

# Lee College Master Plan

Board Workshop

June 2026



LEE COLLEGE

pfluger

**1**

**Project Status + Schedule**

Phase 1

# DISCOVERY

Phase 2

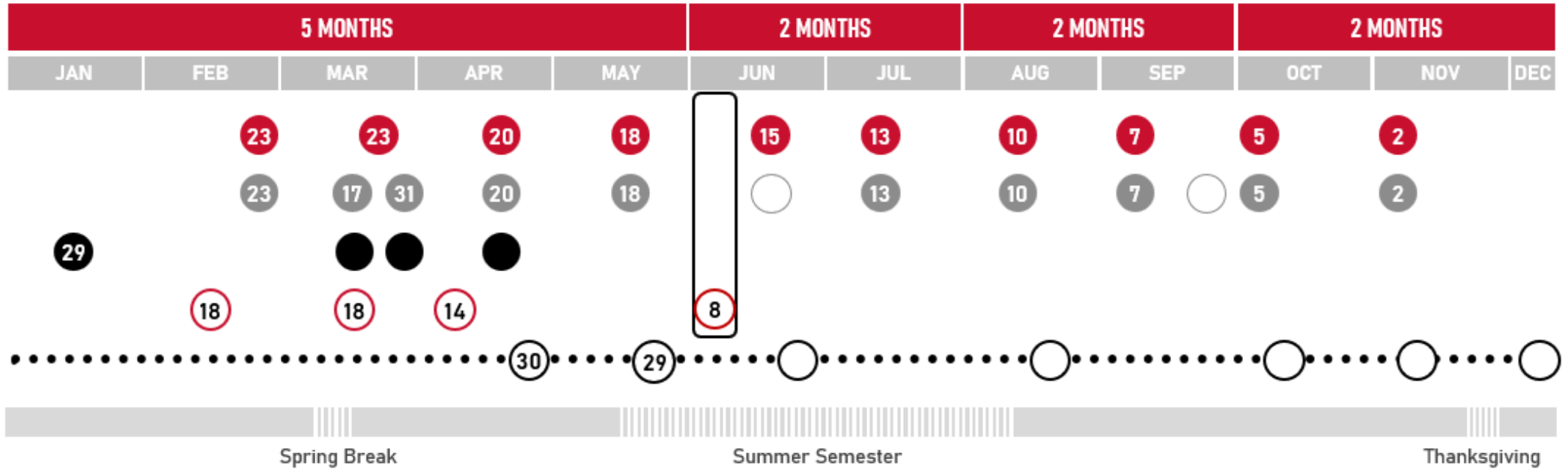
# IDEATION

Phase 3

# IMPLEMENTATION

Phase 4

# FINALIZATION



- Campus immersion
- Stakeholder engagement
- Campus analysis
- Space analysis and planning tool
- Discovery Phase review and validation

- Develop plan alternatives
- Test and refine plan alternatives
- Alternatives Phase review and validation

- Preliminary plan
- Implementation strategy

- Guidelines
- Final plan review and approval

- Steering Committee Meeting
- Board of Regents/Building Committee
- Focus Group Sessions
- Working Group Meeting
- Virtual Touchbase
- Milestone Deliverable

# 2

## Visioning & Guiding Principles



# Lee College proposed guiding principles

## 1 People Centered Campus

- Prioritize the **experience of belonging**.
- Spaces must be **inclusive, accessible, legible, and human-centered**.
- **Safety** is incorporated as a **foundational element**.

## 2 Future Evolution

- Plan for **flexibility** to accommodate future **needs and evolution**.
- Evaluate investments based on **long-term adaptability and resilience**.

## 3 Build for Opportunity

- Support **workforce training and industry partnerships**.
- Support **transfer pathways and university partnerships**.
- The spaces should be **cohesive academically**.

## 4 Community Engagement

- Position the campus as a hub for **community life** by creating spaces that **bring people together**.
- Strengthen **campus-community relationships** through **shared spaces, programs, and partnerships**.
- Honor and extend **Lee College's legacy as a cornerstone of the community**.

## 5 Enduring Identity

- Tell **Lee College's story** through **meaningful, lasting design**.
- Invest in **timeless, durable architecture** that anchors a **strong collegiate, long-term identity**.

**3**

**Discovery**

# DISCOVERY ANALYTICS

## WORKSHOPS

9

Completed

*February 23 – May 18, 2026*  
14 Hours

3  
STEERING  
COMMITTEES

3  
WORKING  
GROUPS

3  
FOCUS  
GROUPS

## ANALYSES

7

Reports

*February 23 – May 18, 2026*

IT/Security

Facility  
Programming

Facility  
Assessment

Campus  
Analysis

Wayfinding  
Report

Traffic  
Analysis

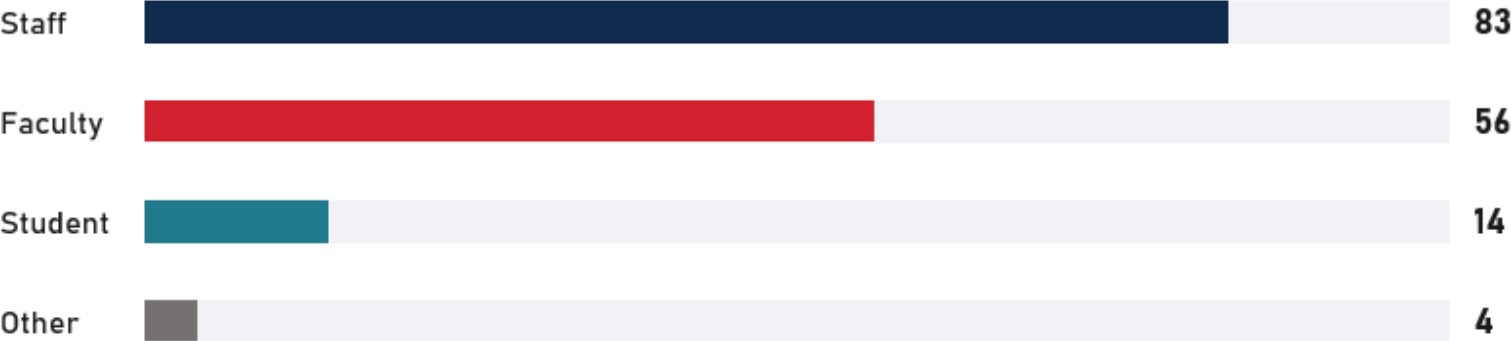
Survey

# SURVEY RESPONSE OVERVIEW

**157**  
Completed responses  
*Apr 8 – May 13, 2026*

**64%** On campus 5+ days/week  
**95%** Primarily Baytown campus  
**2,115** Pinned map points

### BY ROLE

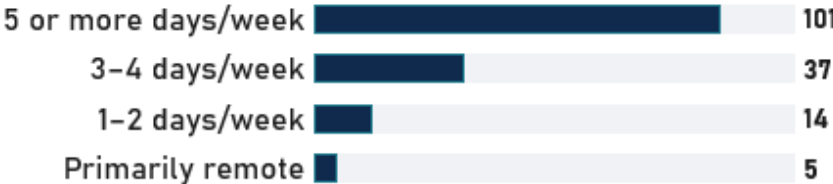


**Notable:** Staff outnumber Faculty 83 : 56, and only 14 students responded. Findings reflect day-to-day staff and faculty experience; student-specific takeaways are directional only.

### BY CAMPUS

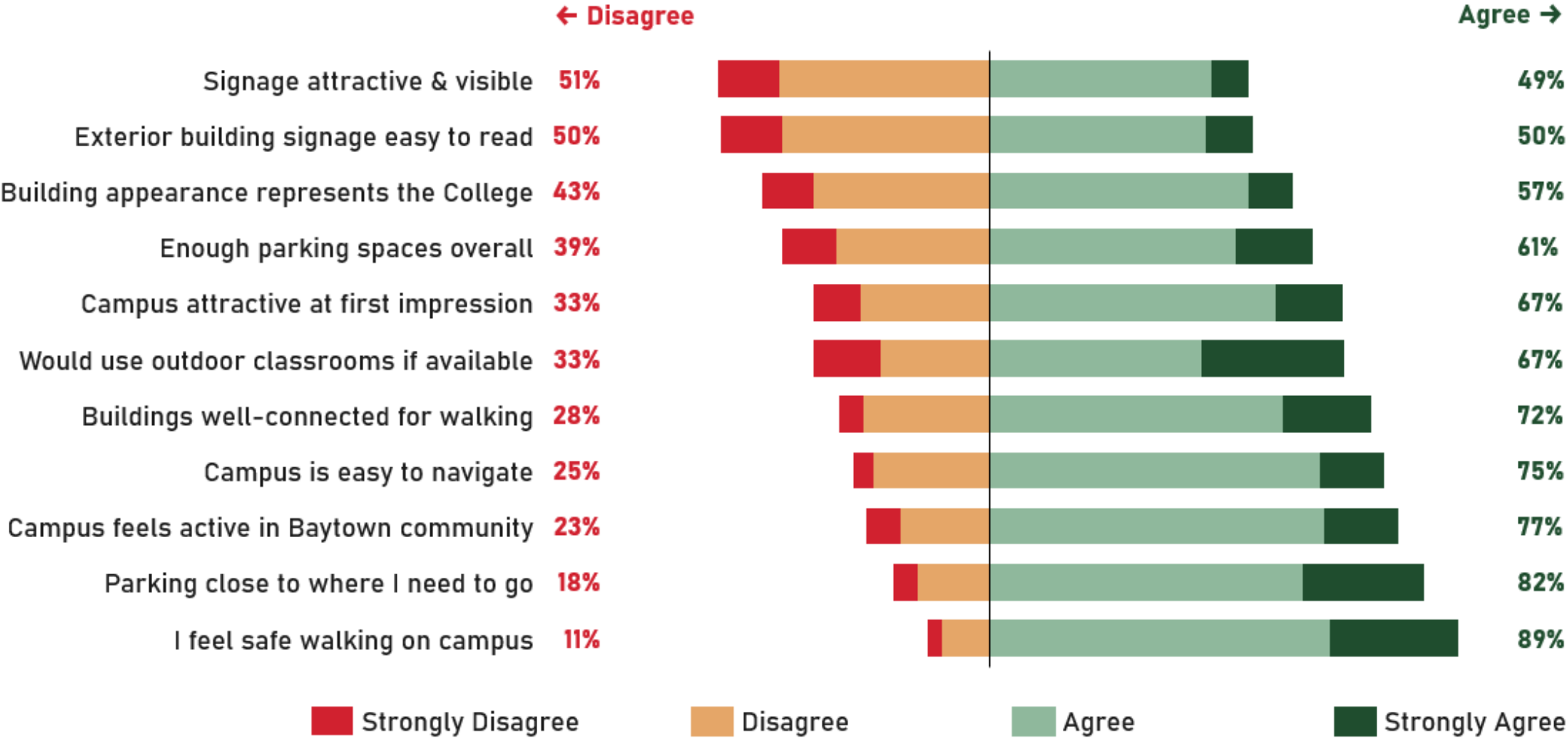


### ON-CAMPUS FREQUENCY



Source: Lee College Faculty Discovery Survey, n=157, fielded Apr 8 – May 13, 2026.

# CAMPUS OPINIONS & PRIORITY THEMES



Survey used a 4-point scale (no Neutral option). Sorted by disagreement, highest concern at top. All items n = 157.

# STRENGTHS TO PRESERVE

**80**  
mentions

## Sense of community & people

The single most-repeated positive theme — students, faculty, and staff name the people, not the buildings.

*"It feels like a community, not a college. Faculty and staff actually know students by name."*

**40**  
mentions

## History & heritage

Repeated reference to Lee's 1950s roots, generational families, and the campus's place in Baytown.

*"Generational legacy — rooted in community values, supportive campus culture."*

**36**  
mentions

## Trees, greenery & landscaping

Mature oaks, shaded benches, and green space — cited across favorite-outdoor and heart-of-campus pins.

*"The mature trees and green spaces give it a sense of calm."*

**34**  
mentions

## The fountain & gathering spaces

The Rundell Hall fountain and Student Center lawn are most-named as the heart of campus (31 pins).

*"People are drawn to this fountain, and sit there often to enjoy the sound of the water."*

**Design implication:** Preserve the mature tree canopy and the Rundell-Hall-to-Student-Center axis as the heart of campus. New construction should reinforce the human-scaled, walkable character — not replace it.

# HIGHEST CONCERN AREAS

**LOW-MOD** Operational / signage

**MOD** Minor renovation

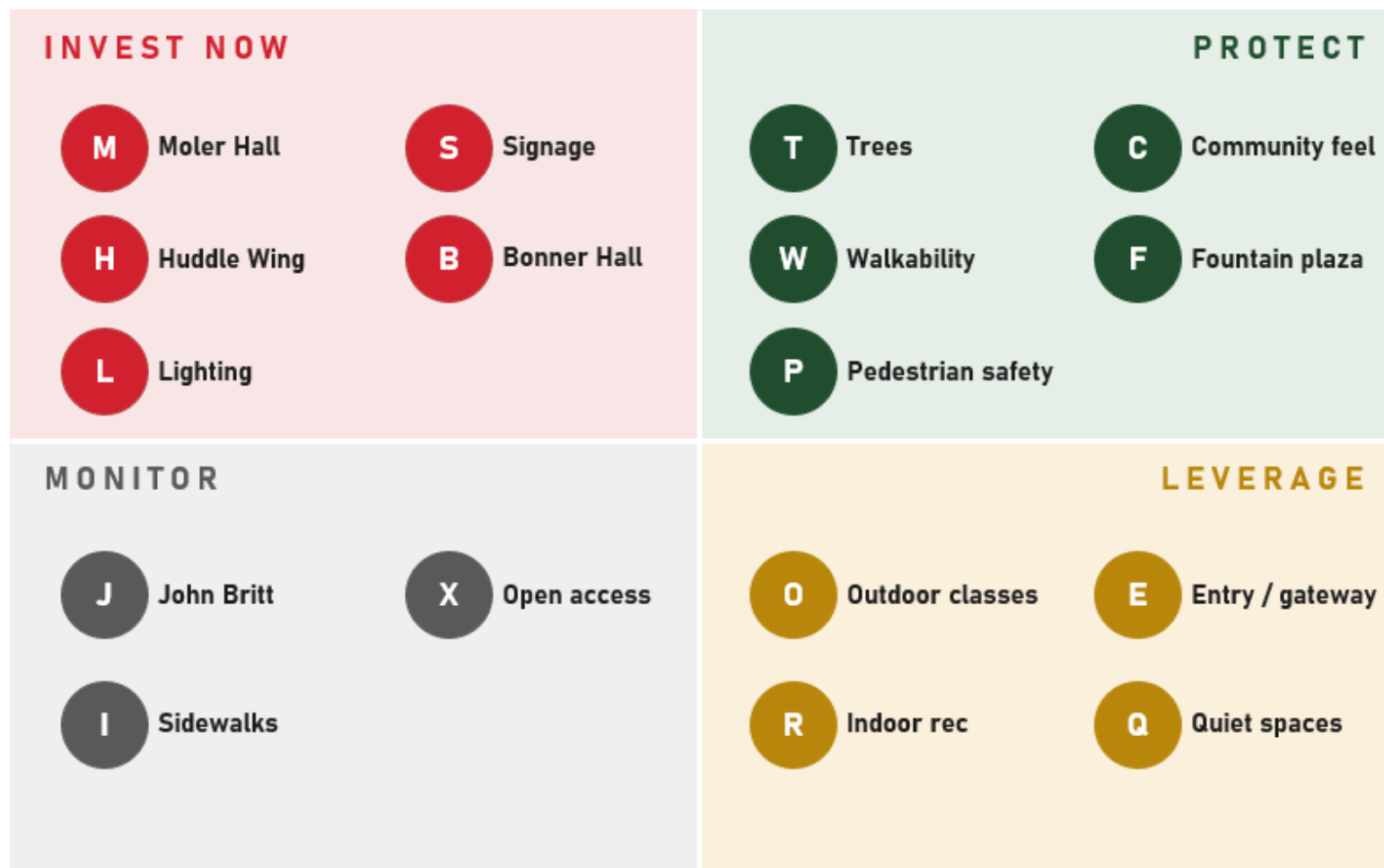
**HIGH** Major renovation / new build

| # | THEME                                | MENTIONS | QUOTE  | CAPITAL        |
|---|--------------------------------------|----------|--|----------------|
| 1 | Moler Hall — replace or major reno   | 22       | <i>"Moler Hall needs to be torn down and replaced with a modern hub for students and/or classroom spaces."</i> | <b>HIGH</b>    |
| 2 | Huddle Wing — needs full makeover    | 21       | <i>"Huddle — the building needs a complete makeover. It is old and looks scary in there."</i>                  | <b>HIGH</b>    |
| 3 | Bonner Hall — refresh or replace     | 20       | <i>"Bonner Hall has got to go. It's an ancient building with no aesthetic."</i>                                | <b>HIGH</b>    |
| 4 | Lighting & safety after dark         | 17       | <i>"Not enough light — a vagrant going thru... accosted students and faculty during prime time (6-9:30)."</i>  | <b>MOD</b>     |
| 5 | John Britt Hall — needs modernizing  | 16       | <i>"JBH has such historical significance and should be modernized into a premier classroom space."</i>         | <b>HIGH</b>    |
| 6 | Open access / non-students wandering | 13       | <i>"Public access to campus — homeless walk this area onto campus."</i>  | <b>MOD</b>     |
| 7 | Signage & wayfinding                 | 10       | <i>"Signage &amp; directions are MISSING for the McNulty Haddick Complex and for the Fine Arts division."</i>  | <b>LOW-MOD</b> |
| 8 | Uneven sidewalks & missing walkways  | 9        | <i>"Any place where the sidewalks are uneven and create fall hazards. The campus is full of them."</i>         | <b>LOW-MOD</b> |

Quotes are verbatim from respondents. Theme counts are non-exclusive (one comment can hit multiple themes). Sources: Q7, Q8, Q9 pin notes and Q20 open-ended comments.

# WHERE THE PLAN SHOULD LEAD

↑ *Strategic importance*



*Low satisfaction*

*High satisfaction* →

## INVEST NOW

### Three buildings, plus signage

Moler, Huddle and Bonner Hall together account for 63 of the open-ended building-improvement mentions. Signage is the single worst-rated item in the survey (51% disagree).

## PROTECT

### Trees, walkability & community

Sense of community is the most-repeated positive theme (80 mentions). Pedestrian safety scores 89% agree. Mature trees, the fountain at Rundell Hall, and the Student Center lawn are named most often as the heart of campus.

## LEVERAGE

### Latent demand for new space types

67% would use outdoor classrooms if available. 91 of 157 named indoor recreation as their top wellness ask; 62 named quiet spaces; 62 named an improved campus entry.

# 4

## Utilization Summary

# CLASS UTILIZATION OVERVIEW

UNASSIGNED INCLUDED

AVG CLASSROOM FILL

**50.2%**

Target 65%  
▼ 14.8 pts below

AVG HOURS / WEEK

**7.5**

Target 38 hrs  
▼ 30.5 hrs below

TOTAL CLASSROOM INVENTORY

**62 rooms**

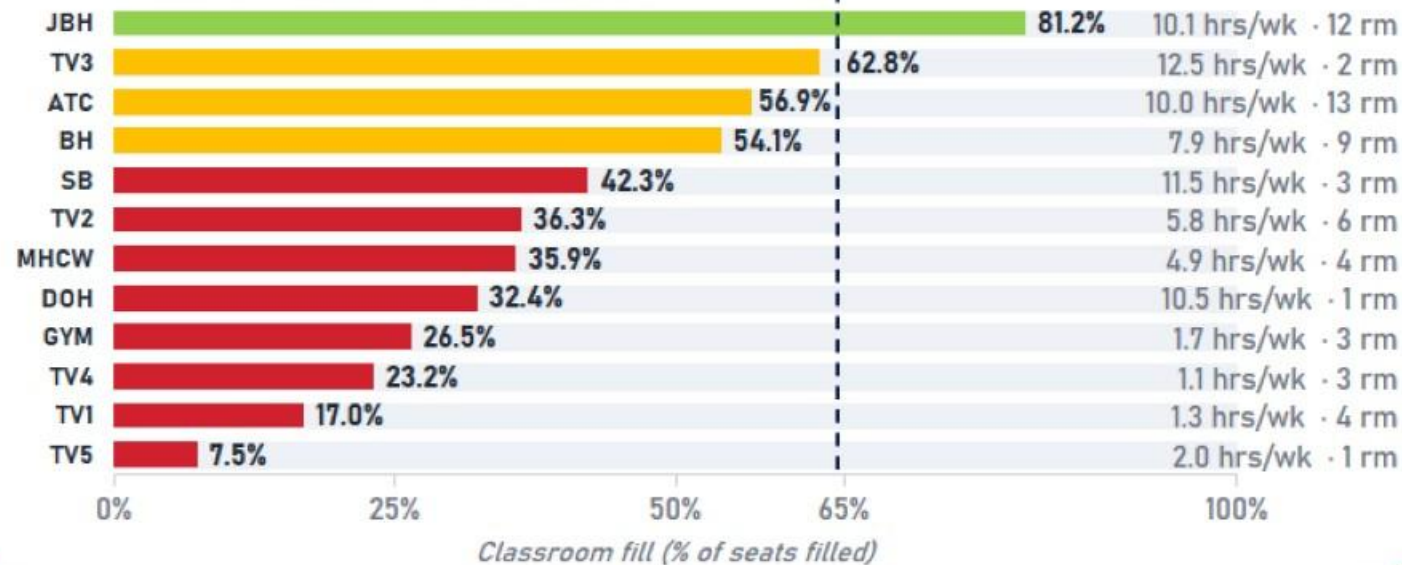
17 unassigned  
▼ 27% with no use

## CLASSROOM FILL BY BUILDING

Average enrollment ÷ station capacity · Unassigned rooms included (THECB methodology) · Sorted high to low

■ ≥65% (target) ■ 50-64% ■ <50%

Target 65%



## KEY TAKEAWAYS

- 1 Only JBH meets target**  
John Britt Hall (81.2%) is the lone building above the 65% fill target — every other classroom building runs below it.
- 2 Seven buildings below 50% fill**  
TV5, TV1, TV4, GYM, DOH, MHCW, and TV2 all fall under 50% — most are Tech-Voc spaces with niche programs.
- 3 Hours scheduled is the bigger gap**  
Campus-wide HPW is just 7.5 vs. the 38-hr target — even buildings that fill well are scheduled less than a third of the week.

# CLASS UTILIZATION OVERVIEW

UNASSIGNED EXCLUDED

AVG CLASSROOM FILL

**66.5%**

Target 65%  
▲ Above target

AVG HOURS / WEEK

**10.3**

Target 38 hrs  
▼ 27.7 hrs below

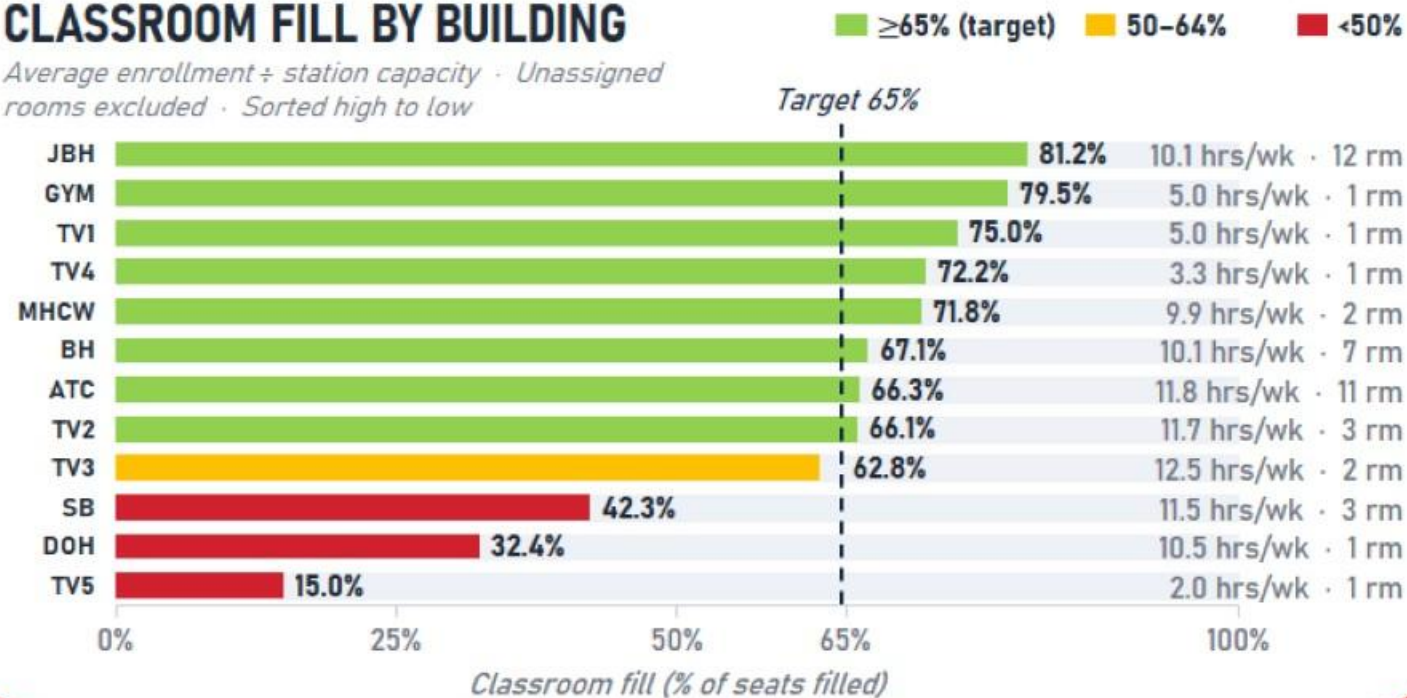
ROOMS SCHEDULED

**45 of 62**

17 unassigned removed  
▼ 27% inventory

## CLASSROOM FILL BY BUILDING

Average enrollment ÷ station capacity · Unassigned rooms excluded · Sorted high to low



## KEY TAKEAWAYS

- 1 Campus meets fill target**  
At 66.5%, average fill is 1.5 pts above the 65% target- and eight of twelve buildings now sit at or above the line, led by JBH (81.2%).
- 2 Only three buildings under 50%**  
SB (42.3%), DOH (32.4%), and TV5 (15.0%) lag behind. TV5 stands out -its one assigned room runs nearly empty.
- 3 Hours scheduled is still the gap**  
Even with empty rooms removed, HPW climbs only to 10.3-still 27.7 hours below the 38-hr target.

# LAB UTILIZATION OVERVIEW

UNASSIGNED INCLUDED

AVG LAB FILL

**56.9%**

Target 75%  
▼ 18.1 pts below

AVG HOURS / WEEK

**11.5**

Target 25 hrs  
▼ 13.5 hrs below

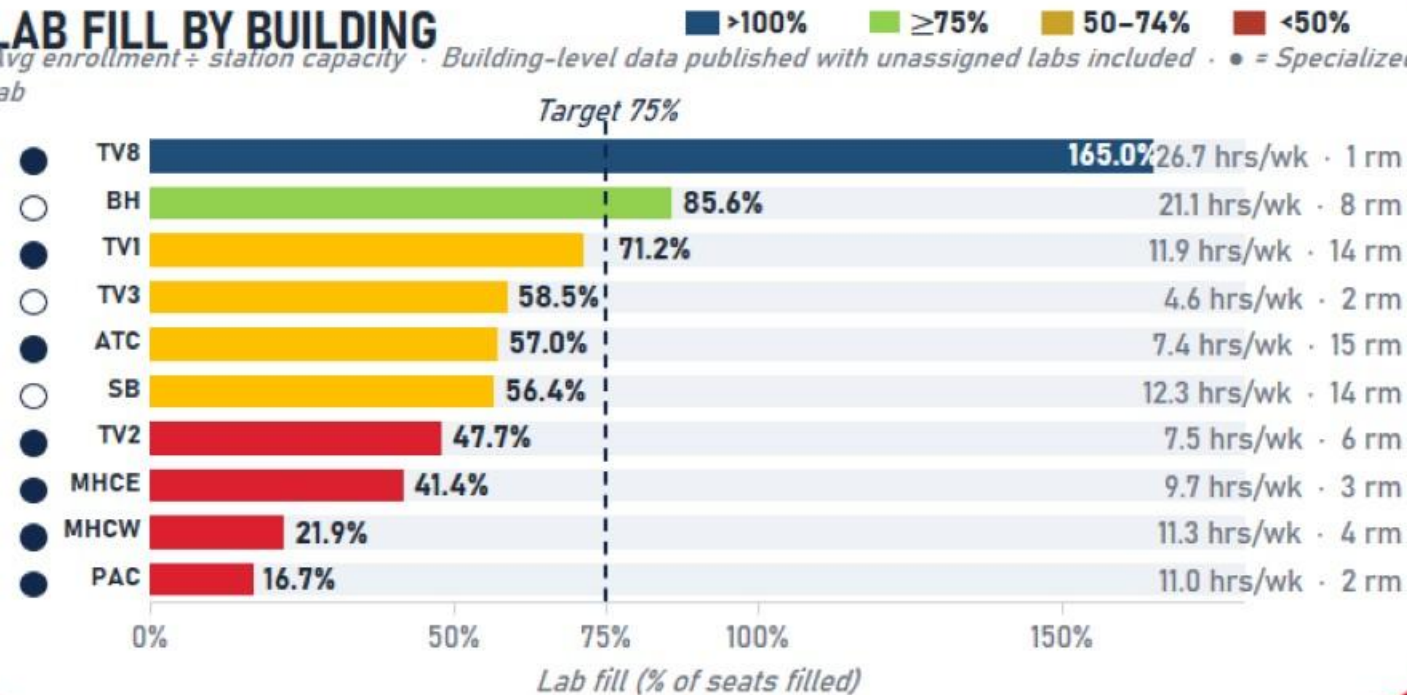
LABS SCHEDULED

**69 labs**

10 unassigned included  
all labs included

## LAB FILL BY BUILDING

Avg enrollment ÷ station capacity · Building-level data published with unassigned labs included · ● = Specialized lab



## KEY TAKEAWAYS

- 1 TV8 is over capacity**  
Tech-Voc 08 is above fill and scheduling targets: 165.0% fill and 26.7 hrs/wk.
- 2 Majority of labs are underutilized**  
Only 2 out of 10 buildings have well utilized lab space. The other 8 are below the 75% fill target.
- 3 Underuse is specialized**  
PAC, MHCW, MHCE, and TV2 fall below 50% fill, pointing to capability/demand mismatch.

# LAB UTILIZATION OVERVIEW

UNASSIGNED EXCLUDED

AVG LAB FILL

**65.3%**

Target 75%  
▼ 9.7 pts below

AVG HOURS / WEEK

**13.5**

Target 25 hrs  
▼ 11.5 hrs below

LABS SCHEDULED

**59 of 69**

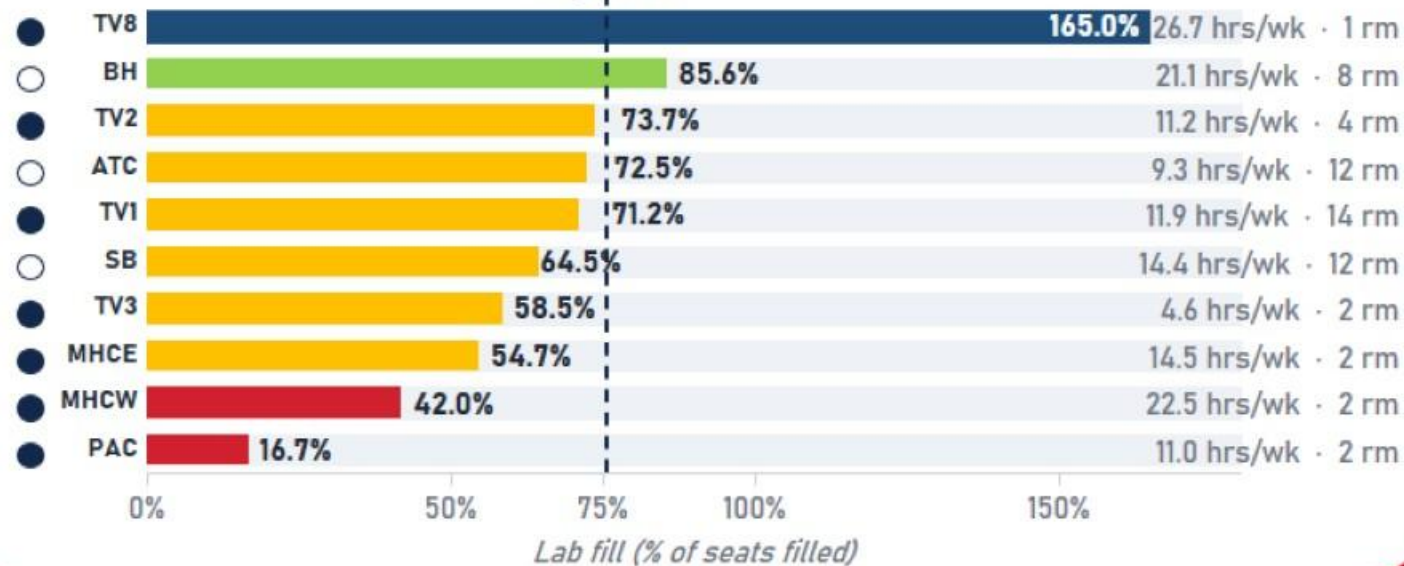
10 unassigned  
▼ 14% surplus

## LAB FILL BY BUILDING

■ >100% ■ ≥75% ■ 50-74% ■ <50%

Avg enrollment ÷ station capacity · Building-level data published unassigned-excluded · ● = Specialized lab

Target 75%



## KEY TAKEAWAYS

- 1 Utilization is still below target**  
Even with the unassigned labs excluded, the utilization percentages barely increase, leaving them still below the 75% fill target.
- 2 PAC and MHCW are stranded**  
PAC labs (16.7%) and MHCW labs (42.0%) are specialized, low-volume spaces that can't easily absorb other demand.
- 3 Capability, not quantity**  
Most labs are close to the fill target but are rarely scheduled (avg 13.5 hrs/wk).

# 5

## Facility Assessment Update

# HOW FCI SCORES ARE CREATED

Alpha assessed approximately **691,471** square feet across all Lee College facilities. The Facility Condition Index (FCI) distills each building's overall condition into a single, comparable score — built through a four-step process:

1



## Document Conditions

Recorded current and 20-year forecasted conditions across all facilities and identified site needs.

2



## Evaluate Systems

Assessed remaining service life of envelope, finishes, roofs, electrical, plumbing, and HVAC.

3



## Forecast & Estimate Cost

Used lifecycle analysis to project 20-year renewal needs and ROM cost estimates for repairs.

4



## Calculate the FCI

Combined the results into a single FCI score for each building's relative condition.

## The result: a Facility Condition Index for every building

Each building's FCI places it on a simple condition scale used in the campus maps:

Good

Fair

Poor

Critical

## McNulty-Haddick

*Lower priority*

### FLAGGED

HVAC distribution past 30-yr lifecycle

### RECOMMENDED

Plan HVAC distribution replacement

## John Britt Building

*Moderate priority*

### FLAGGED

Aging wiring (30+ yr), expired HVAC, pre-1985 piping

### RECOMMENDED

IR wiring test; replace HVAC; water-quality testing

## Huddle Building

*High priority*

### FLAGGED

Aging wiring, end-of-life fire alarm, expired HVAC, pre-1985 piping

### RECOMMENDED

IR wiring test; replace alarm & HVAC; water-quality testing

## Student Center

*Moderate priority*

### FLAGGED

End-of-life fire alarm; pre-1985 piping

### RECOMMENDED

Replace fire alarm components; water-quality testing

## Bonner Hall

*High priority*

### FLAGGED

Aging wiring, end-of-life fire alarm, expired HVAC, pre-1985 piping

### RECOMMENDED

IR wiring test; replace alarm & HVAC; water-quality testing

## Moler Hall

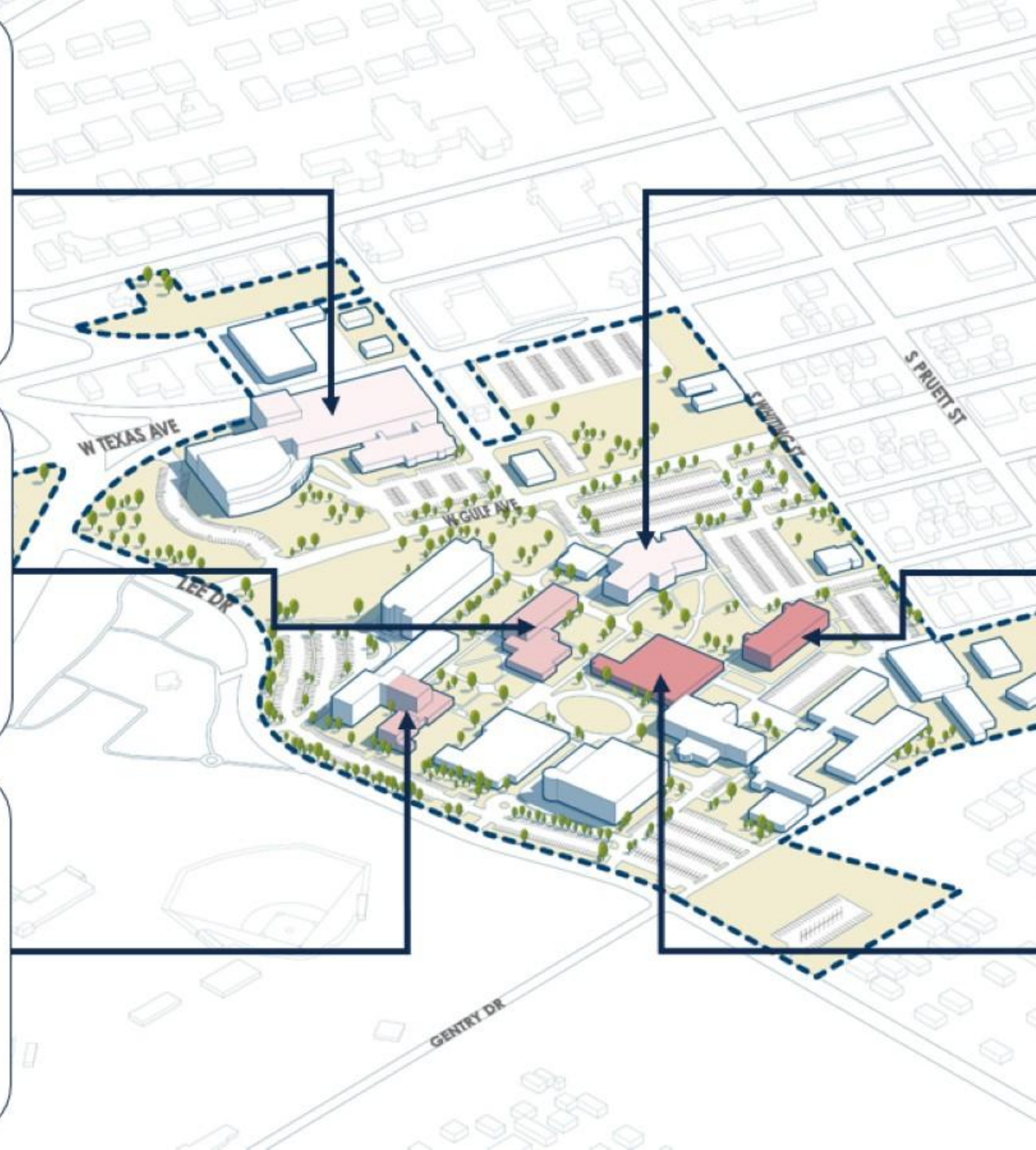
*Critical priority*

### FLAGGED

Severe foundation & structural damage; exit doors compromised

### RECOMMENDED

Structural engineering study + cost analysis; verify safe occupancy



Lee College  
2026 FCI Conditions



key

- Critical
- Poor
- Fair
- Good
- N/A

Baytown, Texas

Lee College  
2031 FCI Conditions



key

- Red: Critical
- Dark Red: Poor
- Light Red: Fair
- White: Good
- Blue: N/A

Baytown, Texas

# 6

## Next Steps

# NEXT STEPS

- Kick-Off Ideation Phase
- Working Group Meeting #5
- Programming Focus Group
- Steering Committee Meeting #4