



MT. SAN ANTONIO COLLEGE

2018 EDUCATIONAL AND FACILITIES MASTER PLAN

EXECUTIVE SUMMARY

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INTRODUCTION

Planning at Mt. SAC focuses on excellence and innovation in programs, services, and facilities that promote and support student access, equity, and success. *The Mt. SAC 2018 Educational and Facilities Master Plan (EFMP)* is the College's long-term plan and serves as the foundation for other components of the College's integrated planning process and cycle of continuous quality improvement. The role of the EFMP in the integrated planning cycle is described in the Purpose section of this chapter.

The College provides a comprehensive array of credit and noncredit instructional programs and educational support services on a campus of over 420 acres. Mt. SAC actively and continually responds to federal, State, and local initiatives that support and improve student success and meet the needs of its communities.

The first two chapters of the EFMP lay the foundation for long-term planning. Chapter 1: *Background* describes the College's history, geographic location, a general overview of the College's programs and services, and a snapshot of current national, State, and local economic and higher education issues. From its start in 1946 with close to 700 students, Mt. SAC has grown to be the largest single-campus community college district of California's 114 community colleges, with an annual total credit and noncredit student headcount of 62,042 students in 2016–2017.

The College offers an array of instructional and student services programs, and justifiably boasts an impressive track record for innovation in higher

education. For this reason, as well as the College's location, which is adjacent to four other community college districts, there is extensive free flow of students across district boundaries. In fall 2015, forty-two percent of Mt. SAC's students lived outside of the College's geographic boundaries. Communities surrounding Mt. SAC are recovering from the economic downturn, and both population and employment opportunities are projected to increase in the San Gabriel Valley over the coming decade.

The College is in sync with the current national and State dialogue on student success and places a high priority on the benchmarks related to student success as a way to measure the fulfillment of its mission.

EXTERNAL AND INTERNAL ENVIRONMENTAL SCANS

The second foundational chapter, Chapter 2: *Profile of the College's Communities and Students*, presents and analyzes External Environment Scans and Internal Environmental Scans. These scans assess the College's effectiveness in fulfilling its mission and identify challenges that the College is likely to encounter in the next decade.

The External Environmental Scans identify the following five projections that are most relevant to long-term planning at Mt. SAC.

- Projected slow population growth
- Projected decline in college-age population
- Projected continuation of community diversity
- Projected increased need for opportunities provided by Mt. SAC

- Projected stability and growth in local economy

The Internal Environmental Scans compare Mt. SAC to its prior performance (comparing fall 2012 and fall 2015 data) or to other California colleges. This analysis identifies the following strengths.

- Increased student headcount and FTES
- Increased noncredit FTES
- Increased enrollment from students living within Mt. SAC boundaries
- Increased diversity in student demographics
- Increased student achievement on some benchmarks
- Increased median earnings after completion of courses and program

This analysis also identifies the following patterns in student achievement that are worthy of attention in the College’s upcoming plans.

- Decrease in average per student unit load
- Disparities in retention, successful course completion, and remedial progress rates based on students’ race/ethnicity
- Lower successful course completion rates
- Lower remedial progress and transfer level achievement rates

Drawing from the External Environmental Scans and Internal Environmental Scans presented in this chapter, the following four recommendations are offered for consideration in future planning.

1. Support innovations that are likely to maintain patterns of moderate enrollment growth

2. Support innovations that have been proven to increase the rates of degree, certificate, and transfer completion and narrow the Achievement Gap
3. Align programs, practices, and policies with current community needs
4. Adjust programs, practices, and policies to accommodate projected demographic shifts

Also based on the External Environmental Scans and Internal Environmental Scans, the projection is that the College’s annual growth rate in weekly student contact hours will range between 0.18 and 1.22 percent, with a mid-point of 0.75 percent, or 8.6 percent over the next ten years.

MT. SAC PROGRAMS AND SERVICES

The next three chapters of the EFMP describe analyses of the current status and the anticipated future of the College’s Instructional Programs, Student Services, Administrative Services, and Human Resources.

Chapter 3: *Instructional Programs* presents instructional disciplines in two parts—first the credit instructional disciplines, followed by descriptions of programs offered by the School of Continuing Education. The description of each discipline/program includes the following sections.

Description

This section summarizes each discipline’s offerings, including an overview of courses, degrees, and certificates.

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Data

This section compares the discipline's performance in fall 2012 and fall 2015 on three measures: enrollment, productivity, and student retention and success. Descriptions of career technical education disciplines also include labor market data.

Projected growth

Although the College is likely to grow overall, all programs will not grow at the same rate. Therefore, the analysis of each instructional discipline includes a projection that the specific discipline will either grow at the same rate, at a slower rate, or at a faster rate compared to the overall College growth rate.

Challenges and opportunities

This section describes changes and challenges that the discipline anticipates in the next decade, such as developing a new degree.

Implications for facilities

This section summarizes each discipline's requests for new and remodeled facilities. Although this information was used in the development of facilities recommendations, these lists do not reflect the College's priorities for new and remodeled facilities.

This EFMP is also grounded in an analysis of the current status and the anticipated future of the services offered to students. Chapter 4: *Student Services* describes Mt. SAC's comprehensive array of support services for students. The services are organized into three clusters based on characteristics that the services share.

In-take/Processing/Transactional

These services are united by a primary focus on welcoming students to the College, processing information, and conducting transactions that enable students to be accepted, reviewed, and provided or awarded outcomes, including registration appointments, course placement, and financial assistance. These services are Admissions and Records, Assessment and Placement, Financial Aid, High School Outreach, and In-research Services.

General Support Services

These areas provide support services to the general student population and are united by a primary focus on providing critical guidance information, assisting students along their educational paths, safeguarding students' health and well being, providing for students' cultural and leadership development, and supporting students' persistence toward reaching their educational goals. These services are Career and Transfer Services, Counseling, Student Health Center, and Student Life.

Specialized/Caseload Management-Based Services

These support programs are uniquely designed to reduce documented gaps in achievement by providing services to students who are members of specific student groups. Students satisfy eligibility criteria to participate in these programs. Services that are provided and subsequent student outcomes and achievements are tracked and reported both internally and externally to document program accountability and compliance with government standards and regulations.

Examples of these services are Arise, Aspire, EOPS, and Veterans Services.

The description of each Student Services cluster includes the following sections.

Description

This section summarizes the services provided.

Data

Since each Student Service is unique, data that describe the workload for each service is also unique. Although unique from service to service, the data tables are designed to provide a snapshot of the number of students who receive the service, such as the number of student contacts.

Challenges and opportunities

This section describes changes and challenges that the programs within each Student Services cluster anticipate in the next decade, such as adjusting to new State regulations and initiatives.

Implications for facilities

This section summarizes the requests for new and remodeled facilities unique to each Student Services cluster. Although this information was used in the development of facilities recommendations, these lists do not reflect the College's priorities for new and remodeled facilities.

Chapter 5: *Administrative Services and Human Resources* includes a description of the College's Administrative Services and Human Resources, the challenges and opportunities each unit anticipates

in the coming decade, and the facilities issues relevant to each unit that should be considered in long-term planning.

Administrative Services ensure that the College's students, faculty, staff, and administrators have the financial resources, facilities, equipment, and technology needed to achieve the College's mission. In addition to supporting the College's instructional programs and student services, Administrative Services also support a wide range of public events, community activities, and external clients. The Administrative Services units are Campus Safety, Facilities Planning and Management, Fiscal Services, Information Technology, Risk Management, Safety, and Health, and Technical Services.

The Human Resources unit monitors the College's workforce and employee programs and provides services to Mt. SAC's students, faculty, staff, and administrators by recruiting and retaining a highly skilled and talented workforce to fulfill the College's mission of supporting student learning and achievement.

MASTER PLAN THEMES

Interviews were conducted as primary resources for the development of this document. Approximately 170 faculty, staff, managers, and administrators representing 75 Instructional Programs, 20 Student Services, six Administrative Services units, and Human Resources met with members of the master plan consultant team twice, once in fall 2016 and again in spring 2017. During these interviews, representatives were asked to identify challenges and opportunities

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that they are currently addressing or anticipate addressing in the coming decade. Their responses were analyzed to identify the common themes.

Chapter 6: *Master Plan Themes* presents a synthesis of the challenges and opportunities that were most often described during the interviews and in subsequent discussions about future challenges and opportunities. This chapter is not a comprehensive summary of the master plan interviews. This chapter is also not a list of strategies that have been approved for implementation. The Master Plan Themes are included in this document as one source of information for the College's future planning, and are presented with the intention of stimulating further College-wide discussion.

Instructional Program Themes are as follows.

1. Expand intrusive/proactive Counseling and tutoring to increase student completion of courses, degrees, and certificates
2. Use Guided Pathways to increase student equity and completion of degrees, certificates, and transfer requirements
3. Expand interdepartmental collaboration to leverage resources and enrich student understanding
4. Expand the number of courses that offer students a distance learning option
5. Expand opportunities for experiential learning to increase student equity, engagement, retention, and success

Student Services Themes are as follows.

1. Create a welcoming and inclusive environment that promotes student engagement and academic success
2. Respond to emergent issues/concerns through intentional collaboration, drawing from the campus community's collective wisdom
3. Provide equity-minded support services that empower students from diverse backgrounds and experiences to achieve their educational, personal and career aspirations
4. Maximize equitable access and use of technology to enhance student success by integrating functional usage to improve communication and engagement campus-wide and keep students informed of critical information
5. Achieve a balance of course offerings and integrated student services across the campus
6. Build and expand facilities that establish environments that are welcoming and safe, value open access, are innovative, and promote active student engagement

Administrative Services and Human Resources Themes are as follows.

1. Maintain services while adapting to a rapid pace of change in regulations, equipment, and emerging technologies

2. Increase services to accommodate College-wide growth
3. Expand the quality of services

President’s Cabinet Themes are as follows.

1. Expand and support innovation in teaching, learning, support, and management within the College
2. Ensure fiscal stability and effective and efficient use of resources
3. Provide professional development that advances the contribution of College personnel in achieving the College mission
4. Sustain effective participatory governance and decision-making to ensure that the direction of the College is well informed and collectively implemented
5. Ensure access, equity, and completion of educational goals for all current and future Mt. SAC students

ANALYSIS OF FACILITIES

Chapter 7: *Existing Facilities and Site Analysis* documents the analysis of facilities, site areas, campus-wide circulation, and infrastructure systems on Mt. SAC’s campus. The analysis examines and makes observations about the campus through many lenses, such as condition, age, functionality, utilization, and zoning. The campus and its community initially developed rapidly in response to the urbanization and population growth of its

region. While the pace of growth has slowed, reflecting the maturity of the community, the analysis finds that the campus has the potential to evolve further toward full development of facilities, open space, and campus-wide systems.

The analysis identifies areas of the campus that could better serve the College, in coordination with current planning efforts already underway. Potential improvements include better circulation and wayfinding, better planning for open space, and replacement or renovation of facilities that are in poor condition or that are not permanent facilities. The sloping topography of the campus is challenging to universal access and improvements are needed. Outdoor spaces throughout campus could be improved for students to use by providing more shade with seating and technological amenities.

The analysis presented in Chapter 8: *Environmental Analysis* describes Mt. SAC’s performance in the areas that are important to environmental sustainability, such as energy and water use, as well as environmental conditions on the campus, such as temperature, wind, and cloud cover. An understanding of these conditions helps the College develop effective planning strategies that will lead to carbon neutrality and other sustainability objectives.

The environmental analysis emphasizes that currently, the College is strongly committed to sustainability, with students, staff, and faculty participating in organizations and committees that are working to institutionalize sustainability and advance its planning for a more sustainable

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campus. The College has taken advantage of opportunities such as Proposition 39 and utility company incentives to fund retrofits and support sustainable building on campus. The analysis identifies opportunities for the College to make additional improvements that would align its site and facilities with its sustainability goals. These opportunities include additional efforts in the areas of water and energy systems, stormwater management, and waste management.

FACILITIES RECOMMENDATIONS

The EFMP's educational planning analyses and discussions informed the development of the EFMP facilities recommendations in the following ways that are described in Chapter 9: *Framework for Facilities Recommendations*.

- Quantitative analysis of educational planning data, demonstrating that additional facilities are needed to support the growth projected for Instructional Programs and Support Services
- Recommendations to build additional parking that were made by Mt. SAC's *2017 Parking and Circulation Master Plan*
- Input from the EFMP interviews, as well as from student focus groups and community meetings, providing a qualitative vision for improving Mt. SAC's campus and facilities
- Sustainability planning objectives that were initially discussed in Master Plan Steering Task Force meetings and other sustainability committee meetings and will be further developed as Mt. SAC prepares its *Climate Action Plan*
- Best facilities planning practices accompanied by notes on the ways that these practices would apply to Mt. SAC's campus
- The EFMP's campus development concept—a "big picture" organizational framework that guided the development of facilities and site improvement recommendations

Chapter 10: *Facilities Recommendations* and Chapter 11: *Site and Infrastructure Improvements Recommendations* present recommendations for campus-wide projects, major new facilities, major renovations, other facilities projects, and site improvement projects that embody the vision captured in the EFMP interviews and respond to the needs identified in the analyses of Instructional Programs, Student Services, Administrative Services, and Human Resources. These recommendations are presented in the form of project descriptions that answer the questions listed below.

- What would this project build?
- Why is this project needed?
- How would this project address educational planning needs?
- Why is this project located here and how does it relate to outdoor spaces and circulation?

The facilities recommendations are driven by a shared vision of a physical campus that promotes student access to its programs and services and supports the achievement of students' educational goals. The recommendations are based on principles such as Universal Design and environmental sustainability that reflect Mt. SAC's core values.

Chapter 10: *Facilities Recommendations* describes projects that will fully develop the campus by building modern permanent facilities and organizing its zoning and use of land. The projects would replace aged and temporary facilities and provide additional and improved facilities that are needed to support the projected enrollment.

The Campus-wide Projects described in Chapter 10: *Facilities Recommendations* are as follows.

- Collaborative Office Suites
- Energy
- Informal Student Spaces
- Learning Environments
- Public Art
- Universal Design
- Utilities Infrastructure
- Wayfinding

The New Major Buildings Projects described in Chapter 10: *Facilities Recommendations* are as follows.

- Adult Education
- Auditorium
- Bookstore
- Campus Safety
- Fine Arts
- Library/Learning Resources

- Makerspace
- Nature Center
- Physical Education Complex
- School of Continuing Education
- Science
- Student Center
- Student Services North
- Technical Education
- Transit Center

The Major Renovations Projects described in Chapter 10: *Facilities Recommendations* are as follows.

- College Services (6)
- College Services (23)
- General Instruction (28AB)
- Humanities and Social Sciences (26ABD)
- Science (7 and 60)
- Student Services (9B)

The Other Facilities Projects described in Chapter 10: *Facilities Recommendations* are as follows.

- Minor Projects
 - Brackett Field Improvements
 - Communications Tower Replacement
 - Fire Training
 - Heritage Hall Education Center
 - M&O Building 47 Renovation
 - Receiving/Transportation Building 48 Renovation
 - Reuse Depot
 - Sand Volleyball Courts, Athletics Toilet Rooms, and Concessions
 - Studio Theater 2T Renovation
- Scheduled Maintenance

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Chapter 11: *Site and Infrastructure Improvements Recommendations* describes projects that would landscape open spaces and improve circulation systems and infrastructure. The following is the list of projects described in Chapter 11: *Site and Infrastructure Improvements Recommendations*.

- Site Infrastructure and Improvements
- Open Space Concept
- Vehicular Circulation and Parking
 - Approach
 - Main Entrances
 - Campus Circulation
 - Service Access
 - Campus Parking
 - » Parking Structures
 - Vehicular Circulation Projects
 - » Lot A Improvements and Mountaineer Road Entry
 - » Lot B Improvements
 - » Lot D Improvements
 - » Lot F Improvements
 - » Lot W Improvements
 - » Parking Structure PS-B
 - » Parking Structure PS-F
 - » Parking Structure PS-R
 - » Parking Structure PS-S
 - » Mt. SAC Way Improvements
 - » San Jose Hills Entry Improvements
 - » Temple Avenue Green Corridor
- Emergency Circulation
 - Approach
 - Emergency Vehicle Access
 - » Bonita Drive Emergency Access Project
 - Emergency Evacuation Recommendations
- Bicycle Circulation
 - Approach
 - Bicycle Circulation Projects
- Pedestrian Circulation
 - Approach
 - Accessible Circulation
 - Pedestrian Circulation Projects
 - » Miracle Mile
 - » Mt. SAC Way and Bonita Drive Promenades
 - » Bonita Drive Pedestrian Bridge
 - » Healthy Living Loop
 - » Temple Avenue Green Corridor
 - » Grand Avenue Sidewalk Completion
- Site Enhancement Concept: Pedestrian Circulation Hierarchy
- Open Space Programming
 - Approach
 - Open Space Projects
 - » Arts Garden Plaza
 - » Inspiration Lawn / Kern's Corner
 - » Auditorium Plaza and Rose Garden
 - » Incline Garden
 - » Founders Green
 - » Mountie Gardens
 - » Terraced Quad
 - » Learning Gardens
 - » Makers Green
 - » Innovation Grove
 - » Sherman Park
 - » Demonstration Garden
 - » Koi Pond
 - » Farm Frontage
- Site Enhancement Concept: West
- Site Enhancement Concept: North
- Site Enhancement Concept: Central

- Natural Habitat and Urban Forest
 - Natural Habitat and Urban Forest Projects
 - » Wildlife Sanctuary Improvements
 - » Urban Forest Initiative
- Farm Precinct
 - Approach
 - Farm Precinct Project
 - » Farm Infrastructure Improvements Project

Recommendations to advance campus sustainability are embedded throughout Chapter 10: *Facilities Recommendations* and Chapter 11: *Site and Infrastructure Improvements Recommendations*. These include building the planned on-campus Transit Center that would make access to public transportation more convenient, adding more charging stations for electric vehicles, building new LEED-certified buildings, retrofitting existing buildings to be more efficient, greening parking lots and outdoor spaces to reduce heat islands, and converting more of the campus to water-efficient landscaping.

Lastly, Chapter 12: *Implementation* provides guidance for phasing and for further planning that would prepare the College to build the recommended projects. It also describes development opportunities in the campus' Future Asset Development Zones, and recommends steps to pursue these opportunities in ways that may bear fruit well beyond the next decade.

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EFMP VISUALIZATIONS

These two renderings envision how the campus might look when the recommended facilities, site, and infrastructure projects are completed. New facilities are shown in a light blue color. Please note that the detailed design of each project and campus-wide facilities initiative will be developed with the input of College user groups and the community as projects are funded.

VISUALIZATION NUMBER 1: View from the northwest

VISUALIZATION NUMBER 2: View from the southwest

ES.12

VISUALIZATION NUMBER 1



