACE GUIDELINES	14
SPACE UTILIZATION	17
Classrooms	17
Instructional Labs and Studios	20
Offices	21
Peer Comparison	22
CAMPUS ANALYSIS: SPACE BY SPACE TYPE	24
LANDSCAPE, OPEN SPACE, CIRCULATION, AND PARKING: BLOUNTVILLE	27
CAMPUS ANALYSIS: BLOUNTVILLE CAMPUS EXISTING & MASTER PLAN	28
LANDSCAPE, OPEN SPACE, CIRCULATION, AND PARKING: KINGSFORT	34
CAMPUS ANALYSIS: KINGSFORT CAMPUS-EXISTING & MASTER PLAN	34
UTILITIES AND INFRASTRUCTURE	39
SAFETY AND SECURITY	45
HIGHER EDUCATION CENTER (HEC) PARTNERSHIP	46
PRELIMINARY FACILITY PROGRAMS	47
CONSTRUCTION AND PROJECTS COSTS	52
APPENDIX A - A YEARLY SUMMARY OF WORKFORCE DEVELOPMENT & COMMUNITY ENGAGEMENT FACILITY UTILIZATION	53
APPENDIX B - THE 2013 CAMPUS MASTER PLAN	57
APPENDIX C - 2015-2025 STRATEGIC PLAN	58

EXECUTIVE SUMMARY

In the spring of 2023, Northeast State Community College engaged the campus planning team of Dober Lidsky Mathey, Lose Design, and IC Thomasson to guide the College in developing a Campus Master Plan.

The College has four campuses, Blountville, Kingsport, Gray, and a new campus being designed at Elizabethton. There are ongoing conversations for additional campuses, primarily in Jonesborough.

The Previous master plan was completed in 2013 which focused primarily on the Blountville campus. Many changes followed, including additional parking, the demolition of a core facility, and the construction of the Technical Education Complex. Also, during this time, the Bristol Center opened in 2013 and closed two years later. The Johnson City facility opened in 2015 and closed this year. Programs continued and were shifted either to the Blountville campus or other centers.

The current campus planning process has been an open and participatory endeavor. The planning team met with faculty, staff, and students—the program deans, department directors, and chairs—and the President and College leadership. There were open forums where anyone at the College could share their ideas and reactions to the various alternatives that were being explored.

Enrollment—Over the past 15 years, on-ground FTE enrollment has declined. During COVID, enrollment dropped dramatically while on-line enrollment spiked. Enrollment is rising again, with current on-ground enrollment in 2024 at 2,028 FTE students.

Applying THEC Space Guidelines shows that the College has more educational and general space than standards suggest—approximately 85,000 Net Assignable Square Feet (NASF). This imbalance was created as enrollments declined—the campus was developed for a larger enrollment.

The situation will change in the next 10 or 15 years, assuming enrollments continue to increase to pre-COVID numbers. When enrollment reaches 4,000 on-ground FTE, applying THEC space standards shows that the College will have a deficit of educational and general space of approximately 65,000 NASF. The College needed this space in the past when enrollments were approximately 4,000 students.

By applying THEC space standards, it became clear that the College needed additional academic space. THEC standards only reflect academic programs and needs; other campus-wide needs should be addressed. A high-priority need is for student space—places for students to gather, formal and informal spaces for work and study, noisy and quiet, in groups or alone. The College needs a campus or student center. The existing Student Services Building is a poor substitute.

An important part of all Tennessee community colleges' mission is work force training. At this point in time, THEC doesn't provide space standards for this essential need. See the appendix for a description of on campus work force training hours.

CAMPUS PLAN OVERVIEW – THE BLOUNTVILLE CAMPUS

The drawing below shows the Northeast State Community College Master Plan for the Blountville campus. The existing buildings are colored light tan and proposed new construction are colored white.

The Aviation Center, part of the Blountville campus is located on the adjacent Tri-Cities Airport and is described on page 5.

PROPOSED BLOUNTVILLE CAMPUS MASTER PLAN



1) Humanities and Behavioral and Social Sciences need additional programmatic space—“3” in the map above. Both are located in multiple buildings: Behavioral and Social Sciences in Ballard Fine Arts, the Library, and the Humanities Building; the Humanities are located in Ballard Fine Arts, General Studies, and the Humanities Academic Building. An addition to the Humanities Academic Building will provide needed additional space and more importantly, consolidate the programs into fewer buildings. Having faculty separate from their colleagues in so many buildings is not a healthy academic environment especially for young faculty.

2) A fundamental need on this campus is a student center—the existing Student Services building (1) is too small and poorly configured with insufficient student-oriented spaces. The program for this new facility (5) could include food services, a convenience store, various lounges, a LEAD Center, a digital/computer room, meeting rooms, a student government office, a student club area, a fitness center, a gym, commuter lockers, and a game room.

Northeast State Community College / CAMPUS MASTER PLAN

Having faculty separate from their colleagues in so many buildings is not a healthy academic environment especially for young faculty.

A CLOSER VIEW OF THE PROPOSED BLOUNTVILLE CAMPUS MASTER PLAN



3) When the Technology Education Complex was designed, an Automotive and Aviation Maintenance addition was included but became a second phase due to insufficient funding. The campus plan shows the Automotive addition (4) connected on the south side of the Technology building where it was initially planned, with easy access to the campus roads and parking.

4) The existing metal automotive building can be demolished, and the land can be converted to a parking lot, as shown, or a landscaped open field. Parking can also be provided for the nearby Veteran Center. A Community Garden (6) can be developed on that redesigned site.

5) The Powers Math-Science building (N) is now just science, Mathematics is located chiefly elsewhere—in four buildings: General Studies, Hamilton, Powers, and the Technology Complex. Both programs need additional programmatic space. An addition to Powers on the East (2) will consolidate Mathematics and expand both programs. This addition will vacate space in the buildings where math is currently located for administrative programs that need additional space.

6) The existing Student Services building (1) is an awkwardly configured two-story building. Its biggest problem is dividing the campus into two separate outdoor spaces, preventing easy access to Powers and Hamilton halls and the open space between them.

There are two alternatives for this building. The drawing shows one: a portion of the building could be demolished to open access to the rest of the campus. The remaining portion of the building should be renovated for some of the Student Center spaces that could be successfully retrofitted in renovated space.

The second alternative is demolishing the entire building when the new Student Center is constructed (5). This alternative will create a much larger open space and significantly improve access throughout the campus.

7) The campus needs landscaped open spaces with pathways and sitting areas for individuals and groups of students. Sitting areas could have the traditional Adirondack chairs or outdoor tables and chairs, with electrical power provided by solar canopies.

Community gardens are shown at (6) on the map. A terraced plaza is shown at (8) in the open space created by the demolition of a portion of the Student Services Building.

These sitting areas should be distributed throughout the campus. The “Lady Bug” quadrangle could be a marvelous open space with various outdoor seating, landscape improvements, shade trees, and more effective pathways. A redesigned central plaza is shown on the map (9).

8) The amphitheater (M) still needs to be completed. The original design should be revisited, and the front stage should be completed. It is in a great location and has been carefully maintained.

The larger map shows a new baseball field and soccer field (11, 12, 13) on the newly acquired land north of the walking trails. This land will also be used for future academic and student life needs of the College.

Blountville Campus Master Plan Aviation Center at the Tri-Cities Airport

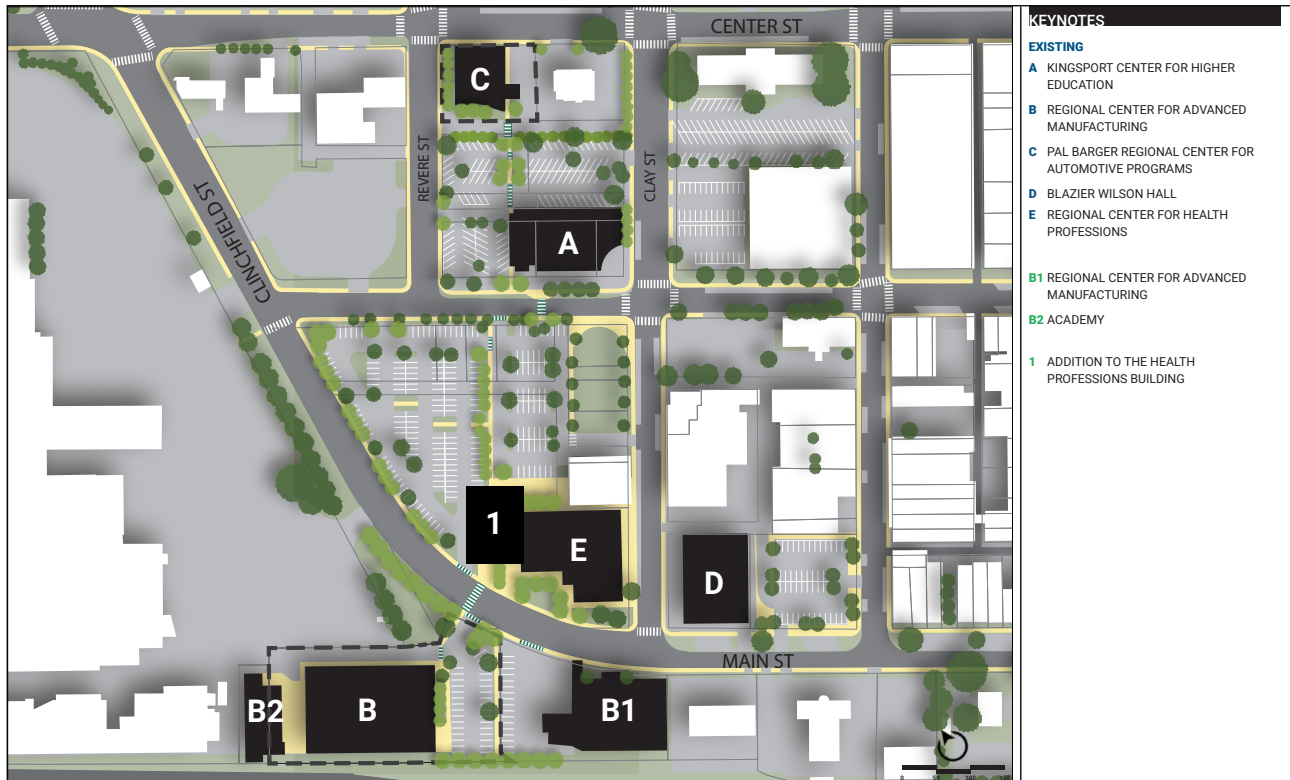
The NeSCC Aviation Center is at capacity. The College would like to expand and grow the program which has an existing waiting list.

The easiest way to expand is to lease or acquire an existing adjacent hanger. However, a better solution will be to construct an addition to the Center, adjacent to and on the east of the existing facility.



Campus Plan Overview – The Kingsport Campus Master Plan

PROPOSED KINGSFORT CAMPUS MASTER PLAN



The drawing above shows the Kingsport campus—the Academic Village—an important Kingsport initiative. In the center of the map is the Kingsport Center for Higher Education (KCHE) (A), a shared resource for several colleges and universities. Southwest of KCHE is the College’s Regional Center for Health Professions (RCHP) (F).

Although NeSCC students use the KCHE—the auditorium and classrooms—RCHP is the main academic building for the health professions. Based on the THEC guidelines, this program needs additional space—classrooms, labs, offices, and student support. An addition (1) is shown in the parking area northwest of the existing building. Depending on the facility program, other space needs might be added for campus and student life activities.

The Health Professions building is leased by the College and an agreement with the City will be necessary for an addition to be constructed to the facility. There is also the possibility that the College acquires this facility and constructs the addition needed for the program.

The Health Professions building, mainly where the addition is planned, will require some renovation. The newly acquired RCAMCO building will also need some renovation and upgrading of utilities and infrastructure. It is currently being used to train forklift operators.

Campus Plan Overview – The Elizabethton Campus

The Elizabethton Campus included two deteriorating buildings, two parking lots, and a pond. Industrial Drive borders the site on the east, McDonald Avenue on the south, Judge Don Lewis on the west, and Highway 91 on the north.

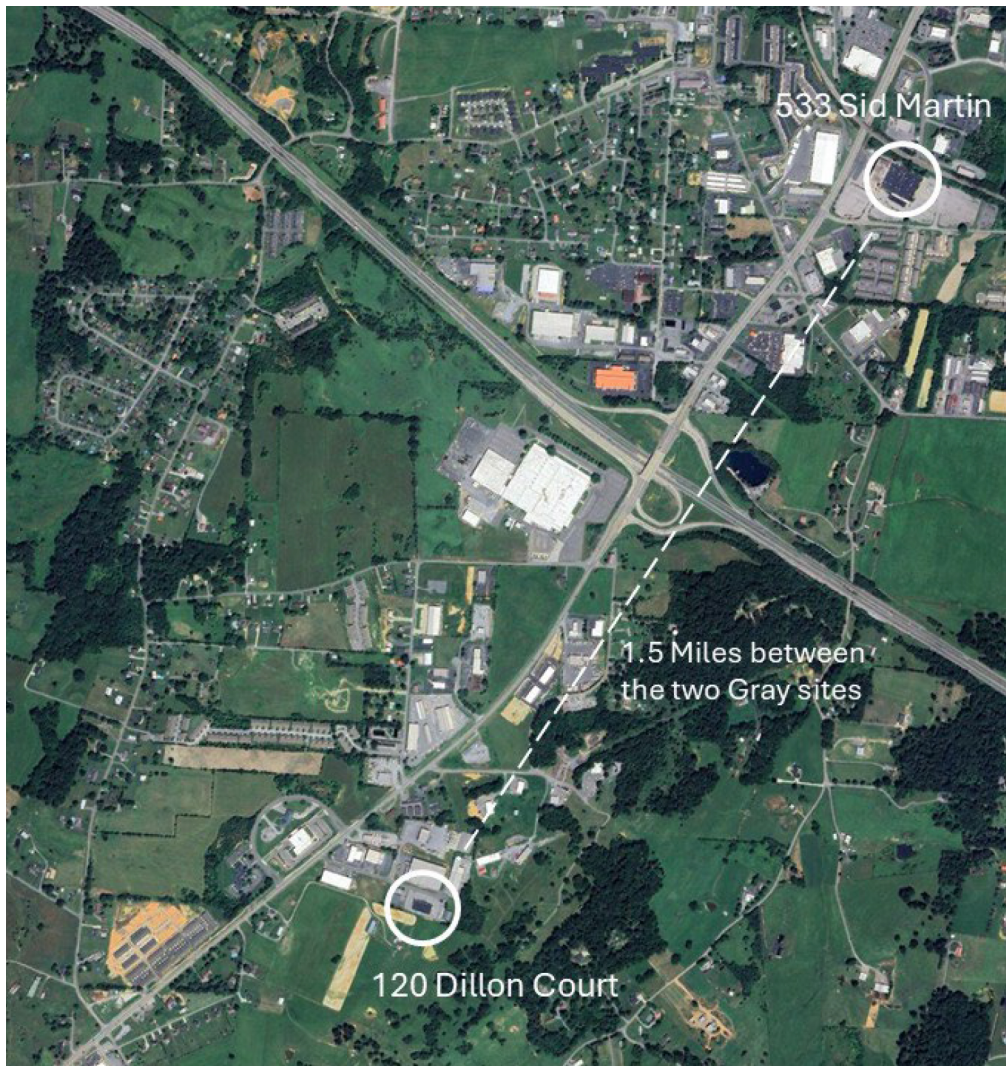


The campus is being redesigned, with the two buildings replaced by three: a shop, an academic building, and a technology building. The project will bring together the Elizabethton TCAT and Northeast State Community



Campus Plan Overview – The Gray Campus: Two Sites

Northeast State Community College has two building sites in Gray, Tennessee. The Gray Campus at 120 Dillon Court features basic classrooms and labs. One and a half miles away is the Washington County Teaching and Learning Center, located at 533 Sid Martin, where the College has the Northeast State Culinary Arts Center.



Campus Plan Overview – The Gray Campus (120 Dillon Court)

The Gray Campus is a recently renovated building with seven classrooms, a science lab, a conference room, a student lounge, and offices for faculty and staff.

When the time comes to add space, there is room to do so, as shown in the dotted line on the map.



Campus Plan Overview – The Gray Campus (533 Sid Martin)

Northeast State Culinary Arts Center
Washington County Teaching and Learning Center, Gray, TN



Upon approval, the College will offer a 61-credit hour associate of applied science degree in Culinary Arts program with a fully embedded 26-credit hour certificate to prepare students for careers as line cooks, prep chef, head chefs, and culinary professionals in various hospitality businesses. The Culinary Arts program will be housed at the new Northeast State Culinary Arts Center at the Washington County Teaching and Learning Center—533 Sid Martin Road, Gray, TN 37615. The program space will encompass approximately 8,300 square feet, including a student services office, two lecture classrooms, three faculty offices, a commercial kitchen, a dining room prep/teaching space, and a student-use computer lab. The site will also have appropriate bathroom facilities, a student lounge space, an outside seating area, and adequate parking.

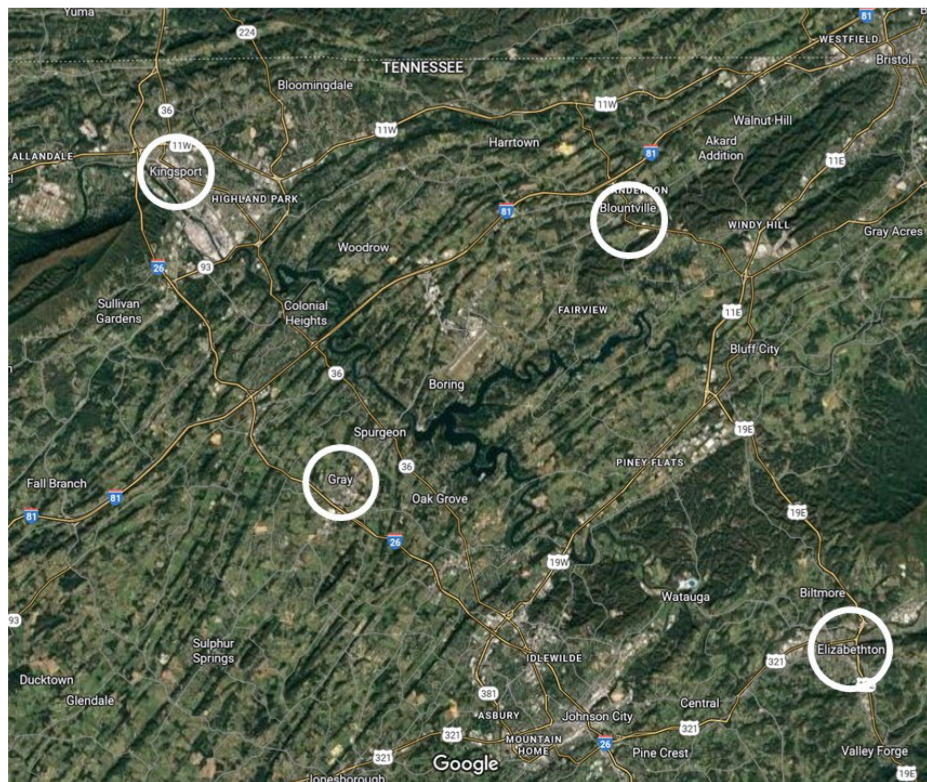
BACKGROUND

From 1964, when NeSCC first began as the Tri-Cities Area Vocational-Technical School, to 2009, when the institution officially became Northeast State Community College, higher education was evolving nationally, regionally, and locally in Tennessee. The changes in the College mirrored the national, regional, and local changes.

Enrollment increased from the original 35 students to over 7,000 Headcount Students as course offerings were added to reflect the needs of students in the counties and communities around Blountville.

Tennessee's positive and supportive legislative policy initiatives helped the school move forward. First, the 1966 Vocational Education Act, followed by the Complete College Tennessee Act in 2010, and then, in 2017, Tennessee Promise, which provides scholarships and potentially free tuition to community college students.

Northeast State Community College serves five counties: Carter, Johnson, Sullivan, Unicoi, and Washington. The college has four locations. The main campus is in Blountville, Sullivan County. The Kingsport campus is also in Sullivan County. The Gray campus is located in Washington County, and the Elizabethton campus is in Carter County.



According to UT Knoxville's College of Business, over the next decade, three of the counties' populations are expected to remain stable or decrease slightly, and two are expected to grow. Sullivan by 3% and Washington County by 6%.

PLANNING PROCESS

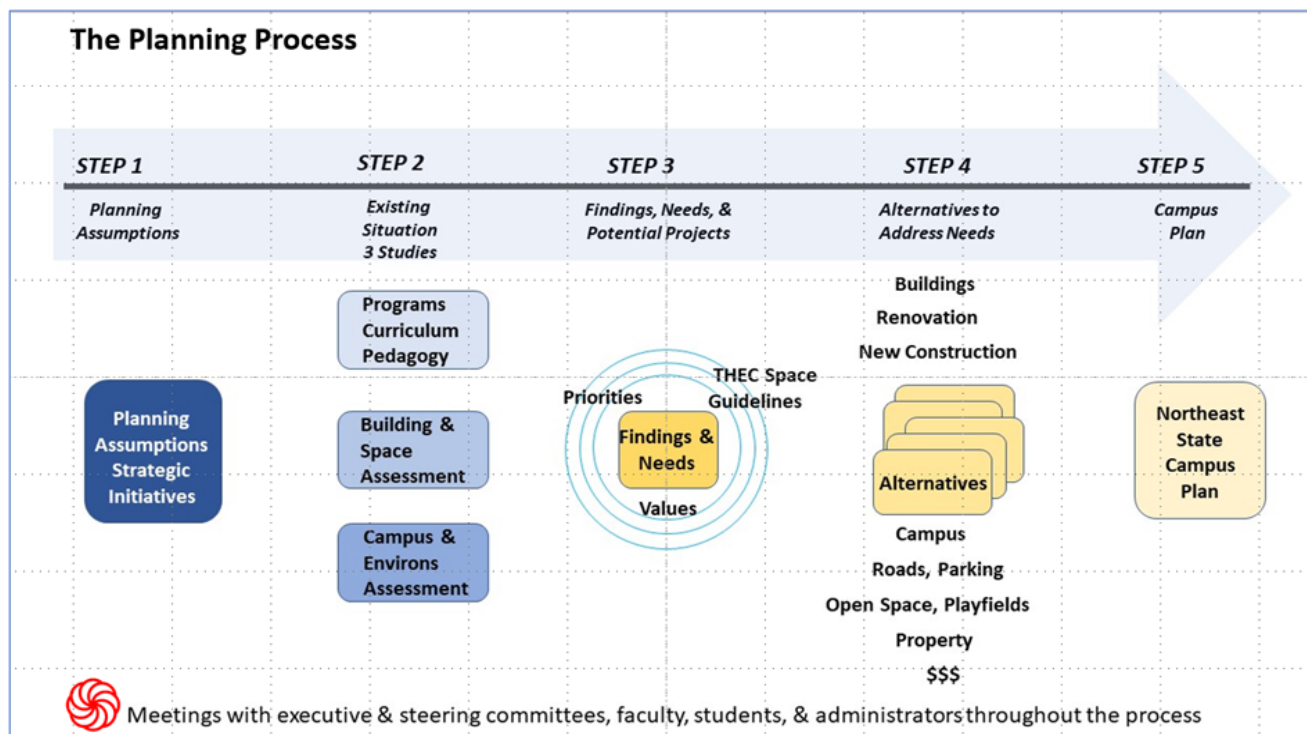
Two committees were established for this campus planning process: an Executive Committee and a Steering Committee. The Executive Committee consisted of the College's President and members of his cabinet. The Steering Committee was larger and consisted of faculty, staff, and students.

In addition to these two committees, there were many meetings with the Divisions, departments, and programs. Students, faculty, and staff attended open house events on the main and Kingsport campuses.

It has been an open, transparent, collegial planning process comprising five overlapping steps.

The first step, the beginning of the meetings with the two committees and others was the time to collect data and information and articulate the various planning assumptions that helped to shape the campus plan.

The second step consisted of three studies that took place more or less simultaneously.



The first of the three studies was an analysis and assessment of the campus and environs. Knowing how much land the College had and how it was being used was essential. What was the nature of pedestrian and vehicular circulation, parking, entrances to campus, building locations, open spaces, and landscaped spaces?

The second study assessed the buildings, department locations, classroom, and laboratory utilization and reviewed the College's space and how that space compared to peers and THEC space standards.

The third study, a series of meetings, was to understand the curriculum, the courses being taught, and the style or methodology used. Pedagogy significantly impacts space and space needs, so this was an important series of discussions.

The third Step was to understand the college's many needs based on the two preceding steps. Some needs were long-term and campus-wide, while others were short-term and specific to a program or student need. It was clear that there was a shortage of student-oriented spaces.

THEC space guidelines assessed how much space is currently needed and how much might be required.

The fourth step was to explore alternatives for addressing the many needs. This consisted of exploring a combination of new and renovated spaces, demolishing some space, rearranging parking, and changes in circulation.

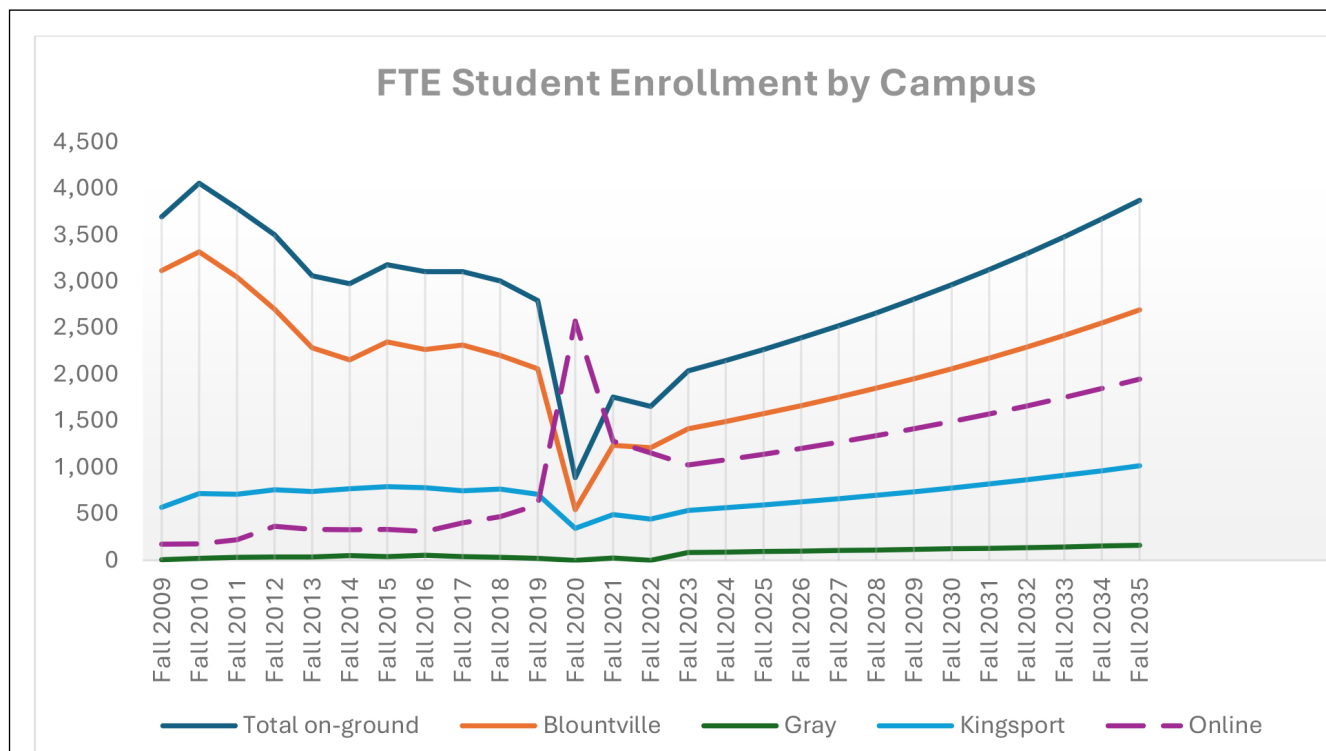
The fifth step was the documentation of the campus plan.

It is a simple campus planning process requiring many meetings. Although the process is described as occurring consecutively, it is more iterative, with overlapping steps.

ENROLLMENT AND THE SPACE GUIDELINES

Until recently, on-ground FTE enrollment has slowly been decreasing. The table below shows the total on-ground enrollment for the College and for the various campuses. It also shows the number of online FTE students.

In 2010, the on-ground enrollment was over 4,000 FTE students. In 2020, during COVID, it dropped to its lowest point, as online enrollment spiked. Since then, on-ground FTE enrollments have increased and continue to do so, and online enrollment has decreased as students have shown an interest in being on campus again.



Although many states will be affected by the “enrollment cliff,” others like Tennessee are expected to avoid that problem. Tennessee’s population is expected to increase by more than one million in the next 15 years. Counties near the larger cities will have the most growth, but most of Tennessee’s counties will have at least some growth.

Northeast State Community College serves Carter, Johnson, Sullivan, Unicoi, and Washington counties. While the population of four counties will remain stable over the next ten years, the population of Washington will continue to grow, according to the Boyd Center for Business and Economic Research, University of Tennessee, Knoxville—February 2022.

Various pre-COVID enrollment growth scenarios were tested, ranging from a high of approximately 4,000 FTE students to a low of 3,600 students. We have assumed a midrange number of 3,875 on-ground FTE students for planning purposes for 2035.

THEC Space Allocation Guidelines

An important analysis in the planning process is applying the THEC Space Guidelines using the approved format and an MS Excel spreadsheet. Two summary tables are important to share. The first summary is based on the 2024 current on-ground FTE enrollment of 2,028 FTE.

The table below shows the amount of space the Guidelines suggested the College should have for the current FTE enrollment. It also shows the amount of space that the College currently has. It also shows the difference between the five categories of space: classrooms, labs/studios, open labs, offices, and libraries/study.

With the decrease in enrollment, the College currently has more space than the Guidelines suggest, but as enrollments increase once again, the situation changes.

There also needs to be a correction in the square footage that the model is projecting. NeSCC has a significant amount of open lab space not covered by the guidelines. The THEC guideline for open labs is based on total enrollment. But at Northeast State Community College, three types of labs are based on specialized equipment, the space around the equipment, and providing a safe environment: the airplane hanger for the aviation program, 9,000 NASF; the automotive shop, 13,700 NASF; and the technology labs, 32,900 NASF. The College's PSI labels these spaces as FICM 220, Open Lab (unscheduled). These spaces total 55,600 NASF. No space standards exist for these spaces, but they are included in the existing E&G space for Open Labs—see the total of 71,168 NASF.

Current On-Ground FTE Enrollment 2,028 FTE

Summary NASF - All NeSCC Campuses				
Part	Modeled	Exist E&G	Difference	Equiv FICM
I - Classrooms	19,944	60,061	40,117	1xx
II - Lab / Studio	48,338	72,508	24,170	210, 215
III - Open Lab	10,140	71,168	61,028	220, 225
IV - Research				250, 255
V - Office	84,487	93,320	8,833	3xx
VI - Library/Study	22,125	24,974	2,849	4xx
Totals:	185,034	322,031	136,997	

To address this issue, the 55,600 NASF that is included in the existing Open Lab category is also added to the Open Lab in the model, 10,140 NASF, which becomes 65,740 NASF. See the table below.

Current On-Ground FTE Enrollment 2,028 Adjusted for Open Lab difference

Summary NASF - All NeSCC Campuses				
Part	Modeled	Exist E&G	Difference	Equiv FICM
I - Classrooms	19,944	60,061	40,117	1xx
II - Lab / Studio	48,338	72,508	24,170	210, 215
III - Open Lab	65,740	71,168	5,428	220, 225
IV - Research				250, 255
V - Office	84,487	93,320	8,833	3xx
VI - Library/Study	22,125	24,974	2,849	4xx
Totals:	240,634	322,031	81,397	

With the current on-ground enrollment of 2,028 FTE students, the College has more space than THEC suggests—81,397 NASF. The largest difference is in the classroom category, where the difference is 40,117 NASF.

The situation changes as the on-ground enrollment increases.

Future On-Ground FTE Enrollment 3,875 FTE Adjusted for Open Lab Difference

Summary NASF - All NeSCC Campuses				
Part	Modeled	Exist E&G	Difference	Equiv FICM
I - Classrooms	38,380	60,061	21,681	1xx
II - Lab / Studio	89,828	72,508	-17,320	210, 215
III - Open Lab	74,975	71,168	-3,807	220, 225
IV - Research				250, 255
V - Office	127,231	93,320	-33,911	3xx
VI - Library/Study	34,669	24,974	-9,695	4xx
Totals:	365,083	322,031	-43,052	

Including the 55,600 NASF of open lab that the Guidelines do not address, the model shows a future need for 17,320 NASF of lab and studio space, 3,807 NASF of open labs, 33,911 NASF for office space, and 9,695 NASF of study and library space. Northeast State Community College is short of space in all categories except classrooms, with an oversupply of 21,681 NASF.

Applying the THEC standards to the separate campuses shows a greater need in some of the categories. The reason is important and mathematical, and it all has to do with the THEC formulas rounding up to the nearest whole number. For example, 22 hours of scheduled labs divided by 20 lab hours yields 1.1 labs, which is rounded up to 2 labs—the next whole number. Consider this illustration:

Blountville 22 hours/20 hours = 1.1 rounds up to 2 labs
 Kingsport 24 hours/20 hours = 1.2 rounds up to 2 labs
 Gray 30 hours/20 hours = 1.5 rounds up to 2 labs
 For a total of 6 Labs

However, analyzing the College as a whole, 22 hours +24 hours +30 hours = 76 hours/20 hours = 3.8 labs which rounds up to 4 labs.

The table below is a summary of both calculations, combined campuses, and separate campuses. A detailed comparison and analysis is in the Appendix.

	THEC Guidelines Existing	Existing NASF		THEC Guidelines Future	Existing NASF
All NeSCC Campuses	240,634	322,031		365,083	322,031
Blountville	190,315	243,422		277,332	243,422
Kingsport	51,949	70,249		79,750	70,249
Gray	7,468	8,360		15,743	8,360
Total 3 Campuses	249,732	322,031		372,825	322,031

SPACE UTILIZATION

Understanding space utilization is an essential element in the campus planning process. How is the College using its facility resources? Typically, a space utilization study examines the use of classrooms, labs, studios, open labs, and offices.

The Tennessee Higher Education Commission (THEC) has established space utilization guidelines, which are used in this study.

Classrooms

Hours per Week

The College has 56 generic classrooms on its three campuses: Blountville, Kingsport, and Gray. Elizabethton was not in use at the time of this study. The Humanities building has the largest number of classrooms (18), followed by the Health Professions building at Kingsport (9) and the Powers Math-Science building (8).

In the fall, 249 for-credit course sections were scheduled in these 56 classrooms. The typical classroom was scheduled, on average, 12 hours per week during the day. This usage does not include workforce training or other formally or informally scheduled events. See the Appendix.

The Humanities Building had the highest usage, 17 hours per week, followed by Fine Arts with 16 hours per week.



*Basler Library and
Humanities Buildings*

Classrooms by Building

Northeast State Community College - Campus Planning Studies 202

Table I: TEACHING SPACE ANALYSIS - SUMMARY BY BUILDING - DAY

FICM CATEGORY: 100									
Building	Spaces	NASF	Stations	NASF / Station	Scheduled Sections	Mean Section Size	Weekly Contact Hours	% Station Utilization	Usage Hrs / Week per Space
Auto Shop	1	758			7	12.4	174		14.0
Faculty Building	1	992			3	16.7	112		7.0
Fine Arts	3	3,156			19	15.4	786		16.2
General Studies	2	1,877			4	17.0	219		6.5
Gray Building	4	2,067			0	0.0			8.9
Humanities	18	14,836			123	18.3	5,566		16.7
Kingsport Ctr	5	4,311			12	18.9	626		6.3
Powers Science & Math	8	4,585			21	19.4	1,221		7.9
RCAP	1	657			6	13.7	164		13.5
RCHP	9	8,142			39	18.0	2,037		12.3
Student Services	1	1,705	225	7.6	3	22.3	201	10%	9.0
Tech Ed Complex	3	2,709			12	14.5	432		10.2
FICM 100 Totals:	56	45,795	225	7.6	249	17.7	11,537	10%	12.1

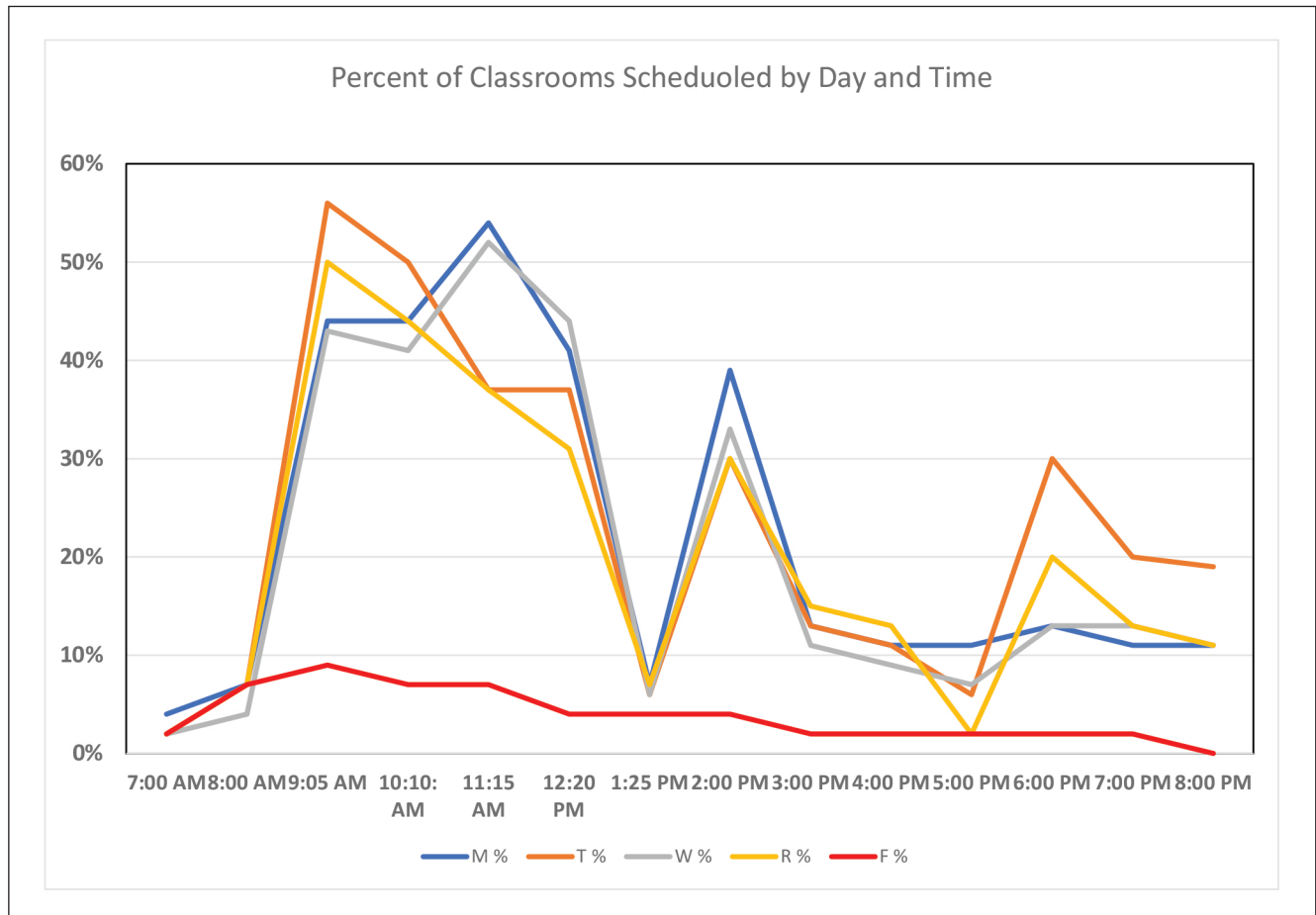
Note: The net square feet above is the total area for the 56 Classrooms only. The total does not include classroom support and storage which is included elsewhere in the report in the THEC model.

The Tennessee Higher Education Commission's space utilization guidelines assume that the typical classroom will be scheduled 30 hours per week by for-credit courses.

The College's classroom utilization is lower than the THEC standard because it needed these classrooms when enrollment was higher and more courses were scheduled. Since COVID, enrollments have dropped. No additional classrooms will be required; however, various technologies will need to be upgraded, and classroom furnishing selected for flexibility and active learning will be required.

The Blountville campus scheduled 37 classrooms and averaged 13 hours per week. The Kingsport campus scheduled 15 classrooms and averaged 10 hours per week, and the Gray campus averaged 9 hours per week.

The chart below is another way to understand classroom utilization. It shows the percentage of classrooms scheduled by day and by time.



The time slots above are the actual times for scheduling, not at the 9:00, 10:00, 11:00 that is more typical on other campuses.

The national pattern is more likely to have a peak time between 10:00 am and 2:00 pm. That is when classroom scheduling is most intense. At NeSCC, the peak period is between 9:00 am and noon, although there is another lower peak around 2:00 pm. The Chart shows that no more than 56% of the classrooms are being used on Tuesdays—that is the peak; 54% of the classrooms hit another peak on Mondays. There is a drop around 12:30 pm and a minor peak of 40% of the classrooms being scheduled, again on Mondays.

Instructional Labs and Studios

Lab & Studio Hours per Week

Like classrooms, instructional laboratories, and studios, utilization is based on the hours per week that the room is scheduled. Unlike generic classrooms, labs and studios are discipline-specific, and fewer course sections can be scheduled. Space standards reflect that difference—usually, there is time needed to set up the room and time required to get the room ready for the next course section. THEC's guidelines reflect that difference and assume that the average lab and studio will be scheduled for 20 hours per week instead of the classroom standard of 30.

Laboratory and Studio Utilization by Building

Northeast State Community College - Campus Planning Studies 2023									
Table I: TEACHING SPACE ANALYSIS - SUMMARY BY BUILDING - DAY									
FICM CATEGORY: 200									
Building	Spaces	NASF	Stations	NASF / Station	Scheduled Sections	Mean Section Size	Weekly Contact Hours	% Station Utilization	Usage Hrs / Week per Space
Auto Shop	1	4,869			9	8.8	158		18.0
Basler Library	1	1,453			2	9.5	57		6.0
Faculty Building	2	1,869			10	13.6	272		10.0
General Studies	6	5,217			23	18.2	1,509		13.6
Gray Building	4	3,586			0	0.0			16.5
Kingsport Ctr	8	7,631			31	15.7	1,246		10.1
Powers Science & Math	8	7,686			47	13.7	1,702		15.0
RCAM	2	2,903			12	11.0	365		16.5
RCAP	1	1,822			1	9.0	36		4.0
RCHP	10	11,956			27	15.3	1,594		10.6
Tech Ed Complex	24	48,461			90	13.5	3,143		9.6
FICM 200 Totals:	67	97,453			252	14.1	10,081		11.4

Note: The net square feet above is the total area for the 67 labs and studios only. The total does not include lab/studio support, equipment and instrumentation rooms and storage which is included elsewhere in the report in the THEC model.

Open labs are not scheduled and are not included in the chart above.

The Blountville campus scheduled 42 labs/studios and averaged 11 hours per week. The Kingsport campus scheduled 21 lab/studios and averaged 10 hours per week, and the Gray campus with 4 labs/studios averaged 17 hours per week.

Of the 11 NeSCC buildings with labs and studios, 2 had usage of 17 hours per week, and 1 had usage of 15 hours per week. The other buildings had fewer hours, with an overall College average of 11 hours per week. THEC's guidelines are that the typical lab or studio should be scheduled 20 hours per week. Again, one reason is the lower post-COVID enrollment. As enrollments return to where they were, pre-COVID, these lab and studio usage will increase.

Offices

The THEC Space Allocation Guidelines have a range of office sizes depending on each occupant's position, responsibilities, needs, equipment, and whether they are faculty, administration, staff, or students. The standards also vary by whether the office is shared or private. THEC does not provide standards for the number of offices, only for the size of offices.

NeSCC has 173 faculty offices across the campuses, totaling 25,000 NASF. The THEC guidelines suggest that a full-time faculty office should be 140 NASF. NeSCC's average faculty office is 145, ranging from 94 NASF to a shared adjunct office of 436 NASF.

There are 264 shared, full-time, and part-time offices across the campuses for the administration, staff, academic affairs, student services, and student life. The range for a shared, open office environment is 84 NASF to 975 NASF. THEC Guidelines call for individual offices from 60 NASF to 240 NASF.

The Guidelines also suggest that 30% of the total office space should be allocated to office support: workrooms, copy rooms, file rooms, storage, break-rooms, etc. The total of office space 93,320 NASF times 30% yields 28,000 NASF. The College has a little more than half that amount.



Technical Education Complex



Performing Arts

Peer Comparison

The table below compares the amount of space per on-ground full-time equivalent (FTE) student at the 13 Tennessee state community colleges in 10 categories: classroom, Laboratory, Office, Study, Miscellaneous, General Service, Health Services, Residential, and Inactive. The source of this data is TBR.

Net Assignable Square Feet per FTE Student by Space Category

Community Colleges Institution	NASF per FTE, by FICM										
	Total	Inactive 0	Classroom 100	Lab 200	Office 300	Study 400	Misc 500	General 600	Service 700	Health Sves 800	Residential 900
ChSCC	105	-	31	21	24	5	9	9	6	1	-
CISCC	150	-	38	31	33	6	16	14	11	-	-
CoSCC	96	1	12	17	14	5	10	12	26	-	-
DSCC	131	-	20	36	25	16	13	14	5	-	2
JSCC	142	0	22	41	30	9	11	11	18	-	0
MSCC	69	-	16	12	15	7	7	8	3	-	-
NaSCC	108	13	27	24	22	7	1	9	5	-	1
NeSCC	120	1	19	48	28	7	2	12	4	-	-
PSCC	103	0	16	39	21	9	2	9	7	-	-
RSCC	184	1	31	26	28	8	46	33	11	-	1
STCC	168	9	22	41	40	19	9	16	11	0	0
VSCC	84	-	20	19	19	5	8	9	4	-	0
WSCC	188	1	25	33	29	13	36	40	8	0	3
CC Mean	127	2	23	30	25	9	13	15	9	0	1

The table shows system-wide data from the Tennessee Higher Education Commission. It compares the amount of space per student across the 13 community colleges. It does not indicate whether the colleges have enough or too little space. It is not a measure of the THEC Space Guidelines, but simply displays the space per student. A college could have more space than the THEC Guidelines require and still have less space per student compared to another college. The Guidelines and the amount of space per student are separate. Space per student could almost serve as a ranking within each category.

Northeast State Community College / CAMPUS MASTER PLAN

Northeast State Community College is highlighted in red, as is the mean amount of NASF per student for the entire system. NeSCC has 120 NASF/FTE, while the mean for the 13 community colleges totals 127 NASF/FTE. Although the totals are close, the amount of space per FTE differs in detail.

For instance, NeSCC has less space per student in the classroom category, 19 versus 23 NASF/FTE. The College has significantly more space per FTE in the laboratory category, 48 versus 30 NASF/FTE; slightly less space in the Study category, 7 versus 9 NASF/FTE; significantly less space in the Miscellaneous category two versus 13 NASF/FTE; somewhat less in the General category, 12 versus 15; low again in the Services category, four versus 9 NASF/FTE.

The Laboratory category, 48 NASF/FTE, is based on a relatively new building supporting the College's strong and varied technology programs. The low amount of space in Miscellaneous and General space, essentially student-oriented spaces (lounges, food service, recreation, meeting rooms, assembly), is tied to the college's beginnings as a tech school.



Student Services Buildings

CAMPUS ANALYSIS: SPACE BY SPACE TYPE

The table below shows each building on the College's campuses, the total net assignable square feet (NASF), and the distribution of square footage across the FICM¹ space categories. The categories are: 100 classrooms and support, 200 laboratories and support, 300 offices and support, 400 study and library space, 500 special spaces and support, 600 general spaces, and 700 central support space.

Building	NASF by FICM 00s								
	Total	Unfinished	Classrooms	Labs	Office	Study	Special	General	Support
Auto Shop	14,487		758	13,405	324				
Ballard Fine Arts Building	17,979		3,751		377		3,345	10,506	
Central Energy Plant	245				245				
General Studies Building	30,413		4,590	8,712	15,742	714		655	
Hamilton Hall Faculty	14,534		1,170	2,167	10,306			891	
Hanger Square	13,612			10,334	2,233			1,045	
Humanities Academic Building	25,346		14,836	269	8,819			1,422	
Library	39,790		497	1,423	7,528	23,112	2,743	3,898	589
Maintenance Building	6,874				1,594				5,280
Pierce Administration	16,794				15,724			391	679
Powers Math and Science	17,079		4,857	9,237	2,985				
Storage Building	3,538								3,538
Student Services	14,536				3,522			11,014	
Technical Education	86,744		2,709	65,801	7,495		7,178	3,561	
VA and Print Shop	4,326			279	988			387	2,672
Welcome Center	245				245				
Total Blountville Campus	306,542		33,168	111,627	78,127	23,826	13,266	33,770	12,758
Gray Building	8,726		5,883		2,546			297	
Total Gray Campus	8,726	0	5,883	0	2,546	0	0	297	0
RCAM Academy	9,493		4,039	4,767	687				
KCHE Building	34,505		8,176	12,531	7,131	1,148		5,129	390
Kingsport Blazier-Wilson	12,566	4,056	2,596	1,736	2,897		929	352	
Kingsport RCAM	18,653		540	12,719	2,367			3,027	
Kingsport RCAP	7,850		1,520	5,706	624				
RCHP	30,804		9,366	13,772	5,854			1,812	
Total Kingsport Campus	113,871	4,056	26,237	51,231	19,560	1,148	929	10,320	390
Totals:	429,139	4,056	65,288	162,858	100,233	24,974	14,195	44,387	13,148
	100%	0.9%	15.2%	37.9%	23.4%	5.8%	3.3%	10.3%	3.1%

The Technical Education Complex is the largest building with 86,700 NASF, and the smallest is the Welcome Center and Central Energy Plant at 245 NASF.

Seventy-six percent of the total square footage is allocated to three space categories: classrooms represent 15% of the total square feet, laboratories 38% and offices 23%.

¹ Facilities Information Classification Manual - FICM

Northeast State Community College / CAMPUS MASTER PLAN

Campus Analysis: Building Condition

The chart below shows the ranking of building conditions for 20 building systems. The possible score for each building is 100. The various building systems are weighted. For instance, Heating Ventilation and Air Conditioning (HVAC) is given a possible weight of 14. The next highest is Electrical at 8. The lowest is Equipment and Furnishings, Special Construction, and Site Conditions, which are given the weights of 1 and 2.

The sixteen buildings on the Blountville campus have an average score of 83, ranging from 75.2 at the Auto Shop to 96.9 at the Technical Education Center.

At the Kingsport Campus, the average score across the seven buildings is 87, with a range from 66.8 at the newly acquired RCAMCO to 97 at the Regional Center for Advanced Manufacturing.

Building Condition

Category	Section	Possible Score	KINGSPORT							GRAY
			Blazier-Wilson	KCHE	RCAM	RCAMCO	RCAP	RCHP	RCMA	Gray
			Campus Score	Campus Score	Campus Score	Campus Score	Campus Score	Campus Score	Campus Score	Campus Score
	Total Score	100	86.6	93.9	92.7	66.8	81.8	93.3	97	96.9
Substructure	Foundation	8	8	7.2	8	8	7.2	8	8	8
Substructure	Basement Construction	3	0	0	3	0	0	2.7	0	0
Shell	Superstructure	7	6.3	7	7	5.6	6.3	6.3	7	7
Shell	Exterior Enclosure	7	6.3	7	6.3	5.6	5.6	6.3	7	7
Shell	Roofing	7	6.3	6.3	6.3	4.9	7	4.9	7	7
Interiors	Interior Construction	6	5.4	5.4	5.4	4.2	5.4	5.4	6	6
Interiors	Stairs	3	0	3	0	3	0	3	3	3
Interiors	Interior Finishes	4	3.6	4	3.6	2.4	3.6	4	4	4
Systems	Conveying	3	3	3	3	3	0	3	3	3
Systems	Plumbing	5	4.5	5	4.5	3	4.5	4.5	5	5
Systems	HVAC	14	12.6	14	12.6	8.4	11.2	12.6	14	14
Systems	Fire Protection	6	5.4	6	6	0	6	6	6	6
Systems	Electrical	8	7.2	8	8	5.6	7.2	8	8	8
Systems	Data & Communications	5	5	5	5	5	5	5	5	5
General	Equipment & Furnishings	1	1	1	1	0	0.9	0.9	1	0.9
General	Special Construction	1	0	0	1	0	1	1	1	1
General	Site Conditions	2	2	2	2	1.2	1.8	2	2	2
General	Safety Standards	4	4	4	4	2.4	4	4	4	4
General	Building Suitability	3	3	3	3	2.1	2.7	3	3	3
General	Building Adaptability	3	3	3	3	2.4	2.4	3	3	3

Category	Section	Possible Score	BLOUNTVILLE							
			Auto Shop	Auditorium	Aviation	Fine Arts	General St 1 - 4	Hamilton	Humanities	Library
			Campus Score	Campus Score	Campus Score	Campus Score	Campus Score	Campus Score	Campus Score	Campus Score
	Total Score	100	75.2	90.4	93	95.1	30, 83.4, 84.1, 81.2	78.2	85.5	94.5
Substructure	Foundation	8	8	7.2	8	8	7.2	5.6	8	8
Substructure	Basement Construction	3	0	2.7	0	0	0	0	0	0
Shell	Superstructure	7	7	7	7	7	7	7	7	7
Shell	Exterior Enclosure	7	4.9	6.3	7	7	6.3	4.9	7	7
Shell	Roofing	7	7	7	7	7	4.9	5.6	6.3	7
Interiors	Interior Construction	6	5.4	6	6	6	5.4	4.8	6	5.4
Interiors	Stairs	3	2.7	2.7	3	3	3	2.7	3	3
Interiors	Interior Finishes	4	3.6	4	4	4	3.6	2.8	4	2.8
Systems	Conveying	3	0	2.7	0	3	2.7	3	3	3
Systems	Plumbing	5	4.5	0	5	5	5	5	5	5
Systems	HVAC	14	4.2	14	14	14	5.6	5.6	4.2	14
Systems	Fire Protection	6	5.4	5.4	6	6	4.8	6	6	6
Systems	Electrical	8	6.4	8	8	8	7.2	7.2	8	8
Systems	Data & Communications	5	4.5	5	5	5	4.5	4.5	5	4.5
General	Equipment & Furnishings	1	1	0.9	1	1	1	1	1	1
General	Special Construction	1	0	0	0	0	0	1	0	1
General	Site Conditions	2	1.8	1.8	2	2	1.8	1.8	2	1.8
General	Safety Standards	4	4	4	4	4	4	4	4	4
General	Building Suitability	3	2.1	3	3	3	3	3	3	3
General	Building Adaptability	3	2.7	2.7	3	2.1	3	2.7	3	3

Northeast State Community College / CAMPUS MASTER PLAN

Building Condition (continued)

Category	Section	Possible Score	Maintenance	New Maint	Physical Plant	Pierce	Powes	Student Serv	Tech Ed	Welcome Center
			Campus Score	Campus Score	Campus Score	Campus Score	Campus Score	Campus Score	Campus Score	Campus Score
	Total Score	100	84.6	88.3	82.2	88.6	90.3	91.1	96.9	89.1
Substructu	Foundation	8	8	8	8	6.4	6.4	8	8	8
Substructu	Basement Construction	3	0	0	0	0	0	2.7	0	0
Shell	Superstructure	7	7	7	7	6.3	7	7	7	7
Shell	Exterior Enclosure	7	4.9	7	6.3	6.3	5.6	6.3	7	7
Shell	Roofing	7	7	6.3	2.8	6.3	7	7	7	7
Interiors	Interior Construction	6	6	5.4	6	6	6	5.4	6	6
Interiors	Stairs	3	2.7	0	0	3	2.7	2.7	3	0
Interiors	Interior Finishes	4	3.6	3.6	4	3.6	2.8	3.6	4	4
Systems	Conveying	3	0	0	0	3	3	3	3	0
Systems	Plumbing	5	4.5	5	5	4.5	4.5	5	5	5
Systems	HVAC	14	11.2	14	11.2	11.2	12.6	9.8	14	14
Systems	Fire Protection	6	5.4	6	6	6	6	5.4	6	6
Systems	Electrical	8	7.2	8	8	7.2	8	8	8	8
Systems	Data & Communications	5	5	5	5	5	5	4	5	5
General	Equipment & Furnishings	1	1	1	1	1	1	1	0.9	1
General	Special Construction	1	0	0	1	1	1	1	1	0
General	Site Conditions	2	1.4	2	1.8	1.8	2	1.8	2	2
General	Safety Standards	4	4	4	4	4	4	4	4	4
General	Building Suitability	3	2.7	3	3	3	3	3	3	3
General	Building Adaptability	3	3	3	2.1	3	2.7	2.4	3	2.1



Hamilton Hall

LANDSCAPE, OPEN SPACE, CIRCULATION, AND PARKING

BLOUNTVILLE CAMPUS

Open Space Improvements and Pedestrian Connectivity

Location:

- Central Courtyard
- Community Garden
- Terraced Plaza

Enhancing the courtyards and open spaces across the NESCC campus will strengthen the sense of place and community. The plan involves revitalizing these areas to provide peaceful spots for relaxation and recreation while also creating dynamic outdoor learning environments. By using sustainable landscape design, the goal is to develop inviting spaces that blend with the natural surroundings and promote environmental stewardship. These improvements are intended to inspire creativity, foster connections, and support the community's growth both academically and holistically.

Additionally, the focus on improving open spaces as pedestrian zones aims to create a more cohesive campus environment. By prioritizing the safety and comfort of students, faculty, and visitors, this transformation will enhance the campus's aesthetic appeal and provide welcoming spaces for social interaction. It will also address the current need for a clear pedestrian pathway, making it easier and safer to navigate the campus, further promoting unity and a sense of belonging.

Outdoor Recreation

Location:

- Baseball Diamond/ Soccer field
- Nature Trails
- Community Garden

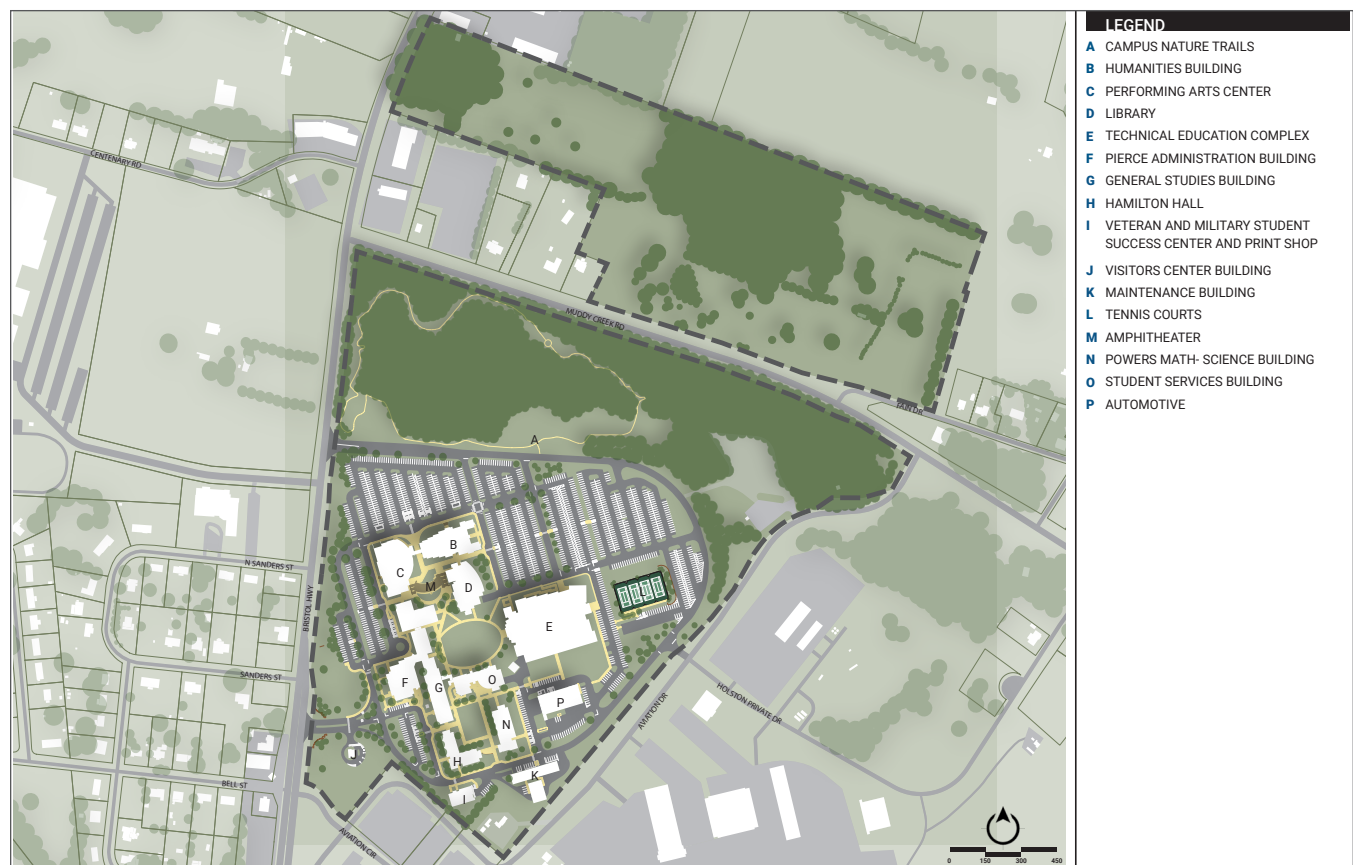
The proposal is to add a baseball/soccer field and nature trails on the north side of campus to meet the college's need for more recreational space and dedicated fields for sports teams. These facilities will provide students with opportunities to connect outside the classroom, fostering relationships and a sense of belonging. Engaging in team activities and shared experiences will strengthen collaboration and support an inclusive campus culture. Enhancing the social and physical environment will help NESCC create a more vibrant and connected community where students feel engaged and supported.

CAMPUS ANALYSIS: BLOUNTVILLE CAMPUS EXISTING & MASTER PLAN

The main campus, approximately 133 acres, is located in Blountville, Tennessee including 37 acres which have recently been acquired north of the campus. The college has an aviation program at the adjacent Tri-Cities Regional Airport.

The Blountville campus has 13 academic and support buildings. The main entrance is to the west, off Highway 75. Parking lots are on the north side of campus, while a small lot is on the west, primarily for faculty and staff.

EXISTING BLOUNTVILLE CAMPUS



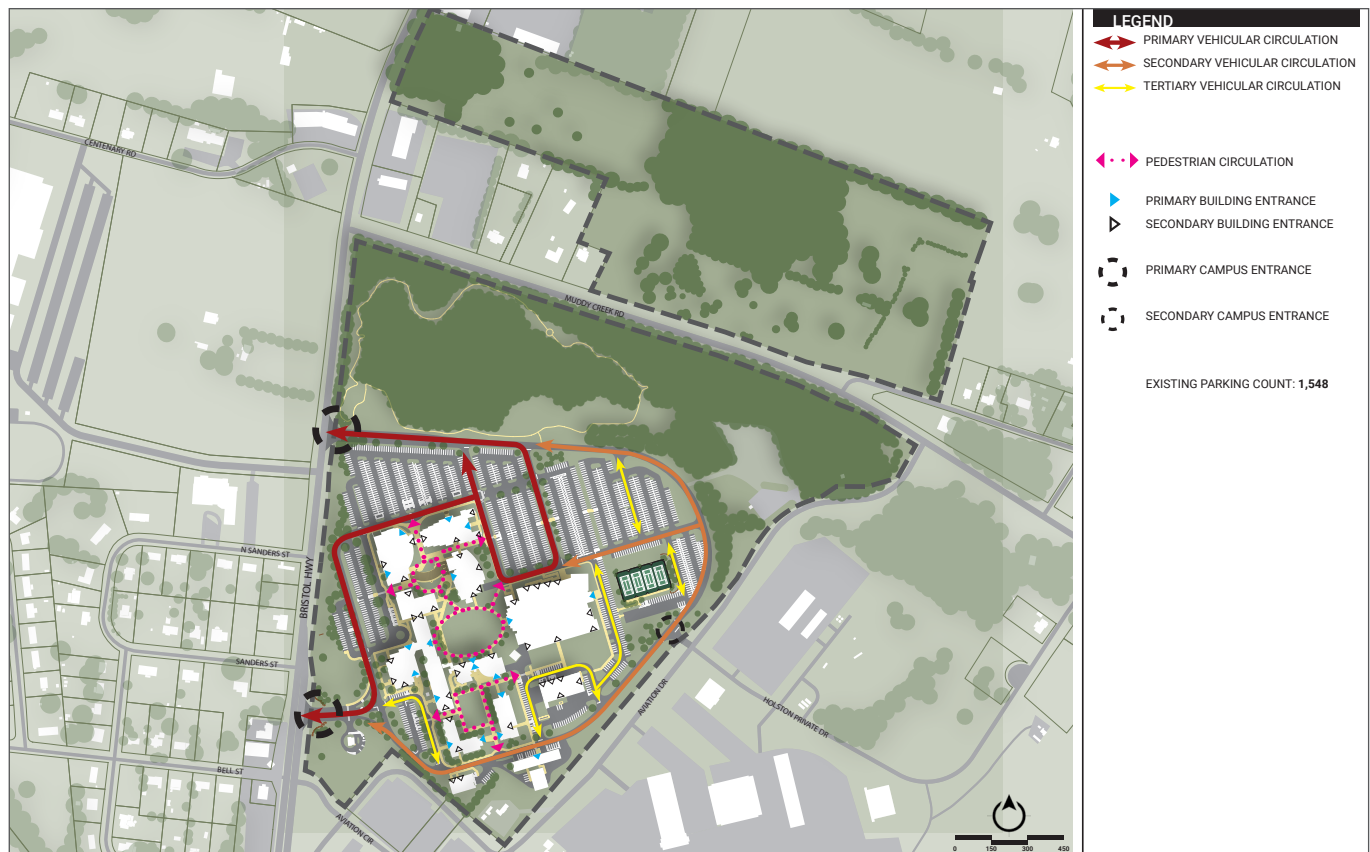
On the north side of the campus, a beautiful and well-maintained nature trail is used by faculty, staff, students, and the Blountville community. Also to the north is the recently purchased 37 acres of land across Muddy Creek Road for future College use: athletic facilities, cross-country trails, an outdoor science lab, future academic and student life needs, and a continuation of the Nature Trails.

Northeast State Community College / CAMPUS MASTER PLAN

The drawing below shows the vehicular and pedestrian circulation on the Blountville campus. There are two primary entrances to campus from Highway 75 and a secondary entrance from Aviation Drive. The dark red line indicates the primary vehicular circulation. The orange line, secondary vehicular circulation, completes the loop road around the campus. The yellow line is considered tertiary vehicular circulation. The dotted red line indicates the primary pedestrian paths on campus.

Walking the campus and looking at the pedestrian circulation, it is apparent that the College is divided into two campuses: one around the large quad, the “ladybug,” and one on the other side of the Student Services building, which creates a barrier dividing both open spaces and separating the academic buildings on one side from the other.

EXISTING BLOUNTVILLE CAMPUS CIRCULATION



Northeast State Community College / CAMPUS MASTER PLAN

The drawing below is the Campus Plan for the Blountville campus. It shows the proposed athletic and recreation improvements on the newly acquired land north of the campus. This land will also be used for future academic and student life needs. The plan also shows the various renovations, additions, and new construction projects described earlier. A high priority for the campus is the new Student Center. The plan calls for partially demolishing the existing Student Services Building to create a more unified campus by providing easy access to both landscaped open spaces and the buildings surrounding those spaces.

The plan shows the addition to the Technical Education Complex for the Automotive program, the demolition of the existing automotive shop, and the conversion of the site for parking.

The addition to Powers Math-Science building and the new construction for expanding the Humanities/Behavioral Science building are also shown.

BLOUNTVILLE CAMPUS MASTER PLAN

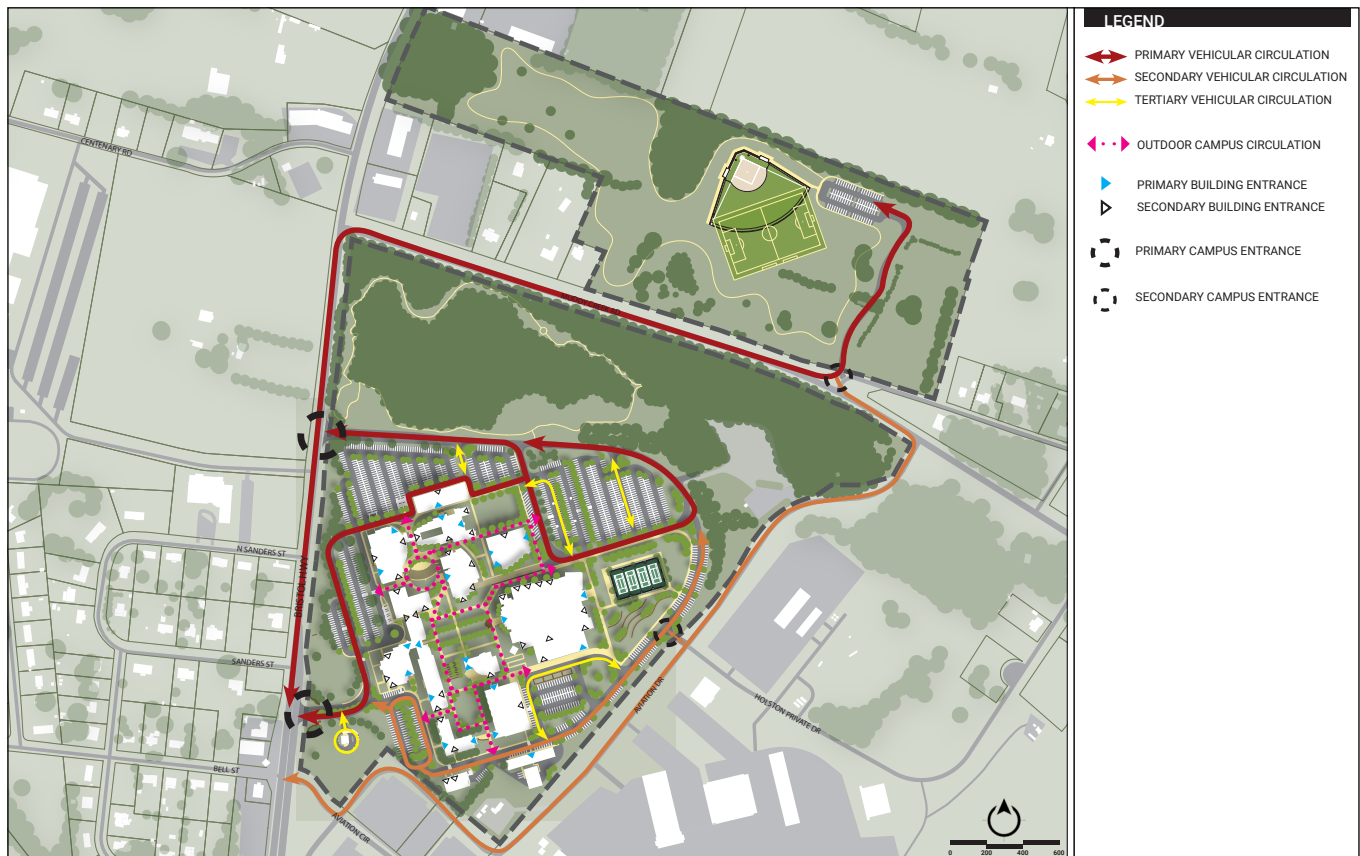


Northeast State Community College / CAMPUS MASTER PLAN

The drawing below shows the Blountville campus's primary and secondary vehicular roads, including the new access to the athletic/recreation area. It also shows the outdoor landscaped pedestrian circulation pattern now possible with the planned changes to the Student Services Building.

The main entrance to each building is highlighted, as are the main entrances to the campus.

BLOUNTVILLE CAMPUS MASTER PLAN CIRCULATION



The NeSCC Blountville Aviation Center at the Tri-Cities Airport

The Tri-Cities Airport is situated next to the Blountville campus. The college has an Aviation Center on the airport property that offers hands-on training and certifications to students. The Aviation Center is in Hangar 917, Building 301 on North Hangar Road.

The airplane hangar, has been renovated and converted into an academic resource offering an Associate of Applied Science in Aviation Technology, with a concentration on Airframe and Power Plant, and provides certifications for FAA Part 147 Airframe and Power Plant.

The relatively new facility constrains enrollment and cannot increase beyond the 60-student capacity. It is essentially at capacity. The existing space also limits the size of the airplanes and helicopters that students can work on.



As the program's reputation increases and the waiting list expands, the College should explore whether to lease or acquire a nearby hangar, or expand the existing building on the east side.

Blountville Campus Master Plan Aviation Center at the Tri-Cities Airport

The NeSCC Aviation Center is at capacity. The College would like to expand and grow the program which has an existing waiting list.

The easiest way to expand is to lease or acquire an existing adjacent hanger. However, a better solution will be to construct an addition to the Center, adjacent to and on the east of the existing facility.



LANDSCAPE, OPEN SPACE, CIRCULATION, AND PARKING CAMPUS ANALYSIS: KINGSPORT CAMPUS EXISTING & MASTER PLAN

KINGSPORT CAMPUS

Enhanced Crosswalks

Locations:

Clinchfield St.
Market St.

A key objective is to enhance the accessibility and visual identity of NESCC at major intersections around the campus by upgrading crosswalks. The plan is to transform these crosswalks into welcoming features that prioritize pedestrian safety while reflecting NESCC's pride and identity. By incorporating the college's colors and logos into the crosswalk design, the goal is to create a strong sense of community and provide a visually engaging experience for students, faculty, staff, and visitors as they navigate the campus. Strengthening visual identity through these enhanced crosswalks will also improve wayfinding and foster a sense of pride and connection to the institution.

Streetscape Improvements

Locations:

Clinchfield St.
Market St.
Clay St.
Revere St.
Center St.

Another objective is to revitalize the streetscape and key roadways within the NESCC campus to manage traffic and improve the pedestrian experience. The plan involves transforming these thoroughfares into vibrant corridors that integrate NESCC's branding while prioritizing pedestrian safety and convenience. Upgraded landscaping will enhance the aesthetic appeal and create inviting spaces for socialization. This approach aims to promote sustainable transportation and create dynamic spaces that encourage interaction, exploration, and connection within the NESCC community.

Pedestrian Connectivity

Locations:

Pedestrian sidewalk that travels from Regional Center for Advanced Manufacturing to Pal Barger Regional Center for Automotive Programs

The improvement of pedestrian pathways is aimed at fostering a more cohesive campus environment. By developing these areas as exclusive pedestrian zones, the focus is on prioritizing the safety and comfort of students, faculty, and visitors while promoting a vibrant, interconnected campus community. This transformation will enhance the campus's aesthetic appeal and create inviting spaces for social interaction. Additionally, it will address the current lack of a coherent pedestrian pathway, making it easier and safer to navigate the campus, further strengthening unity and belonging.

Northeast State Community College / CAMPUS MASTER PLAN

Walking the campus and looking at the pedestrian circulation, it is apparent that the College is divided into two campuses: one around the large quad, the “ladybug,” and one on the other side of the Student Services building, which creates a barrier dividing both open spaces and separating the academic buildings on one side from the other.

KINGSPORT EXISTING CONDITIONS



The Kingsport Campus has been developed with the cooperation and support of the City of Kingsport and is a shared educational resource. The Kingsport Academic Village has four colleges and universities offering courses: King College, Lincoln Memorial University, Northeast State Community College, and the University of Tennessee. The Village consists of the Kingsport Center for Higher Education (KCHE), where all four institutions provide courses for their students (A).

There is NeSCC’s Regional Center for Health Professions (RCHP), where students seek courses in cardiovascular technology, dental assistance, emergency medical treatment, medical lab technology, surgical technology, and nursing (E).

The Regional Center for Automotive Programs RCAP (C) prepares students for careers in the autobody industry.

The Regional Center for Advanced Manufacturing (RCAM) and its academy provides NeSCC students with curriculum and training in technical manufacturing and technical education programs (B).

Northeast State Community College / CAMPUS MASTER PLAN

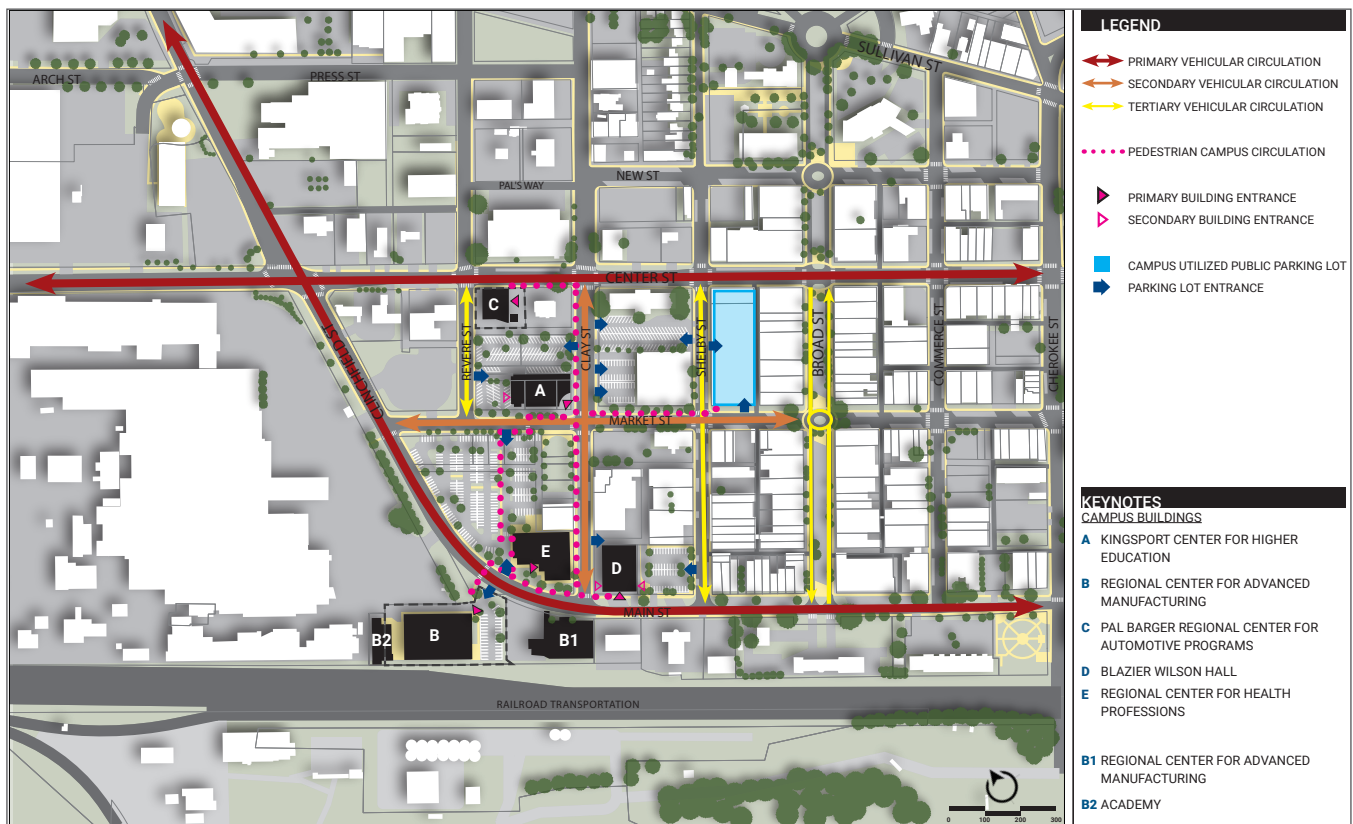
Blazier-Wilson Hall (BWH) houses admissions, career and workforce development services, academic advising, testing services, and financial aid (D).

RCAMCO is a newly acquired warehouse (B2). The building is an extension of and adjacent to the Regional Center for Advanced Manufacturing and is being used for forklift operator training.

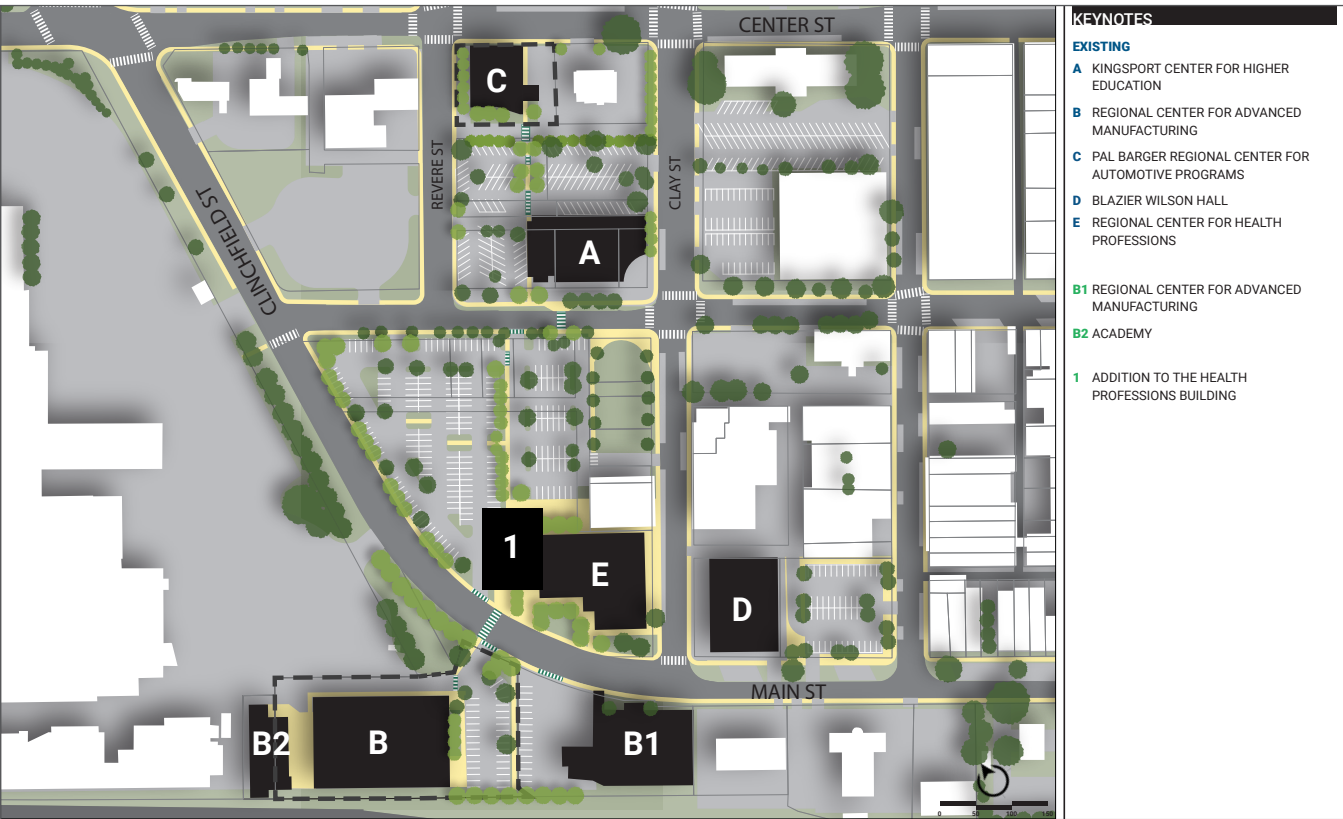
Vehicular circulation is primarily on city streets and parking lots. Primary, secondary, and tertiary streets are shown in red, orange, and yellow lines.

Pedestrian circulation is along city streets and through parking lots.

KINGSPORT EXISTING CIRCULATION



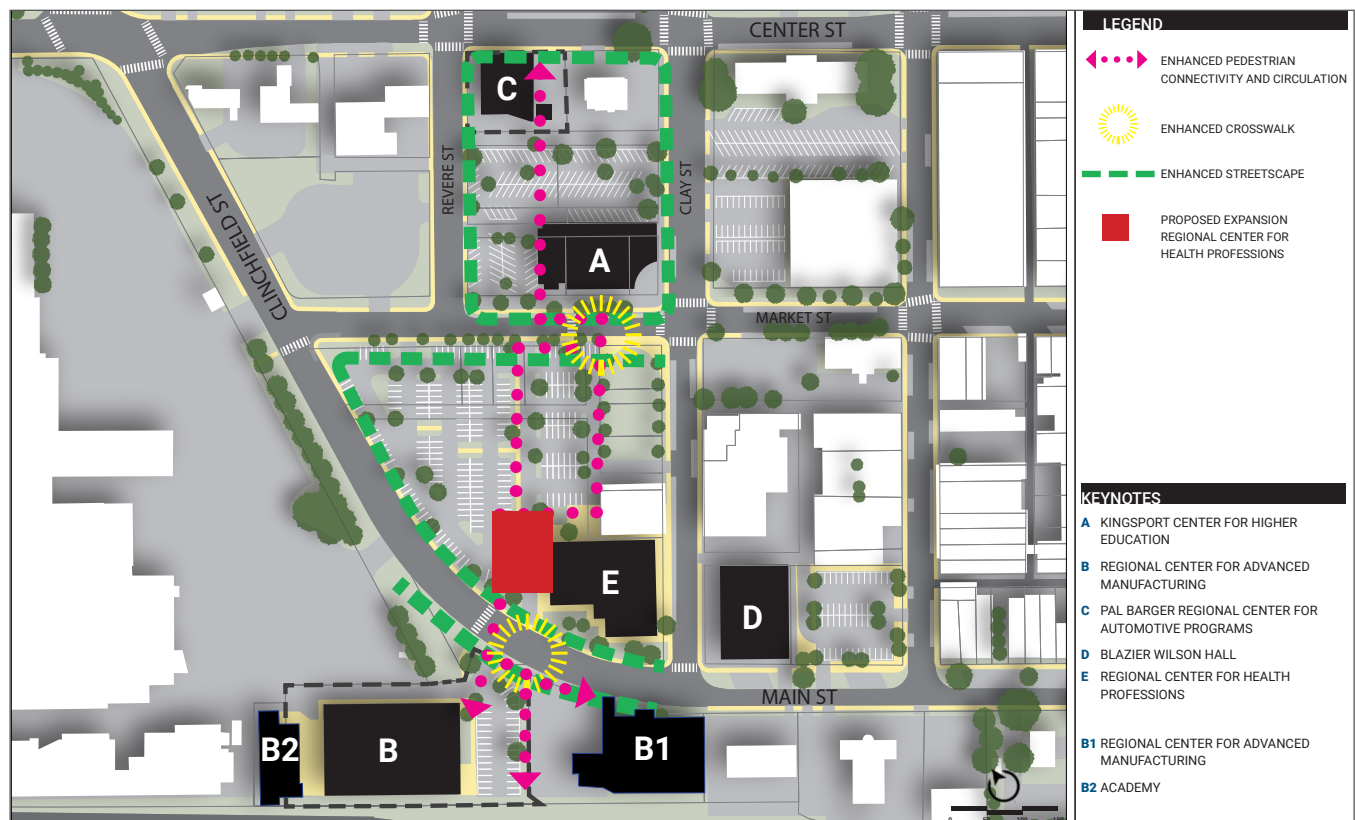
KINGSPORT CAMPUS MASTER PLAN



Northeast State Community College / CAMPUS MASTER PLAN

The drawings on this page and the next show the site improvements to the Kingsport campus. These include additional landscaped pedestrian pathways linking the various campus buildings. The addition to the Health Professions building is also shown—B1 on the drawing. Outdoor campus maps are indicated in the small yellow circular symbol.

KINGSPORT CAMPUS MASTER PLAN CONCEPT DEVELOPMENT



UTILITIES AND INFRASTRUCTURE

INFRASTRUCTURE

Electricity

Bristol Tennessee Essential Services is the electrical provider for the main Campus. It serves the campus from an overhead primary loop that surrounds the property. Primary feeders transition underground and feed each building's pad-mounted transformer, which the utility company owns and maintains.

Except for one transformer feeding the Maintenance Building, all of the transformers appear to be fed from Utility (BTES) primary switches or feed-through cabinets, allowing power to be supplied from two separate points on the surrounding primary loop. The primary loop increases reliability and eases maintenance by isolating a transformer without killing power to other buildings. All transformers have individual meters, and no issues were reported with their operation. Sufficient power appears to be available to meet future expansions.

Future buildings within the primary power loop range will have BTES pad-mount transformers fed from the primary loop.

Lighting

According to NeSCC Plant Operations, all outdoor lighting, including parking lots, walkways, common areas, and building wall packs, was replaced with LED fixtures in 2017.

Communications

The Campus utilizes multiple service providers to support its network activities. The Service Providers deliver network service to the Server Room located on the second floor of the Pierce Building. The Campus network utilizes a 'ring' topology for redundancy and survivability.

The existing fiber optic cabling campus infrastructure is functioning properly and has a sufficient strand count to meet the university's current needs. From ICT's research, we have identified most of the fiber optic cabling campus infrastructure to be installed in conduit from building to building. However, a large percentage of the copper cabling campus infrastructure is direct buried. This means these cables are not placed in any protective housing or raceway. Construction and maintenance are ongoing on campus, so the copper cabling campus infrastructure is highly susceptible to damage. Damage to these cables could result in lost phone service to a building or buildings on campus which may affect the life safety requirements of the spaces.

The campus utilizes a VoIP solution across the network for its telephone use. Although the system was installed in 2020, NeSCC plans to upgrade its VoIP solution to a cloud-based solution. The solution will allow them to use their existing phone sets, so no additional purchase is required.

A wireless master clock system is installed on the campus and is in good working order. This system synchronizes all clocks and can be adjusted with relative ease. Since the base infrastructure of this system is in place, adding new clocks to other buildings should be at a minimal cost.

Security

The Campus is just starting to utilize a formal Access Control platform by Avigilon. This manufacturer's luxury is that it can also support the camera system if needed. NeSCC does not currently use the Avigilon platform for that service. They utilize Verkada for their video surveillance needs. Both solutions are enterprise solutions, allowing them to expand and scale as they grow.

Fire Alarm System

Each building on the main Campus is equipped with a stand-alone fire alarm system. According to Plant Operations, several older panels have been replaced since 2017 (Fine Arts Building and Gray) or will be soon (Humanities and new Maintenance/Print Shop).

A third-party monitoring company individually monitors each of the fire alarm systems, which calls the local fire department and Campus Police in the event of an alarm.

The majority of the buildings on campus are sprinkled, except Pierce and General Studies.

HVAC

Buildings are primarily heated and cooled using chilled and hot water central station air handlers or fan coil units. The campus's central energy plant serves most buildings on the main Campus. The only conditioned buildings not connected to the central system are the Pierce Administration Building, which is served by direct expansion (DX) rooftop units, the Student Success Quick Stop and the Automotive Building. Pierce Administration had a significant HVAC renovation in 2021. The Technical Ed Complex is on the central heating system but has a pair of 215-ton air-cooled chillers for its use alone.

A 2016 capital project updated controls in several buildings, including new valves and actuators in General Studies, new variable-frequency drives on pumps, and new valves and switches in the central energy plant. Plans have also been made to replace the HVAC system in the Hamilton Hall/ Faculty Building.

Chilled water and hot water are provided from the central plant through a direct buried pre-insulated steel pipe distribution system. The chilled water equipment consists of three water-cooled chillers, one 500-ton and two 250-ton, in a primary secondary pumping arrangement. The 500 ton Trane chiller is around 20 years old and close to the end of its useful life. The two 250 ton York mag lev chillers, which use R-134A, were installed in 2018. Cooling Towers are Evapco. A water-side economizer loop provides free cooling in milder weather.

The heating plant consists of eight identical natural gas-fired condensing boilers sized at 1.5 MBtu/hr each. The two skids of Lochinvar hot water boilers were installed in 2011. This type of boiler can achieve very high efficiencies when operated at a return temperature close to 130 degrees Fahrenheit.

The distribution to the campus is via two separate underground distribution loops, as shown in Drawings M-1 and M-2. Most buildings are tied into the western branch of the system. The eastern branch was rerouted in 2019 when the Tech Ed Building was built. The 12" chilled water and hot water lines have ample capacity to pick up the proposed new buildings shown.

Northeast State Community College / CAMPUS MASTER PLAN

The buildings on the main campus's chilled water and hot water systems are listed in Table #1 following. This shows building square footage and estimated cooling and heating loads based on typical factors by building type. Comparing this with peak loads indicates a system diversity of 66% for cooling.

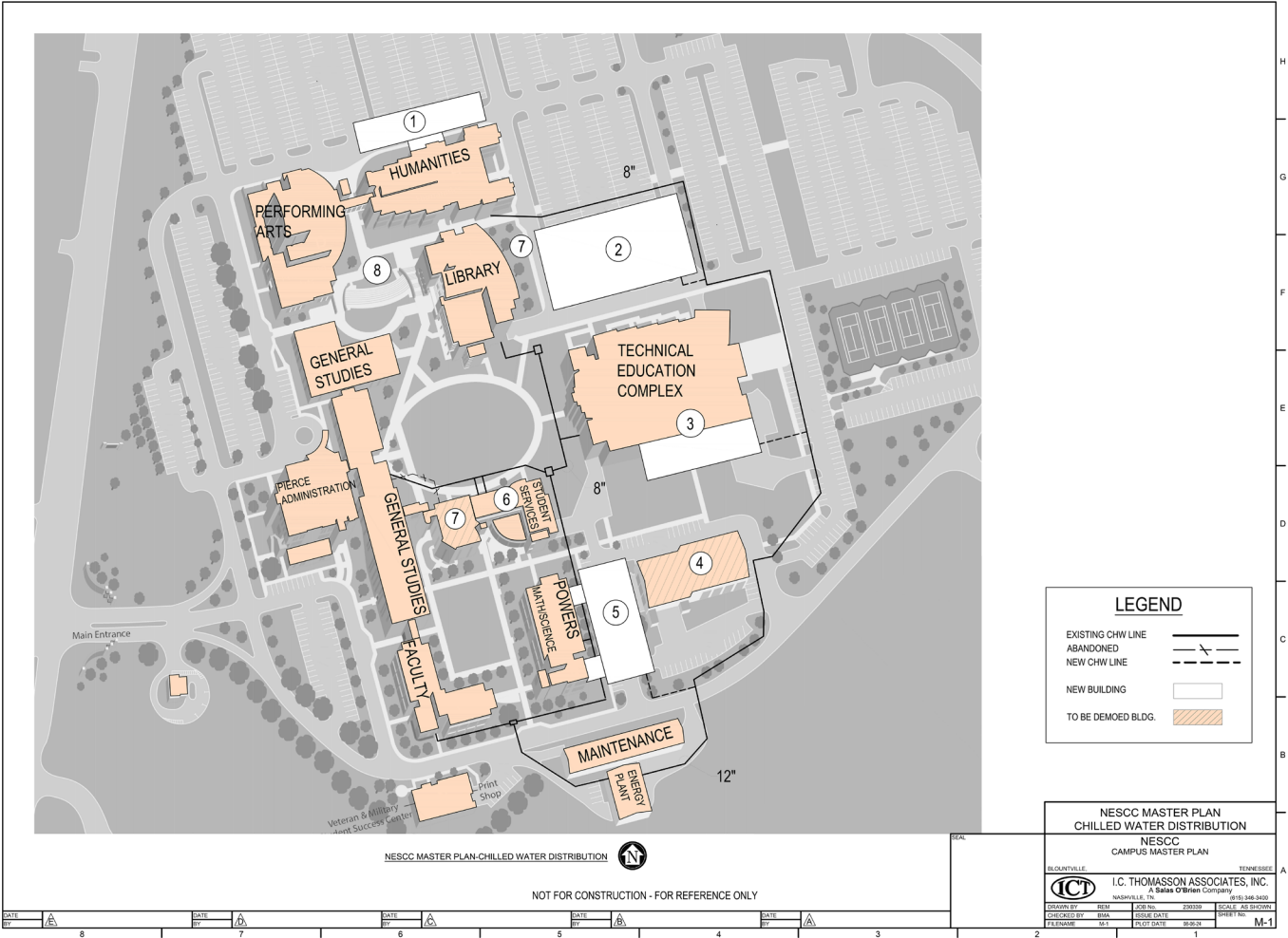
Sufficiently cooling all buildings on a peak day requires all three chillers to operate. The cooling system was already close to capacity when the TEC Building was built, so it could not tie into the system. Putting all proposed new buildings on the new system would increase the estimated peak cooling load to 1,090 tons, beyond the existing chillers' capacity. Adding all new buildings to the system would require installing more chilled water production capacity in the central plant or at a satellite location that ties into the 12" portion of the distribution system. Adding a new 500 ton chiller would provide the needed capacity and give the system enough back-up to lose one of the largest chillers but still be able to meet 90% of the peak load. The distribution piping has plenty of capacity. Pumps will need to be assessed for their ability to take on additional capacity. The greatest challenge will be finding space for additional chillers and boilers in a landlocked part of the campus. If acquiring additional land near the central plant is not possible, then a satellite plant near the north end of the 12" piping could also meet the need.

Bldg No.	Name	Year	Gross SF	CHW		HW		CHW Zone	HW Zone	CHW		HW	
				(TONS)	GPM	(BTUH)	GPM			E	W	E	W
	Pierce	1983	32,393							-	-	-	-
	Hamilton Hall	1992	22,536	60	144	901,440	70	W	W	-	144	-	70
	General Studies	1965	48,289	140	336	1,931,560	150	W	W	-	336	-	150
	Powers	1995	24,938	70	168	997,520	80	W	W	-	168	-	80
	Student Services	1982	23,400	70	168	936,000	70	W	W	-	168	-	70
	Welcome Ctr	2007	915	-	-		-			-	-	-	-
	Humanities	2007	44,520	130	312	1,780,800	140	E	E	312	-	140	-
	WRCPA	2007	35,845	100	240	1,433,800	110	E	E	240	-	110	-
	Library	2002	58,745	170	408	2,349,800	190	W	W	-	408	-	190
	Auto Shop	1975	15,156							-	-	-	-
	Central Plant	1992	4,424	10	24	176,960	10	E	E	24	-	10	-
	Maintenance	1982	13,787	40	96	551,480	40	E	E	96	-	40	-
	Connector	2002	786	-	-	31,440	-	W	W	-	-	-	-
	TEC	2019	113,682			4,547,280	360		E	-	-	360	-
				-	-		-			-	-	-	-
				-	-		-			-	-	-	-
	EXISTING SUBTOTAL		439,416	790	1,896	15,638,080	1,220			672	1,224	660	560
	DIVERSIFIED AT		100%	790	1,896	15,638,080	1,220			672	1,224	660	560

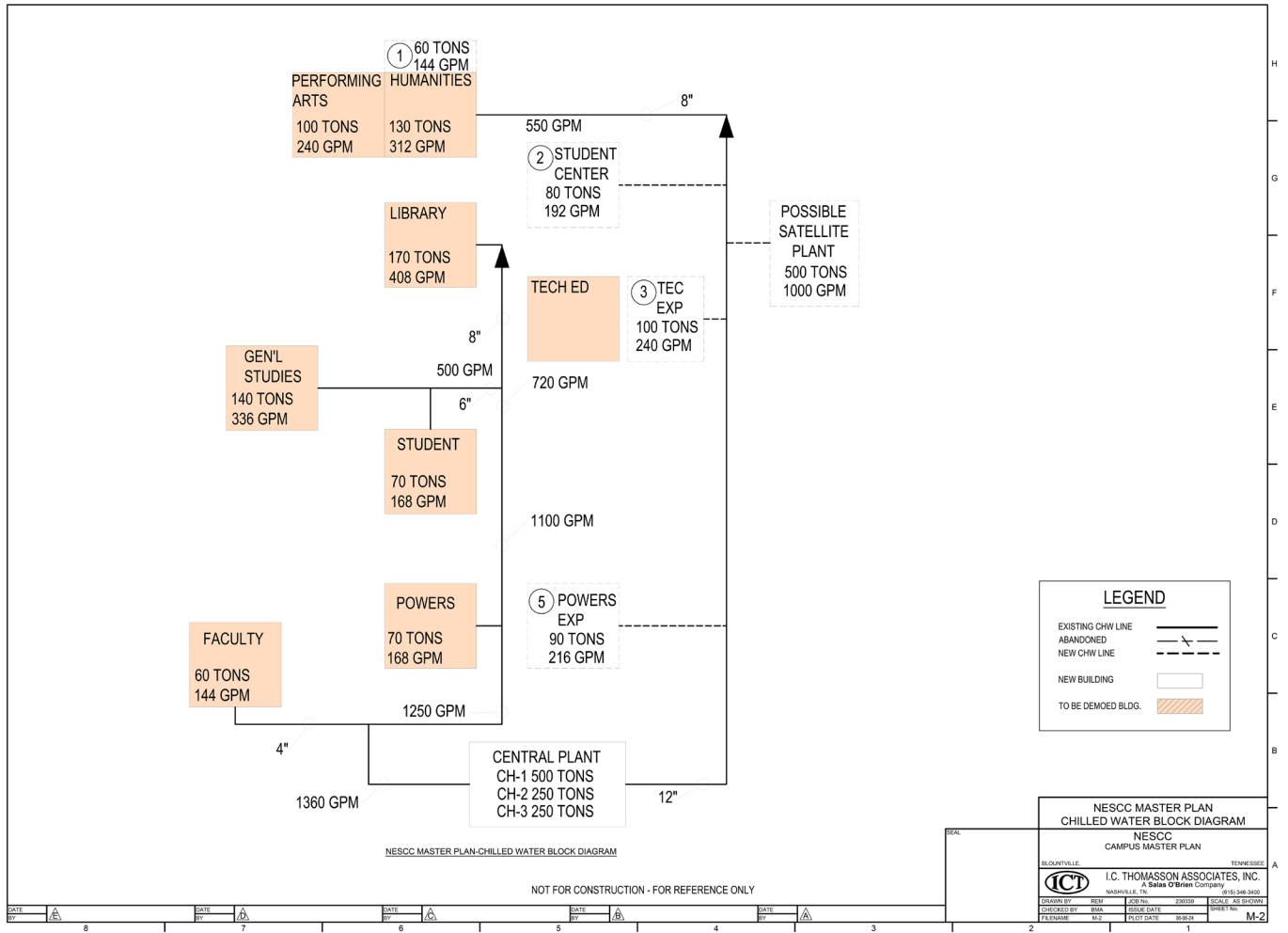
Northeast State Community College / CAMPUS MASTER PLAN

Table 2 NESCC Masterplan Future Building Data										CHW		HW	
Bldg No.	Name	Year	Gross SF	CHW (TONS)	CHW GPM	HW (BTUH)	HW GPM	CHW Zone	HW Zone	E	W	E	W
FUTURE BUILDINGS													
1	Humanities Exp		20,000	60	144	800,000	60	E	E	144	-	60	-
2	New Student Center		29,100	80	192	1,164,000	90	E	E	192	-	90	-
3	TEC Exp		35,000	100	240	1,400,000	110	E	E	240	-	110	-
5	Powers Math Exp		32,000	90	216	1,280,000	100	E	E	216	-	100	-
7	demolish Student Services		(11,700)	(30)	(72)	(468,000)	(40)	W	W	-	(72)	-	(40)
				-	-		-			-	-	-	-
				-	-		-			-	-	-	-
	SUBTOTAL FUTURE		104,400	300	720	4,176,000	320			792	(72)	360	(40)
	DIVERSIFIED AT		100%	300	720	4,176,000	320			792	(72)	360	(40)
TOTAL FUTURE			543,816	1,090	2,616	19,814,080	1,540			1,464	1,152	1,020	520
	DIVERSIFIED AT		100%	1,090	2,616	19,814,080	1,540			1,464	1,152	1,020	520
	Installed Capacity		TOTAL	1,000	2,000	12,000,000	960			4,000	4,000	4,000	4,000
				CH-1	500	1,500,000	BLR -1		Line Size	12	12	12	12
				CH-2	250	1,500,000	BLR -2						
				CH-3	250	1,500,000	BLR -3						
				new		1,500,000	BLR -4						
	CLG LOAD CALCULATED AT		350	SF/TON		1,500,000	BLR -5						
	HTG LOAD CALCULATED AT		40	BTUH/SF		1,500,000	BLR -6						
	CHW flow calculated at		10	deg DT		1,500,000	BLR -7						
	HW flow calculated at		25	deg DT		1,500,000	BLR -8						

Northeast State Community College / CAMPUS MASTER PLAN



Northeast State Community College / CAMPUS MASTER PLAN



SAFETY AND SECURITY

- Northeast State has a 24-hour full service accredited police department certified by the Tennessee Peace Officer Standards and Training (POST) Commission.
- Northeast State is in full compliance with the Jeanne Clery Act and provides annual training in Active Shooter Awareness, Building Coordination, Emergency Notification and Action Planning, and various community outreach programs.
- Recent campus security enhancement programs include:
 - o Updating surveillance camera hardware and coverage to substantially increase the NeSCCPD's ability to watch four campuses remotely.
 - o Outfitting the department with three new patrol vehicles to increase patrol ability and physical presence deterrence.
 - o Conducted a voluntary self-assessment with THEC and the Department of Homeland Security to identify areas of vulnerabilities on the campus's physical security.
 - o Implemented an access control system to limit campus access to students, staff, and faculty only.
 - o Implementation of the RAVE Guardian app to aid community with a two-way messaging platform with the police department
 - o In the process of implementing AI-based software so that all of our 300 cameras across our campuses will be continuously scanning for brandished firearms and sending the appropriate alerts.

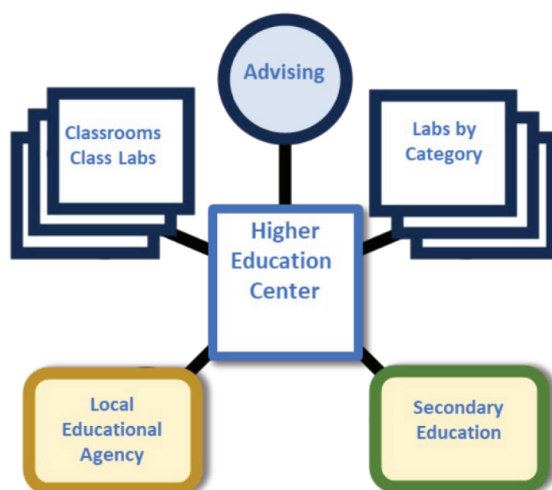
HIGHER EDUCATION CENTER (HEC) PARTNERSHIP

Northeast State Community College offers an integrated model of aligned and articulated programs with the Tennessee College of Applied Technology (TCAT) so that TCAT students can continue to develop workforce-related skills and competencies at the community college level. This integrated model of a Higher Education Center (HEC) partnership creates an opportunity to promote articulation across thirty-three high-wage, high-demand workforce programs. These integrated programs form part of the HEC concept and build upon the foundation of a statewide partnership among regionally compatible TBR institutions and 4-year universities. Additionally, these programs permit a high school student to enter a community college and earn college credit and/or both a high school diploma and an associate degree in two years or allow students to be dually enrolled in a TCAT and earn both their high school diploma and TCAT diploma or certificate.

The academic teaching spaces (classrooms, class labs, labs, and support space) are sized based on established space guidelines dictated by the category of the assigned program. Northeast State Community College currently offers 7 programs associated with the integrated programs. These programs are accommodated onsite, offsite, or a combination of both (Figure 1). Opportunities should be pursued to continually increase the number of on-site programs when existing geographic service areas are increased or underserved. Opportunities to renovate inadequately configured existing spaces, adaptive reuse of surplus spaces, or the creation of new spaces should be considered for continued program growth. In addition to the academic teaching spaces, support spaces, including administrative, advising, career counseling, student commons areas, and meeting spaces, should be increased in proportion to the number of programs.

The continued development of the TBR Higher Education Center vision requires flexibility to adapt or create new spaces to meet the region's increasing workforce education needs. Continued improvement should be considered in developing all the components of the Higher Education Center.

Figure 1: Higher Education Center Components



PRELIMINARY FACILITY PROGRAMS – FOR CAMPUS PLANNING PURPOSES

The facility programs that follow are preliminary—useful for campus planning purposes, but will likely change as architects and College representatives define the need in more detail.

The facility program for the Student Center addresses several key goals of the Strategic Plan and is crucial to enhancing student attraction and retention.

Blountville Campus

Student Center

	NASF	Number of Spaces	Total NASF
Food Service	1,200	1	1,200
Kitchen & Support	400	1	400
Convenience Store	300	1	300
Lounge, Quiet	400	1	400
Lounge	600	1	600
SGA Offices	120	4	480
Lead Center	1,200	1	1,200
Lead Center Offices	120	2	240
Meeting Room	300	3	900
Meeting Room	600	1	600
Student Clubs	1,200	1	1,200
Fitness Center	1,200	1	1,200
Gymnasium	6,200	1	6,200
Game Room	1,200	1	1,200
Commuter Lockers	300	1	300
Information Center	150	1	150
Digital/Computer Lab	900	1	900
			17,470 NASF
			60% N:G
			29,117 GSF

The Health Professions Addition reflects the growth of the programs. Nursing, for instance, has students taking courses in cohorts, meaning all students in a cohort take the same courses together, in a group. As the cohort grows in enrollment, which it is doing, classrooms and labs need to reflect the larger size.

Kingsport Campus

Health Professions Addition				
	NASF	Number of Spaces	Total NASF	
Lab, Instructional, Manikins	1,400	1	1,400	
Lab, Instructional	900	1	900	
Lab, Instructional	600	1	600	
Lab support	300	2	600	
Student Collaboration Studio	1,200	1	1,200	
Studio Support	300	2	600	
Office, Faculty	150	12	1,800	
Office, Staff, Shared	200	1	200	
Office, Support	100	2	200	
Student Lockers	300	1	300	
Student Meeting Rooms	300	4	1,200	
			-	
			9,000	NASF
			60%	N:G
			15,000	GSF

The Humanities/Behavioral and Social Science facility program is in response to the need for faculty and student support staff offices. In part, the offices aim to consolidate faculty in several buildings, and in part, this is due to an increase in numbers as enrollment grows. The facility program also addresses the need for student study and collaboration spaces.

Blountville Campus

Humanities, Behavioral & Social Science				
	NASF	Number of Spaces	Total NASF	
Office, Faculty	150	15	2,250	
Office Staff	130	5	650	
Conference Room	500	1	500	
Office Support	30	5	150	
Office, Workroom	600	1	600	
Student Collaboration Studio	1,200	1	1,200	
Studio Support	300	2	600	
Student Informal Study & Collaboration	180	6	1,080	
Lab, Simulation	600	1	600	
Lab, Computer	1,200	1	1,200	
Lab Support	180	1	180	
Testing Center	1,200	1	1,200	
Study	1,200	1	1,200	
Lounge	600	1	600	
			-	
			12,010	NASF
			60%	N:G
			20,017	GSF

The Powers Math-Science Building is a misnomer, as it no longer houses any mathematics faculty, classrooms, or labs. The math department has relocated several times as its space needs for both math and science have grown. The facility program for the Science and Math addition reunites the two disciplines and provides office and lab space for both mathematics and the sciences. It also provides informal student collaboration spaces, which are essential in contemporary science buildings.

Blountville Campus

Science and Math Addition				
	NASF	Number of Spaces	Total NASF	
Office, Faculty	150	20	3,000	
Office, Reception	180	1	180	
Office, Workroom	400	1	400	
Office, Conference Room	600	1	600	
Office Support	60	4	240	
Lab, Computer	1,200	4	4,800	
Lab, Science/Chemistry/Physics	1,400	2	2,800	
Lab, Biology	1,200	2	2,400	
Lab, Instructional	900	2	1,800	
Lab, Prep Room	300	4	1,200	
Lab Support	120	2	240	
Student Informal Study & Collaboration Lounge	180	6	1,080	
	300	1	300	
			-	
			19,040	NASF
			60%	N:G
			31,733	GSF

When the Technological Education Complex was programmed and designed, the Automotive Technology spaces were eliminated due to insufficient financial resources for construction. It was anticipated that Automotive Technology would be included in a future phase of construction for the Complex.

The facility program outlines the spaces needed for this initiative. Most of these already exist in the Automotive building, which appears more like an afterthought than the advanced Automotive Technology resource it houses.

Blountville Campus

Technological Addition (Automotive)				
	NASF	Number of Spaces	Total NASF	
Auto Classroom	900	1	900	
Engine Lab	1,200	1	1,200	
Powertrain Lab	1,200	1	1,200	
Auto Electronics Lab	1,200	1	1,200	
Engine Dyno	1,200	1	1,200	
Chassis Room	900	1	900	
Engine Dyno Control	300	1	300	
EV Wing Fleet Maint.	4,000	1	4,000	
Auto Shop Chassis Dyno	6,000	1	6,000	
Lab Support	300	4	1,200	
Lab Support	150	4	600	
Storage	150	1	150	
Storage	500	1	500	
Storage	120	1	120	
Office	150	3	450	
Office, Conference Room	400	1	400	
Shop	600	1	600	
			-	
			20,920	NASF
			60%	N:G
			34,867	GSF

CONSTRUCTION AND PROJECT COSTS ESTIMATES

The construction and project costs for the various projects are below in 2025 dollars. Project cost includes the cost of construction plus architects' and engineers' fees, furnishing and equipment costs, administration fees, and contingencies.

		Low		High	
		Construction		Construction	
Project	Gross Sq Ft	Cost	Project Cost	Cost	Project Cost
Blountville					
Student Center	29,100	\$ 14,555,000	\$ 18,200,000	\$ 16,005,000	\$ 20,006,250
Humanities/Behavioral & Social Sci	20,000	\$ 10,000,000	\$ 12,500,000	\$ 11,000,000	\$ 13,750,000
Powers Math/Science Addition	32,000	\$ 17,600,000	\$ 22,000,000	\$ 19,200,000	\$ 24,000,000
Technological Addition (Automotive)	35,000	\$ 19,250,000	\$ 24,062,500	\$ 21,000,000	\$ 26,250,000
Athletic/Recreation Area Improvments		\$ 3,424,000	\$ 3,680,900	\$ 3,600,000	\$ 3,870,000
Aviation Center Addition	15,000	\$ 2,625,000	\$ 3,281,250	\$ 3,750,000	\$ 4,687,500
Campus Landscape Improvements		\$ 1,200,000	\$ 1,296,000	\$ 1,400,000	\$ 1,512,000
Kingsport					
Health Professions Addition	15,000	\$ 8,250,000	\$ 10,312,500	\$ 9,000,000	\$ 11,250,000
Gray					
Northeast State Culinary Arts Center	13,000	\$ 7,600,000	\$ 9,500,000	\$ 7,800,000	\$ 9,750,000
		\$ 84,504,000	\$ 104,833,150	\$ 92,755,000	\$ 115,075,750

APPENDIX A

NORTHEAST STATE COMMUNITY COLLEGE - A YEARLY SUMMARY OF WORKFORCE DEVELOPMENT & COMMUNITY ENGAGEMENT FACILITY UTILIZATION

As a community college, Northeast State's impact reaches far beyond traditional academic instruction. As a community college and regional hub for workforce development and community engagement, one of our core missions is to actively serve our students, industry partners, and the broader community. Our facilities are not only used for academic related instruction but also for high-impact, non-credit programming that supports workforce partnerships and community development.

Standard utilization formulas often provide only a partial view of campus operations. To more accurately reflect institutional activity, this yearly report includes all non-academic activities—such as technical and workforce training sessions and community engagement programming. Facilities like the Regional Center for Advanced Manufacturing (RCAM), Kingsport Center for Higher Education (KCHE), and Blazier-Wilson Hall (BWH) demonstrate this broader engagement through large-scale events, extensive participant involvement, and regular programming outside traditional credit hours.

This addition to THEC's traditional utilization formula gives visibility to the "hidden college" component of community college, which is core to its overall mission. Recognizing this expanded scope is essential for effective planning and resource allocation and underscores the college's role in advancing regional economic and workforce development.

"Hidden College" - All community colleges have, as an essential part of their mission, to provide community education and workforce development through non-credit programs and courses, often delivering thousands of contact hours of instruction on and off campus. Since these courses are non-credit, THEC does not have any space standards that can be applied. Yet, they occupy and use space. Hence, this core activity remains "hidden."

NORTHEAST STATE COMMUNITY COLLEGE YEARLY SUMMARY: TECHNICAL, WORKFORCE & COMMUNITY EVENT SPACE UTILIZATION

This yearly report presents an additional and mission-aligned analysis of space utilization at Northeast State Community College, outside of traditional academic programming. Unlike traditional academic space reporting models, this report summarizes non-credit workforce training, community development, and partner-hosted programming—reflecting the extended scope of the college’s mission and operational reality. It is important to note that this yearly data represents a full 52-week year, as this type of utilization doesn’t follow traditional academic calendars.

Table 1. Technical, Workforce & Community Event Space Utilization by Building (in addition to academic programming)

Building	Space	NASF	Scheduled Classes/Labs/Community Engagements (yr=52 weeks)	Weekly Contact Hours	Usage Hrs./Week per Space
Blountville Campus					
Technical Education Complex (TEC)	5	13,882	60	8.3	1.7
Kingsport Campus					
Regional Center for Advanced Manufacturing Complex (RCAM, Academy, & RCAMCO)	21	21,909	1,222	2,418.8	115.2
Blazier-Wilson Hall (BWH)	7	4,720	25	108.9	15.6
Kingsport Center for Higher Education (KCHE)	5	7,983	763	75.3	15.1
Regional Center for Health Professions (RCHP)	4	2,641	9	0.4	0.1
Elizabethton Campus					
Elizabethton Campus	3	2,013	20	2.5	0.8
Gray Campus					
Gray Campus	3	926	16	3.2	1.1

**Note.* Data includes 2024 (CY) technical & workforce scheduled courses/trainings, and events. Specifically, the data represents events from Workforce Solutions, Career & Workforce Development Center (CWDC), Testing, ESL, Adult Basic Education, & community development activity.

BLOUNTVILLE CAMPUS

TEC – Technical Education Complex:

With 60 scheduled events, TEC usage has become clearer after enhanced reporting. Although weekly contact hours (8.3) and usage per space (1.7) remain on the lower side, this building's programming is episodic and large-scale—skills competitions, articulation testing, district outreach, and industry fairs. These events bring hundreds of participants in short bursts rather than sustained weekly instruction. Thus, TEC's value is not in daily space turn-over, but in high-volume, high-profile engagement events that align with Northeast State's mission.

KINGSPORT CAMPUS

RCAM – Regional Center for Advanced Manufacturing Complex (RCAM, Academy, & RCAMCO):

RCAM stands as the most intensively used facility across the college. With 1,222 scheduled technical and workforce events and 2,418.8 weekly contact hours, it far surpasses all other locations. The building supports highly structured, non-credit technical training such as electrical systems, mechatronics, instrumentation, and safety certifications. Average usage per space is an astounding 115.2 hours/week, reinforcing its role as a full-capacity, hands-on learning environment. RCAM's infrastructure supports complex, continuous programming essential for industry-aligned workforce development.

BWH – Blazier-Wilson Hall:

BWH's utilization now reflects a more accurate scope of activity after incorporating additional Adult Education and Career Services data. With 25 events and 108.9 weekly contact hours, BWH supports a diverse mix of functions—including institutional testing (Accuplacer, WorkKeys, HiSET), ESL, advising, and walk-in transition coaching. With 15.6 usage hours per space per week, BWH is now accurately positioned as a key operational facility that handles significant volume outside of the traditional classroom model.

KCHE – Kingsport Center for Higher Education:

KCHE's performance is defined by its public-facing programming. With 763 events and 75.3 contact hours weekly, it continues to support government meetings, partner-hosted events, student outreach, and workforce fairs. Usage per space (15.1 hrs/week) reinforces that despite fewer room-level contact hours than RCAM, the facility remains heavily activated. KCHE's success lies in being a high-impact, multi-agency collaboration space—and its metrics accurately reflect that role.

RCHP – Regional Center for Health Professions:

Reporting 9 events and 0.4 contact hours per week, RCHP remains the least utilized space in reported metrics. However, these hours represent high impact workforce and apprenticeship training.

ELIZABETHTON CAMPUS

Elizabethton Campus:

Elizabethton's utilization profile was significantly improved by updated reporting, now reflecting 20 events and 2.5 weekly contact hours. Including localized outreach, Adult Basic Education programming, and off-campus CWDC training. The campus supports Northeast State's geographic reach and regional access mission.

GRAY CAMPUS

Gray Campus:

Gray's data captures 16 events, 3.2 weekly contact hours, and 1.1 usage hours per space per week. It serves as a focused satellite site with targeted activity such as Career & Workforce Development Center (CWDC), testing, class sessions, and special workforce-related visits. Usage patterns here align with its intended function as a strategic extension site rather than a high-traffic campus.

Conclusion:

The updated interpretation confirms that Northeast State's facilities are delivering measurable value through a wide array of non-credit programming, testing, partner support, and community outreach. Buildings like RCAM and KCHE illustrate space saturation through nontraditional use, while TEC and BWH reveal episodic intensity and institutional service concentration. This analysis demonstrates clearly that standard instructional space formulas alone are insufficient to capture Northeast State's full institutional impact.

APPENDIX B

THE 2013 CAMPUS MASTER PLAN

“Key recommendations include tree plantings, expanded parking, entrance improvements, a new quadrangle, and better pedestrian access through the main parking area. Future building sites and a potential parking deck to support growth are also identified for long-term expansions.”

“This plan’s most important single recommendation is for a proposed Academic Building (Technical Education Complex). This would include a significant amount of lab and other spaces to meet identified needs. This building would provide a significant amount of new space for the Advanced Technologies and Business Technologies divisions, which are currently constrained. The existing Tech Ed buildings would be demolished to create a new central quadrangle that would better link the two existing quadrangles currently split by the Tech Ed buildings. All existing spaces currently in the Tech Ed buildings would be relocated to the proposed Academic Building. The same is true for all spaces in the Auto/Welding shop, which would be demolished to create additional parking.”

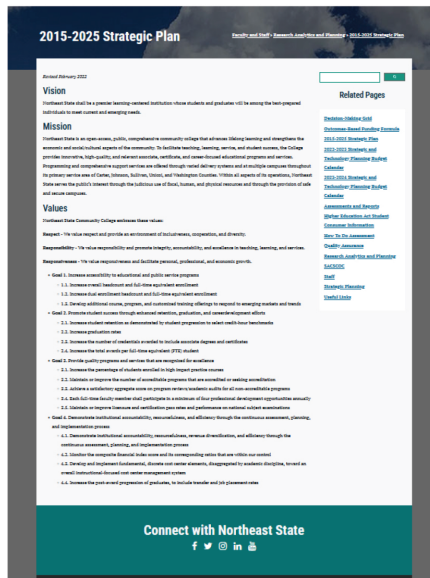


The current campus master plan continues some of the concepts developed in the 2013 master plan.

APPENDIX C

2015 - 2025 STRATEGIC PLAN

In 2014/2015, the College developed a strategic plan to guide its programs and development during the decade. Although the plan is reaching the end of its useful life, it is still a good resource for guidance. It has the essential mission and vision statements and relevant goals.



The Northeast State Community College Mission

Northeast State is an open-access, public, comprehensive community college that advances lifelong learning and strengthens the community's economic and social/cultural aspects. The College provides innovative, high-quality, relevant associate, certificate, and career-focused educational programs and services to facilitate teaching, learning, service, and student success. Programming and comprehensive support services are offered through varied delivery systems and at multiple campuses throughout its primary service area of Carter, Johnson, Sullivan, Unicoi, and Washington Counties. Within all aspects of its operations, Northeast State serves the public's interest through the judicious use of fiscal, human, and physical resources and the provision of safe and secure campuses.

Northeast State Community College Vision

Northeast State shall be a premier learning-centered institution whose students and graduates will be among the best-prepared individuals to meet current and emerging needs.

The Strategic Plan's Goals

- Goal 1. Increase accessibility to educational and public service programs
- Goal 2. Promote student success through enhanced retention, graduation, and career development efforts
- Goal 3. Provide quality programs and services that are recognized for excellence
- Goal 4. Demonstrate institutional accountability, resourcefulness, and efficiency through the continuous assessment, planning, and implementation process

Although this Strategic Plan ends in 2025, the goals are still fundamental to the College as it plans for the future. A new strategic plan is in the early stages of being developed.