Chapter Four
Recommendations

In the previous chapters, background information regarding the college and the instructional and support service programs was presented. A great deal of this information was presented in the District’s Educational Master Plan. The Facilities Master Plan Committee, in collaboration with the consultant, has carefully assessed the various options for facilities available to the district and has developed the following recommendations regarding the District’s Facilities Master Plan. It must be emphasized that these recommendations must be considered in concert with the Strategic Plan goals of the District.

General Recommendations:

1. Establish a formal entrance to the campus at the intersection of Santa Teresa Boulevard and the north end of the college perimeter road. (Near Parking Lot A).
2. The Theater/Scene Construction Shop area project needs to be integrated with the revised master plan for the entrance to the campus.
3. Provide for additional building sites between the current campus buildings and Santa Teresa Boulevard.
4. Provide for additional parking outside the current perimeter road.
5. Develop a master plan that will eliminate portable structures on the campus.
6. Provide additional indoor and outdoor physical education and athletic space to accommodate the anticipated growth in student enrollment.
7. Include Scheduled (Deferred) Maintenance projects as an integral part of the Facilities Master Plan.
8. Provide space for Human Resources, Business Services, mail room and related services in a central location on the campus that is in close proximity to faculty and staff offices.
9. Consolidate the President and Vice-Presidents in one, central location.
10. Consider using a portion of the campus (area not needed for instructional purposes) to create a public/private partnership to construct housing for faculty and staff.
11. The development of programs and facilities in Morgan Hill and Hollister shall be in response to the growth in student enrollment at those locations. However, emphasis shall be placed on encouraging students to enroll at the main campus.
12. Recognize that the funds needed to implement the proposed master plan will need to be obtained from a number of sources including:
   a. State of California
   b. Local Bond Issue
   c. Public/Private Partnerships
   d. Public/Public Partnerships
   e. Grants
   f. General Fund of the District.
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As discussed in the Educational Master Plan, of these identified funding options, the primary source of future funding will, in all likelihood, need to be a local bond issue. Funds from the 1998, state-wide Higher Education Bond Act have been expended. The next bond act is planned for 2002. With the passage of Proposition 39, the Chancellor’s Office of the California Community Colleges is presently developing guidelines and procedures for the funding of future capital construction projects. One of the criteria being consider is to place a higher eligibility for future state funding on those projects that will have matching funds from a local bond issue. Thus, the need to consider a local bond issue to assist in the funding of future capital construction projects and scheduled maintenance is essential.

Specific Recommendations:
1. Remodel the existing Occupational Building to provide space for the new Student Services Complex. 
   This complex shall include the following functions:
   a. Admissions and Records
   b. Registration
   c. Counseling
   d. Financial Aid
   e. EOPS
   f. Veteran Services
   g. DSPS
   h. Cashier Functions
   i. Health Services
   j. Career Planning
   k. Transfer Center
   l. Outreach/Recruitment
   m. Enrollment Management
   n. International Students
   o. Job Placement
   p. Information Station
   q. Security
   r. Activity Center/Lounge
   s. CAL Works
   t. Housing Service (Referral)
   u. Continuing Education Registration
   v. R.O.P

2. Remodel the existing Student Center to create a New Technology Center/Multi-Use Complex. This complex shall include space for:
   a. Associated Student Body
   b. Lounge/Activity Area
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3. **Remodel the Existing Administrative Services Building.** This building shall include space for:
   a. President/Superintendent
   b. Vice-President, Academic Services
   c. Vice-President, Business Services
   d. Vice-President, Student Services
   e. Conference/Meeting Room

4. **Renovate/Remodel the Library/Learning Resource Center**
   a. Move EOPS to Student Services Complex
   b. Move DSPS to Student Services Complex
   c. Relocate the following to the LRC:
      • Computer Graphics
      • Media Arts
      • Community Media Access Partnership (CMAP)
   d. Continue to house the Management Information System (MIS)
   e. Continue to house the Public Information Office (PIO)
   f. Add space for an Institutional Research Office

5. **Other Facility Related Activities**
   a. Consider relocating the Administration of Justice program at the end of the current 3-year lease. Options should include an off-campus site.
   b. Move the welding class to Hollister or a local high school.
   c. After Child Development moves into its new facility, utilize the current modular buildings for “swing or temporary housing” space during renovation and remodel.
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    d. After Health Occupations moves into its new facility, renovate existing space for general college use.
    e. If the college establishes an expanded CISCO academy, locate the program in the remodeled Technology Center.
    f. Consider developing a public/private joint venture for the establishment of faculty/staff housing on perimeter areas of the campus not needed for instructional and support service programs.

Planning for the Future:
In addition to the many challenges associated with the facilities needs of Gavilan Community College District, there is also the challenge of change and the anticipation of the future facilities requirements as instruction, support services, and administrative requirements evolve.

1. Planning Buildings for Change

One of the key areas of facilities planning will be in the planning of buildings for change. Virtually the only certainty in facilities planning in the next two decades is that the facilities themselves will change in response to the changing needs of the courses, programs, and services they house. Accordingly, these buildings must be constructed to facilitate changes in their internal spaces and in their ability to support an ever-changing programmatic requirement. Specifically, buildings should be constructed or remodeled with the following in mind:

- **Maximum flexibility** must be a primary principle of construction and can be achieved through the use of utility raceways, non-bearing interior walls, and demountable partitions. These buildings should be constructed essentially as shells, with interior spaces and the utility infrastructure being as flexible as possible. The utility infrastructure should be available to any area of the building and capable of being added or deleted as needs change. Interior rooms, offices, classrooms, and laboratories should be totally changeable with a minimum of labor and materials to do so. While the development of this construction concept may increase costs at the time of the original construction, it can be demonstrated that over the life of the building and numerous remodels, it will be extremely cost and labor efficient. In brief, there is a need to construct facilities that are designed to be changed.

- **Modular construction** is a second principle that should be pursued through the design of permanent buildings that are constructed to facilitate additions and modifications of their total square footage. Much has been learned from the modular building industry in terms of design of buildings that can be expanded, reconfigured, and even reduced in size. Permanent buildings can similarly be constructed using some of these same techniques and designs that facilitate such major building reconfigurations. As needs change, so can the physical dimensions of buildings. This plan must be carefully developed with due consideration of all code requirements.
2. **The Development of Partnerships**
   There are times when colleges should consider not building a building, but rather entering into **partnerships** with local business and industry to utilize their facilities in return for offering employee-training programs. In addition, buildings constructed in partnership with area business, industry, and other educational institutions can offer colleges an alternative means of acquiring facilities at a minimal cost.

3. **Satellite Education Centers**
   Beyond any doubt, one of the future college facilities certainties will be increasing numbers of satellite education centers constructed in place of building large campuses. As distance learning, the World Wide Web, and other modes of alternative instructional delivery becomes more the mainstream mode of learning delivery, the need for large central campuses will diminish and in their place will be smaller complex learning centers capable of networking with a variety of educational providers. The future will also see these education centers shared between high schools, colleges, and universities. In essence, taking education to the community in place of requiring the community to come to the campus. This concept will mean a total redefinition of what constitutes a “college campus” and will greatly increase the efficiency of educational delivery as it reduces the maintenance costs associated with a large campus. This concept will also change the role of the college instructor from a dispenser of information to a manager of the learning process, but this is not as much a facilities issue as it is an issue of facility preparation. The logical extension of this concept is satellite centers becoming the only educational delivery site in communities, aside from directly delivering learning materials to the homes and businesses of students through electronic means. These centers will also become the center for satellite up and downlinks, and will be communication intensive spaces, designed to move information from one point to another. These centers may also become conference centers, small business incubators, electronic decision centers, teleconferencing centers, and may be designed to bring area businesses and community members to the center for non-traditional educational services.

4. **Flexible Scheduling**
   In this new era, educational sites will be designed to be operated 24 hours per day, seven days per week, fifty-two weeks per year, as the information age reaches its maximum level of intensity. This will present facilities planning and maintenance issues that must be anticipated. At the present time, there has already been discussion of the impact of extended (in terms of the school calendar) instructional scheduling on maintenance and operations, and this will increase this problem several fold.

5. **Planning for Technology**
   There is a growing need to populate classrooms and laboratories with technology and to develop classrooms and conference rooms that are equipped with computer and media equipment and connections to the World Wide Web. While significant progress has been made in this infrastructure development, as additional faculty
become more deeply involved in the use of technology in their classrooms there will be a widening need to continue this development and to expand these resources in the near term (next three to five years). This should be an element of long-range facilities planning.

Consideration should also be given to the impact of Distance Learning on the need for development of further on-campus student learning facilities (classrooms and laboratories), as opposed to the development of areas to house communications hardware supportive of Distance Learning and off-campus learning delivery.

If the use of technology as a device for instructional delivery accelerates as anticipated, it may greatly redefine the concept of what is a “campus” in the facilities sense. The district must be watchful of this change and prepare alternative strategies to keep pace with these changing needs.

Technological changes such as the emerging wireless technology may further alter facilities planning. For example, it may redefine the infrastructure needs. Again, this and other areas of technological advancement must be closely monitored and adaptations made as necessary.

- Increased emphasis on the World Wide Web may further redefine the facilities configuration requirements for technology-related hardware.

- The implementation of off-site learning strategies may also develop a new definition of an off-campus center, and thus change facilities planning in this area.

- An additional area of implementation of new technology and technological change will be in the area of administration. Care must be taken to anticipate these changes as well and to incorporate supportive infrastructure (electrical and communications link capabilities) into all building design and redesign processes.

- Incorporate technology into all future educational and facilities planning activities. As the district contemplates new or remodeled facilities, attention should be directed toward the establishment of designs that are adaptive for future technology. While not every technological device can be anticipated, it is possible to provide equipment infrastructure raceways and other components that will support future technology needs. In an era of massive change, adaptive construction techniques are essential in reducing costs of future facility modifications.

With respect to technology, the challenge for the facility planner in the next decade will be to constantly monitor the changes that are occurring in instructional delivery, support services delivery, and to integrate these changes into a facilities plan that will permit the District to move forward in these crucial areas. This will require the continued use of a planning team in the pursuit of these ends.
Conclusion:  
The challenges facing facilities management and planning are several, from the day-to-day maintenance and operation of these structures to the long-range planning of campuses. It is most significant to understand that these challenges cannot be faced without considerable input from instruction, support services, and administration, all of which provide the information to drive the facilities process.

The entire process comes down to planning, both in the short range and the long range, planning that will allocate resources for maintenance, for replacement of equipment, and for the structuring and restructuring of what will constitute the continually changing college of the future.