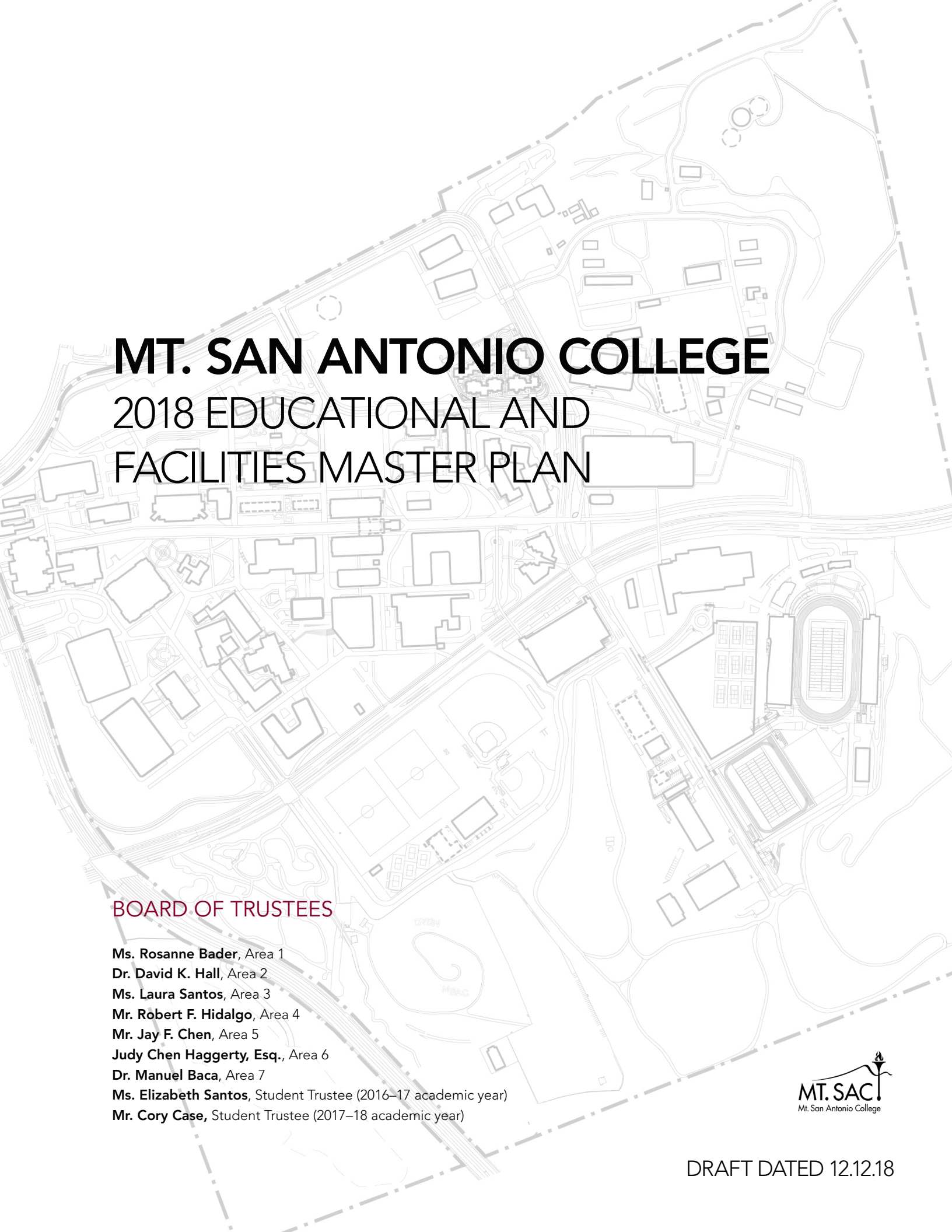




2018 EDUCATIONAL AND FACILITIES MASTER PLAN

DRAFT DATED 12/12/18



MT. SAN ANTONIO COLLEGE

2018 EDUCATIONAL AND FACILITIES MASTER PLAN

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INTRODUCTION

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Five-G Consulting
P2S Engineering
PlaceWorks
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INTRODUCTION

LETTER FROM THE PRESIDENT AND CEO



In December 1945, voters were asked to approve a new community college district that would serve the region. All would be welcome: returning veterans, those seeking “vocational” training and those pursuing careers in business and industry. By a vote of almost 7 to 1, Mt. San Antonio College would become a reality.

In 1946, Mt. SAC served 682 students and held classes in former naval barracks. Today, thanks to the support of local and state taxpayers, we serve more than 60,000 students in facilities that rival universities’.

While a lot has changed since Mt. SAC’s beginning, our mission to support all students in achieving their educational goals in an environment of academic excellence has not. Nor

has our commitment to our community. The economic success and cultural well-being of our diverse region depends on a skilled and highly educated workforce, and Mt. SAC is a key partner in preparing students for 21st century careers. 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.

This plan identifies key educational needs and trends in our community, and serves as our blueprint for institutional development and resource allocation for the next decade. It also identifies a broad range of needs to support programs and services, including new facilities.

The EFMP is the culmination of a comprehensive 18-month planning process that involved a wide range of participants, on campus, in the district and in the community. I want to thank all of you for participating in this planning process and helping shape the future of Mt. SAC.



William T. Scroggins

WILLIAM T. SCROGGINS, PH.D.
President and CEO

INTRODUCTION

LETTER FROM THE BOARD OF TRUSTEES



On behalf of the Board of Trustees, I am pleased to share Mt. San Antonio College's 2018 Educational and Facilities Master Plan.

For more than 70 years, Mt. SAC has worked hard to serve the higher education needs of our district's residents and provide access to quality educational programs and services. Throughout our history, we have reflected on our practices and educational programs to ensure they remain relevant and continue to meet the academic and workforce needs of our community.

This Educational and Facilities Master Plan serves as a way to celebrate our successes and embrace ideas for improvement. How we proceed will always be determined through our mutual planning processes and with the interests of our students in mind.

Our Mission Statement affirms a commitment to meeting the diverse needs of our students. It frames the fundamental work of providing the skills and academic preparation, certificates, and both associates and baccalaureate degrees that lift our students and fuel our economy. "... the college is committed to providing quality education, services, and workforce training so that students become productive members of a diverse, sustainable, global society. The college pledges to prepare students for lifelong learning through the mastery of basic skills, the achievement of associate degrees and certificates, and the completion of career and transfer pathways. The college will carry out this commitment by providing an engaging and supportive teaching and learning environment for students of diverse origins, experiences, needs, abilities, and goals. The college is dedicated to serving our community through improving economic achievement, advancing civic engagement, enhancing personal

well-being, promoting critical thinking, and enriching aesthetic and cultural experiences. "

The founders of Mt. SAC certainly could not have imagined the growth or rapidly changing society; however, they would instantly recognize the individuals today who tirelessly help our students (many still first in their families to go to college) attain their dreams. It is the shared work of college faculty, staff, administrators, and our community. Thank you to all of those who contributed to the EFMP and those who continue to support us.



A handwritten signature in black ink that reads "Manuel Baca".

DR. MANUEL BACA
Board of Trustees President

INTRODUCTION

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EDR Aerial Photo Decade Package
2017 Parking and Circulation Master Plan

INTRODUCTION

MISSION, VISION, AND CORE VALUES

MISSION

The mission of Mt. San Antonio College is to support all students in achieving their educational goals in an environment of academic excellence. Specifically, the College is committed to providing quality education, services, and workforce training so that students become productive members of a diverse, sustainable, global society. The College pledges to prepare students for lifelong learning through the mastery of basic skills, the achievement of associate degrees and certificates, and the completion of career and transfer pathways. The College will carry out this commitment by providing an engaging and supportive teaching and learning environment for students of diverse origins, experiences, needs, abilities, and goals. The College is dedicated to serving our community through improving economic achievement, advancing civic engagement, enhancing personal well-being, promoting critical thinking, and enriching aesthetic and cultural experiences.

VISION

Mt. San Antonio College strives to be regarded as one of the premier community colleges in the nation. We will be viewed as a leader in community college teaching, programs, and services. As a premier community college, we will provide access to quality educational programs and services, focusing on student success within a climate of integrity and respect. We will earn this reputation by consistently exceeding the expectations of our students, our staff, and our community.

CORE VALUES

Integrity

We treat each other honestly, ethically, and respectfully in an atmosphere of trust.

Equity and Diversity

We respect and welcome all differences, and we foster equal opportunity to succeed throughout the campus community.

Community Building

We work in responsible partnerships through open communications, caring, and a cooperative spirit.

Student Focus

We address the needs of students and the community both in our planning and in our actions.

Lifelong Learning

We promote the continuing pursuit of high educational goals through equal access to excellence in both teaching and support services.

Positive Spirit

We work harmoniously, show compassion, and take pride in our work.

Effective Stewardship

We sustain and improve the institution and environment by efficiently using resources of time, talent, facilities, and funding.

Approved by the Board of Trustees on August 17, 2016.



INTRODUCTION

PURPOSE

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. The specific purposes of the EFMP are described as follows.

- o Develop and analyze internal and external data to identify the major challenges that currently exist or are anticipated to exist in the next ten years
- o Project the College's overall growth and the growth of programs and services over the next ten years
- o Provide a common foundation for discussion about the College's programs and facilities
- o Develop recommendations for site and facilities improvements that are informed by educational planning
- o Provide a foundation for other College plans, such as the *Strategic Plan* and the *Technology Plan*
- o Inform the public of the College's intentions and garner support for the services provided in and to the community



INTRODUCTION

PROCESS AND PARTICIPATION

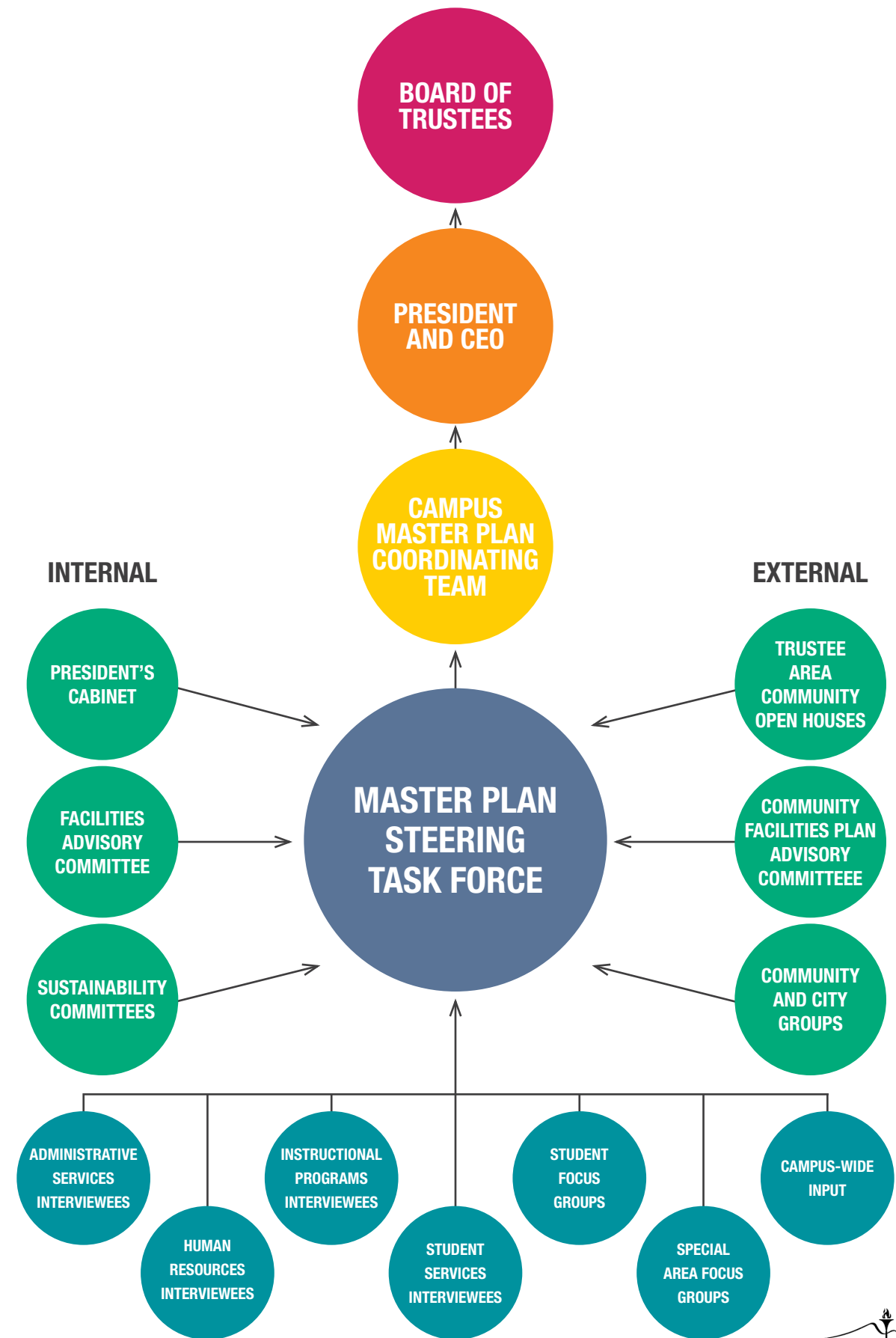
The EFMP was developed through a dynamic, collaborative process. This planning process was informed by both qualitative and quantitative data that describes external factors, such as current and projected demographic trends and the community’s educational and workforce needs, as well as internal realities, such as analyses of current programs and services offered to students and the existing conditions of College facilities. Both types of analyses were the starting points for long-term planning conversations that took place in a variety of venues involving the College’s many constituencies.



MASTER PLAN STEERING TASK FORCE (MPSTF)

To ensure that all voices on campus would be heard during the development of this long-term plan, Mt. SAC’s President and CEO asked leaders of the College’s internal constituent groups to appoint faculty, staff, and administrators to serve on a Master Plan Steering Task Force, and he appointed the Vice President of Instruction, the Vice President of Student Services, and the Academic Senate President to serve as the Tri-chairs of this task force. The members were appointed as follows.

- o Five administrators appointed by the Vice President, Instruction
- o Three administrators appointed by the Vice President, Student Services
- o Three managers appointed by the Vice President, Administrative Services
- o Faculty members appointed by the Academic Senate
- o Three students—spanning two academic years—appointed by Associated Students



STAKEHOLDER PARTICIPATION STRUCTURE

INTRODUCTION

PROCESS AND PARTICIPATION (cont.)

- o Three classified representatives appointed by CSEA 262 and CSEA 651
- o Five resource members: Director, Research and Institutional Effectiveness; Director, Public Affairs; Special Assistant to the President; Director, Marketing and Communications; and Executive Director, Foundation

Refer to the Acknowledgments in the beginning of this chapter for a list of Master Plan Steering Task Force members.

The Master Plan Steering Task Force provided direction and input throughout the development of the EFMP during eight meetings from October 2016 to December 2017. The specific functions of this group were as follows.

- o Oversee the development of the integrated EFMP to ensure that educational planning served as the foundation for facilities planning
- o Foster openness and inclusion in the master planning process through dialogue and communication with the College's internal and external stakeholders
- o Guide the review and College-wide vetting of the EFMP, including the impact on College goals and priorities, analysis of data, consideration of alternative planning concepts, and discussion of key findings and recommendations
- o Ensure that the master planning process was coordinated with other campus planning processes and was consistent with the established direction and focus of the College

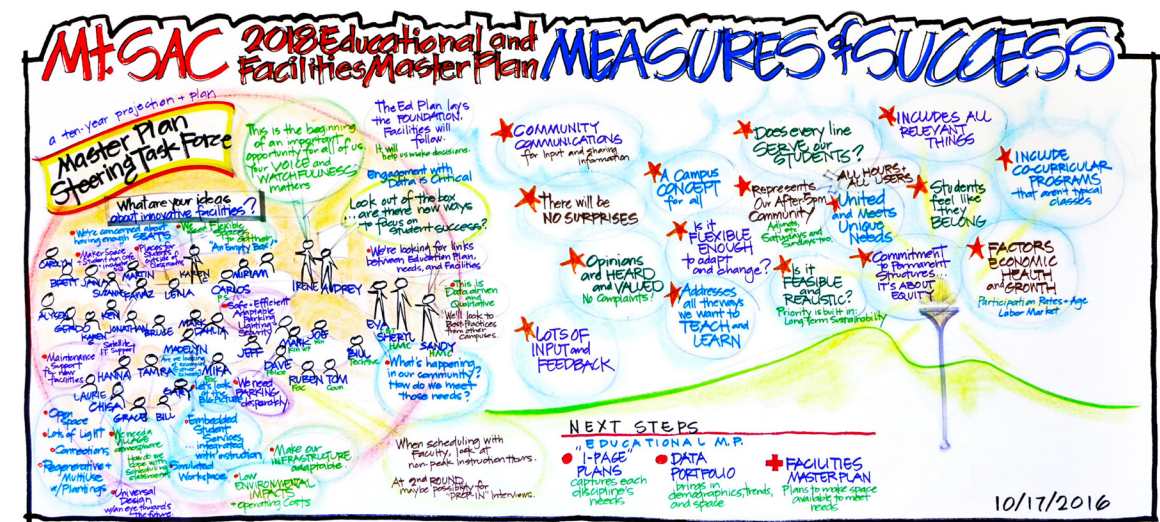
CONTENT-SPECIFIC MEETINGS

In addition to the Master Plan Steering Task Force, meetings were held with Mt. SAC faculty, staff, students, and administrators for content-specific dialogue.

Interviews were conducted as primary resources for the development of this long-term plan. Representatives of Instructional Programs, Student Services, Administrative Services, and Human Resources met with an educational planning consultant and a facilities planning consultant to discuss the specific needs of each unit. 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 of each unit collaborated with consultant team members to develop the descriptions that constitute Chapter 3: *Instructional Programs*, Chapter 4: *Student Services*, and Chapter 5: *Administrative Services and Human Resources*. Please refer to the Programs and Services Interviewees section of the Appendix for a list of the Mt. SAC faculty, staff, and administrators who participated in these interviews.

In addition to these interviews, the following other content-specific meetings were held to inform this long-term plan.

- o Four Farm Planning Meetings were held with Agricultural Sciences Program faculty, staff, and administrators to collaboratively assess existing conditions and discuss, with the input



INTRODUCTION

PROCESS AND PARTICIPATION (cont.)

of expert advisors, improvements that could be made to the Farm's organization, land use, and infrastructure for better alignment with the program's educational objectives

- Two meetings were held with School of Continuing Education faculty and administrators to understand program-specific needs and discuss options for new facilities
- Two Wildlife Sanctuary Meetings were held with Natural Sciences faculty and administrators to assess existing conditions and better understand the improvements needed to support the use of this site to meet educational objectives
- A meeting was held with Instructional Division Administrative Assistants to understand facilities issues related to scheduling classes
- Four Landscape Planning Meetings were held with faculty and Grounds Maintenance staff to understand existing site conditions and how landscape resources are used for instruction, and to review and validate the EFMP Landscape Guidelines
- Four Sustainability Planning Meetings were held with Mt. SAC's Climate Commitment Implementation Committee, Sustainability Committee, Academic Senate Task Force on Sustainability, and representatives from sustainability-focused student organizations to review current policies, plans, commitments, and the institutional structure that supports sustainability planning. One of the meetings

was an Eco-charrette that was held in spring 2017 for the purpose of exploring sustainability and carbon mitigation ideas and coordinating with the College's development of a *Climate Action Plan*

- A design charrette was held in June 2017 with the City of Walnut Planning Division to explore opportunities for collaboration
- Preparation of the *2017 Parking and Circulation Master Plan* began prior to the EFMP, and Facilities Planning and Management project managers and consultants for both projects met periodically to share information and coordinate the planning of parking structures, circulation routes, the transit center, and passenger loading zones

COLLEGE-WIDE REVIEW OF DRAFTS

Two processes were used to promote College-wide participation in the development of this document.

Master Plan Website

A website dedicated to information about the EFMP process and drafts was established to inform the internal and external communities about the planning process. Information posted on this site included Master Plan Steering Task Force membership, drafts of the document, meeting agendas and minutes, and PowerPoint presentations.



INTRODUCTION

PROCESS AND PARTICIPATION (cont.)

Requests for College-wide Review

Draft chapters were first distributed to the Master Plan Steering Task Force for their feedback. Once their comments were reviewed and considered for incorporation into the draft, the second draft of that chapter was posted online and an email was sent College-wide announcing that the draft chapter was available online and requesting feedback. Drafts were revised as warranted based on this College-wide feedback. Written responses to each comment submitted during the College-wide review were distributed to the Master Plan Steering Task Force as well as to the individuals who submitted the comment.

STUDENT FOCUS GROUPS

In spring 2017, Mt. SAC students were invited to share their perceptions of the College's facilities at one of five focus groups. A total of 57 students discussed the following questions.

Please think about the campus spaces and facilities you use at Mt. SAC, such as parking, buildings, and places to learn, study, eat, hang out, relax, and interact with others.

1. What works well about these spaces?
2. What is missing?
3. What needs work?
4. What are the challenges with these spaces?

The results of this dialogue were considered in developing facilities recommendations as described in Chapter 9: *Framework for Facilities Recommendations* of this document.

COMMUNITY INVOLVEMENT

Two processes were used to promote community participation in the development of this document.

Community Facilities Plan Advisory Committee

Mt. SAC's Board of Trustees collaborated with the President and CEO to form an advisory committee for the purpose of ensuring that a range of community voices were heard during the development of this long-term plan. Members of this group included representation from key campus officials, the seven Board of Trustees areas, citizens-at-large, the Chamber of Commerce or business community, K-12 school districts, and other stakeholder institutions or non-governmental organizations. This advisory committee began meeting monthly in fall 2016 to become acquainted with challenges faced by the College and the process for developing the EFMP. Each month the Committee was asked to provide feedback on various aspects of the EFMP content and their feedback was used to fine-tune recommendations. Refer to the Acknowledgments section in the beginning of this chapter for a list of members of the Community Facilities Plan Advisory Committee.

Public Workshops

In February and March 2017 the Board of Trustees hosted nine community meetings to announce the master plan project, gather community feedback, and inform the public about the College's programs and resources. Approximately 90 community members provided feedback during these public workshops.

Each workshop began with a brief presentation about Mt. SAC and an introduction to the master plan project. After the presentation, community members were invited to provide feedback and/or to obtain information about the College at one or more of the following five stations.

- o Campus buildings and facilities
- o Transportation and parking
- o Community destinations on campus
- o Educational programs and services
- o General Mt. SAC information

The results of these conversations were considered in developing facilities recommendations, as described in Chapter 9: *Framework for Facilities Recommendations*. The Community Workshop Report can be found in the *Appendix*.

COLLEGE PRESENTATIONS

College presentations were given to keep constituent groups informed about the various stages in the development of the EFMP.

- o Classified Professional Development Day in fall 2016
- o Board Presentation in January 2017
- o President and CEO Report to the Board in August 2017
- o Board Presentation in November 2017
- o Board Presentation in February 2018
- o Flex Day Opening Meeting Presentation to Faculty in February 2018
- o Staff Public Forum in February 2018
- o Student Public Forum in March 2018



INTRODUCTION

DOCUMENT OVERVIEW

CHAPTER 1: BACKGROUND

The College's history, geographic location, adjacent community college districts, a general overview of the College's programs and services, and a snapshot of current national, State, and local economic and higher education issues

CHAPTER 2: PROFILE OF THE COLLEGE'S COMMUNITIES AND STUDENTS

Results of External Environment Scans and Internal Environmental Scans, which document the College's effectiveness in fulfilling its mission and identify challenges that the College is likely to encounter in the next decade

CHAPTER 3: INSTRUCTIONAL PROGRAMS

An analysis of the current status and the anticipated future of the instructional programs offered to students in credit instructional programs and the School of Continuing Education programs

CHAPTER 4: STUDENT SERVICES

An analysis of the current status and the anticipated future of the support services offered to students on campus, as well as at local high schools

CHAPTER 5: ADMINISTRATIVE SERVICES AND HUMAN RESOURCES

An analysis of the current status and anticipated future of Administrative Services units, which ensure that the College's students, faculty, staff, and administrators have the financial resources, facilities, equipment, and technology needed to achieve the College mission, and Human Resources units, which monitor the College's

workforce and employee programs focused on recruiting and retaining a highly skilled and talented workforce

CHAPTER 6: MASTER PLAN THEMES

A synthesis of the challenges and opportunities most often described during the Master Plan interviews as well as during subsequent discussions about the College's future challenges and opportunities

CHAPTER 7: EXISTING FACILITIES AND SITE ANALYSIS

An analysis of the physical scope, condition, organization, functionality, and utilization of facilities, site areas, campuswide circulation, and infrastructure systems on and surrounding Mt. SAC's campus

CHAPTER 8: ENVIRONMENTAL ANALYSIS

An analysis of Mt. SAC's performance in the areas most important to environmental sustainability, such as energy and water use and carbon footprint, as well as the environmental conditions on the campus, such as temperature, wind, and cloud cover

CHAPTER 9: FRAMEWORK FOR FACILITIES RECOMMENDATIONS

Description of the connections between the facilities recommendations and other components in Mt. SAC's integrated planning process, including the challenges and opportunities identified for programs and services, the College's projected growth, and the College's sustainability planning objectives

CHAPTER 10: FACILITIES RECOMMENDATIONS

Recommendations for new facilities, major renovations, and other projects that are needed to address the challenges and opportunities that are identified in the EFMP themes

CHAPTER 11: SITE AND INFRASTRUCTURE IMPROVEMENTS RECOMMENDATIONS

Recommendations for infrastructure and site improvements and projects with campus-wide impact that make the most of the campus as a living laboratory and community resource

CHAPTER 12: IMPLEMENTATION

Guidance for the implementation of the EFMP facilities, infrastructure, and site improvement recommendations and descriptions of opportunities for further development that could take place beyond the EFMP 10-year planning horizon



