



Planning for Institutional Effectiveness

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NOTE: This PIE Form is optimized to be used in Acrobat or Adobe Reader 10 or later.





Planning for Institutional Effectiveness

Introduction

UNIT	Facilities Planning	Current Year	YEAR 1	YEAR 2	YEAR 3
Contact Person	Mikaela Klein	2014-15	2015-16	2016-17	2017-18
E-mail / Extension	mikaela.klein@mtsac.edu / x5720	✓ Summary	✓ Planning	✓ Planning	✓ Planning

Your Unit Program Review will be recorded on this form summarizing the current year and documenting planning for the next three-year cycle.

Please remember that all outcomes assessment work should be recorded in TracDat (http://tracdat.mtsac.edu/tracdat) in order for your assessment work to best contribute to institutional reports. Outcomes assessment work may include courses, programs, direct and indirect services, organizational structure, structural elements, and institutional outcomes. Respond to only the outcomes categories or types that apply to your unit.

Institutional Planning Framework

The college is unified through its demonstrated connection to the mission. Driven by the California Master Plan for Higher Education, revised by the President's Advisory Council, and approved by the Board of Trustees, it informs all planning and assessment.

Institutional Mission

The mission of Mt. San Antonio College is to support students in achieving their full educational potential in an environment of academic excellence.

Unit Mission

Facilities Planning is a dynamic department dedicated to maintaining a premier campus environment through systematic and responsible planning, sustainable development of the campus and effective management of college facilities and infrastructure. We incorporate new concepts while preserving the college's traditions and history in order to ensure the most effective and efficient learning environment for students, faculty, and the

community.

College Themes and Goals

College themes and goals allow the campus to focus on critical issues. Articulated by the President's Advisory Council and approved by the Board of Trustees, they guide institutional planning and assessment processes.

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- College Goal #1 The college will prepare students for success through the development and support of exemplary programs and services.
- College Goal #2 The college will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.
- College Goal #3 The college will utilize student learning outcome and placement assessment data to guide planning, curriculum design, pedagogy, and/or decision-making at the department/unit and institutional levels.

Theme B: To Support Student Access and Success

- College Goal #4 The college will increase access for students by strengthening recruitment opportunities for full participation in college programs and services.
- College Goal #5 Students entering credit programs of study will be ready for college level academic achievement.
- College Goal #6 The college will ensure that curricular, articulation, and counseling efforts are aligned to maximize students' successful university transfer.

Theme C: To Secure Human, Technological, and Financial Resources to Enhance Learning and Student Achievement

- College Goal #7 The college will secure funding that supports exemplary programs and services.
- College Goal #8 The college will utilize technology to improve operational efficiency and effectiveness and maintain state-of-the-art technology in instructional and support programs.
- College Goal #9

 The college will provide opportunities for increased diversity and equity for all across campus.
- College Goal #10 The college will encourage and support participation in professional development to strengthen programs and services.
- College Goal #11 The college will provide facilities and infrastructure that support exemplary programs and the health and safety of the campus community.
- College Goal #12 The college will utilize existing resources and improve operational processes to maximize efficiency of existing resources and to maintain necessary services and programs.

Theme D: To Foster an Atmosphere of Cooperation and Collaboration

- College Goal #13 The college will improve the quality of its partnerships with business and industry, the community, and other educational institutions.
- College Goal #14 The college will improve effectiveness and consistency of dialogue between and among departments, committees, teams, and employee groups across the campus.

SectionOne

Where We Are: A Summary and Analysis of the Current Year 2014-15

I. Summary Context - Unit Goals for: Facilities Planning

Identify up to ten (10) over arching goals that guided your Unit's work for the 2014-15 year (from your 2013-14 PIE form) in the following table and connect those goals to the College Themes. *Add rows* (+) *as needed. Delete rows* (X).

Unit Goal Name	Unit Goal	<u>College Theme</u>
Document Resource Center	Construct a plan room/document resource center for storage of archive and as-built site infrastructure and construction drawings, specifications, maintenance and operation manuals, submittals, and other relevant project data and electronic media. Develop a universal digital and hard copy filing system for plan room resources and distribution as approved to faculty, students, staff, outside contractors and engineering consultants.	C: Secure Resources
Space and FF+E Standards	Develop a comprehensive set of space standards that address room size, capacity, California Community College Chancellor's Office (CCCCO) capacity guidelines ("Cap Load"), clearances for effective utilization of furniture and equipment, interior space design best practices, finishes, electrical, data, and audio visual requirements. Establish furniture standards that will apply to new construction, building renovations and small interior improvement projects. The desire is to upgrade furniture and bring the appearance and function to a higher level as evidenced by recent construction projects. The standards will help contribute to a more cohesive campus appearance while providing better accessibility, ergonomics and staff comfort and maintaining a certain level of quality, pricing, durability and warranty. These standards will be developed transparently and collectively with the campus community, including purchasing, risk management and maintenance + operations.	C: Secure Resources
Space Inventory	Update the college's comprehensive database of space - buildings, rooms, usage, room type, TOP code, and square footage to match current conditions. Update AutoCAD floor plans for all buildings to reflect current space configurations, room numbers and square footage. Update FUSION and BANNER to reflect current conditions. The goal is to update and maintain the database, FUSION and BANNER in-house so they can be used for real-time allocation of physical resources.	C: Secure Resources
Classroom Utilization	Respond to the President's mandate to better utilize existing space before constructing new buildings. Collaborate with the Office of Instruction and the Division Deans to review and assess general classroom and program-specific class lab space to determine what we have, how well we use it, and what else we need. The goal is to identify rooms where reconfiguration or FF+E purchases could improve utilization and to change our culture from one that looks at space as someone's property into one that rewards efficiency and considers space as a resource. This effort ties into the space inventory update.	C: Secure Resources

Integrated Planning	Produce an integrated, data-driven, comprehensive master plan that can be implemented and evaluated. The plan shall include both educational and facilities components. The educational plan shall drive the recommendations for site and facilities improvements. This planning process shall integrate into campuswide integrated planning efforts and shared governance.	D: Cooperation/Collaboration
Environmental Services Environmental Protection Act (NEPA). Provide oversight of CEQA compliance to safeguard that the appropriate level of environmental documentation required is completed and that all environmental considerations are incorporated during project design prior to approval by the President's Cabinet and Board of Trustees. Conduct monitoring and reporting of compliance for all mitigation measures adopted as part of project approvals.		C: Secure Resources
Campus Design Guidelines	Create Campus Design Guidelines + Standards (materials, styles, products, systems etc.) and an annual revision process to assist architects, engineers, contractors, and other design professionals in understanding the college's preferences in the development and renovation of its facilities. These guidelines and standards, along with applicable codes, will ensure that new construction and renovation projects integrate industry best practices and experience with existing campus buildings, infrastructure, grounds, and maintenance issues.	C: Secure Resources
Community Outreach	Develop a strategic road map for bringing key stakeholders into the planning process, increasing community awareness and providing opportunities for constructive citizen engagement and community input regarding the future comprehensive master plan. This is a collaborative effort between the Office of the President, including the Media + Public Affairs and Marketing + Communication departments.	D: Cooperation/Collaboration
Collaborative Facilities Man	The long-term goal is to implement an integrated facilities management system that links and reconciles information in BANNER and SchoolDude Maintenance Direct with the state FUSION database in order to streamline operations. This effort will include completion of a current facilities condition assessment. One option is to explore using the FUSION + CCC GIS + ONUMA web browser-based building information modeling (BIM) system.	C: Secure Resources
Customer Service	Improve customer service and campus trust in the Planning Department by taking the time to identify customer needs by asking questions, concentrating on what the customer is really saying and translating that into space needs in a way that the customer understands. Treat each customer individually, build relationships and help them understand the systems in use at the college.	D: Cooperation/Collaboration

II. Notable Achievements for: Facilities Planning

Enter your Unit's successes for the 2014-15 year in the table below. This provides opportunity for closing the loop on your Unit's activities completed this year. *Text boxes will expand as needed. Add rows (+), delete rows (X).*

Priority for Manager Summary	Unit Achievements for the 2014-15 Year	Connected Unit Goal/ College Theme
High	Organization of Archive Documents: Participated in the planning and design of the new Document Storage Modular that is now under construction. This facility	Unit: Document Resource Center
	will house the facilities plan room and fireproof archive storage of as-built drawings. Hired ARC to scan all the archive drawings and catalog them with metadata.	C. Secure Resources
Med	Student Focus/Involvement: Participated in the DEEP student internship program with one student dedicated to Facilities Planning and a focus on	Unit: Environmental Services
	preparing the students for success both at a university and within the professional world Supervised the student's work with the Grounds Department to prepare a package of Turf Replacement and Water Conservations options and associated drawings. Both DEEP interns successfully transferred to 4-year institutions to continue their education in architecture and engineering.	A. Academic Excellence
High	Improve Project Creation and Tracking Processes: Converted the entire current Project List (~ 260 projects) to Smartsheet for easier tracking and management. Updated	Unit: Collaborative Facilities Manag
	Project Data Forms to expedite project commencement and document both initial and detailed project scopes and budgets for potential audit and analysis.	C. Secure Resources
High	Implementation of Smartsheet Software: Coordinated with IT Division to implement Smartsheet as a useful tool throughout the FP+M department. Worked with	Unit: Collaborative Facilities Manag
	individuals to train them on features and how to apply the software to their work. Created smartsheets for task management, punchlists, PO log, individual PO invoice tracking, trailer leases and purchases, FF+E warranty requests, etc.	D. Cooperation/Collaboration
	Shared these sheets across campus with collaborators from IT, purchasing, technical services and project user groups to improvement communication and transparency.	
Med	FF+E Standards: In an effort to open transparent campus-wide communication, worked with PAL id studio to stage a series of large-scale	Unit: Customer Service
	furniture mock-ups. The next step is analyze the evaluations and develop standards.	D. Cooperation/Collaboration
High	Classroom Utilization: In collaboration with the Office of Instruction and IT, developed a series of matrixes to analyze the utilization of general	Unit: Classroom Utilization
	classrooms and class labs on campus. Began the process of meeting with all the Deans to educate then on how to calculate space utilization, walk their facilities to determine appropriate classification and to identify opportunities for better utilization.	C. Secure Resources
Med	Improve Website:	Unit: Community Outreach
	Actively participating on the Website Advisory Committee, especially in regards to 3D campus maps. Working with Tilden Coil to create a new construction webpage with more current information.	D. Cooperation/Collaboration
Priority	Support Effective Use of One-Time Instructional Equipment Funding: Worked with the Office of Instruction to identify and prioritize projects linked to the spending of these funds - STEM Center,	Unit: Customer Service
	TERC, Furniture upgrades in buildings 1A, 6, 28B, 40, etc. Ensured that quality furniture was bought through correct contracts.	D. Cooperation/Collaboration

Priority for Manager Summary	Unit Achievements for the 2014-15 Year	Connected Unit Goal/ College Theme
Priority	Support Student Equity Plan: Worked with the VP of Student Services and many departments to identify and prioritize Student Services needs and	Unit: Customer Service
	projects as part of an overall effort to strategically plan for their current and future needs. Programmed the Equity Center, the DHH Remodel, the Third Floor of the SSC and renovation of 9D.	B. Access and Success

III. External/Internal Conditions, Trends, Impacts, Retention & Success, Critical Decisions and Outcomes Assessment

The following table is intended to track conditions that influence planning over a multi-year period beginning with the 2014-15 year. Please include data. The "Link to Data Sources and Support Options" button will open a Mt. SAC webpage that offers suggestions and links for possible data sources for your Unit. Text boxes will expand. *Add* (+) rows, delete (X) rows as needed.

	Link to Data Sources and Support Option	ons
Year	Add item External Conditions, Trends, or Impacts	Data Sources
2014-15	Proposed 2015-16 Budget for California Community Colleges: Funding for Student Success and Support Program (SSSP) and Student Equity Plans. This will drive the need for additional facilities to support these programs, some of which do not exist on campus at this time. It will also drive the need for more counselors, tutors and staff and they will all require office/work space on campus.	http:// www.californiacommu nitycolleges.cccco.edu/ PolicylnAction/ KeyFacts.aspx
2014-15	Proposed 2015-16 Budget for California Community Colleges: One-time funds are proposed for support of the SB 1070 Career Technical Education Pathways Program. Again this has facilities impacts, especially the needs of the Technology + Health Division.	http:// www.californiacommu nitycolleges.cccco.edu/ PolicyInAction/ KeyFacts.aspx
2014-15	Proposed 2015-16 Budget for California Community Colleges: Ongoing funds to support projects and workforce development related to energy sustainability, consistent with the provisions of Proposition 39. This impacts the West Parcel Solar Project and the Thermal Energy Storage/Central Plant Expansion Projects.	http:// www.californiacommu nitycolleges.cccco.edu/ PolicylnAction/ KeyFacts.aspx
2014-15	Proposed 2015-16 Budget for California Community Colleges: Funds for the Adult Education Block Grant – These funds would go to regional K-12/California Community Colleges consortia to be used for adult education courses in elementary and secondary basic skills, citizenship, English as second language (ESL), programs for adults with disabilities, short-term career technical education programs and programs for apprentices. This has direct impacts to the facilities needs of CED and is already triggering the need for additional office, classroom and class lab space.	http:// www.californiacommu nitycolleges.cccco.edu/ PolicyInAction/ KeyFacts.aspx
2014-15	Proposed 2015-16 Budget for California Community Colleges: One-time funds for the backlog of maintenance and instructional equipment has a direct impact on facilities needs and FF+E standardization, procurement and installation, especially since the funds must be expended (encumbered?) during the current fiscal year.	http:// extranet.ccco.edu/ Portals/1/CFFP/Fiscal/ Budget% 20News/2015-16/ Letterhead_Final% 20Budget% 20Agreement.pdf

2014-15	Current trends in current campus planning include: Hub Buildings: where students can enjoy services, study, and recreation all in a single building. A hub-type place often combines a student union with a library and student services. Joint-venture buildings. These collaborative and creative joint partnership ventures may take various forms on campus as two colleges/universities, a city and a college, or an industry and a college combine interests. The product varies and can be seen in London at various universities, across Europe, and in the United States in many innovative forms including science centers, libraries, and industry collaborations. These trends should be considered and discussed as part of our next master planning effort.	University Trends Contemporary Campus Design by Jonathan Coulson, Paul Roberts, and Isabelle Taylor Routledge 2015
2014-15	Changing role of the Planner: Planners are expanding stakeholder engagement to facilitate interdepartmental and interdisciplinary synergies; essential to investment in the final outcome. New Interdisciplinary Educational Models: Cross-disciplinary initiatives are changing space needs (example: influx of "makerspace," a community center with tools where students work beyond the abstract to actually make things: idea>brainstorm>design>prototype>build). Communication and Engagement with Stakeholders: Community members are increasingly invited to comment on campus plans and share their vision for the institution. Students are sought by, and articulate on planning committees, and their suggestions are making it to final project documents and planning initiatives; they're offering a different perspective on the whole campus. These are trends we need to integrate into our next planning process.	Report on Trends in Higher Education Planning 2014 SCUP Academy Council
Year	Add item Internal Conditions, Trends, or Impacts	Data Sources
2014-15	Continued pent-up demand for small facilities improvement projects, additional space for growth and program improvement, and other facilities related improvements exceeds the available financial and human resources necessary to meet the demand. Additionally, FP&M does not have the current staff to prepare construction documents for small projects in-house, since this is a time intensive effort.	FP+M Project Log
2014-15	The current supply of "swing space" available on campus is almost depleted. This directly impacts the ability to implement additional small facilities improvement projects until the Student Success Center and Business + Computer Technology buildings open and their existing spaces are vacated. In both cases, the 16BCD modular buildingss and the 17, 18, 19, 20 row buildings are slated for demolition and were not planned for swing space use.	Space Inventory
Year	Add item Success Data	Data Sources
2014-15	Enter/Discuss Retention and Success Data that will inform your PIE Planning this year. Add(+)rows for each item.	Cite Data Sources
Year	Add item Critical Decisions	Data Sources
2014-15	Enter/Discuss Critical Decisions your Unit made this year. Add(+)rows for each item.	Cite Data Sources
Year	Add item Progress on Outcomes Assessment	Data Sources
2014-15	Enter/Discuss your Unit progress on outcomes assessment and how it will inform your PIE Planning this year. Add(+)rows for each item.	Cite Data Sources

IV. Alignment and Progress on Unit and College Goals: Closing the Loop

This section serves as a "reporting" function. It shows how your Unit closes the loop and connects planning to budget allocation: How did the prioritized college resources connect to your Unit's outcomes? What progress has your Unit made with the resources provided? Include progress on plans that did not require new resources if applicable. You are also prioritizing your Unit's progress or outcome for inclusion in your manager's summary. The **Plan Status** drop-down offers a time-frame update on the progress of your plan.

Some information has been pre-loaded into this form by your manager. Add rows (+) as needed. Delete rows (X).

Priority for Manager Summary	ager and Posources Obtained (if any)		Resources Secured (if any)	Progress/Outcomes/Result/Impact (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
Priority			\$		Select Unit Goal
			Source 1		
	Plan Status	Select	Source 2		Select College Theme

SectionTwo

Where We Are Going: Planning for the Next Three Years: 2015-16, 2016-17, 2017-18

I. Planning Context - Unit Goals Assessed and Revised for: Facilities Planning

This table contains your goals as noted in Section One for 2014-15. Review your Unit's goals and revise, add new goals or remove goals that are no longer relevant as appropriate for planning for 2015-16, 2016-17, and 2017-18. *Add rows* (+) as needed. Delete rows (X).

Unit Goal Name	Unit Goal	<u>College Theme</u>
Document Resource Center	Construct a plan room/document resource center for storage of archive and as-built site infrastructure and construction drawings, specifications, maintenance and operation manuals, submittals, and other relevant project data and electronic media. Develop a universal digital and hard copy filing system for plan room resources and distribution as approved to faculty, students, staff, outside contractors and engineering consultants.	C: Secure Resources
Space and FF+E Standards	Develop a comprehensive set of space standards that address room size, capacity, California Community College Chancellor's Office (CCCCO) capacity guidelines ("Cap Load"), clearances for effective utilization of furniture and equipment, interior space design best practices, finishes, electrical, data, and audio visual requirements. Establish furniture standards that will apply to new construction, building renovations and small interior improvement projects. The desire is to upgrade furniture and bring the appearance and function to a higher level as evidenced by recent construction projects. The standards will help contribute to a more cohesive campus appearance while providing better accessibility, ergonomics and staff comfort and maintaining a certain level of quality, pricing, durability and warranty. These standards will be developed transparently and collectively with the campus community, including purchasing, risk management and maintenance + operations.	C: Secure Resources
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Classroom Utilization	Respond to the President's mandate to better utilize existing space before constructing new buildings. Collaborate with the Office of Instruction and the Division Deans to review and assess general classroom and program-specific class lab space to determine what we have, how well we use it, and what else we need. The goal is to identify rooms where reconfiguration or FF+E purchases could improve utilization and to change our culture from one that looks at space as someone's property into one that rewards efficiency and considers space as a resource. This effort ties into the space inventory update.	C: Secure Resources
Integrated Planning	Produce an integrated, data-driven, comprehensive master plan that can be implemented and evaluated. The plan shall include both educational and facilities components. The educational plan shall drive the recommendations for site and facilities improvements. This planning process shall integrate into campuswide integrated planning efforts and shared governance.	D: Cooperation/Collaboration

Environmental Services	Ensure campus compliance with the California Environmental Quality Act (CEQA) and the National Environmental Protection Act (NEPA). Provide oversight of CEQA compliance to safeguard that the appropriate level of environmental documentation required is completed and that all environmental considerations are incorporated during project design prior to approval by the President's Cabinet and Board of Trustees. Conduct monitoring and reporting of compliance for all mitigation measures adopted as part of project approvals.	C: Secure Resources
Campus Design Guidelines	Create Campus Design Guidelines + Standards (materials, styles, products, systems etc.) and an annual revision process to assist architects, engineers, contractors, and other design professionals in understanding the college's preferences in the development and renovation of its facilities. These guidelines and standards, along with applicable codes, will ensure that new construction and renovation projects integrate industry best practices and experience with existing campus buildings, infrastructure, grounds, and maintenance issues.	C: Secure Resources
Community Outreach	Develop a strategic road map for bringing key stakeholders into the planning process, increasing community awareness and providing opportunities for constructive citizen engagement and community input regarding the future comprehensive master plan. This is a collaborative effort between the Office of the President, including the Media + Public Affairs and Marketing + Communication departments.	D: Cooperation/Collaboration
Collaborative Facilities Man	The long-term goal is to implement an integrated facilities management system that links and reconciles information in BANNER and SchoolDude Maintenance Direct with the state FUSION database in order to streamline operations. This effort will include completion of a current facilities condition assessment. One option is to explore using the FUSION + CCC GIS + ONUMA web browser-based building information modeling (BIM) system.	C: Secure Resources
Customer Service	Improve customer service and campus trust in the Planning Department by taking the time to identify customer needs by asking questions, concentrating on what the customer is really saying and translating that into space needs in a way that the customer understands. Treat each customer individually, build relationships and help them understand the systems in use at the college.	D: Cooperation/Collaboration

II. Annual Implementation Plan for: Facilities Planning

This section serves as a "planning" function. This is where you ask for resources and record new action plans, activities, or interventions necessary to achieve success. Use the Expected Outcomes section to describe how the plan and resources requested is supported by your Unit's to outcomes assessment plan. This section will also be used to record revisions to plans as needed across the three years of planning.

Add rows (+) as needed. Delete rows (X).

Priority for Manager Plans, Activities, or Interventions Summary	Resources Needed (if any)	Expected Outcomes / Criteria for Success (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
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Priority for Manager Summary	Plans, Activities, or Interventions		Resources Needed (if any)		Expected Outcomes / Criteria for Success (Resource requests should be based on outcomes assessment)		Connected Unit Goal/ College Theme	
High	Expand Facilities Planning Support Services		\$ \$50,000.00 Staffing		A full-time permanent construction project specialist is needed to support the Sr. Facilities Planner.		Unit: Customer Service	
Ongoing	Projected Completion 20	015-16	Sour	rce 2	Person Responsible	Mikaela Klein	D. Cooperation/Collaboration	
Med	Streamline Facilities Management with Software and Centralized Document Repository and Storage Projected Completion 2016-17		\$	\$80,000.00	A dedicated IT persor	Unit: Collaborative Facilities M		
			Staffing		document storage, webpage updates and support for day-to-day			
Ongoing			Other - Add		computer issues and required.	C. Secure Resources		
					Person Responsible	Mikaela Klein		
High	Update all Building Space Inventory Floor Plans in AutoCAD		\$		A draftsperson (eithe AutoCAD software is	Unit: Space Inventory		
			Staff	ing	and new buildings coming online to meet a consistent MtSAC			
Ongoing	Projected Completion 20	016-17	Sour	ce 2	CAD standard format that can be stored in-house and updated by the facilities planning team as real-time changes occur on campus.		C. Secure Resources	
					This effort needs to b multiple planning stu	e completed as soon as possible to support udies on campus.		
					Person Responsible	Mikaela Klein		
	Organize all archive documen		\$	\$40,000.00	Once the new Document Resource Center is ready for occupancy, all the existing physical archive drawings will need to moved and	Unit: Document Resource Cent		
	Physically and Digitally		Staff	ing	organized into the new plan storage files. Additionally all the M+O			
New	Projected Completion 2016-17		Source 2		manuals, warranties, samples, project files etc. will need to be cataloged and stored in the new files and shelving system. Finally,		C. Secure Resources	
					all the digitially scanr server and organized			
					Person Responsible	Mikaela Klein		

III. Resources Identified in Relation to Planning

This section will serve the budget prioritization function in the Manager's PIE. Your manager will inform you when actual quotes are due.

SectionThree

Recommendations for Improving the Planning Process

What additional information should the College provide to assist your Unit's planning?

Enter additional information suggestions here.			
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What suggestions do you have for improving the planning process for your Unit?

it would be helpful to have the Facilities Planner meet with each major campus unit prior to completion of their PIE documents to discuss facilities needs and to assist each unit with drafting the appropriate language to describe their needs effectively. It would be more helpful if our annual Facilities Summit was held in April so the feedback from the Summit could be documents in meeting notes, distributed and then incorporated into the appropriate unit's PIE.

Enter your name as contributing to and approving of this Unit PIE Plan below. Add rows (+) as needed.

Contributer		Contributer	
Add your name as contributing to this Unit PIE and check that you approve	Approve	Add your name as contributing to this Unit PIE and check that you approve	Approve

Thank you for completing the Unit PIE form summarizing 2014-15, and initiating your Unit's planning for the 2015-16, 2016-17, and 2017-18 three-year cycle.

Please save this form and forward to your Unit's manager by 06/30/2015.

Questions regarding this form? Send an email to Don Sciore, Interim Associate Dean of Arts, member IEC, at dsciore@mtsac.edu