



Comprehensive Master Plan

SAN BERNARDINO VALLEY COLLEGE
SAN BERNARDINO COMMUNITY COLLEGE DISTRICT



2017 Comprehensive Master Plan

SAN BERNARDINO VALLEY COLLEGE
SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

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ALMA Strategies, Educational & Capital Outlay Planning

Snipes-Dye, Civil Engineering

Marcene Taylor Inc., Cost Modeling

College & Community Meetings & Forums

Held to provide opportunities for broader input from the entire campus and the community. We thank all who participated.

In-service Day Open Forum — January 14, 2016

Master Plan Open Forum — April 19, 2016

Campus & Community Meeting — August 12, 2016

Master Plan Open Forums — September 21, 2016

Letter from the President



“

It is difficult to pin down when, throughout its celebrated, 90-year history, our college has not been in a state of change. Within the last two decades, many of us have watched our campus completely transform before our eyes. This year marked the completion of one of the biggest building projects in our history: a brand-new, 108,000-square-foot Kinesiology & Athletics Complex that has redefined our campus landscape. It is the biggest and tallest building on campus and the surrounding community.

In 1926, San Bernardino Valley College's first classes began at San Bernardino High School and Colton High School, attended by just about 300 students and taught by our inaugural team of 17 faculty members. Our district's board of trustees had just been formed and was busy searching for a location for a new college campus. They settled on our current location because it was equally distant between the downtowns of San Bernardino and Colton. Our Administration building was completed just in time for the college's second year in fall 1927. During that busy second year, instruction occurred amid more construction, and the Life Science Building, the Gymnasium and the Library were all completed.

San Bernardino Valley College has now grown to offer over 140 degree and certificate options and to accommodate over 14,000 students every semester. Although the geographic area of our campus has changed little over these 90 years, our ability to serve the needs of our community has changed dramatically. The one thing that has not changed is the steadfast tradition of academic excellence that was established by our founders.

As we formulate our Educational and Facilities Master Plan for the coming years, let us consider what lies ahead of us in the near future. This living document is the result of the collaborative efforts of hundreds of educators, students, professionals, and community members who make our campus the special place that it is. Just as our region's economy is expected to grow considerably over the coming years, so will the need for high-quality educational programs in our community. It is our historic ability to meet these challenges that has made San Bernardino Valley College an educational cornerstone in the Inland Empire and Southern California.

San Bernardino Valley College has a long and celebrated history. Let this document serve as our roadmap for continuing our traditions of academic excellence and student success.



”

Diana Z. Rodriguez
President

Mission, Vision, Values

Mission

San Bernardino Valley College maintains a culture of continuous improvement and a commitment to provide high-quality education, innovative instruction, and services to a diverse community of learners. Its mission is to prepare students for transfer to four-year universities, to enter the workforce by earning applied degrees and certificates, to foster economic growth and global competitiveness through workforce development, and to improve the quality of life in the Inland Empire and beyond.

Vision

San Bernardino Valley College will become the college of choice for students in the Inland Empire and will be regarded as the alma mater of successful, lifelong learners. We will build our reputation on the quality of our programs and services and on the safety, comfort, and beauty of our campus. We will hold both our students and ourselves to high standards of achievement and will expect all members of the college community to function as informed, responsible, and active members of society.

Values (College Tenets)

We believe:

- › That a well-educated populace is essential to the general welfare of the community.
- › That a quality education empowers the student to think critically, to communicate clearly, and to grow personally and professionally.
- › That an enriched learning environment promotes creativity, self-expression, and the development of critical thinking skills.
- › That our strength as an institution is enhanced by the cultural diversity of our student population and staff.
- › That we must provide students with access to the resources, services, and technological tools that will enable them to achieve their educational goals.
- › That we can measure our success by the degree to which our students become self-sufficient learners and contributing members of society.
- › That plans and decisions must be data driven, and based on an informed consideration of what will best serve students and the community.
- › That we must model our commitment to lifelong learning by maintaining currency in our professions and subject disciplines.
- › That, as part of the collegial consultation process, all levels of the college organization must openly engage in sharing ideas and suggestions to develop innovative ways to improve our programs and services.
- › That interactions between all members of the college community must be marked by professionalism, intellectual openness, and mutual respect.
- › That we must hold ourselves and our students to the highest ethical and intellectual standards.
- › That we must maintain a current, meaningful and challenging curriculum.
- › That students succeed best when following an educational plan and when enrolled in classes that meet their interests and goals, and match their level of academic preparedness.
- › That all members of our campus community are entitled to learn and work in an environment that is free from physical, verbal, sexual, and/or emotional threat or harassment.
- › That students learn best on a campus that is student-centered and aesthetically pleasing.
- › That we must be responsible stewards of campus resources.

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A APPENDIX

SAN BERNARDINO VALLEY COLLEGE



Comprehensive Master Plan Overview

This section provides an overview of San Bernardino Valley College's *2017 Comprehensive Master Plan*—an integrated plan that is comprised of both the *Educational Master Plan* and the *Facilities Master Plan*.

The following sections are included in the Comprehensive Master Plan Overview:

- › Intent + Purposes of the Comprehensive Master Plan
- › Integrated Planning + Collegial Consultation Process
- › Facilities Planning Process
- › SBVC Planning History + Context
- › Glossary of Terms

Overview

INTENT + PURPOSES OF THE COMPREHENSIVE MASTER PLAN

Intent of the Educational Master Plan

The *San Bernardino Valley College (SBVC) Educational Master Plan* (EMP) is a comprehensive document that establishes a clear direction for the College by envisioning the future of academics and student support under changing internal and external conditions. Quantitative and qualitative data indicators are analyzed to guide the planning process. Additionally, the EMP is directed by core values and goals within the College and by District-wide plans as well as the SBVC and *San Bernardino Community College District (SBCCD) Strategic Plan*.

While the *Educational Master Plan* is intended to provide direction to SBVC over the next five years (2016-21); it is not a rigid script. It helps determine the institution's current level of effectiveness and produces key goals leading to action and dialogue as the College moves toward the future. It is a living document that should be reviewed and updated regularly. Thus, the *Educational Master Plan* is an evolving description of the College's needs and, though past performance data can greatly inform future growth, emerging regional issues, and unforeseen events can alter a community's path.

The EMP will provide guidance and support for the College's emerging strategic initiatives and serve as a foundation for other College planning activities.

Purposes of the Educational Master Plan

The main purposes of this *Educational Master Plan* are as follows:

- › Provide a framework within which the College can coordinate long-term goals in support of student learning.
- › Integrate planning, not only with the SBCCD and the State Chancellor's Office, but also with other College planning documents and the work of planning and consultation committees.
- › Receive input from all stakeholders (faculty, staff, students and the community) to inform the College's planning decisions.
- › Serve as an instrument to promote the College by communicating its strengths and capabilities to constituencies in the community.

- › Guide further planning and decision-making at all levels.
- › Maintain a living and strategically useful document.

Purposes of the Facilities Master Plan

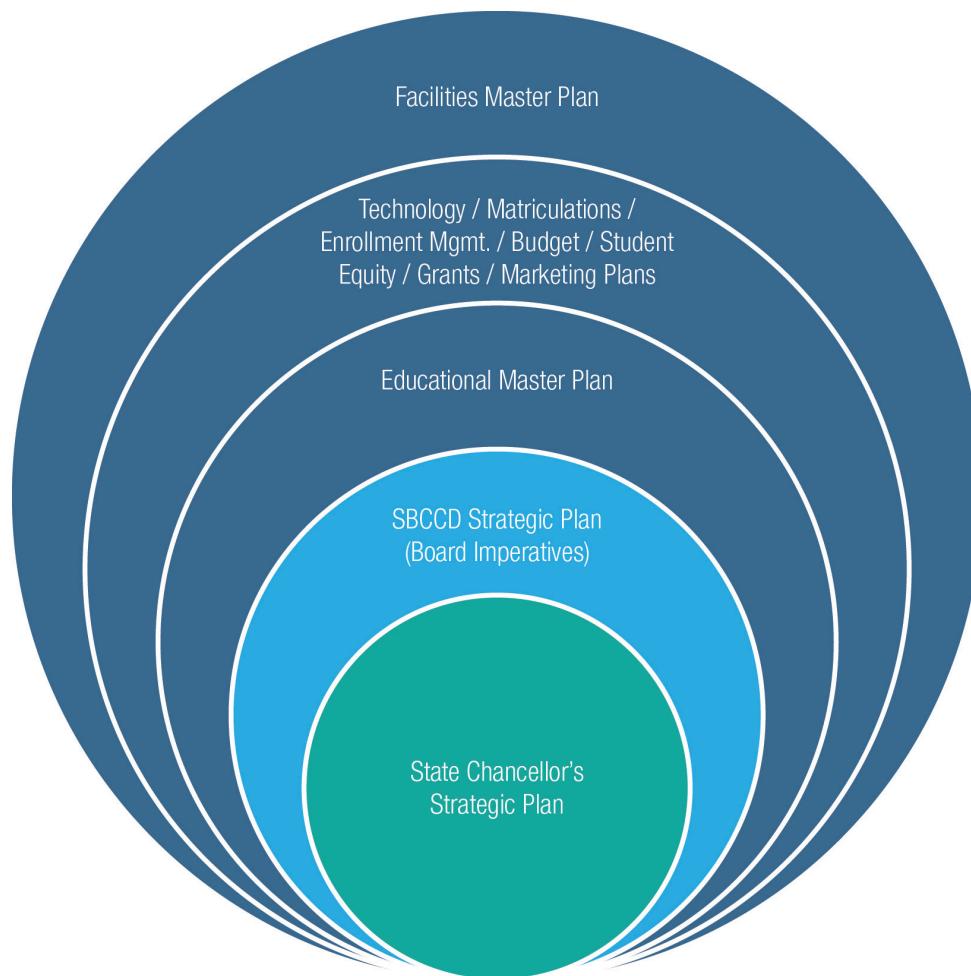
The *2017 Facilities Master Plan* (FMP) is intended to be a flexible and long-range plan that will guide the development of San Bernardino Valley College's facilities. It addresses the growth in enrollment planned over the next 15 years. It describes campus development strategies to support the Strategic Directions of the *2017 Educational Master Plan* and positions the College to maximize funding and partnership opportunities. The FMP is part of an integrated planning process that supports accreditation and demonstrates compliance with accreditation standards for facilities planning.

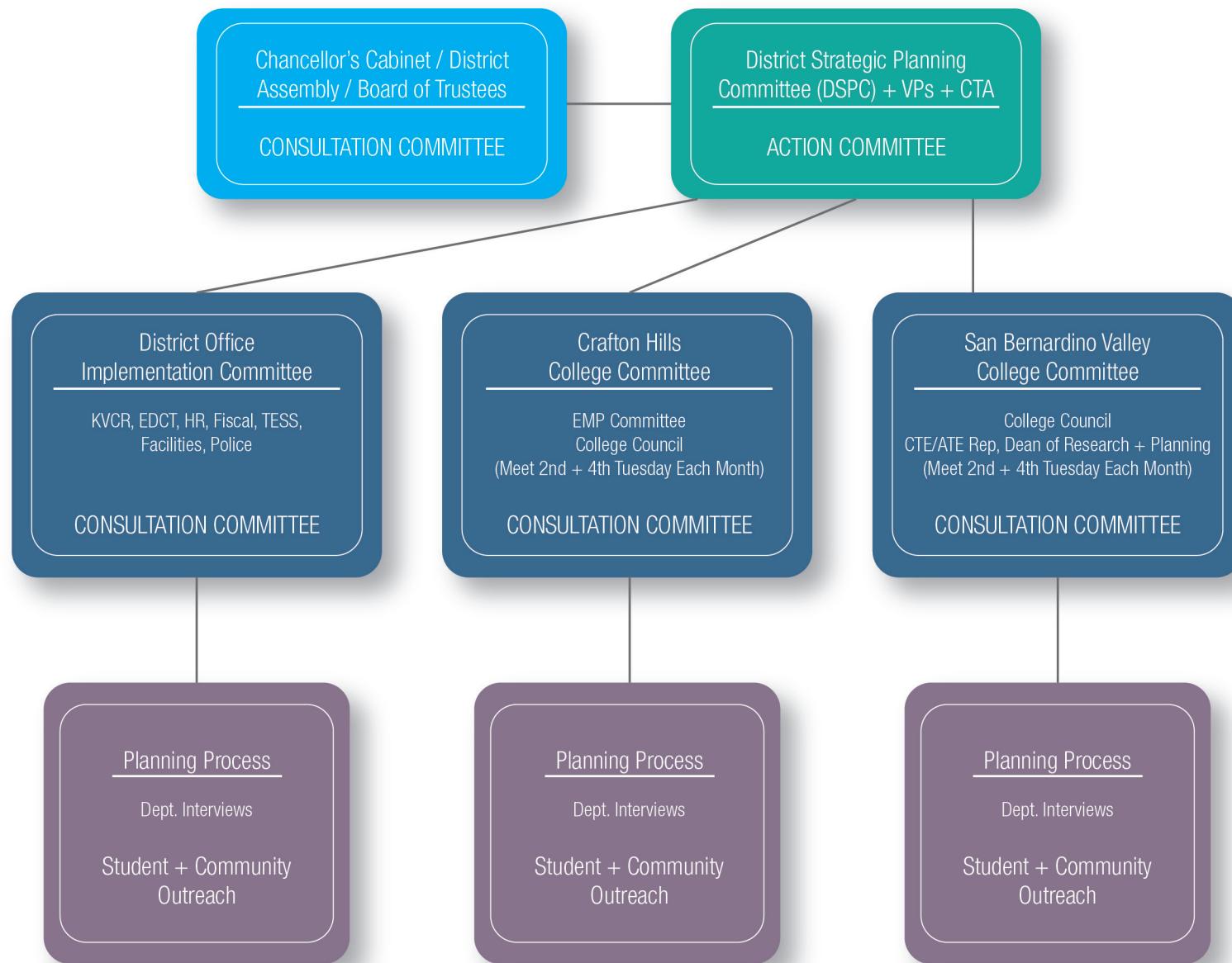
Overview

INTEGRATED PLANNING + COLLEGIAL CONSULTATION PROCESS

The College's educational planning process is guided by an integrated approach. Goals and objectives of the SBVC *Educational Master Plan* must align with a number of plans relevant to the California community college system. These plans include the State Chancellor's Office and San Bernardino Community College District Strategic Plans. Locally, they include the *SBVC Facilities Master Plan*, *Technology Plan*, *Matriculation Plan*, *Enrollment Management Plan*, *Student Equity Plan*, *Grants Plan*, *Budget Plan* and *Marketing/Public Relations Plan*.

The SBVC collegial consultation process is guided by its Board of Trustees policy (Board Policy 2225) to establish procedures to ensure faculty, management, classified staff and students the right to participate effectively in planning processes. The EMP is a result of an inclusive collegial shared governance process with input from administration, faculty, staff, students and the community.





Overview

FACILITIES PLANNING PROCESS

The 2017 *Facilities Master Plan* was developed through an inclusive, participatory, and transparent process that engaged and sought input from the College's many constituencies. San Bernardino Valley College Council (Valley College Council)—which represents the committees within Valley College's collegiate consultation structure and includes faculty, staff, students, and administrators—played a key role as the working committee that participated most closely in the development and review of this document. Additional venues for dialogue included one-on-one interviews, presentations, open forums, community meetings, and working sessions with the SBCCD Board of Trustees. Meeting minutes and exhibits were posted on the SBCCD intra-net and widely shared.

The contributions of Valley College Council members and other participants were vital to the success of the facilities master planning process. Please refer to the *Acknowledgements* section for a complete listing. The educational and facilities master plans were prepared through an integrated process that was facilitated by a single team of educational and facilities planning consultants. When it was practical, stakeholders were engaged in joint educational and facilities planning interviews and forums. Discussions were framed by a

holistic perspective that acknowledges the connection between the quality of the campus environment and the success of the students.

As part of the integration and alignment of long-range planning across the District, a five-step facilities planning process was followed within the same timeframe at both San Bernardino Valley College and Crafton Hills College. This process is organized around a logical sequence of activities and discussions that is intended to foster a shared understanding of the planning environment and build consensus around planning objectives and recommendations. This five-step process is outlined as follows.



THE 5 STEPS

01

PREPARE

Planning began in fall 2015 with the development of the timeline of planning activities. Measures of success for the master planning process and outcomes were gathered from stakeholders. Educational and facilities planning information was requested.

02

ANALYZE

To build an understanding of existing campus facilities and their current use, campus facilities were surveyed and the space inventory was updated in fall 2015. In early spring 2016, educational and facilities planners participated in program interviews with faculty and staff from each instructional, student support, and administrative support department in order to hear about facilities-related issues first-hand. The analysis of existing campus conditions was prepared, presented, and validated with Valley College Council and is documented in the *Facilities Analysis* section.

03

FRAME

In the spring of 2016, during college-wide discussions of the EMP strategic directions, the facilities planning process advanced into a discussion of planning objectives and space needs. The forecasted space needs that are documented in *Program of Instruction and Space Needs* were established through the educational planning process and analyzed in relation to the current space inventory on the campus. The planning objectives and programmed space needs provided a framework for the exploration of development options in the next step. This framework and the methodology used to arrive at these results are documented in the *Needs* section.

04

EXPLORE

Over the course of two workshops that were held prior to summer 2016, development options were presented to Valley College Council, who provided insightful input. During this step, a Final Project Proposal (FPP) was developed to apply for state funding for a facility to replace the Technical Education Building. Faculty in the Applied Technology, Transportation, & Culinary Arts Division participated in its development. Additional meetings with faculty and staff took place as needed to gather specific input. A draft list of recommended projects was reviewed with Valley College Council during the second workshop.

05

RECOMMEND

When planning resumed in fall 2016, the draft FMP document, which had been prepared over the summer, was reviewed and revised in accordance with the College's established procedures. During this time, discussions of the linkages between the educational and facilities plans took place with Valley College Council, yielding more specific implications for facilities planning that were included in the FMP document and addressed in its recommendations.

Overview

SBVC PLANNING HISTORY + CONTEXT

Established in 1926, San Bernardino Valley College primarily serves the communities in western San Bernardino County. An election to establish the San Bernardino Valley Union Junior College District was held on March 26, 1926. The first class offerings for the College were scheduled at San Bernardino High School and Colton High School.

A thirty-acre portion of the current site on Mt. Vernon Avenue was selected for the campus and a bond to fund its purchase was approved by the voters in September 1926. During the 1927-28 academic year, classes were offered for the first time at the current SBVC site location. The College enrolled nearly 300 students for the fall 1927 semester with fifty-four course offerings.

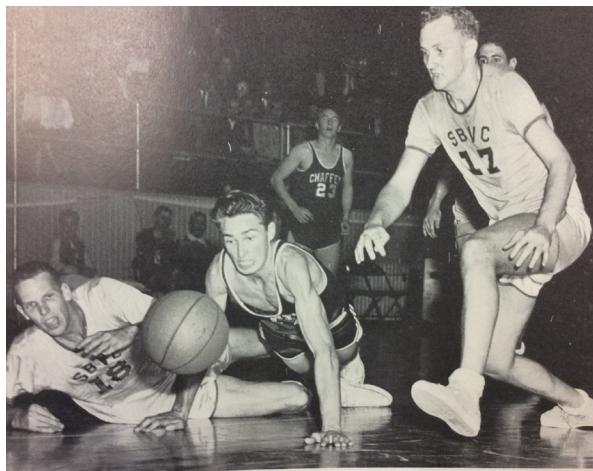
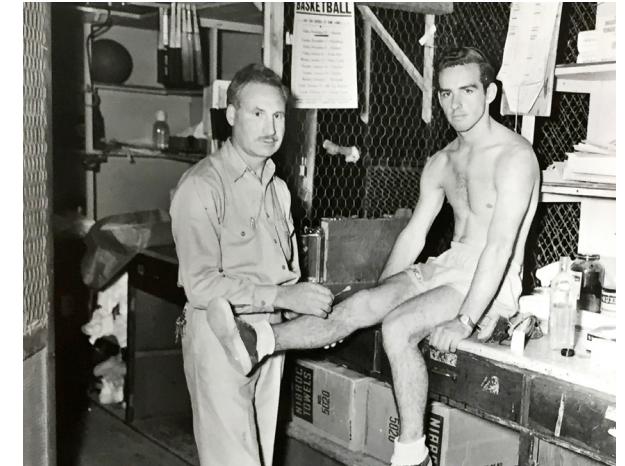
The Administration Building, the Life Sciences Building, the Gymnasium, and the Library were completed before the end of the 1927-28 academic year. The Social Hall, the College's first campus center was completed in 1929. The Observatory was completed in 1930 and outfitted with a 16-inch Newtonian reflector telescope under a metal rooftop dome. The design of the telescope mount is notable for being a precursor to the mount used at the Palomar Observatory. During

the Great Depression, the Auditorium, Greek Theater, stadium bleachers, and a vocational building were constructed with assistance from the Works Progress Administration and the California State Emergency Relief Administration.

During World War II, no new buildings were built and enrollment and the number of faculty fell significantly, but building resumed in the post-war years in response to the greatly increased student enrollment and the G.I. Bill. A change in the age and interests of post-war students were reflected in changes in the curriculum. Courses in business and technical fields were offered for an increasing percentage of students interested in achieving immediate occupational goals. Twenty years after its founding and one year after the conclusion of World War II, a bond was passed in April 1946, providing for the construction of many new buildings on campus, including an engineering building, a student center, a fine arts building, a new science building, a business education building, and an addition to the library. In 1950, North Hall—a large technical education, home economics, and music building—was completed. The Student Life Building was completed in 1955 and the Chemistry Building was completed in 1957.

By the late 1950s, student enrollment had grown to nearly 6,500 students. Valley College was the center of social life for students. Athletic events were well attended and homecoming festivities were a social highlight in the community. Many new buildings were built, including the existing Technical Education Building, and the campus land area was expanded to its current boundaries. The campus was expanded to Grant Avenue, Esperanza Street, and K Street. In 1963, the Fairview School property was acquired. Its existing school buildings were repurposed for instruction and services, such as the warehouse, the shipping and receiving office, and the print shop. In 1952, the student-run radio station, KVCR, was launched from the Valley College campus and joined by KVCR public television in 1963.

By 1975, SBVC enrollment reached approximately 18,000 day and evening students. Changes in curriculum mirrored changing social and economic conditions of the 1960's and '70s. The civil rights movement resulted in a substantial increase in the number of minority students. During the 1970s, many more buildings were added to the campus as the acquired residential property was fully developed. The Liberal Arts Building and the Planetarium remain from



Overview

SBVC PLANNING HISTORY + CONTEXT (*cont.*)

among those built in this decade. KVCR became one of the original heritage stations when National Public Radio was launched in 1971. Crafton Hills College opened its doors in 1972 and enrollment at Valley College reached its peak at 18,000 students in 1975.

The 1980's were filled with a variety of challenges for SBVC. The introduction of state-mandated tuition in 1984 and a cap on state funding resulted in a sharp drop in enrollment. In 1992, the Library was damaged by the Landers and Big Bear earthquakes. During the 1995-96 winter break, geotechnical investigations conducted to assess the risk from future earthquakes found that fifteen buildings on campus were located on or near the San Jacinto earthquake fault. In November 2002, SBCCD's voters approved Measure P, which provided \$190 million of bond funds to improve the facilities of both Crafton Hills College and San Bernardino Valley College. The College and SBCCD also secured \$40 million in funding from FEMA and a California state higher education bond.

Between 2002 and 2009 five new buildings were constructed on the SBVC campus, while six buildings had to be demolished and three buildings were retrofitted. Two new classroom buildings were dedicated

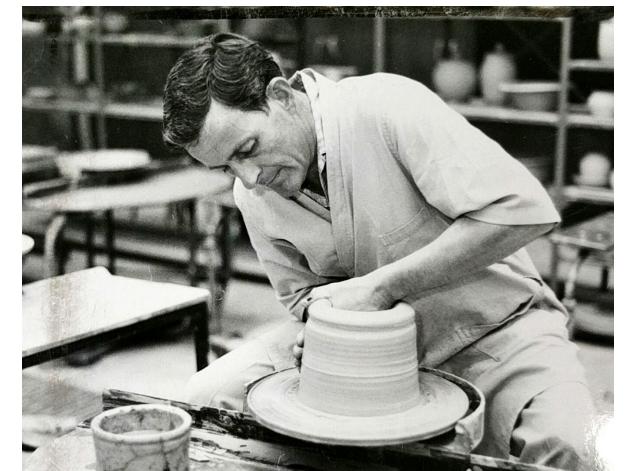
in the summer of 2010. The construction of the Library, the Administration/Student Services Building, Health Life Sciences Building, the Art Complex, North Hall, the Media and Communications Building, and the Physical Sciences Building was completed by 2011. The Business Education Building was renovated and structurally strengthened and reopened in 2013. After further analysis, it was determined that the Auditorium, which lies within the seismic folding zone, could be renovated and saved. It was reopened in 2015.

With the passage of Measure M in February 2008, \$500 million in funding capacity was approved by the voters. Between 2005 and 2009, a facilities master plan was developed to plan for three horizons: Horizon 1 – 2010, Horizon 2 – 2020, and Horizon 3 – 2030 Build-out, based on Valley College's strategic educational objectives. Following the recommendations of the 2009 FMP, the New Gymnasium and Field Buildings project is being constructed and is scheduled for completion in 2017.

The "Great Recession" following the economic crisis of 2008 took its toll on College enrollments and operational budgets from the 2009-10 to 2012-13 academic years. The drop in property values throughout

the District during the Great Recession reduced SBCCD's bonding capacity by about half. Plans for projects that were designed and approved by the Division of the State Architect, such as plans for a parking structure, were postponed.

The passage of Proposition 30 in November 2012 prevented further budget cuts and provides operational funding for the College. Since 2013-14, the College has increased enrollments, full-time equivalent faculty, and course section offerings. San Bernardino Valley College most recently conducted a comprehensive Self-Evaluation Report for the Accrediting Commission for Community and Junior Colleges (ACCJC) in October 2014. The College is in the process of addressing recommendations outlined by the ACCJC and submitted a follow-up Self-Evaluation Report in March 2016. Now, completing its 90th year, SBVC continues to embrace a culture of institutional improvement and refinement. The SBVC Comprehensive Master Plan attests to the College's determination to sustain a culture of accountability and integrated planning. The future starts here.



Overview

GLOSSARY OF TERMS

Assignable Square Footage (ASF)

A measure of “usable” square footage in a given facility that is typically measured by the area from within interior walls of a space. Excludes circulation, custodial, mechanical, electrical and restroom areas.

Capacity Load Ratio

The relationship between the assignable space available for utilization and the efficiency level at which the space is being utilized. There are five space categories for which the state measures capacity load ratios: classroom (lecture), laboratory, office, library and audio visual/television/radio (AV/TV).

Economic Modeling Specialists International (EMSI)

An online database that utilizes multiple sources to provide data regarding population demographics and various economic market trends by geographic locations.

Education Master Plan (EMP)

A College-wide plan that defines the educational goals of an institution. The plan precedes and guides other institutional planning documents.

Enrollment (Unduplicated)

A student enrollment count (also referred to as “headcount”) based on an individual student that identified a student only once in the system.

Environmental Scan

An analysis that considers present and future factors that may influence the direction and goals of an institution. May include external and internal elements that are evaluated for their potential impact on an institutions ability to serve its constituents.

Full Time Equivalent Faculty (FTEF)

A measure used to calculate the sum total of faculty resources (full-time and part-time combined) that equate to measurable units of 15 hours per week of “teaching time.”

Full Time Equivalent Student (FTES)

A measure used to calculate attendance accounting and student workload that represents 525 instructional contact hours in a full academic year (fall and spring terms).

Participation Rate

The number of headcount students a college enrolls for every 1,000 persons within the service area population.

Regional Area

The geographic boundary which an institution may consider the primary area of influence regarding student participation and employment opportunities for service area residents. Usually identified on a county level.

Retention

The number of student who received a grade within a course, divided by the total number of student initially enrolled within the course.

Service Area

The geographic boundary from which an institution draws 90% or more of its enrollment. Usually identified by zip codes, cities, and/or census tract.

Space Inventory

A record of buildings and space at an institution. Key components include buildings, room numbers, room use types, assignable square footage, gross square footage, taxonomy of program (TOP) codes, and number of stations.

State Chancellor's Office

The state agency responsible for leadership, funding and technical assistance for the California Community College system.

Strategic Plan

An organizational plan which defines its overall strategy or direction and process for making decisions regarding resource allocation. Typically, a strategic plan is used to guide divisional plans.

Student Success Scorecard

An annual report provided by the State Chancellor's Office that tracks the progress of first-time students in cohorts over six years on seven measures including persistence, completion of 30 units, remedial math, English and ESL success, and overall completion (SPAR).

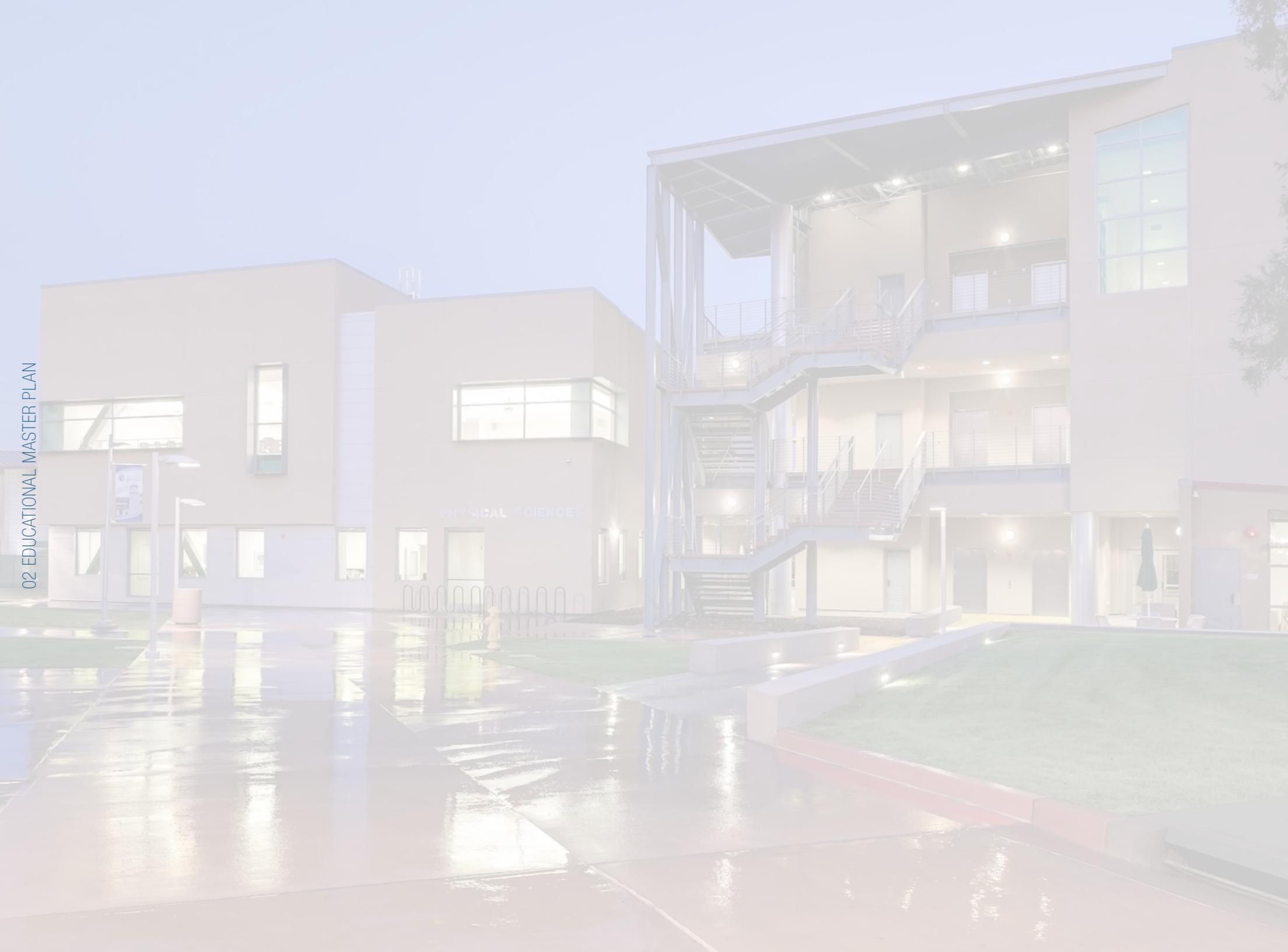
Weekly Student Contact Hours (WSCH)

A measure of the number of students enrolled in a course, multiplied by the number of hours the course meets per week. A class that meets 3 hours per week and has 30 students generates 90 WSCH. WSCH is utilized to report apportionment attendance.

WSCH/FTEF

A calculation, often referred to as "productivity," is a ratio between a faculty members' hours of instruction per week (load) and the weekly contact hours (WSCH) of students enrolled in a course. The state productivity standard is 525 WSCH/FTEF.

SAN BERNARDINO VALLEY COLLEGE



Educational Master Plan

SAN BERNARDINO VALLEY COLLEGE



Planning Framework

The San Bernardino Valley College (SBVC) *Educational Master Plan* (EMP) is a comprehensive document that establishes a clear direction for the College by envisioning the future of academics and student support under changing internal and external conditions. Quantitative and qualitative data indicators are analyzed to guide the planning process. Additionally, the EMP is directed by core values and goals within the College and by District-wide plans, as well as the SBVC and San Bernardino Community College District (SBCCD) Strategic Plans.

Planning Framework

SBVC ORGANIZATIONAL STRUCTURE

Instructional Services

The Instructional Services Office is responsible for working with each instructional division to develop a balanced schedule of classes, providing administrative support for the development of new courses and providing leadership to ensure the quality of the College's instructional program. The Vice President of Instruction is responsible for all instructional matters including accreditation and each academic division along with their respective departments. SBVC consists of the following divisions and departments:

1. Applied Technology, Transportation, and Culinary Arts
 - > Aeronautics
 - > Electricity & Electronics
 - > Heating Ventilation Air Conditioning and Refrigeration
 - > Technical Calculations
 - > Automotive Technology
 - > Diesel
 - > Automotive Collision
 - > Culinary Arts
 - > Food & Nutrition
 - > Machine Trades
 - > Welding
 - > Inspection Technology
 - > Water Supply Technology
2. Arts and Humanities
 - > Art
 - > Communication Studies
 - > Radio, Television and Film
 - > English
 - > Modern Languages
 - > Music
 - > Theater Arts
 - > Dance
 - > Reading
3. Mathematics, Business, and Computer Technology
 - > Accounting
 - > Business Calculations
 - > Real Estate
 - > Computer Information Technology
 - > Computer Science
 - > Mathematics
4. Science
 - > Architecture and Environmental Design
 - > Chemistry
 - > Physical Science
 - > Biology
 - > Pharmacy Technology
 - > Geography
 - > Geographic Information Systems
5. Social Science, Human Development, and Physical Education
 - > Administration of Justice
 - > Corrections
 - > Anthropology
 - > Child Development
 - > Economics
 - > History
 - > Human Services
 - > Health
 - > Kinesiology
 - > Philosophy
 - > Religious Studies
 - > Political Science
 - > Psychology
 - > Sociology

Student Services

The Vice President of Student Services is responsible for all student services matters, including counseling and matriculation, student development, and success and special services.

- › Academic Advancement – An instructional program that introduces students to the college environment and strategies for success in college, as well as providing students with tools for peer tutoring.
- › Admissions and Records – Provides enrollment services, including registration, transcripts, and graduation.
- › California Work Opportunity and Responsibility to Kids (CalWORKs) and Workforce Development – Provides intensive instruction, counseling and support services such as childcare and work experience to students receiving Temporary Assistance for Needy Families (TANF) benefits.
- › Cooperative Agencies Resources for Education (CARE) – Provides supplemental financial support and services to qualified students who are single heads of household.

- › Counseling – Provides students counseling and career services.
- › Disabled Student Programs and Services (DSPS) – Ensures access to educational opportunities for students with visual, hearing, physical, learning, and mental disabilities.
- › Dreamers Resource Center (DRC) – Helps successfully transition dreamers into college by providing academic advising, counseling, referrals to student services programs and peer-to-peer advising in a welcoming environment where students can connect with campus and community resources.
- › Extended Opportunities Programs and Services (EOPS) – Provides supplemental services and financial aid to academically and financially at-risk students.
- › Financial Aid – Oversees application for and disbursement of federal and state financial aid.
- › First Year Experience (FYE) – Transitions first year students into college; provides a supporting and welcoming environment

where first year students connect with student support services on campus to ensure student success.

- › Foster and Kinship Care Education - Provides quality education and support opportunities for caregivers of children and youth in out-of-home care so that these providers may meet the educational, emotional, behavioral, and developmental needs of children and youth.
- › Guardian Scholars Foster Youth Services – Offers support to current and former foster youth to achieve a college education, certificate, or transfer to a four-year college or university.
- › International Students – The College is approved by the Immigration and Naturalization Service to admit non-immigrant F-1 Visa international students.
- › Library Services – Affords students library and learning resource services.

Planning Framework

SBVC ORGANIZATIONAL STRUCTURE (*cont.*)

- › Library Technology – An Associate of Arts and certificate program for students who are interested in working as paraprofessionals in the library field.
- › Outreach and Recruitment – Disseminates SBVC information, stimulates SBVC prospective student enrollment growth through outreach and recruitment activities in service area high schools, maintains strong collaborative working partnerships with area high school personnel, establishes a positive image of SBVC and maintains strong working relationships with churches, community organizations, political agencies, and businesses.
- › Puente Program – Provides counseling, mentoring and writing components for successful statewide transfer program.
- › Success through Achievement and Retention (STAR) – Provides counseling and supplemental services.
- › Student Development - An instructional program that provides students with guidance on career opportunities and life planning, as well as an assessment of learning disabilities and support with English and mathematics learning.
- › Student Health Services – Provides first aid, urgent care, and mental health services.
- › Student Life – Promotes student engagement in clubs and co-curricular activities. Supports and guides the Associated Student Government.
- › Transfer Center – Provides information and guidance about transfer opportunities, as well as support for the transfer process.
- › Tumaini Program – Affords students a learning community designed to increase academic and personal success, and promote transfer to four-year colleges and universities.
- › Valley Bound Commitment (VBC) – Generously supported by the San Manuel Band of Mission Indians, aims to remove all economic barriers to the first year of college while providing critical guidance and support that is essential to continue striving towards individual educational and career goals.
- › Veterans – Provides veteran students with referral, certification and liaison support services.
- › Welcome Center – Provides students assistance with admissions, registration and advising in a one-stop location.
- › Youth Empowerment Strategies for Success/Independent Living Program (YESS/ILP) – Offers life skills classes to eligible foster youth, referred to the College by the county.
- › Workability III (WAIll) – A collaborative program between SBVC and Department of Rehabilitation (DOR) aimed at assisting development of employability skills and confidence.

Administrative Services

The Vice President of Administrative Services is responsible for the maintenance, operations, budgeting, safety compliance and business office. SBVC consists of the following administrative services:

- › Administrative Services – Responsible for budget development and management, facilities use, and reservations.
- › Bookstore – Provides students with new and used textbooks, supplies, and clothing.
- › Cafeteria & Snack Bar – Provides meals and food service to students, staff, and faculty.
- › Campus Business Office – Responsible for management of citations, parking decals, and the handling for college funds.
- › Capital Projects – Oversees and manages capital improvements/consultation and modernization.
- › Mail Room – Provides mail services to campus departments, faculty, staff, and students.

- › Maintenance and Operations – Responsible for maintenance and operations of facilities and grounds.
- › Switchboard – Provides callers with information and directs calls to campus offices and departments.
- › Campus Technology Services – Responsible for researching, specifying, acquiring, approving, installing, maintaining, and replacing all campus-owned computer and instructional technology resources.
- › Middle College High School (MCHS) – Responsible for the administration of MCHS operations. Serves as a liaison with San Bernardino Unified School District personnel.
- › Police Academies – Responsible for administration and supervision of Police Academy programs.
- › Research, Planning, and Institutional Effectiveness – Responsible for collecting, analyzing, and reporting data; coordinating campus planning; and professional development.

Departments Reporting to the President

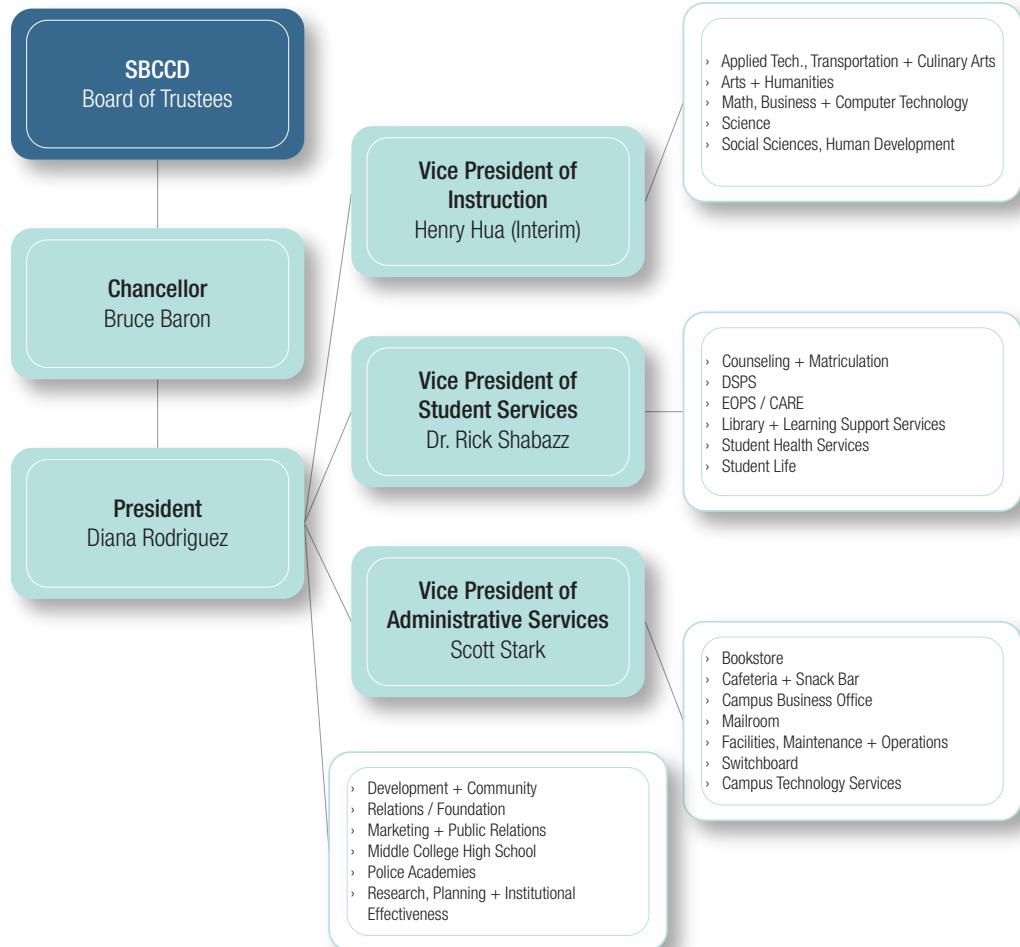
The following departments report directly to the SBVC President:

- › Development and Community Relations/ Foundation – Responsible for raising private donations and administering Foundation scholarships.
- › Marketing and Public Relations – Responsible for all college media relations, advertising, publications, website, and social media.

Planning Framework

SBVC ORGANIZATIONAL STRUCTURE (*cont.*)

EXHIBIT 1.01: COLLEGE ORGANIZATIONAL CHART



SAN BERNARDINO VALLEY COLLEGE

02 PLANNING ENVIRONMENT
INTERNAL SCAN



Planning Environment

Internal Scan

The internal scan of San Bernardino Valley College (SBVC) is an opportunity to assess demographics and other characteristics of the student and employee population based on historical data. The data is utilized to identify and understand patterns to inform institutional planning decisions. Internal scan data presented in this plan will analyze student and employee data on an overall College level.

- › Student Enrollment + Demographics
- › Sections, WSCH, FTEF, Success + Retention
- › Employee Demographics
- › Internal Scan Findings

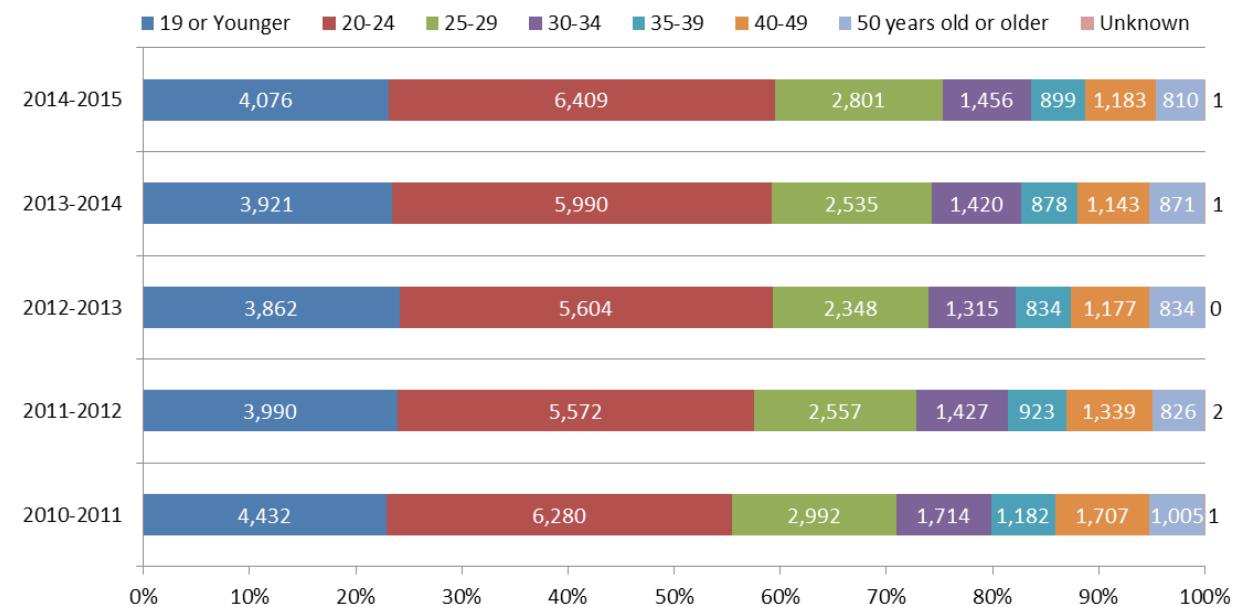
Planning Environment - Internal Scan

STUDENT DEMOGRAPHICS + ENROLLMENT

Student Demographics

From 2010-11 to 2014-15, students in the 20-24 age group accounted for an average of 34.64% of unduplicated enrollment (5,971 students), while students age 19 and under accounted for an average of 23.52% of unduplicated enrollment (4,056 students), and students 25-29 years old accounted for an average of 15.31% of unduplicated enrollment (2,647 students). The only age group to increase in enrollment during the five academic years from 2010-11 to 2014-15 was students 20-24 years old (129 students). The age group that experienced the most decline during the same time period was students between 40-49 (-524 students).

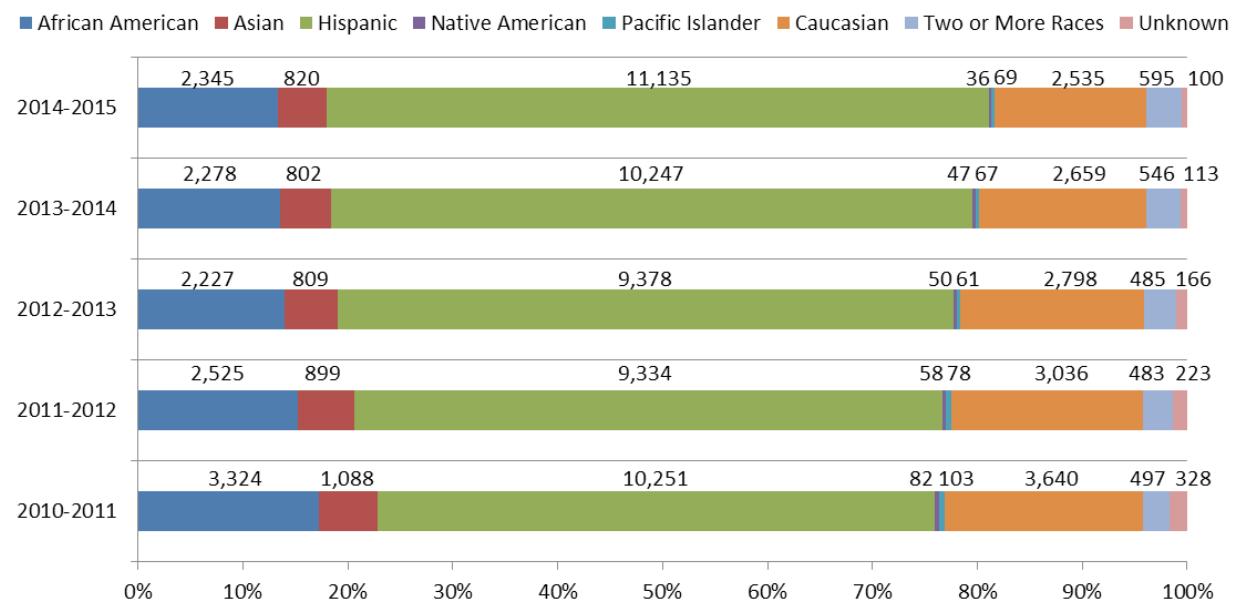
EXHIBIT 2.01: UNDUPPLICATED ENROLLMENT BY AGE GROUP



Source: SBCCD Office of Institutional Effectiveness, Research & Planning

From 2010-11 to 2014-15, Hispanic students at SBVC increased from 53.1% of unduplicated enrollment to 63.1% of enrollment, an increase of 884 students. Conversely, Caucasian students decreased from 18.8% of students to 14.4% of unduplicated enrollment, a decrease of 1,105 students. African American students decreased as well, from 17.2% of students in 2010-11 to 13.3% of unduplicated enrollment in 2014-15, a decrease of 979 students. During the same time, Asian students decreased by 268 students, while students identifying themselves as two or more races increased by 98 students.

EXHIBIT 2.02: UNDUPPLICATED ENROLLMENT BY RACE/ETHNICITY



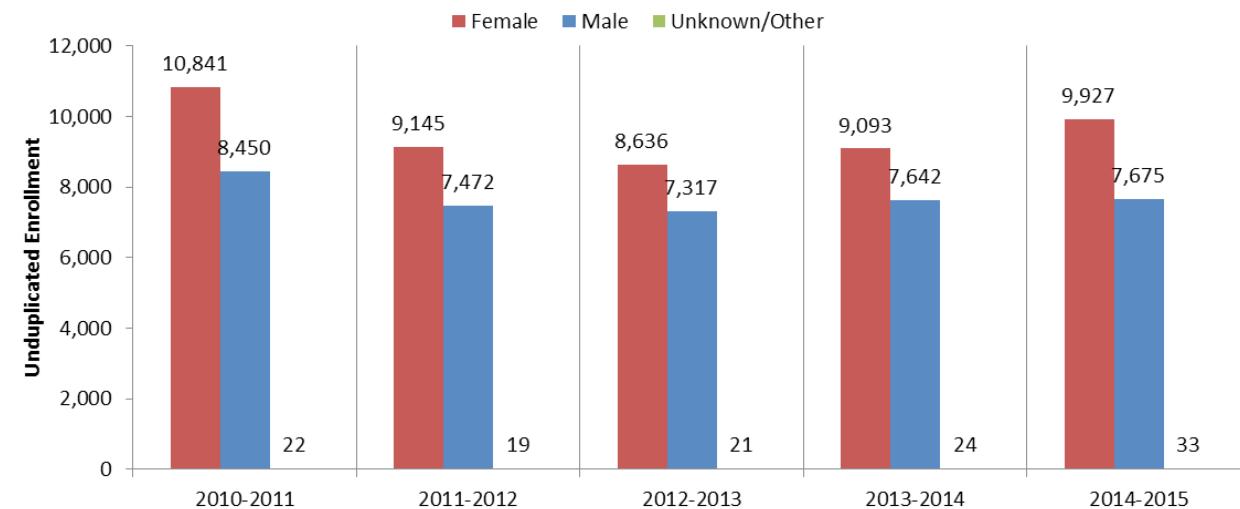
Source: SBCCD Office of Institutional Effectiveness, Research & Planning

Planning Environment - Internal Scan

STUDENT DEMOGRAPHICS + ENROLLMENT (*cont.*)

From 2010-11 to 2014-15, females accounted for an average of 55.1% of unduplicated enrollment (9,528 students), while males accounted for an average of 44.7% of unduplicated enrollment (7,711 students). During the same time, females decreased by 914 students (-8.4%), while males decreased by 775 students (-9.2%).

EXHIBIT 2.03: UNDUPPLICATED ENROLLMENT BY GENDER



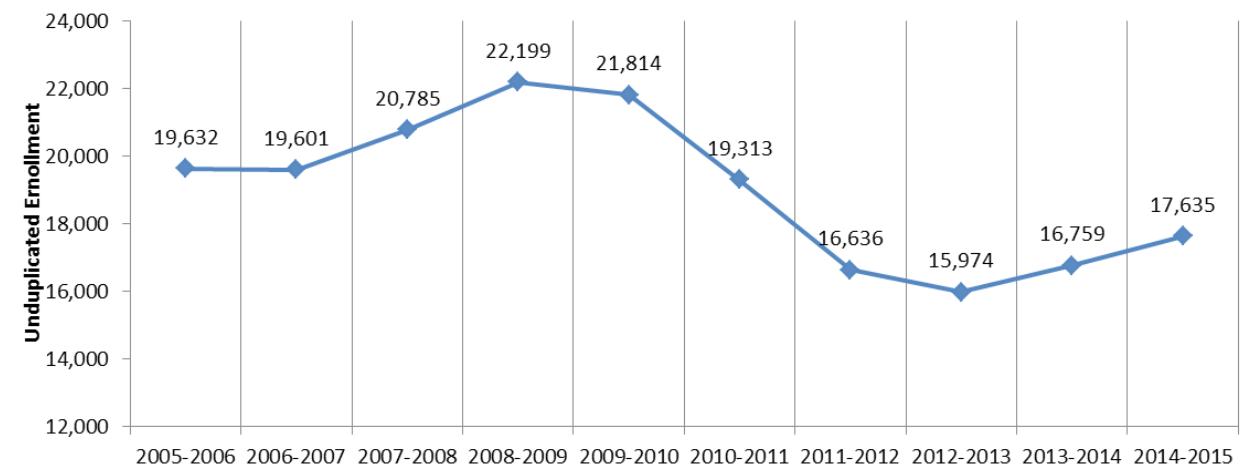
Source: SBCCD Office of Institutional Effectiveness, Research & Planning

Enrollment Trends

The most recent peak enrollment at SBVC was during the 2008-09 academic year, when the College enrolled 22,199 students. From 2008-09 to 2012-13 overall College unduplicated enrollment decreased by 6,225 students (-28.04%). The decline equates to a 7.9% average annual decrease in enrollment over four academic years. This decline occurred during a time when the statewide economy was experiencing the “Great Recession” and California Community Colleges were in the midst of budget cuts and annual budget uncertainty. More recently, the College has been experiencing an increase in enrollment. From 2012-13 to 2014-15, unduplicated enrollment increased by 1,661 students (10.4%). The increase is equivalent to a 5.07% average annual increase in enrollment over two academic years.

Overall, SBVC students account for approximately 70% of District-wide unduplicated enrollment.

EXHIBIT 2.04: HISTORICAL UNDUPPLICATED ENROLLMENT



Source: SBCCD Office of Institutional Effectiveness, Research & Planning

Planning Environment - Internal Scan

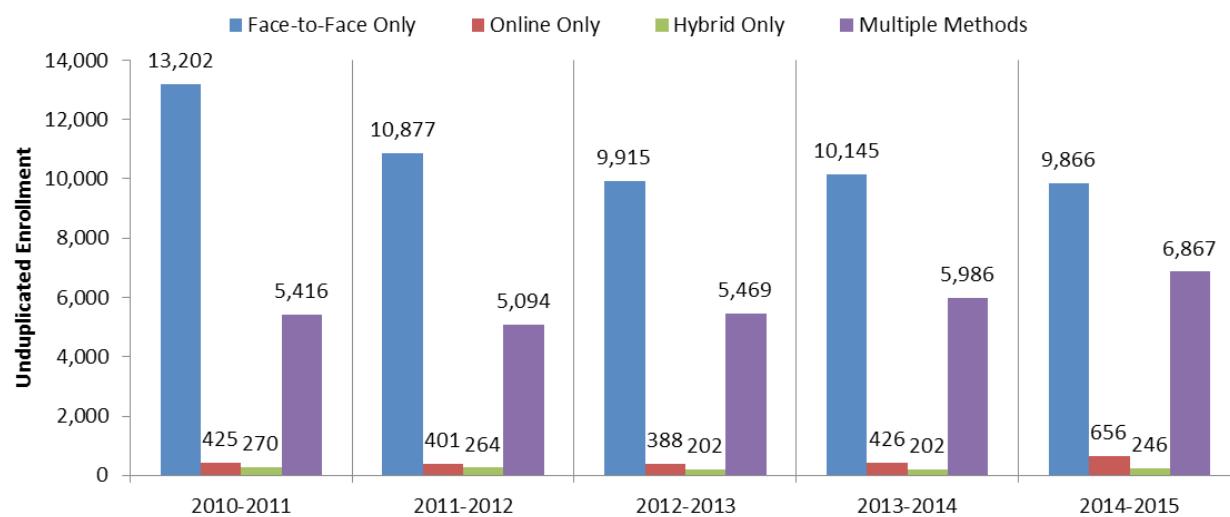
STUDENT DEMOGRAPHICS + ENROLLMENT (*cont.*)

From 2010-11 to 2014-15, students who only enrolled in face-to-face courses at SBVC accounted for an average of 62.46% of unduplicated enrollment (10,801 students). During the same years, students who only enrolled in online classes accounted for an average of 2.66% of unduplicated enrollment (459 students) and students who only enrolled in hybrid courses accounted for an average of 1.37% of unduplicated enrollment (237 students). Students who took courses using multiple instructional methods accounted for an average of 33.51% of unduplicated enrollment (5,766 students).

From 2010-11 to 2014-15, enrollment in only face-to-face courses decreased by 3,336 students (-25.3%) and hybrid only enrollment decreased by 24 students (-8.9%). During the same time period, students who only enrolled in online classes increased by 231 students (54.4%) and enrollment in courses with multiple instructional methods increased by 1,451 students (26.8%).

The number and proportion of students enrolling in traditional face-to-face instruction only has been declining and shifting to students utilizing multiple instructional methods for their courses.

EXHIBIT 2.05: UNDUPPLICATED ENROLLMENT BY INSTRUCTIONAL METHOD



Source: SBCCD Office of Institutional Effectiveness, Research & Planning

California (CA) residents accounted for 97.79% of SBVC unduplicated enrollment in 2010-11 (18,886 students); however, the proportion of California resident students fell to 94.95% by 2014-15 (16,745 students). This is a decline of 2,141 California resident students (-11.34%) over five academic years. The number and proportion of CA non-resident (AB 540) students has consistently increased from 2010-11 to 2014-15, increasing by 451 students (234.9%) over four academic years. AB 540 allowed students to qualify for an exemption from paying out-of-state tuition if they met certain criteria. From 2010-11 to 2014-15, foreign country resident enrollment at SBVC increased by 94 students (67.14%).

TABLE 2.06: UNDUPPLICATED ENROLLMENT BY RESIDENCY STATUS

| Residency Status | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|
| CA Resident | 18,886 | 16,019 | 15,428 | 15,982 | 16,745 |
| CA Nonresident | 192 | 242 | 347 | 519 | 643 |
| Out of State | 8 | 4 | 3 | 2 | 0 |
| Foreign Country | 140 | 161 | 136 | 206 | 234 |
| Unknown | 87 | 210 | 60 | 50 | 13 |
| Total Unduplicated Enrollment | 19,313 | 16,636 | 15,974 | 16,759 | 17,635 |

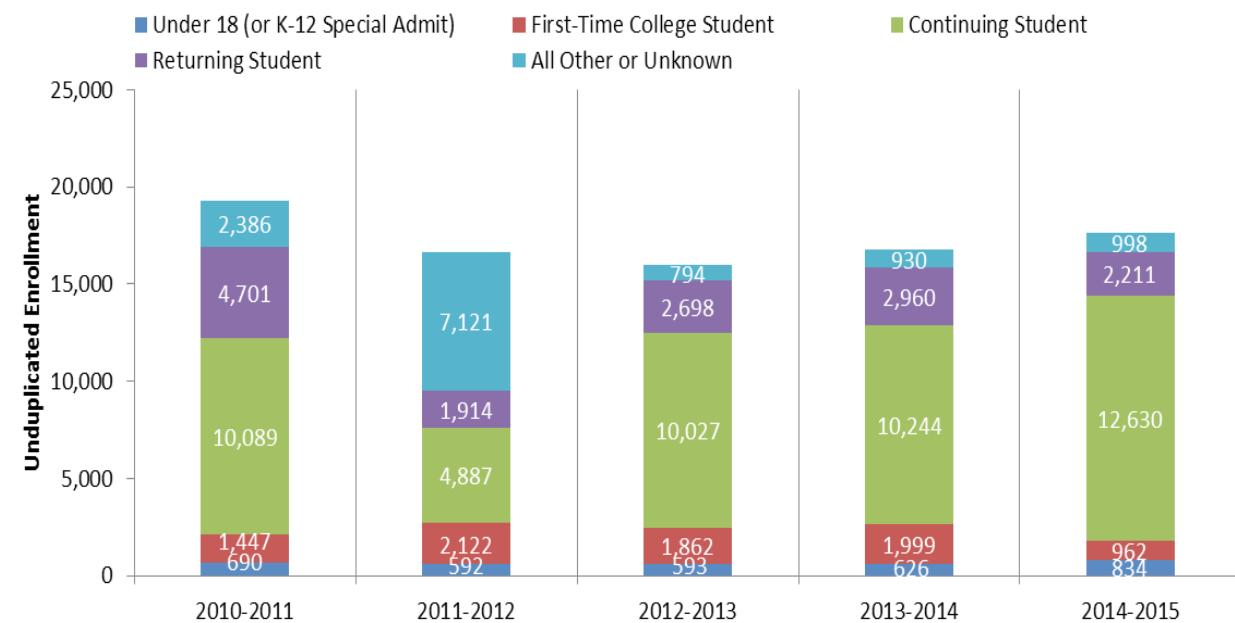
Source: SBCCD Office of Institutional Effectiveness, Research & Planning

Planning Environment - Internal Scan

STUDENT DEMOGRAPHICS + ENROLLMENT (*cont.*)

From 2012-13 to 2014-15, continuing students accounted for an average of 65.17% of unduplicated enrollment (10,967 students), while returning college students accounted for an average of 15.7% of unduplicated enrollment (2,623 students), and first-time college students accounted for an average of 9.68% of unduplicated enrollment (1,608 students). During the same three year period, unduplicated enrollment from continuing students increased by 2,603 students (26%) and under 18 (or K-12 special admit) students increased by 241 students (40.6%). From 2012-13 to 2014-15, unduplicated enrollment from first-time college students decreased by 900 students (-48.3%) and by 487 students (-18.1%) for returning college students.

EXHIBIT 2.07: UNDUPPLICATED ENROLLMENT BY ENROLLMENT STATUS



Source: SBCCD Office of Institutional Effectiveness, Research & Planning

Colton High School has consistently been among the top two feeder high schools for SBVC, accounting for 134 first-time students in fall 2014. San Gorgonio High School was a top two feeder high school from fall 2010 to fall 2013, however dropped to the fifth ranked feeder high school in fall 2014. The College enrolls a high number of students who are home schooled. In fall 2014, 100 first-time college students at SBVC reported that they were home schooled (ranked third amongst feeder high schools).

TABLE 2.08: ENROLLMENT FROM FALL 2014 TOP 10 FEEDER HIGH SCHOOLS

| Institution | Fall 2010 | | Fall 2011 | | Fall 2012 | | Fall 2013 | | Fall 2014 | |
|------------------------|-----------|-----|-----------|----|-----------|-----|-----------|-----|-----------|-----|
| | Rank | # | Rank | # | Rank | # | Rank | # | Rank | # |
| COLTON HIGH SCHOOL | 2 | 123 | 2 | 87 | 2 | 104 | 1 | 135 | 1 | 134 |
| PACIFIC HIGH | 8 | 65 | 7 | 63 | 4 | 81 | 6 | 101 | 2 | 102 |
| OTHER HOME SCHOOL | 9 | 57 | 5 | 72 | 6 | 67 | 8 | 81 | 3 | 100 |
| CAJON HIGH | 3 | 97 | 3 | 85 | 3 | 81 | 3 | 115 | 4 | 99 |
| SAN GORGONIO HIGH | 1 | 126 | 1 | 89 | 1 | 107 | 2 | 129 | 5 | 94 |
| ARROYO VALLEY HIGH | 6 | 79 | 4 | 82 | 5 | 72 | 4 | 110 | 6 | 84 |
| SAN BERNARDINO HIGH | 7 | 76 | 9 | 55 | 8 | 51 | 7 | 93 | 7 | 79 |
| RIALTO HIGH | 4 | 93 | 8 | 62 | 7 | 65 | 5 | 105 | 8 | 74 |
| EISENHOWER SENIOR HIGH | 5 | 87 | 6 | 65 | 9 | 48 | 10 | 71 | 9 | 66 |
| MIDDLE COLLEGE HIGH | 17 | 29 | 19 | 18 | 14 | 31 | 9 | 73 | 10 | 54 |

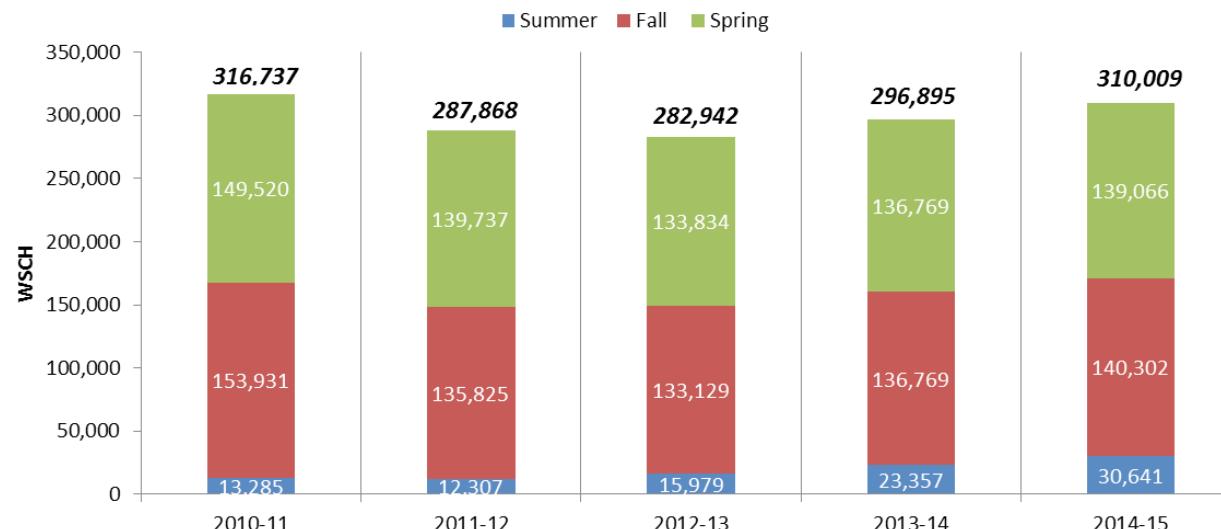
Source: SBCCD Office of Institutional Effectiveness, Research & Planning

Planning Environment - Internal Scan

SECTIONS, WSCH, FTEF, SUCCESS + RETENTION

Weekly Student Contact Hours (WSCH) is calculated by the number of hours courses meet during the semester, times the number of students in those courses. WSCH generation is considered a measure of revenue for the College. From 2010-11 to 2014-15, fall and spring terms each accounted for an average of 46.8% of total WSCH while summer accounted for an average of 6.4% of WSCH. During this period, overall WSCH at SBVC decreased by 2.1% (-6,727 WSCH). From 2010-11 to 2014-15, fall term WSCH decreased by 8.9% (-13,630 WSCH) and spring term WSCH decreased by 7% (-10,454 WSCH). However, summer WSCH increased by 130.6% (17,356 WSCH). Since 2012-13, SBVC's WSCH generation has increased by 9.6% (27,067 WSCH) over two academic years (2013-14 and 2014-15).

EXHIBIT 2.09: WSCH GENERATION



Source: SBCCD Office of Institutional Effectiveness, Research & Planning

From 2010-11 to 2014-15, the average annual growth rate of section offerings was 2.88% (equivalent to 83.5 sections added per year). Section offerings reached their most recent low during the 2011-12 academic year (2,394 sections). However, SBVC generated 120.2 WSCH per section offering in 2011-12. As section offerings have recently increased, WSCH generation has not increased at the same pace. From 2011-12 to 2014-15, course offerings increased by 714 sections (29.8%), while WSCH per section offered decreased to 99.7 WSCH/section.

EXHIBIT 2.10: SECTION OFFERINGS



Source: SBCCD Office of Institutional Effectiveness, Research & Planning

Planning Environment - Internal Scan

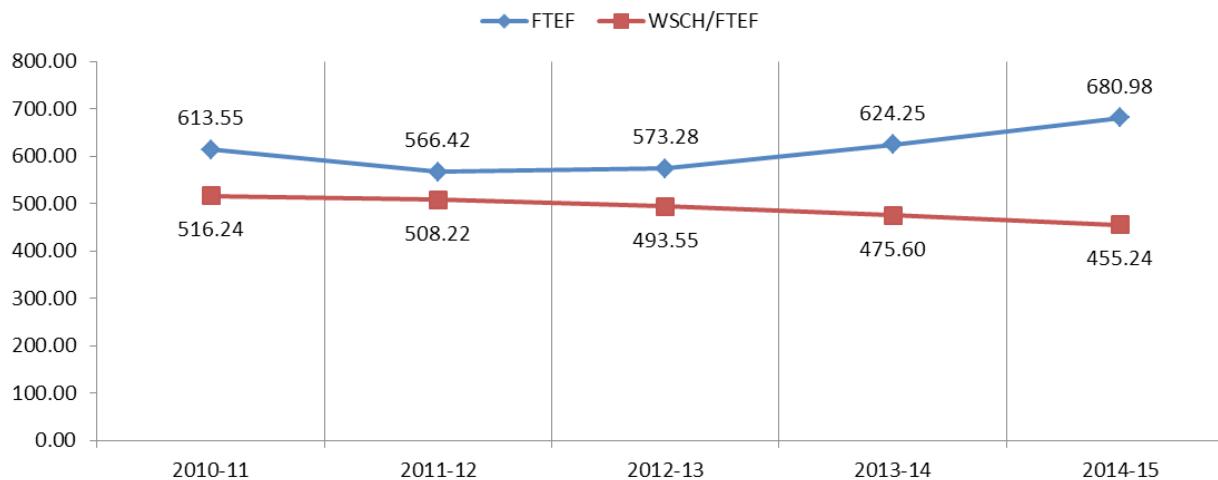
SECTIONS, WSCH, FTEF, SUCCESS + RETENTION (*cont.*)

From 2010-11 to 2014-15, SBVC achieved its highest productivity in 2010-11 when the College had 613.55 full time equivalent faculty (FTEF) and produced 516.24 WSCH/FTEF. From 2011-12 to 2014-15, the College increased faculty by 114.56 FTEF (20.2%); however, productivity decreased by 52.99 WSCH/FTEF (-10.4%). The California community college recommended standard for productivity is 525 WSCH/FTEF, which represents the approximate point of financial break even for a College.

In 2014-15, 64.6% of SBVC students (11,392 students) stated that their educational goal was to obtain a bachelor's degree (BA/BS) upon transfer. During the same academic year, 18.8% of students (3,307 students) had an educational goal of obtaining an associate degree (AA/AS) or certificate without transfer, and 6% of students (1,054 students) identified their goals as related to job skills or maintaining a certification/license.

From 2010-11 to 2014-15, the proportion of students with the goal of obtaining a BA/BS upon transfer increased by 13.1% (1,440 students). During the same time, the proportion of students with goals related to job skills or maintaining a certification/license decreased by 5.4% (-1,140 students). It should also be noted that the number of students with an undecided goal decreased by 1,026 students during the same time period.

EXHIBIT 2.11: PRODUCTIVITY (WSCH/FIFF)



Source: SBCCD Office of Institutional Effectiveness, Research & Planning

TABLE 2.12: UNDUPPLICATED ENROLLMENT BY EDUCATIONAL GOAL

| Educational Goals | Academic Year | | | | | | | | | |
|-----------------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| | 2010-2011 | | 2011-2012 | | 2012-2013 | | 2013-2014 | | 2014-2015 | |
| | # | % | # | % | # | % | # | % | # | % |
| BA/BS Degree after Assoc. | 8,309 | 43.0% | 7,748 | 46.6% | 7,989 | 50.0% | 8,656 | 51.6% | 9,652 | 54.7% |
| BA/BS degree w/o Assoc. | 1,643 | 8.5% | 1,494 | 9.0% | 1,461 | 9.1% | 1,525 | 9.1% | 1,740 | 9.9% |
| Assoc. Degree w/o trans. | 2,394 | 12.4% | 2,068 | 12.4% | 1,991 | 12.5% | 2,191 | 13.1% | 2,292 | 13.0% |
| Voc. Assoc. w/o transfer | 272 | 1.4% | 212 | 1.3% | 224 | 1.4% | 248 | 1.5% | 256 | 1.5% |
| Voc. Certif. w/o transfer | 838 | 4.3% | 653 | 3.9% | 633 | 4.0% | 685 | 4.1% | 759 | 4.3% |
| Career Exploration | 212 | 1.1% | 176 | 1.1% | 135 | 0.8% | 118 | 0.7% | 95 | 0.5% |
| Acquire Job Skills | 1,005 | 5.2% | 780 | 4.7% | 694 | 4.3% | 632 | 3.8% | 478 | 2.7% |
| Update Job Skills | 561 | 2.9% | 402 | 2.4% | 332 | 2.1% | 347 | 2.1% | 303 | 1.7% |
| Maintain Cert/License | 416 | 2.2% | 306 | 1.8% | 234 | 1.5% | 179 | 1.1% | 178 | 1.0% |
| Basic Skills | 270 | 1.4% | 204 | 1.2% | 169 | 1.1% | 162 | 1.0% | 137 | 0.8% |
| H.S Diploma/GED | 75 | 0.4% | 36 | 0.2% | 30 | 0.2% | 34 | 0.2% | 33 | 0.2% |
| Non-credit to credit | 14 | 0.1% | 16 | 0.1% | 11 | 0.1% | 7 | 0.04% | 4 | 0.02% |
| 4-yr student taking classes | 945 | 4.9% | 746 | 4.5% | 651 | 4.1% | 629 | 3.8% | 584 | 3.3% |
| Educational Development | 389 | 2.0% | 284 | 1.7% | 219 | 1.4% | 210 | 1.3% | 238 | 1.3% |
| Personal Interest | 44 | 0.2% | 21 | 0.1% | 12 | 0.1% | 10 | 0.1% | 6 | 0.03% |
| Undecided Goal | 1,903 | 9.9% | 1,478 | 8.9% | 1,182 | 7.4% | 1,122 | 6.7% | 877 | 5.0% |
| Uncollected/Unreported | 23 | 0.1% | 12 | 0.1% | 7 | 0.04% | 4 | 0.02% | 2 | 0.01% |
| Not Applicable | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 1 | 0.01% |
| Total | 19,313 | 100% | 16,636 | 100% | 15,974 | 100% | 16,759 | 100% | 17,635 | 100% |

Source: SBCCD Office of Institutional Effectiveness, Research & Planning

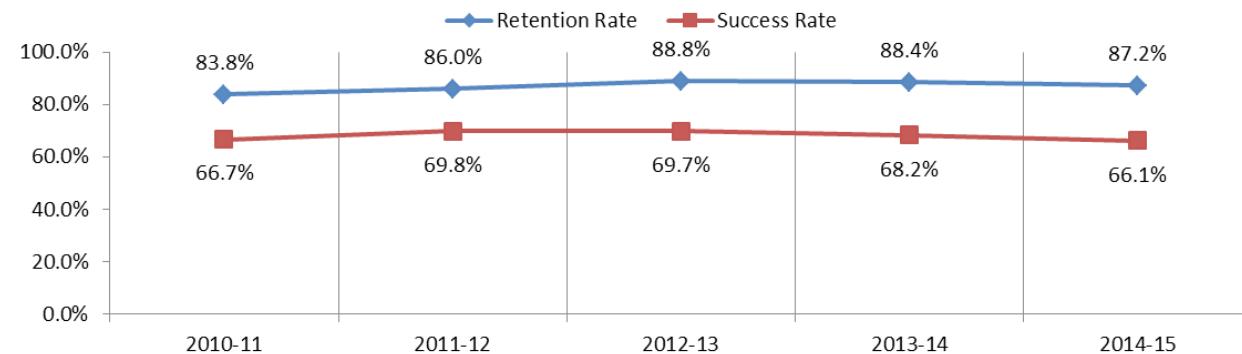
Planning Environment - Internal Scan

SECTIONS, WSCH, FTEF, SUCCESS + RETENTION (*cont.*)

Student Success and Completion

From 2010-11 and 2014-15, SBVC experienced an average retention rate of 86.8% and an average success rate of 68.1%. The most recent peak retention rate at SBVC was 88.8% in 2012-13, while the most recent peak success rate was 69.8% in 2011-12. From 2012-13 to 2014-15, SBVC's retention rate declined at an average annual rate of 0.91% while success rate declined at an average annual rate of 2.65%. From 2010-11 to 2014-15, the average gap between success and retention rates was 18.7%. In fall 2014, statewide averages for success and retention rates were 69.01% and 86.3%, respectively.

EXHIBIT 2.13: SUCCESS AND RETENTION RATES



Source: SBCCD Office of Institutional Effectiveness, Research & Planning

The total number of degrees and certificates awarded at SBVC increased by 37.8% (364 awards) from 2010-11 to 2014-15. During the same time period, the number of AA degrees awarded increased by 51.8% (232 degrees), while the number of certificates requiring 30 to less than 60 semester units decreased by 9.6% (-20 certificates). From 2012-13 to 2014-15, the number of associate for transfer degrees (AA-T/AS-T) awarded increased by 134 awards over just two academic years. In 2014-15, associate for transfer degrees accounted for 15.9% of all associate degrees awarded (156 AA-T/AS-T awards of 981 total AA/AS awards).

TABLE 2.14: DEGREES AND CERTIFICATES AWARDED

| Degree / Certificate Type | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
|---|------------|--------------|--------------|--------------|--------------|
| Associate in Science for Transfer (A.S.-T) Degree | 0 | 0 | 14 | 27 | 100 |
| Associate in Arts for Transfer (A.A.-T) Degree | 0 | 0 | 8 | 30 | 56 |
| Associate of Science (A.S.) degree | 150 | 150 | 142 | 180 | 145 |
| Associate of Arts (A.A.) degree | 448 | 576 | 652 | 746 | 680 |
| Certificate requiring 60+ semester units | 8 | 4 | 10 | 14 | 11 |
| Certificate requiring 30 to < 60 semester units | 208 | 178 | 229 | 214 | 188 |
| Certificate requiring 18 to < 30 semester units | 105 | 118 | 128 | 132 | 115 |
| Certificate requiring 12 to < 18 units | 0 | 0 | 2 | 0 | 0 |
| Certificate requiring 6 to < 18 semester units | 28 | 44 | 40 | 46 | 33 |
| Other Credit Award, < 6 semester units | 17 | 0 | 0 | 1 | 0 |
| Total Degrees / Certificates Awarded | 964 | 1,070 | 1,225 | 1,390 | 1,328 |

Source: California Community Colleges Chancellor's Office – Datamart

Planning Environment - Internal Scan

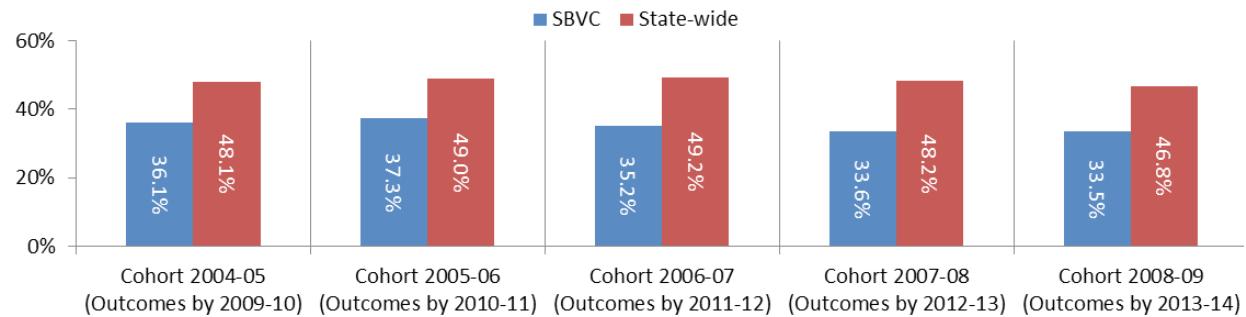
SECTIONS, WSCH, FTEF, SUCCESS + RETENTION (cont.)

Completion rate or student progress and attainment rate (SPAR) may be defined as the percentage of first-time students with a minimum of 6 units earned who attempted any math or English in the first three years and achieved any of the following outcomes within six years of entry:

- › Earned an AA/AS or credit Certificate (Chancellor's Office approved)
- › Transfer to a four-year institution
- › Achieved "transfer prepared" status (successful completion of 60 UC/CSU transferrable units with a GPA ≥ 2.0)

Student cohorts from 2004-05 to 2008-09, had an average completion rate of 35.1% within six years, while the statewide average completion rate was 48.3%. During the same time period, the average gap between SBVC's completion rate and the statewide average completion rate was 13.1%.

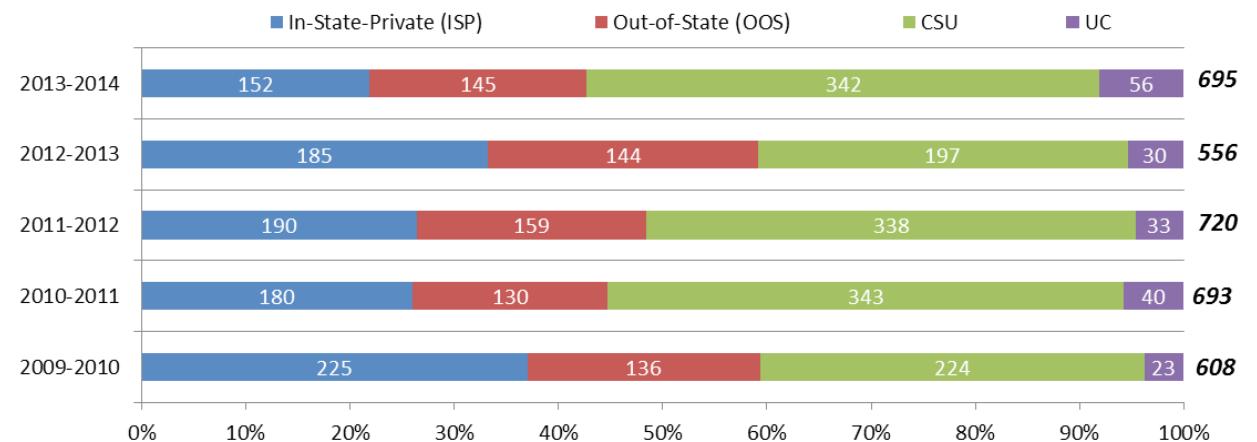
EXHIBIT 2.15: COMPLETION/STUDENT PROGRESS + ATTAINMENT RATE (SPAR)



Source: California Community Colleges Chancellor's Office – Datamart

SBVC transfer volume most recently peaked in 2011-12 with 720 total transfers. From 2009-10 to 2013-14, the average proportion of California State University (CSU) transfers was 43.6%, the average proportion of in-state private school transfers was 28.9%, the average proportion of out-of-state transfers was 22% and the average proportion of University of California (UC) transfers was 5.5%. During the same time period, total transfer volume at SBVC increased by 87 students (14.3%).

EXHIBIT 2.16: TRANSFER VOLUME



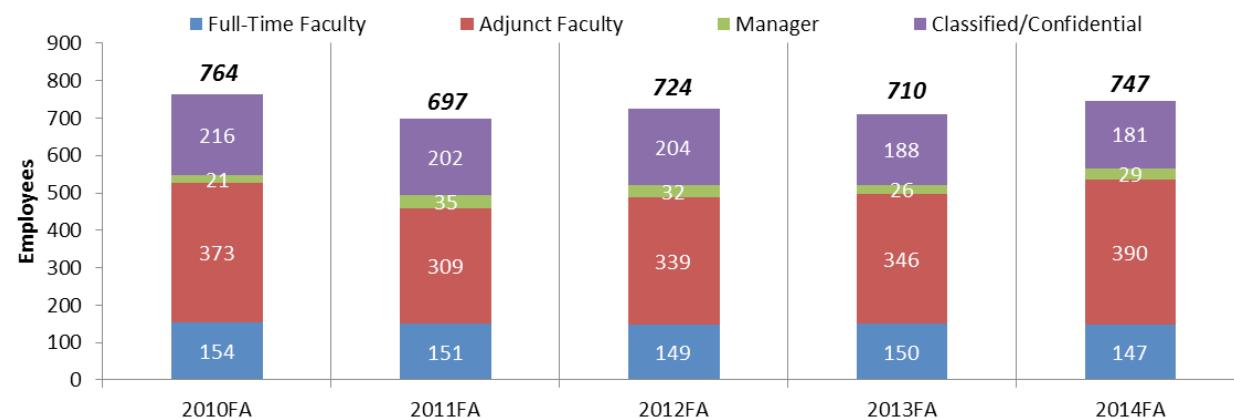
Source: California Community Colleges Chancellor's Office – Datamart

Planning Environment - Internal Scan

EMPLOYEE DEMOGRAPHICS

From fall 2010 to fall 2014, the average proportion of adjunct faculty at SBVC was 48.2%, classified/confidential employees accounted for an average of 27.2% of all employees, the average proportion of full-time faculty was 20.6% and managers accounted for an average of 3.9% of all employees. Full-time faculty decreased by 4.5% (-7 employees) over the same five fall terms, while adjunct faculty increased by 4.6% (17 employees), classified/confidential employees decreased by 16.2% (35 employees) and managers increased by 38.1% (8 employees). From fall 2010 to fall 2014, the total number of employees at SBVC decreased by 2.2% (-17 employees). In fall 2014, 27.4% of the College's faculty were full-time employees (147 full-time faculty of 537 total faculty).

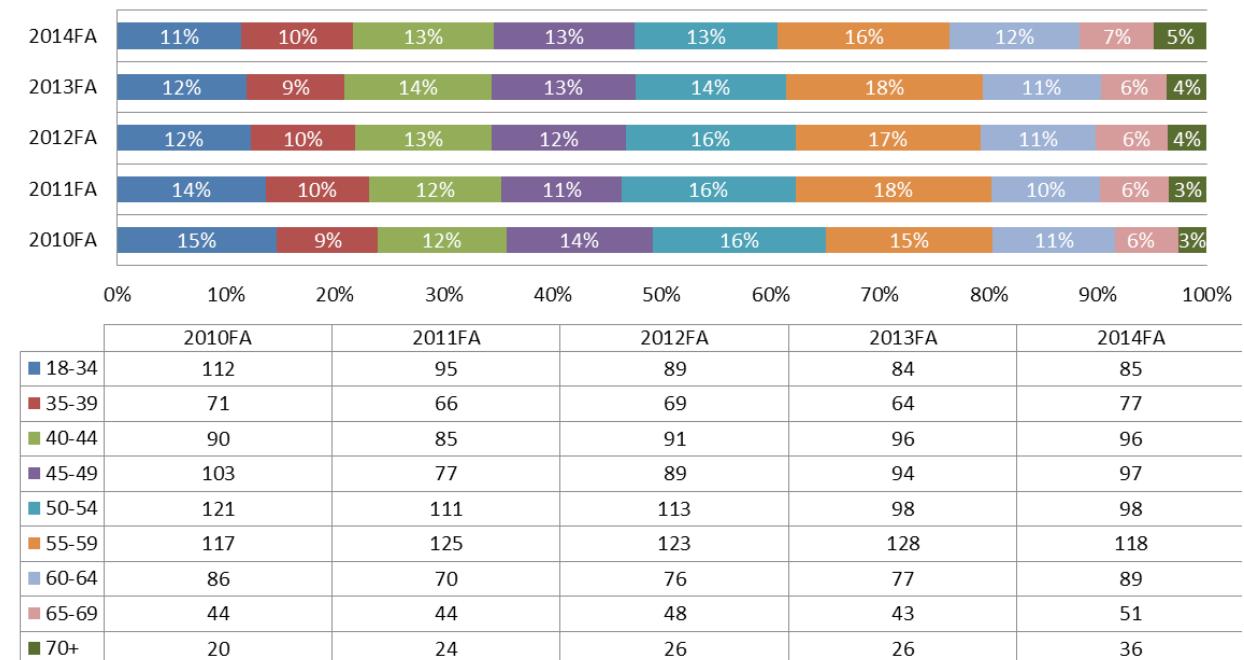
EXHIBIT 2.17: UNDuplicated EMPLOYEES BY TYPE (FALL TERM)



Source: SBCCD Office of Institutional Effectiveness, Research & Planning

From fall 2010 to fall 2014, employees age 18-34 years old decreased by 24.1% (-27 employees) and employees age 50-54 years old decreased by 19% (-23 employees). During the same time, employees age 70 or older increased by 80% (16 employees). In fall 2014, 216 employees were within the 50-59 age group (28.9%) and 176 employees were age 60 or older (23.6%). Employee data by age group suggests that it may be reasonable to expect over half of the College's employees to retire within the next 15 years.

EXHIBIT 2.18: UNDUPPLICATED EMPLOYEES BY AGE (START OF FALL TERM)



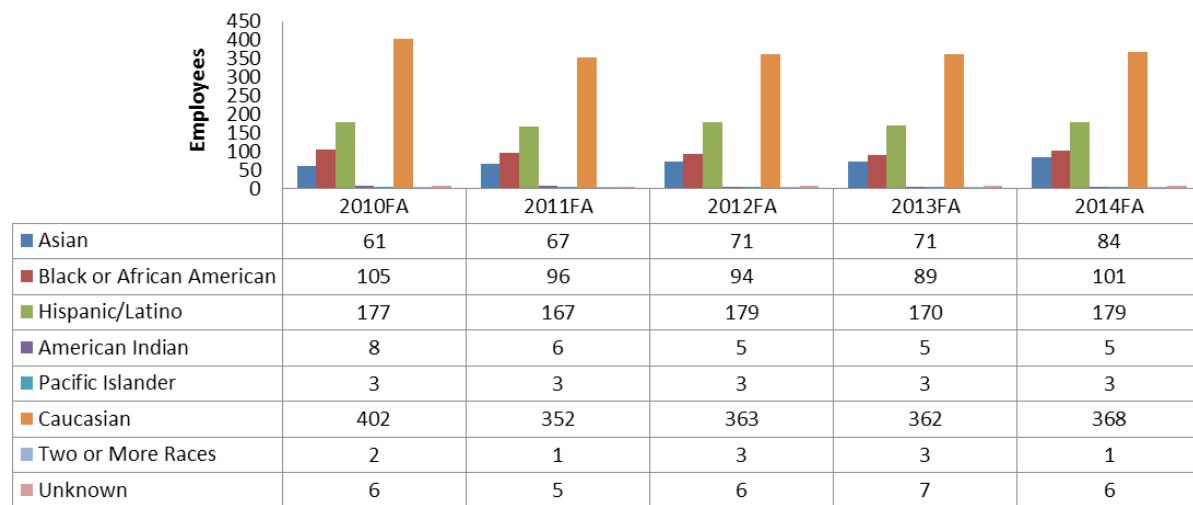
Source: SBCCD Office of Institutional Effectiveness, Research & Planning

Planning Environment - Internal Scan

EMPLOYEE DEMOGRAPHICS (cont.)

From fall 2010 to fall 2014, the number of Asian employees at SBVC increased by 37.7% (23 employees), while the number of Caucasian employees decreased by 8.5% (-34 employees). During the same time period, Caucasians accounted for an average of 50.7% of employees, Hispanics accounted for an average of 23.9% of employees and African Americans accounted for an average of 13.3% of employees.

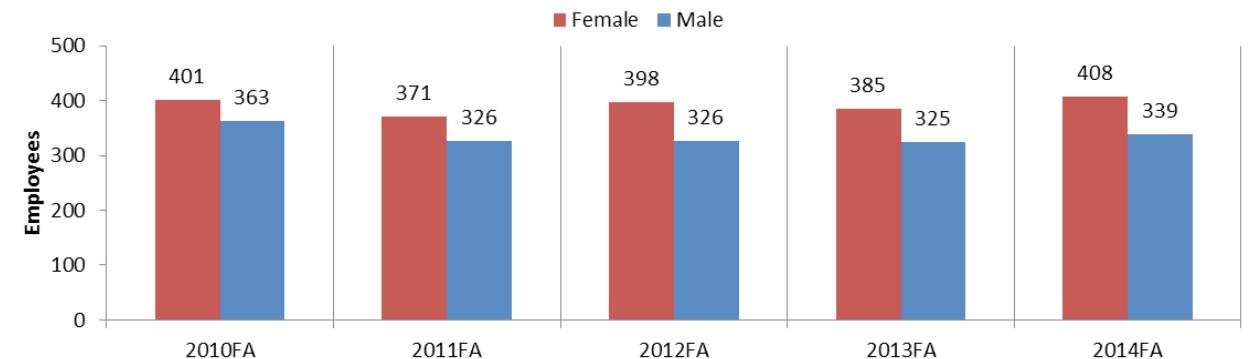
EXHIBIT 2.19: UNDUPPLICATED EMPLOYEES BY RACE/ETHNICITY (FALL TERM)



Source: SBCCD Office of Institutional Effectiveness, Research & Planning

From fall 2010 to fall 2014, females accounted for an average of 53.9% of SBVC employees, while males accounted for an average of 46.1% of employees. During the same time, female employees increased by 1.7% (7 persons), while males decreased by 6.6% (24 employees).

EXHIBIT 2.20: UNDUPLICATED EMPLOYEES BY GENDER (FALL TERM)



Source: SBCCD Office of Institutional Effectiveness, Research & Planning

Planning Environment - Internal Scan

INTERNAL SCAN FINDINGS

Analysis of data regarding the internal college profile at SBVC provides insight for making informed planning decisions. The following findings are derived from the internal scan data presented in this chapter of the EMP:

Student Demographics

- › Students 20-24 years old is the largest age group within the College (6,409 students in 2014-15) and the only student age group to increase in enrollment from 2010-11 to 2014-15. The student age group that experienced the most decline during the same period were those 40-49 years old (-524 students).
- › Hispanic students accounted for 63.1% of College enrollment in 2014-15 (11,135 students). From 2010-11 to 2014-15, the number of Caucasian students decreased by 1,105 students (-30.4%) and the number of African American students decreased by 979 students (-29.5%).
- › Female students accounted for 56.3% of College enrollment in 2014-15 (9,927 students). From 2010-11 to 2014-15, the number of female students decreased by 914 students (-8.4%), while the number of male students declined by 775 students (-9.2%).

Enrollment Trends

- › From 2008-09 to 2012-13, overall College enrollment decreased by 6,225 students (-28.04%). However, from 2013-14 to 2014-15, SBVC's enrollment increased by 1,661 students (10.4%). In 2014-15, the College was still 4,564 students shy of its most recent peak enrollment (22,199 students in 2008-09 compared to 17,635 students in 2014-15).
- › The number and proportion of students enrolling in traditional face-to-face instruction only has been declining and shifting to students utilizing multiple instructional methods. In 2010-11, 70.9% of students at SBVC enrolled in traditional face-to-face courses (13,202 students). By 2014-15, 59% of students at SBVC enrolled in traditional face-to-face courses (9,866 students).
- › Although California residents account for over 95% of students, California resident students declined by 2,141 students (-11.34%) from 2010-11 to 2014-15. During the same time, California non-residents increased by 451 students (234.9%) and foreign country residents increased by 94 students (67.1%).
- › Continuing students account for the majority of SBVC enrollment (12,630 students or 71.6% of unduplicated enrollment in 2014-15). First-time college students only accounted for 5.46% of unduplicated enrollment in 2014-15 (962 students), a decrease of 900 students from 2012-13 to 2014-15. During the same time, under age 18 or K-12 special admit students increased by 241 students (40.6%).
- › Colton High School has consistently been among to top two feeder high schools for SBVC, accounting for 134 first-time students in fall 2014. San Gorgonio High School was a top two feeder high school from fall 2010 to fall 2013, however dropped to the 5th ranked feeder high school in fall 2014. Pacific High School went from the 8th ranked feeder high school for SBVC in fall 2010 to the 2nd ranked feeder high school in fall 2014.
- › From 2010-11 to 2014-15:
 - › Total WSCH generation decreased by 6,727 WSCH (-2.1%)
 - › Total unduplicated enrollment decreased by 1,678 students (-8.7%)
 - › Total section offerings increased by 334 sections (12%)

- › Total FTEF increased by 67.43 FTEF (11%)
- › Total productivity decreased by 61 WSCH/FTEF (11.8%)
- › In 2011-12, the College generated 120.2 WSCH per section. However, in 2014-15 the College generated 99.7 WSCH per section.
- › In 2010-11, the College had 613.55 FTEF that reached a productivity level of 516.24 WSCH/FTEF. However, in 2014-15 the College had 680.98 FTEF that reached a productivity level of 455.24 WSCH/FTEF.
- › The majority of students at SBVC stated an educational goal of obtaining a BA/BS upon transfer to a four-year institution (11,392 students or 64.6% of unduplicated enrollment in 2014-15). From 2010-11 to 2014-15, the proportion of students with the goal of obtaining a BA/BS upon transfer increased by 13.1% (1,440 students).

Student Success and Completion

- › From 2010-11 to 2014-15, SBVC experienced an average retention rate of 86.8% and an average success rate of 68.1%. In 2014-

15, the College's retention rate was 87.2% (statewide retention rate for fall 2014 was 86.3%). In 2014-15, the College's success rate was 66.1% (statewide success rate for fall 2014 was 69.01%).

- › From 2010-11 to 2014-15, total degrees and certificates awarded increased by 364 awards (37.8%). The most significant growth was experienced in AA degrees, which increased by 232 awards (51.8%) during the same time period.
- › Student cohorts from 2004-05 to 2008-09, had an average completion rate of 35.1% within 6 years, while the statewide average completion rate was 48.3%.
- › From 2009-10 to 2013-14, the average transfer volume at SBVC was 654 students. During the same period, the average proportion of CSU transfers was 43.6%, while the average proportion of in-state private school transfers was 28.9%. Approximately 22% of transfers went to out-of-state schools, and 5.5% of transfer students enrolled in UC schools.

Employee Demographics

- › In fall 2014, adjunct faculty accounted for 52.2% of all employees (390 persons), while full-time faculty accounted for 19.7% of all employees (147 persons). Approximately 27.4% of the College's faculty were full-time employees (147 full-time employees of 537 total faculty members).
- › In fall 2014, 216 employees were within the 50-59 age group (28.9% of all employees) and 176 employees were age 60 or older (23.6% of all employees). Data suggests that it is reasonable to expect up to over half of the College's employees to retire within the next 15 years.
- › In fall 2014, 49.3% of SBVC employees were Caucasian (368 persons), 24% of employees were Hispanic (179 persons), 13.5% of employees were African American (101 persons) and 11.2% were Asian (84 persons). From fall 2010 to fall 2014, Caucasian employees decreased by 34 persons (-8.5%), while Asian employees increased by 23 persons (37.7%).

Planning Environment - Internal Scan

INTERNAL SCAN FINDINGS (*cont.*)

- › In fall 2014, 54.6% of the College's employees were female (408 persons), while 45.4% of employees were male (339 persons). From fall 2010 to fall 2014, the number of male employees decreased by 24 persons (-6.6%) while females increased by 7 employees (1.7%).

SAN BERNARDINO VALLEY COLLEGE

02 PLANNING ENVIRONMENT
EXTERNAL SCAN



Planning Environment

External Scan

The intent of the external scan of San Bernardino Valley Community College (SBVC) is to assess demographics and other characteristics of the regional community that the College services. The external scan is used to identify and understand patterns and trends within the area and informs planning directions. The analysis presented in this plan is based on service area (ZIP codes) and region (Riverside and San Bernardino Counties). Economic Modeling Specialists International (EMSI), Census 2010 American Community Survey 5-Year Estimates (2010-2014), and California Department of Education data was utilized to analyze the community that the College serves.

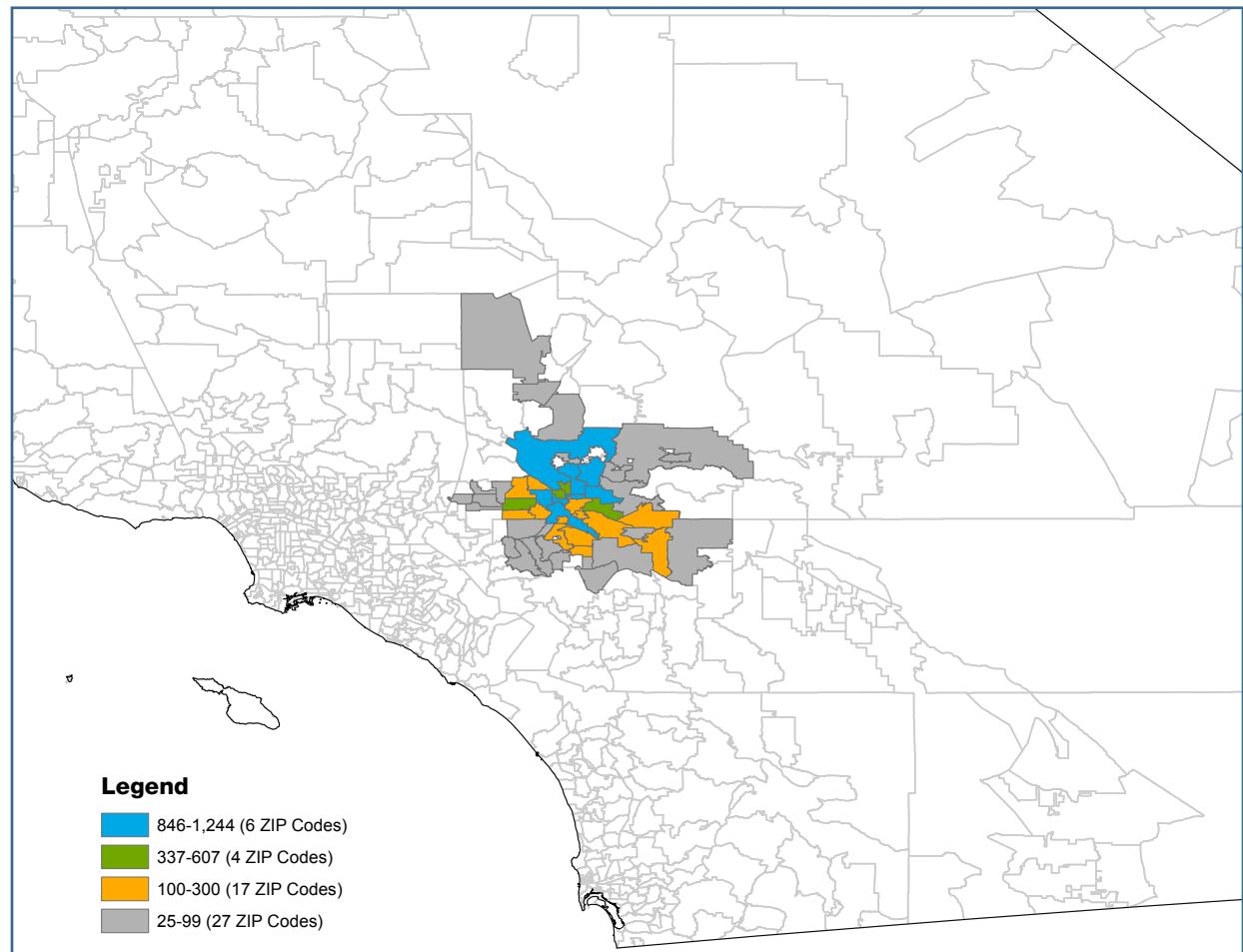
- › San Bernardino Valley Community College Service Area
- › Population Estimates and Projections
- › Educational Attainment
- › Household Size, Income, + Property
- › Service Area High Schools
- › Neighborhood Higher Education Institutions
- › Regional + Neighborhood Context Summary

Planning Environment - External Scan

SAN BERNARDINO VALLEY COMMUNITY COLLEGE SERVICE AREA

The San Bernardino Valley Community College service area includes 20 Cities/areas: Rancho Cucamonga, Beaumont, Grand Terrace, Bloomington, Calimesa, Colton, Crestline, Fontana, Highland, Lake Arrowhead, Loma Linda, Lytle Creek, Mentone, Redlands, Rialto, Running Springs, Yucaipa, San Bernardino, Riverside and Moreno Valley. Regionally, SBVC serves the counties of San Bernardino and Riverside.

EXHIBIT 3.01: SBVC SERVICE AREA MAP



Planning Environment - External Scan

POPULATION ESTIMATES + PROJECTIONS

Population data provides an opportunity to understand the make-up of the population SBVC primarily serves relative to the region and state. From 2005 to 2015, the service area population grew by 14.7% (181,878 persons), while the region's total population grew by 17.3% (669,696 persons). By comparison, the state's population grew by 9.1%.

The projected population growth of the service area and region is expected to diminish over the next 10 years. From 2015 to 2025, the service area total population is projected to grow by 5.15% (73,120 persons) and the region's total population is projected to grow by 5.55%

(252,316 persons). Both of these increases exceed the state's projected growth during the same time period, which is expected to grow by 5.08% (1,987,346 persons).

In 2015, the proportion of the service area population age 19 and under was 31.3% (444,130 persons). This is more than the regional proportion of 29.8% (1,353,226 persons) and statewide proportion of 26.22% (10,248,399 persons) during the same year.

Between 2015 and 2025, population projections suggest that the proportion of those in the 19 and under

age group will increase by 1.14% within the service area (5,067 persons) and 1.45% in the region (19,651 persons), which is less than the projected 2.07% increase projected for the proportion of the statewide population in the same age group (212,632 persons).

The 20-24 age group may be considered SBVC's core age demographic. The 20-24 age group accounted for 8.85% of the service area population in 2015 (125,582 persons). The proportion of the service area population in the 20-24 age group was slightly greater than the regional proportion of 8.28% (376,421 persons) and the State proportion of 8% (3,122,810 persons).

TABLE 3.02: TOTAL POPULATION ESTIMATES + PROJECTIONS

| Area | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2020 | 2025 |
|--------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Service Area | 1,330,288 | 1,349,005 | 1,363,020 | 1,381,744 | 1,400,318 | 1,418,898 | 1,478,258 | 1,492,018 |
| Regional | 4,243,556 | 4,302,146 | 4,350,609 | 4,416,590 | 4,481,004 | 4,545,323 | 4,755,883 | 4,797,639 |
| California | 37,335,221 | 37,687,015 | 38,047,900 | 38,395,867 | 38,757,231 | 39,090,228 | 40,251,903 | 41,077,574 |

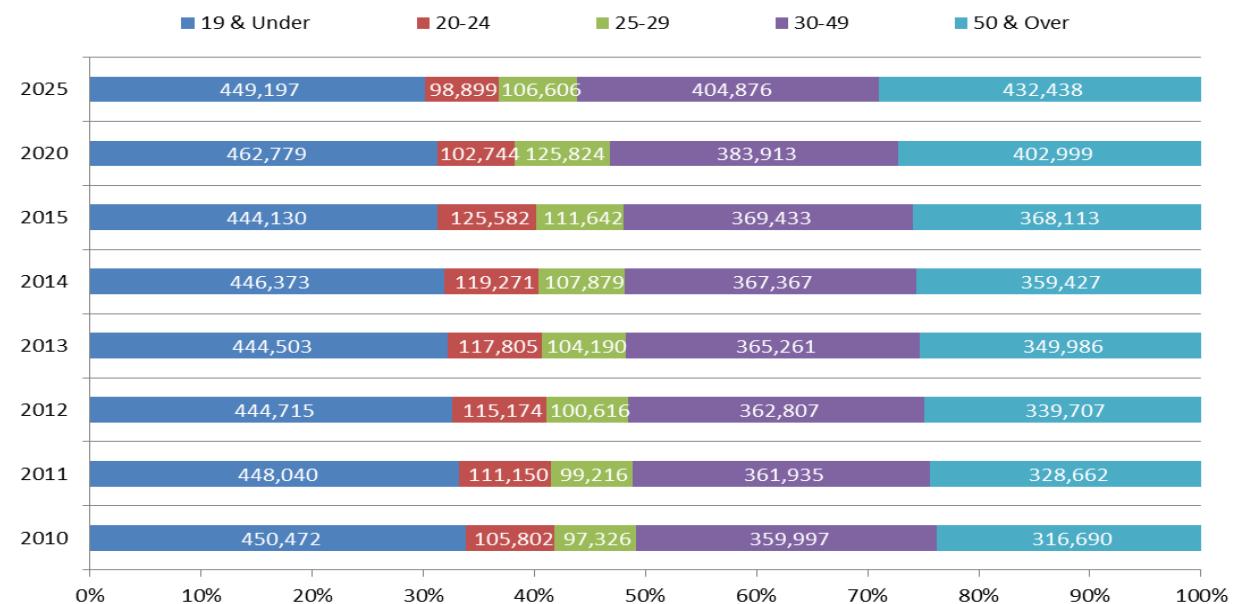
Source: EMSI

Planning Environment - External Scan

POPULATION ESTIMATES + PROJECTIONS (*cont.*)

Between 2015 and 2025, population projections suggest that the proportion of those in the 20-24 age group will decrease by 21.25% (-26,683 persons) in the service area population and 20.23% (-76,153 persons) in the regional population. These are larger decreases than the projected 16.75% (-522,916 persons) decrease expected for the proportion of the statewide population in the same age group.

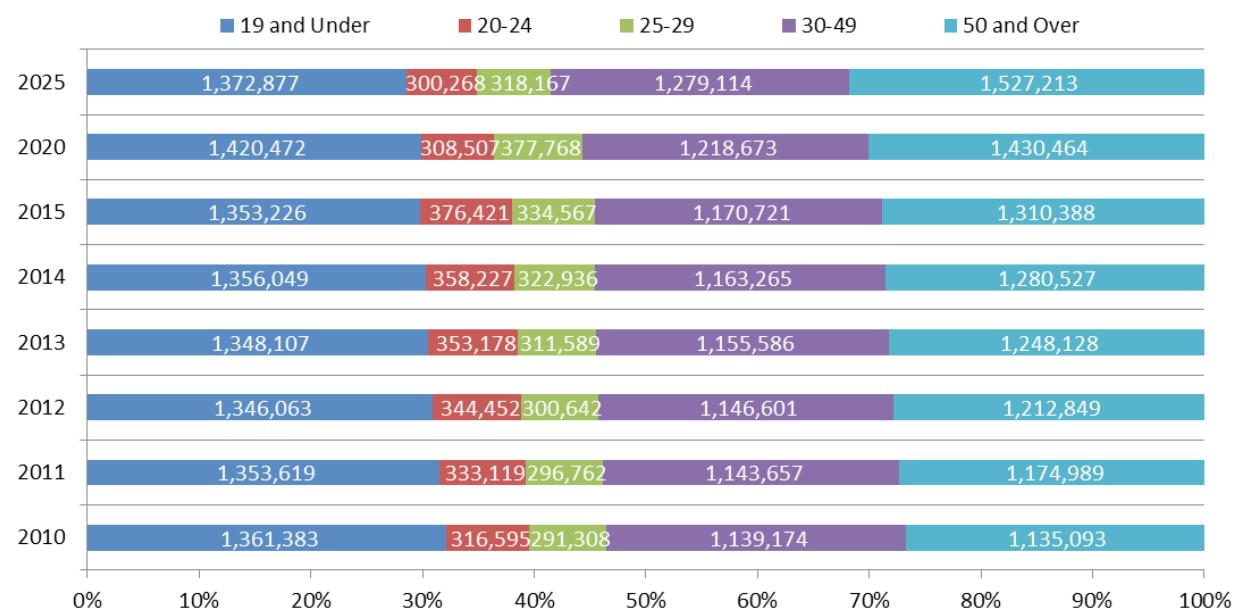
EXHIBIT 3.03: SERVICE AREA POPULATION BY AGE GROUP



Source: EMSI

From 2015 to 2025, population projections indicate that the proportion of those in the 50 and over age group will increase by 17.47% (64,325 persons) within the service area and 16.55% (216,825 persons) in the region. The projected increase for that same age group in the state is 15.38% (1,884,696 persons).

EXHIBIT 3.04: REGIONAL AREA POPULATION BY AGE GROUP



Source: EMSI

Planning Environment - External Scan

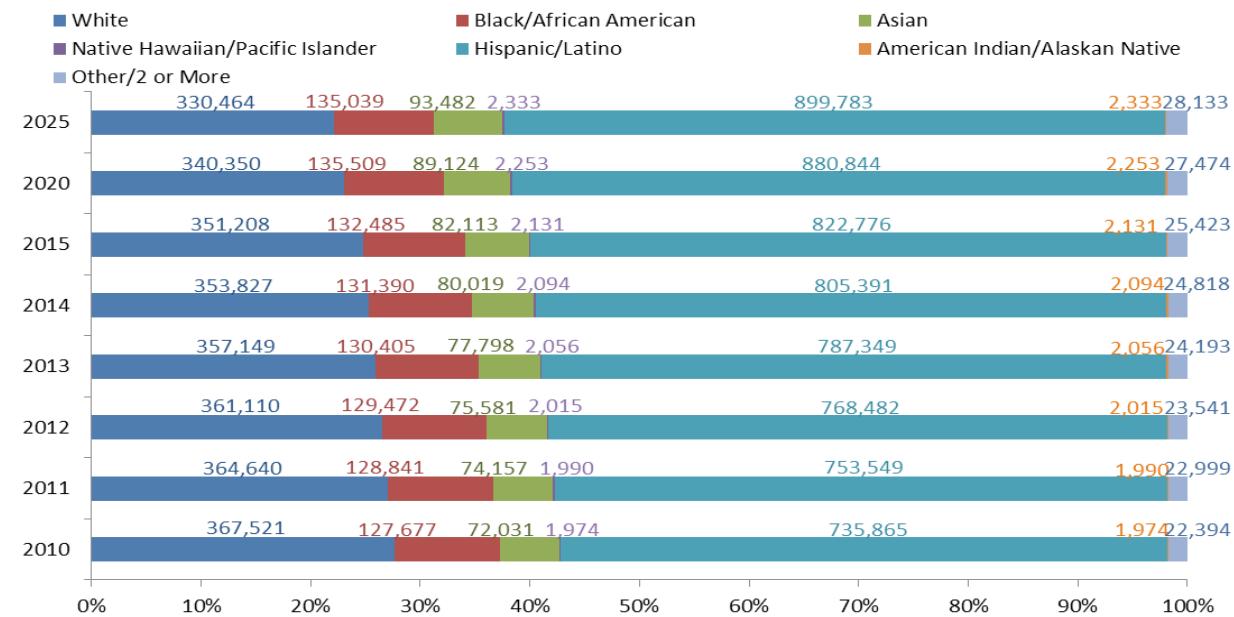
POPULATION ESTIMATES + PROJECTIONS (cont.)

The service area is estimated to have seen an increase in the proportion of Hispanics between 2010 and 2015 by approximately 11.81% (86,911 persons). By 2025, the proportion of Hispanics in the service area is projected to reach 60.31% of the total population (899,783 persons) and 52.51% of the total regional population (2,519,083 persons). Hispanics are projected to make-up 40.3% of the state population by the year 2025 (16,555,395 persons).

Between 2010 and 2015 the service area is estimated to have seen a decrease of Caucasians by approximately 4.44% (-16,313 persons). Caucasians in the regional population are estimated to have decreased by approximately 2.2% in the same time period (-34,730 persons). Caucasians in the statewide population are estimated to have decreased by 1.5% between 2010 and 2015 (-231,334 persons).

Between 2015 and 2025, the number of Caucasians in the service area is projected to decrease by 5.91% (-20,744 persons) and 3.77% in the region (-57,336 persons). The number of Caucasians in the state is projected to decrease by 0.77% in the same time period (-113,913 persons).

EXHIBIT 3.05: SERVICE AREA POPULATION BY RACE/ETHNICITY

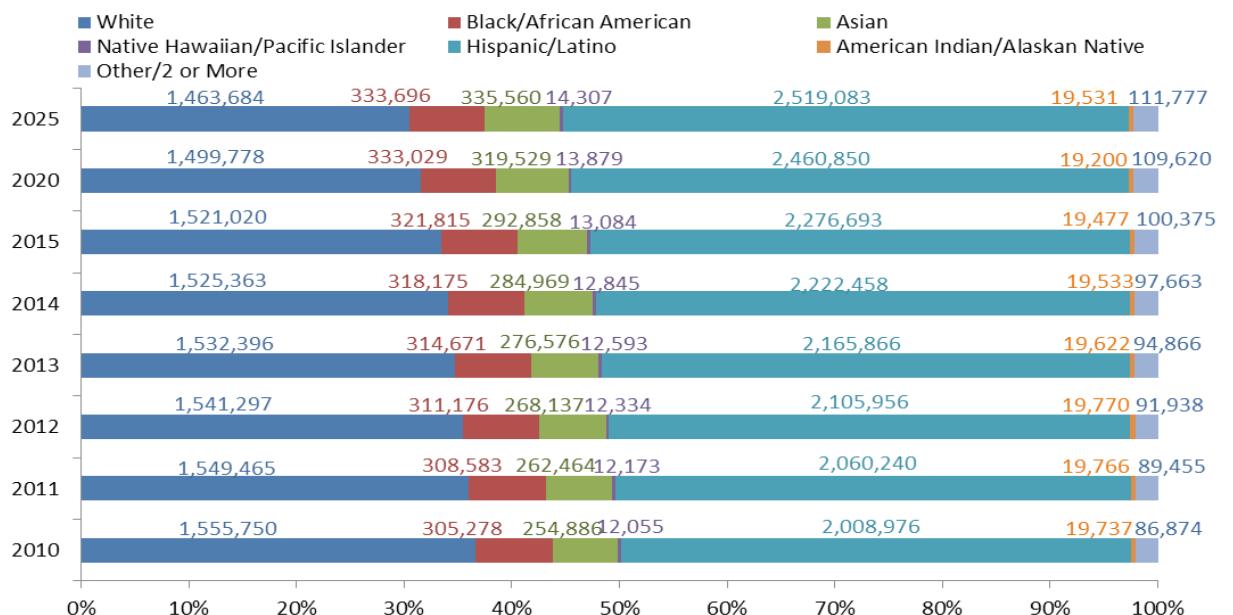


Source: EMSI

In 2015, the proportion of African Americans within the service area population was 9.3% (132,485 persons). By 2025 the proportion of African Americans is projected to make up 9.05% of the service area population (135,039 persons) and 6.96% of the regional population (333,696 persons), as compared to the projected 5.5% of the state population (2,259,304 persons).

In 2015, the proportion of Asians in the service area population was 5.79% (82,113 persons). By 2025, the proportion of Asians in the service area population is projected to be 6.27% (93,482 persons) and 6.99% in the region (335,560 persons), as compared to 14.85% of the state (6,101,547 persons).

EXHIBIT 3.06: REGIONAL POPULATION BY RACE/ETHNICITY



Source: EMSI

Planning Environment - External Scan

POPULATION ESTIMATES + PROJECTIONS (cont.)

Between 2010 and 2015, the service area male population proportion stayed relatively steady at 49.3% of the population. In the same time period, the regional male population proportion increased marginally by 0.1%. The state's male population proportion increased by an even smaller amount of 0.01% during the same time period.

EXHIBIT 3.07: SERVICE AREA POPULATION BY GENDER



Source: EMSI

Between 2015 and 2025, the service area male population is projected to increase by 5.04% (35,310 persons) and the female population is projected to increase by 5.4% (37,808 persons). The number of males in the region is projected to increase by 5.39% (121,906 persons) and females are expected to increase by 5.71% (130,409 persons). The number of males within the statewide population is projected to increase by 4.8% (931,711 persons) and 5.4% for females (1,055,635 persons) during the same time period.

EXHIBIT 3.08: REGIONAL POPULATION BY GENDER



Source: EMSI

Planning Environment - External Scan

EDUCATIONAL ATTAINMENT

College service area, regional, and state data regarding educational attainment provide insight into the academic achievement background of the population and the relationship between income and education levels.

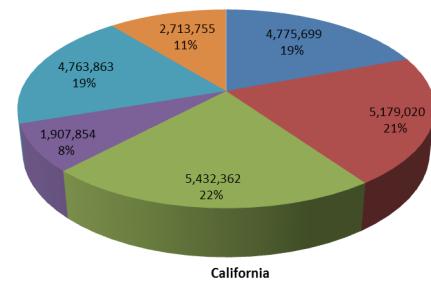
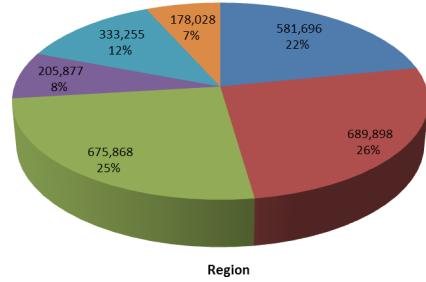
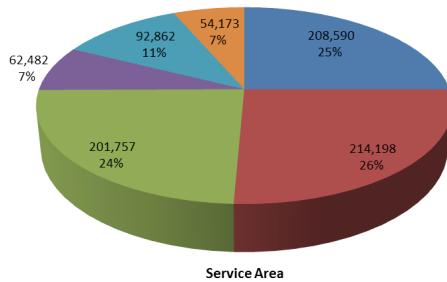
The proportion of service area residents age 25 and over with no high school diploma is 25.01% (208,590 persons), which is higher than the regional proportion of 21.83% (581,696 persons). Both the service area and regional proportion of population with no high school diploma exceeds the statewide proportion of 19.28%.

The proportion of service area residents age 25 and over with at most a high school diploma or equivalent is 25.68% (214,198 persons), which is fractionally less than the regional proportion of 25.89% (689,898 persons). The proportion of the population with at most a high school diploma or equivalent in the service area and region exceeds the state's proportion of 20.91%. Slightly more than half of the population in the service area (50.68%) and slightly less than half of the regional population (47.72%) age 25 and over do not have any higher education experience. The statewide average population age 25 and over without any higher education experience is 40.18%.

The largest discrepancy between service area and regional residents age 25 and over with college experience when compared to state levels of educational attainment, is for those with a Bachelor's degree. The proportion of the service area population with a BA/BS degree is 11.13%, which is approximately 1.73 times less than that of the state's 19.2%. The proportion of the regional population with a BA/BS degree (12.51%) is slightly higher than the service area proportion. Approximately 10.9% of the state population has a Graduate or Professional degree, while the service area proportion is 6.5% (6.68% regionally).

EXHIBIT 3.09: EDUCATIONAL ATTAINMENT (FIVE-YEAR ESTIMATES)

■ No H.S. Diploma ■ H.S. Diploma or Equiv. ■ Some College ■ AA/AS ■ BA/BS ■ Graduate or Prof.



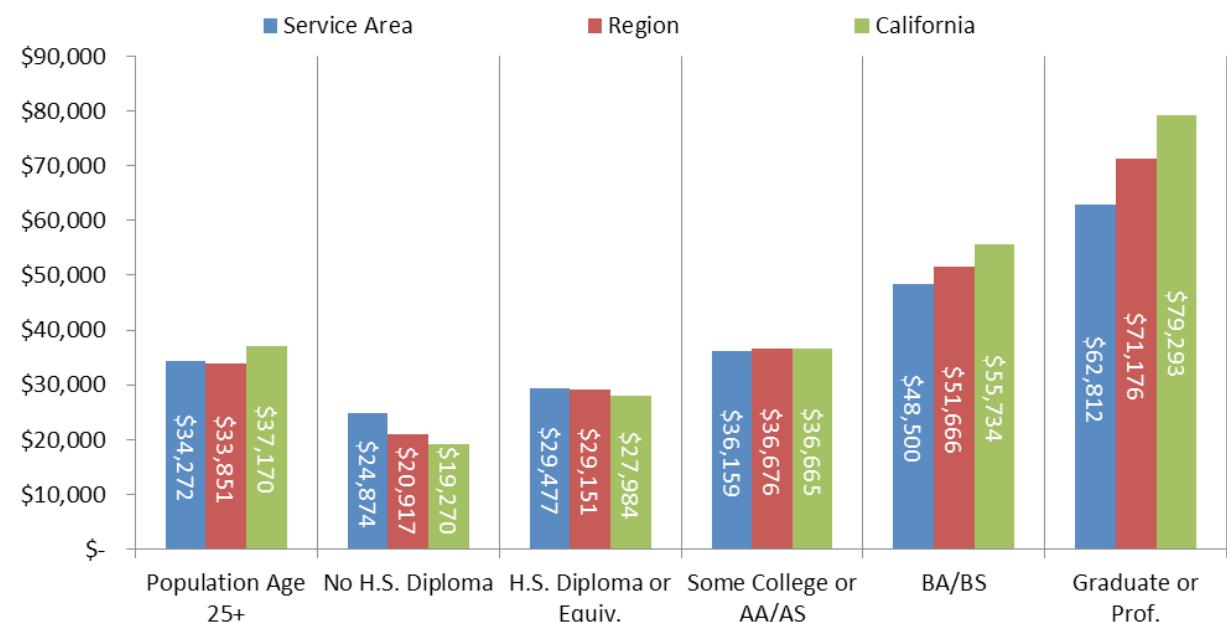
Source: EMSI; Census 2010, ACS 5-Year Estimates

The average median income of the population age 25 and over in the service area (\$34,272) and region (\$33,851) is slightly less than the state median of \$37,170.

For service area residents age 25 and over, the average median income of those with at least some college experience or an AA/AS degree increases by \$6,682 when compared to the income of those with only a high school diploma or equivalent. Moreover, the average median income for service area residents with a BA/BS degree increases by \$12,341 when compared to those with only some college experience or AA/AS degree, and increases by \$19,023 when compared to those with only a high school diploma or equivalent.

Service area and regional residents with a high school diploma or equivalent, or less, have a median income that is greater than the statewide average. Conversely, service area and regional residents with a BA/BS degree or higher have a median income that is less than the statewide average. This dynamic may be correlated to the make-up and availability of blue collar jobs in the area.

EXHIBIT 3.10: MEDIAN INCOME BY EDUCATIONAL ATTAINMENT (5- YEAR ESTIMATES)



Source: Census 2010, ACS 5-Year Estimates

Planning Environment - External Scan

HOUSEHOLD SIZE, INCOME, + PROPERTY

The service area average household size (3.07 persons) is slightly higher than that of the region (2.92 persons). Both the service area and regional average household size are greater than the state's average of 2.76 persons. Median household income within the service area is \$1,552.06 more than in the region (\$55,346) and is \$4,590.94 less than the state median (\$61,489). Average per capita income in the service area is \$510.70 less than in the region (\$22,522) and is \$7,894.70 less than the statewide per capita income (\$29,906).

The poverty rate of families within the service area (16.05%) is 1.14 times greater than within the region (14.14%). However, both the service area and regional poverty rate of families are greater than the state's average of 12.3%.

TABLE 3.11: HOUSEHOLD SIZE, INCOME + POVERTY

| Area | Avg. Household Size | Median Household Income | Per Capita Income | Families Below Poverty (%) |
|--------------|---------------------|-------------------------|-------------------|----------------------------|
| Service Area | 3.07 | \$56,898.06 | \$22,011.30 | 16.1% |
| Region | 2.92 | \$55,346.00 | \$22,522.00 | 14.1% |
| California | 2.76 | \$61,489.00 | \$29,906.00 | 12.3% |

Source: Census 2010, ACS 5-Year Estimates

Planning Environment - External Scan

FEEDER HIGH SCHOOL STUDENT PROFICIENCY

Student proficiency is measured with the California Assessment of Student Performance and Progress (CAASPP) test administered to students in the 11th grade. In the 2014-15 academic year, Middle College High produced the greatest percentage of proficient students, with 98% having either met or exceeded the CAASPP standards for English and 72% having either met or exceeded the CAASPP standards for math. Cajon High produced the second largest percentage of proficient students, with 56% having either met or exceeded the standards for English and 26% having met or exceeded the standards for math. The least proficient feeder high school in English was Pacific High, where 34% of students met or exceeded the standards for English. The least proficient feeder high school in math was Colton High, where 14% of students met or exceeded the standards for math.

In the 2014-15 academic year, the average percentage of students from the top 10 feeder high schools who either met or exceeded the CAASPP standards for English was 49%, which is 5% higher than the state average of 44%. The average percentage of top 10 feeder high school students who either met or exceeded the CAASPP standards for math was 24%, which is 9% lower than the state average of 33%.

TABLE 3.12: 2014-15 CAASPP TEST RESULTS (ADMINISTERED IN 11TH GRADE)

| School | Percent of Students Who Met or Exceeded Standards | |
|----------------------|---|------|
| | English | Math |
| Colton | 35% | 14% |
| Pacific HS | 34% | 17% |
| Cajon | 56% | 26% |
| Other Home School | N/A | N/A |
| San Gorgonio | 47% | 19% |
| Arroyo Valley | 46% | 16% |
| San Bernardino HS | 40% | 18% |
| Rialto | 40% | 21% |
| Eisenhower Senior HS | 49% | 23% |
| Middle College HS | 98% | 72% |
| Wilmer Armina | 51% | 16% |
| Bloomington HS | 43% | 20% |
| Feeder Average | 49% | 24% |
| California | 44% | 33% |

Source: California Department of Education, DataQuest

Planning Environment - External Scan

NEIGHBORING HIGHER EDUCATIONAL INSTITUTIONS

Recognizing other higher educational institutions located within a reasonable distance of the SBVC service area is an important factor in understanding educational options available to service area residents. For those with vehicular transportation means, an approximate one hour drive-time is considered a reasonable distance for service area residents to travel for higher education needs.

Approximately 52 higher education institutions are within approximately one driving hour away from SBVC. Of those institutions, 23 are California Community Colleges (excluding Crafton Hills College). There is also one private junior college within one driving hour from SBVC, 21 private four-year colleges, five California State Universities (Cal Poly Pomona, CSU San Bernardino, CSU Fullerton, CSU Los Angeles and CSU Long Beach), and two University of California colleges (UC Riverside and UC Irvine).

TABLE 3.13: NEIGHBORING HIGHER EDUCATION INSTITUTIONS

| Institution | Type | Distance from SBVC (mi) | Approx. Drive time from SBVC |
|-------------------------------|-----------------------------|-------------------------|------------------------------|
| National University | Private 4-Year | 5.7 | 10 min |
| Loma Linda University | Private 4-Year | 5.8 | 10 min |
| CSU San Bernardino | California State University | 7.5 | 12 min |
| University of Redlands | Private 4-Year | 10.6 | 13 min |
| UC Riverside | University of California | 11 | 16 min |
| Riverside City College | Community College | 11.5 | 16 min |
| California Baptist University | Private 4-Year | 15.4 | 19 min |
| San Joaquin Valley College | Private Junior College | 18.3 | 20 min |
| Chaffey College | Community College | 20.3 | 21 min |
| University of Riverside | Private 4-Year | 20.3 | 22 min |
| La Sierra University | Private 4-Year | 20.9 | 23 min |
| Moreno Valley College | Community College | 22.8 | 29 min |
| Claremont-McKenna College | Private 4-Year | 28.9 | 32 min |
| Norco College | Community College | 29.2 | 31 min |
| University of La Verne | Private 4-Year | 30.9 | 33 min |
| Cal Poly Pomona | California State University | 33.1 | 34 min |
| Mt. San Jacinto College | Community College | 35.5 | 38 min |
| Asuza Pacific University | Private 4-Year | 38.8 | 40 min |
| Citrus College | Community College | 39.5 | 38 min |
| Santiago Canyon College | Community College | 41.1 | 42 min |
| Chapman University | Private 4-Year | 45.2 | 49 min |
| CSU Fullerton | California State University | 46.5 | 51 min |

| Institution | Type | Distance from SBVC (mi) | Approx. Drive time from SBVC |
|--|-----------------------------|-------------------------|------------------------------|
| Anaheim University | Private 4-Year | 46.8 | 55 min |
| Hope International University | Private 4-Year | 47.3 | 45 min |
| Rio Honda College | Community College | 48.5 | 49 min |
| Fullerton College | Community College | 49.3 | 49 min |
| Santa Ana College | Community College | 50 | 53 min |
| Whittier College | Private 4-Year | 50.8 | 1 hr |
| UC Irvine | University of California | 51.4 | 1 hr 4 min |
| Coastline Community College | Community College | 52.1 | 54 min |
| California Institute of Technology | Private 4-Year | 52.9 | 1 hr 3 min |
| Concordia University Irvine | Private 4-Year | 53.6 | 53 min |
| CSU Los Angeles | California State University | 54.3 | 1 hr 2 min |
| Cypress College | Community College | 54.5 | 1 hr 14 min |
| Vanguard University of Southern California | Private 4-Year | 54.5 | 54 min |
| Biola University | Private 4-Year | 54.6 | 58 min |
| Orange Coast College | Community College | 54.8 | 58 min |
| Cerritos College | Community College | 57.5 | 1 hr |
| Golden West College | Community College | 57.9 | 1 hr 1 min |
| Occidental College | Private 4-Year | 58.8 | 1 hr 10 min |
| Soka University of America | Private 4-Year | 59.9 | 1 hr 9 min |
| Glendale Community College | Community College | 60.1 | 1 hr 1 min |
| Saddleback College | Community College | 60.1 | 59 min |
| East Los Angeles Community College | Community College | 61.5 | 1 hr |

Planning Environment - External Scan

NEIGHBORING HIGHER EDUCATIONAL INSTITUTIONS (*cont.*)

| Institution | Type | Distance from SBVC (mi) | Approx. Drive time from SBVC |
|-----------------------------------|-----------------------------|-------------------------|------------------------------|
| CSU Long Beach | California State University | 61.6 | 1 hr 11 min |
| El Camino College Compton Center | Community College | 63.1 | 1 hr 4 min |
| San Antonio College | Community College | 63.1 | 39 min |
| Woodbury University | Private 4-Year | 67.2 | 1 hr 9 min |
| University of Southern California | Private 4-Year | 67.5 | 1 hr 18 min |
| College of the Desert | Community College | 67.6 | 1 hr 3 min |
| El Camino College | Community College | 71 | 1 hr 16 min |
| Barstow Community College | Community College | 71.7 | 1 hr 4 min |

Planning Environment - External Scan

EXTERNAL SCAN FINDINGS

Analysis of data regarding the external scan provides insight for making informed planning decisions. The following findings are derived from the external scan data presented in this section of the EMP:

Population Demographics

- › From 2005 to 2015:
 - › Service area total population is estimated to have grown by 14.7% (181,878 persons)
 - › Regional area total population is estimated to have grown by 17.3% (669,696 persons)
 - › State total population is estimated to have grown by 9.1% (1,755,007 persons)
- › From 2015 to 2025:
 - › Service area total population is projected to grow by 5.15% (73,120 persons)
 - › Regional area total population is projected to grow by 5.5% (252,316 persons)
 - › State total population is projected to grow by 5.08% (1,987,346 persons)
- › Population projections suggest that between 2015 and 2025, the proportion of people in the 19 and under age group will increase

- by 1.14% (5,607 persons) within the service area and 1.45% (19,651 persons) in the region, which is less than the projected 2.07% (212,632 persons) increase statewide
- › Between 2015 and 2025, population projections indicate that the proportion of people in the 20-24 age group will decrease by 21.25% in the service area population (-26,683 persons) and 20.23% in the region (-76,153 persons), both of which are larger than the projected 16.75% decrease expected statewide (-522,916 persons)
- › Population projections suggest that the proportion of people in the 50 and over age group will increase by 17.47% in the service area (64,325 persons) and 16.55% in the region (216,825 persons) by the year 2025. The projected increase for that same age group in the state is 15.38% (1,884,696 persons)
- › By 2025, Hispanics are expected to make up:
 - › 60.31% of the service area population
 - › 52.51% of the regional population
 - › 40.3% of the state population
- › By 2025, Caucasians are expected account for:
 - › 18.79% of the service area population
 - › 29.73% of the regional population
 - › 37.05% of the state population
- › By 2025 African Americans are expected to constitute:
 - › 9.05% of the service area population
 - › 6.96% of the regional population
 - › 5.5% of the state population.
- › By 2025, Asians are expected to comprise:
 - › 6.27% of the service area population
 - › 6.99% of the regional population
 - › 14.85% of the state population
- › By 2025, the service area male population is projected to increase by 5.04% (35,310 persons) and the female population is projected to increase by 5.4% (37,808 persons). The number of males within the statewide population is projected to increase by 4.79% (931,711 persons) and 5.37% for females (1,055,635 persons) during the same time period.

Planning Environment - External Scan

EXTERNAL SCAN FINDINGS (*cont.*)

Educational Attainment

- › The proportion of service area residents age 25 and over with no high school diploma is 25.01% (208,590 persons), which is higher than the regional proportion of 21.83% (581,696 persons). Both the service area and regional proportion of population with no high school diploma is higher than the statewide proportion of 19.28%.
- › 50.68% of the service area residents age 25 and over do not have any higher education experience (422,787 persons) while 47.72% of regional residents age 25 and over do not have any higher education experience (1,271,594 persons). The statewide average of persons without any higher education experience is 40.18% (9,954,719 persons).
- › The proportion of service area residents age 25 and over with a BA/BS degree is 11.13%, which is 1.73 times less than that of the state's 19.23%. The proportion of the regional population age 25 and over with a BA/BS degree is 12.51%.

- › The average median income of the population age 25 and over in the service area (\$34,272) and region (\$33,851) is slightly less than the state median of \$37,170.
- › Service area and regional residents with a high school diploma/equivalent or less have a median income that is greater than the statewide average. Conversely, service area and regional residents with a BA/BS degree or higher have a median income that is less than the statewide average. This dynamic may be correlated to the makeup and availability of blue collar jobs in the area.

Household Size, Income & Poverty

- › The average household size in the service area is 3.07 persons and 2.92 persons in the region, both of which are higher than the state's average of 2.76 persons.
- › Median household income in the service area is \$56,898.06, as compared \$55,346 in the region and, \$61,489 in the state.

- › Per capita income in the service area is \$22,011.30 and \$22,522 in the region, while per capita income in the state is \$29,906.
- › The percentage of families below the poverty line in the service area is 16.1%. The percentage of families below the poverty line in the region is 14.1% and 12.3% in the state.

Service Area High Schools

- › In the 2014-15 academic year, Middle College High produced the most proficient students, with 98% having either met or exceeded the CAASPP standards for English and 72% having either met or exceeded the CAASPP standards for math. The next proficient students came from Cajon High, with 56% and 26% of students having met or exceeded the standards for English and math, respectively. The least proficient feeder high school in English was Pacific High, with 34% of students meeting or exceeding the CAASPP standards. The least proficient feeder high school in math was Colton High, with 14% of students meeting or exceeding the CAASPP standards.

- › In the 2014-15 academic year, the average percentage of feeder high school students who either met or exceeded the CAASPP standards for English was 49%, which is 5% higher than the state average of 44%.
- › In the 2014-15 academic year, the average percentage of feeder high school students who either met or exceeded the CAASPP standards for math was 24%, which is 9% lower than the state average of 33%.

Neighboring Higher Education Institutions

- › There are approximately 52 higher education institutions that are approximately one driving hour away from SBVC. Those 52 neighboring institutions are comprised of:
 - › 23 California Community Colleges
 - › 1 private junior college
 - › 21 private four-year colleges
 - › 5 California State Universities (Cal Poly Pomona, CSU San Bernardino, CSU Fullerton, CSU Los Angeles and CSU Long Beach)
 - › 2 University of California Institutions (UC Riverside and UC Irvine)

SAN BERNARDINO VALLEY COLLEGE



Labor Market Information

San Bernardino Valley College (SBVC) is committed to providing students with education for transfer to four-year institutions and with career technical and professional education important to the region. In an effort to best understand economic conditions, the following examines labor market information for the region (San Bernardino and Riverside Counties) as well as the service area community directly in the College's sphere of influence.

- › Labor Force, Employment + Unemployment
- › Industry Estimates + Projections
- › Occupation Estimates + Projections
- › Labor Market Information Findings
- › Considerations From Internal + External Scan Data Comparison

Labor Market Information

LABOR FORCE, EMPLOYMENT + UNEMPLOYMENT

Labor force may be defined as the working age (16 years and older) population that is employed (part or full time) or actively seeking employment. The SBVC service area labor force is comprised of approximately 729,700 residents age 16 and over. Approximately 1,961,800 of the regional population age 16 and over made up the labor force.

In 2015, the unemployment rate of the service area (6.39%) and the region (6.6%) was fractionally higher than the state's estimated unemployment rate of 6.2%.

EXHIBIT 4.01: LABOR FORCE, EMPLOYMENT + UNEMPLOYMENT (ANNUAL AVERAGE 2015)

| Area | Labor Force | Employment | Unemployment | Unemployment Rate |
|--------------|-------------|------------|--------------|-------------------|
| Service Area | 729,700 | 683,400 | 46,600 | 6.39% |
| Region | 1,961,800 | 1,832,300 | 129,500 | 6.60% |
| State | 18,981,800 | 17,798,600 | 1,183,200 | 6.20% |

Source: California Employment Development Department, LMI Division

Labor Market Information INDUSTRY ESTIMATES + PROJECTIONS

In 2015, the top five employment industries for the service area were the following: Healthcare and Social Assistance (17% or 63,624 jobs), Government (13.39% or 50,130 jobs), Retail Trade (12.55% or 46,964 jobs), Accommodation and Food Services (8.94% or 33,458 jobs), and Transportation and Warehousing (8.23% or 30,810 jobs).

Between 2010 and 2015, the top five employment industries in the service area grew by the following: Healthcare and Social Assistance (49% or 20,857 jobs), Government (1% or 435 jobs), Retail Trade (9% or 3,836 jobs), Accommodation and Food Services (23% or 6,290 jobs), and Transportation and Warehousing (39.14% or 8,666 jobs).

By 2025, the top five employment in the service area are projected to be: Healthcare and Social Assistance (19.1% or 83,142 jobs), Retail Trade (12.83% or 55,837 jobs), Government (11.85% or 51,582 jobs), Accommodation and Food Services (9.19% or 40,010 jobs), and Transportation and Warehousing (9.04% or 39,341 jobs).

From 2015 to 2025, the largest numerical job growth for service area employment by industry is expected to be the following: Healthcare and Social Assistance (19,518 jobs or 30.68%), Retail Trade (8,873 jobs or 18.89%), Transportation and Warehousing (8,531 jobs or 27.69%), Accommodation and Food Services (6,552 jobs or 19.58%), and Administrative/Support and Waste Management/ Remediation Services (4,145 jobs or 14.97%).

TABLE 4.02: SERVICE AREA EMPLOYMENT PROJECTIONS BY INDUSTRY (2010-2025)

| Description | 2010 Jobs | 2015 Jobs | 2010 - 2015 Change | 2025 Jobs | 2015 - 2025 Change |
|--|----------------|----------------|--------------------|----------------|--------------------|
| Health Care and Social Assistance | 42,767 | 63,624 | 20,857 | 83,142 | 19,518 |
| Retail Trade | 43,128 | 46,964 | 3,836 | 55,837 | 8,873 |
| Government | 49,695 | 50,130 | 435 | 51,582 | 1,452 |
| Accommodation and Food Services | 27,168 | 33,458 | 6,290 | 40,010 | 6,552 |
| Transportation and Warehousing | 22,144 | 30,810 | 8,666 | 39,341 | 8,531 |
| Administrative and Support and Waste Management and Remediation Services | 24,303 | 27,682 | 3,379 | 31,827 | 4,145 |
| Manufacturing | 26,148 | 29,840 | 3,692 | 30,713 | 873 |
| Construction | 15,405 | 20,409 | 5,004 | 21,319 | 910 |
| Wholesale Trade | 12,903 | 15,792 | 2,889 | 19,370 | 3,578 |
| Professional, Scientific, and Technical Services | 9,334 | 10,949 | 1,615 | 13,503 | 2,554 |
| Other Services (except Public Administration) | 14,795 | 10,292 | (4,503) | 11,649 | 1,357 |
| Finance and Insurance | 7,375 | 8,442 | 1,067 | 9,632 | 1,190 |
| Educational Services | 5,859 | 6,598 | 739 | 8,402 | 1,804 |
| Real Estate and Rental and Leasing | 3,967 | 4,167 | 200 | 4,183 | 16 |
| Arts, Entertainment, and Recreation | 2,794 | 3,496 | 702 | 3,875 | 379 |
| Management of Companies and Enterprises | 3,199 | 3,353 | 154 | 3,156 | (197) |
| Utilities | 2,607 | 2,522 | (85) | 2,564 | 42 |
| Information | 3,341 | 2,394 | (947) | 2,282 | (112) |
| Unclassified Industry | 526 | 1,363 | 837 | 1,529 | 166 |
| Crop and Animal Production | 2,025 | 1,774 | (251) | 1,150 | (624) |
| Mining, Quarrying, and Oil and Gas Extraction | 139 | 259 | 120 | 302 | 43 |
| Total | 319,622 | 374,317 | 54,696 | 435,367 | 61,050 |

Source: EMSI

Labor Market Information INDUSTRY ESTIMATES + PROJECTIONS (*cont.*)

In 2015, the top five employment industries in the region were the following: Government (17.62% or 233,853 jobs), Retail Trade (12.91% or 171,405 jobs), Healthcare and Social Assistance (12.84% or 170,431 jobs), Accommodation and Food Services (9.97% or 132,410 jobs), and Administrative/Support and Waste Management/Remediation Services (7.11% or 94,319 jobs).

Between 2010 and 2015, the top five industries for employment in the region grew by the following: Government (-0.14% or -330 jobs), Retail Trade (11% or 16,642 jobs), Healthcare and Social Assistance (45% or 53,075 jobs), Accommodation and Food Services (23% or 24,840 jobs), and Administrative/Support and Waste Management/Remediation Services (13.9% or 3,692 jobs). Manufacturing dropped from the 5th ranked employment industry in the region to the 6th ranked employment industry.

By 2025, the top five industries for employment in the region are projected to be the following: Government (15.96% or 244,893 jobs), Healthcare and Social Assistance (14.48% or 222,162 jobs), Retail Trade (13.28% or 203,840 jobs), Accommodation and Food

Services (10.28% or 157,773 jobs), and Administrative/Support/Waste Management/Remediation Services (7.41% or 113,626 jobs).

From 2015 to 2025, the largest numerical job growth for regional employment by industry is expected to be the following: Healthcare and Social Assistance (51,731 jobs or 30.35%), Retail Trade (32,435 jobs or 18.92%), Accommodation and Food Services (25,363 jobs or 19.15%), Transportation and Warehousing (23,046 jobs or 28.75%), and Administrative/Support and Waste Management/Remediation Services (19,307 jobs or 20.47%).

TABLE 4.03: REGIONAL EMPLOYMENT PROJECTIONS BY INDUSTRY (2010-2025)

| Description | 2010 Jobs | 2015 Jobs | 2010 - 2015 Change | 2025 Jobs | 2015 - 2025 Change |
|--|------------------|------------------|--------------------|------------------|--------------------|
| Government | 234,183 | 233,853 | (330) | 244,893 | 11,040 |
| Health Care and Social Assistance | 117,356 | 170,431 | 53,075 | 222,162 | 51,731 |
| Retail Trade | 154,763 | 171,405 | 16,642 | 203,840 | 32,435 |
| Accommodation and Food Services | 107,570 | 132,410 | 24,840 | 157,773 | 25,363 |
| Administrative and Support and Waste Management and Remediation Services | 77,889 | 94,319 | 16,430 | 113,626 | 19,307 |
| Transportation and Warehousing | 55,804 | 80,133 | 24,329 | 103,179 | 23,046 |
| Construction | 59,611 | 84,152 | 24,541 | 92,042 | 7,890 |
| Manufacturing | 83,940 | 93,624 | 9,684 | 91,421 | (2,203) |
| Wholesale Trade | 48,722 | 62,436 | 13,714 | 77,877 | 15,441 |
| Professional, Scientific, and Technical Services | 34,961 | 42,551 | 7,590 | 52,089 | 9,538 |
| Other Services (except Public Administration) | 51,914 | 35,982 | (15,932) | 40,986 | 5,004 |
| Finance and Insurance | 25,569 | 28,298 | 2,729 | 32,091 | 3,793 |
| Educational Services | 13,126 | 16,109 | 2,983 | 20,399 | 4,290 |
| Arts, Entertainment, and Recreation | 15,710 | 18,009 | 2,299 | 19,863 | 1,854 |
| Real Estate and Rental and Leasing | 15,511 | 16,859 | 1,348 | 18,094 | 1,235 |
| Crop and Animal Production | 14,822 | 14,291 | (531) | 11,693 | (2,598) |
| Information | 16,046 | 11,260 | (4,786) | 10,652 | (608) |
| Management of Companies and Enterprises | 8,632 | 9,148 | 516 | 8,679 | (469) |
| Unclassified Industry | 2,251 | 5,582 | 3,331 | 6,189 | 607 |
| Utilities | 5,754 | 5,493 | (261) | 5,668 | 175 |
| Mining, Quarrying, and Oil and Gas Extraction | 1,017 | 1,100 | 83 | 1,202 | 102 |
| Total | 1,145,149 | 1,327,444 | 182,294 | 1,534,418 | 206,973 |

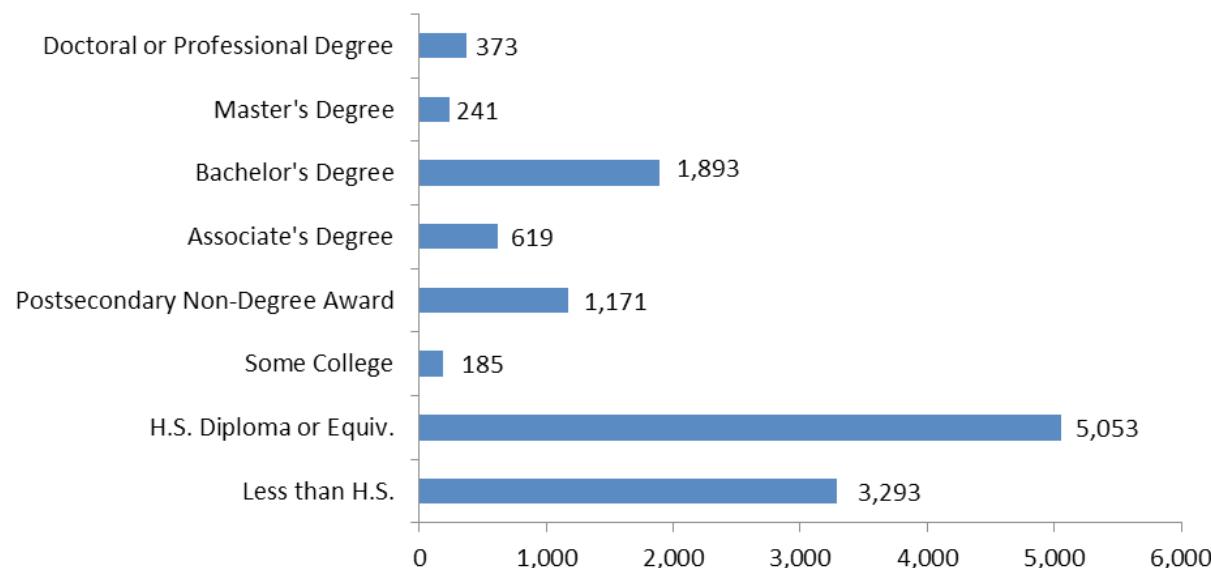
Source: EMSI

Labor Market Information OCCUPATION ESTIMATES + PROJECTIONS

There are projected to be approximately 12,828 average annual openings in the service area between 2015 and 2025. Annual openings are determined by the sum of new and replacement jobs in an occupation over the selected time frame (2015-2025), divided by the number of years in the time frame. Of these annual openings, 8,346 (65.06%) have a typical entry level education of a high school diploma/equivalent or less, 185 (1.44%) have a typical entry level education of some college, 1,171 (9.13%) have a typical entry level education of a postsecondary non-degree award, 619 (4.82%) have a typical entry level education of an Associate's degree, 1,893 (14.76%) have a typical entry level education of a Bachelor's degree, and 614 (4.79%) have a typical entry level education of a Master's degree or higher.

It should be noted that occupations with an average hourly wage of less than \$12 were excluded, as were those occupations with insufficient data to determine average hourly wages. Additionally, typical entry level education required is determined by the minimum qualifications identified by the U.S. Department of Labor and Bureau of Labor Statistics. Although a job may be identified as requiring a typical entry level education

of a high school diploma or equivalent, in many circumstances the Department of Labor and Bureau of Labor Statistics recommends some level of continuing higher education to be competitive for obtaining that particular job.

EXHIBIT 4.04: SERVICE AREA AVERAGE ANNUAL JOB OPENINGS BY TYPICAL ENTRY LEVEL EDUCATION (2015-2025)

Source: EMSI

Labor Market Information

OCCUPATION ESTIMATES + PROJECTIONS (*cont.*)

Of the occupations with the most expected annual openings within the service area by the year 2025, SBVC may be in a position to provide instruction that would supply workers for the following jobs: registered nurses, nursing assistants, licensed practical and licensed vocational nurses, medical assistants, home health aides, elementary and postsecondary teachers, teacher assistants, general and operations managers, customer service representatives, first-line supervisors of office/administrative support/retail sales/food prep. workers, sales representatives in wholesale and manufacturing, secretaries/administrative assistants, accountants/internal auditors, maintenance and repair workers, and automotive service technicians/mechanics.

For a full listing of average annual job openings by occupation in the service area please refer to the *Appendix*.

TABLE 4.05: TOP 30 SERVICE AREA AVERAGE ANNUAL JOB OPENINGS BY OCCUPATION (2015-2025)

| Description | Annual Openings | 2015 Jobs | 2025 Jobs | 2015 - 2025 Change | 2015-2025 % Change | Avg. Hourly Earnings |
|--|-----------------|-----------|-----------|--------------------|--------------------|----------------------|
| Laborers and Freight, Stock, and Material Movers, Hand | 835 | 14,935 | 17,997 | 3,062 | 21% | \$13.46 |
| Retail Salespersons | 784 | 12,621 | 15,575 | 2,954 | 23% | \$12.48 |
| Heavy and Tractor-Trailer Truck Drivers | 406 | 11,393 | 13,428 | 2,035 | 18% | \$23.12 |
| Registered Nurses | 368 | 8,305 | 10,147 | 1,842 | 22% | \$42.92 |
| Stock Clerks and Order Fillers | 363 | 7,774 | 8,856 | 1,082 | 14% | \$12.84 |
| Office Clerks, General | 265 | 8,271 | 9,081 | 810 | 10% | \$14.58 |
| Customer Service Representatives | 232 | 4,471 | 5,432 | 961 | 21% | \$17.62 |

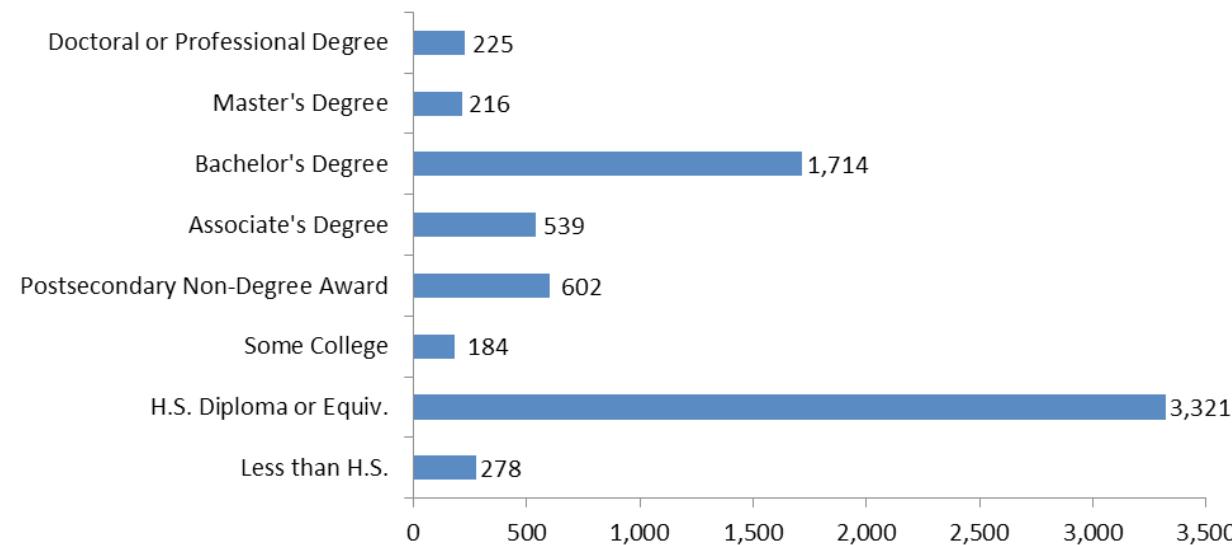
| Description | Annual Openings | 2015 Jobs | 2025 Jobs | 2015 - 2025 Change | 2015-2025 % Change | Avg. Hourly Earnings |
|---|-----------------|-----------|-----------|--------------------|--------------------|----------------------|
| General and Operations Managers | 205 | 5,653 | 6,550 | 897 | 16% | \$51.26 |
| Nursing Assistants | 198 | 3,597 | 4,755 | 1,158 | 32% | \$13.58 |
| Elementary School Teachers, Except Special Education | 187 | 5,414 | 6,019 | 605 | 11% | \$35.16 |
| Packers and Packagers, Hand | 180 | 3,794 | 4,465 | 671 | 18% | \$12.08 |
| First-Line Supervisors of Office & Admin. Support Workers | 179 | 4,033 | 4,766 | 733 | 18% | \$25.41 |
| Janitors/Cleaners, Except Maids & Housekeeping Cleaners | 173 | 5,265 | 5,932 | 667 | 13% | \$13.56 |
| Home Health Aides | 172 | 1,596 | 2,854 | 1,258 | 79% | \$13.22 |
| First-Line Supervisors of Retail Sales Workers | 160 | 3,576 | 4,308 | 732 | 20% | \$20.82 |
| First-Line Supervisors of Food Prep. & Serving Workers | 150 | 2,678 | 3,316 | 638 | 24% | \$14.93 |
| Secretaries & Admin. Assts., Except Legal, Medical, & Executive | 149 | 5,094 | 5,910 | 816 | 16% | \$17.90 |
| Sales Reps., Wholesale & Manuf., Except Tech. & Sci. Products | 145 | 3,127 | 3,886 | 759 | 24% | \$31.53 |
| Teacher Assistants | 138 | 4,410 | 4,745 | 335 | 8% | \$14.34 |
| Industrial Truck and Tractor Operators | 138 | 3,317 | 3,837 | 520 | 16% | \$15.93 |
| Licensed Practical and Licensed Vocational Nurses | 134 | 2,327 | 2,994 | 667 | 29% | \$23.13 |
| Receptionists and Information Clerks | 131 | 2,656 | 3,167 | 511 | 19% | \$13.52 |
| Postsecondary Teachers | 127 | 3,189 | 3,907 | 718 | 23% | \$41.67 |
| Shipping, Receiving, and Traffic Clerks | 124 | 2,882 | 3,291 | 409 | 14% | \$15.33 |
| Medical Assistants | 123 | 2,603 | 3,257 | 654 | 25% | \$14.07 |
| Landscaping and Grounds keeping Workers | 118 | 2,965 | 3,343 | 378 | 13% | \$12.35 |
| Accountants and Auditors | 111 | 2,103 | 2,522 | 419 | 20% | \$34.16 |
| Maintenance and Repair Workers, General | 109 | 3,016 | 3,478 | 462 | 15% | \$18.75 |
| Construction Laborers | 105 | 3,153 | 3,288 | 135 | 4% | \$20.07 |
| Automotive Service Technicians and Mechanics | 101 | 2,350 | 2,707 | 357 | 15% | \$19.74 |

Source: EMSI

Labor Market Information

OCCUPATION ESTIMATES + PROJECTIONS (*cont.*)

Of the projected 12,828 average annual job openings between 2015 and 2025 in the service area, approximately 7,079 openings belong to occupations that are related to programs offered by SBVC. An occupation was determined to be related to a program if the program prepared an individual for employment in the occupation or for transfer to another program that would then prepare the individual for employment in the occupation (for example, a background in psychology may prepare a student for medical school to eventually become a psychiatrist, thus, the psychiatrist occupation is considered to be related to SBVC's psychology program). Approximately 3,599 jobs (50.84%) have a typical entry level education of a high school diploma/equivalent or less, 184 (2.59%) have a typical entry level education of some college, 602 (8.5%) have a typical entry level education of a postsecondary non-degree award, 539 (7.61%) have a typical entry level education of an Associate's degree, 1,714 (24.33%) have a typical entry level education of a Bachelor's degree, and 441 (6.23%) have a typical entry level education of a Master's degree or higher.

EXHIBIT 4.06: SERVICE AREA ANNUAL JOB OPENINGS RELATED TO OFFERED PROGRAMS BY TYPICAL ENTRY LEVEL EDUCATION (2015-2025)

Source: EMSI

Labor Market Information

OCCUPATION ESTIMATES + PROJECTIONS (*cont.*)

SBVC programs with the highest number of related average annual openings in the service area were the following: Business Administration (22.22% or 1,573 openings), Nursing (17.68% or 1,252 openings), Childhood Development/Education (11.62% or 823 openings), Accounting (7.69% or 544 openings), and Automotive Technology (5.25% or 372 openings).

TABLE 4.07: SERVICE AREA AVERAGE ANNUAL JOB OPENINGS BY PROGRAM (2015-2025)

| Program | Annual Openings | | Avg. Hourly Wage |
|-----------------------------------|-----------------|-------|------------------|
| | % | # | |
| Bus. Administration | 22.22% | 1,573 | \$32.86 |
| Nursing | 17.68% | 1,252 | \$28.51 |
| Childhood Development/Education | 11.62% | 823 | \$30.00 |
| Accounting | 7.69% | 544 | \$26.81 |
| Automotive Tech. | 5.25% | 372 | \$20.81 |
| Culinary Arts | 4.48% | 317 | \$15.74 |
| Communication Studies | 4.02% | 284 | \$25.60 |
| Human Services | 3.90% | 276 | \$26.33 |
| Admin. Of Justice/Corrections | 3.25% | 230 | \$38.43 |
| Electricity/Electronics | 2.77% | 196 | \$27.46 |
| Biology | 2.71% | 192 | \$47.90 |
| Machinist Technology | 2.42% | 171 | \$16.62 |
| Comp. Info. Tech./Comp. Science | 2.33% | 165 | \$41.17 |
| Pharmacy Technology | 1.26% | 89 | \$32.03 |
| Kinesiology | 0.85% | 60 | \$24.35 |
| Welding | 0.83% | 59 | \$22.39 |
| Inspection Technology | 0.81% | 57 | \$26.44 |
| Diesel Technology | 0.69% | 49 | \$21.75 |
| Engineering | 0.61% | 43 | \$36.96 |
| Real Estate | 0.44% | 31 | \$29.57 |
| Architecture/Environmental Design | 0.37% | 26 | \$37.36 |
| HVAC/R | 0.35% | 25 | \$19.86 |

| Program | Annual Openings | | Avg. Hourly Wage |
|-------------------------|-----------------|----|------------------|
| | % | # | |
| Psychology | 0.34% | 24 | \$48.73 |
| Art | 0.31% | 22 | \$26.18 |
| Philosophy | 0.28% | 20 | \$57.01 |
| Food & Nutrition | 0.25% | 18 | \$22.50 |
| Physics | 0.24% | 17 | \$38.14 |
| Mathematics | 0.22% | 16 | \$36.67 |
| Religious Studies | 0.22% | 16 | \$24.91 |
| Physical Science | 0.22% | 16 | \$37.00 |
| Chemistry | 0.19% | 14 | \$29.55 |
| Theatre Arts | 0.15% | 11 | \$25.67 |
| English | 0.14% | 10 | \$34.32 |
| History | 0.14% | 10 | \$18.43 |
| Aeronautics | 0.14% | 10 | \$33.65 |
| Modern Languages | 0.10% | 7 | \$19.93 |
| Psychiatric Technology | 0.10% | 7 | \$20.38 |
| Music | 0.09% | 7 | \$26.19 |
| Geography | 0.08% | 6 | \$30.03 |
| Water Supply Technology | 0.08% | 6 | \$28.23 |
| Sociology | 0.04% | 3 | \$29.12 |
| Economics | 0.03% | 2 | \$33.80 |
| Geology | 0.03% | 2 | \$31.40 |
| Anthropology | 0.02% | 1 | \$25.59 |
| Dance | - | - | \$21.58 |

Source: EMSI

Labor Market Information

OCCUPATION ESTIMATES + PROJECTIONS (*cont.*)

Between 2015 and 2025, the service area job openings that have a typical entry level education of a postsecondary non-degree award or higher are expected to primarily relate to the following programs: Nursing (28.81% or 949 openings), Child Development/Education (18.15% or 598 openings), Business Administration (15.81% or 521 openings), Accounting (7.08% or 233 openings), and Human Services (5.78% or 191 openings).

TABLE 4.08: SERVICE AREA AVERAGE ANNUAL JOB OPENINGS BY PROGRAM, POSTSECONDARY NON-DEGREE AWARD OR HIGHER (2015-2025)

| Program | Annual Openings | | Avg. Hourly Wage |
|-------------------------------------|-----------------|-----|------------------|
| | % | # | |
| Nursing | 28.81% | 949 | \$31.27 |
| Child Development/Education | 18.15% | 598 | \$32.06 |
| Business Administration | 15.81% | 521 | \$42.51 |
| Accounting | 7.08% | 233 | \$35.04 |
| Human Services | 5.78% | 191 | \$27.97 |
| Biology | 5.63% | 186 | \$53.97 |
| Comp. Info. Tech./Comp. Science | 3.99% | 131 | \$43.84 |
| Electricity/Electronics | 1.54% | 51 | \$32.80 |
| Communication Studies | 1.45% | 48 | \$27.46 |
| Engineering | 1.31% | 43 | \$36.96 |
| Pharmacy Technology | 1.27% | 42 | \$63.37 |
| Kinesiology | 1.22% | 40 | \$28.23 |
| Architecture & Environmental Design | 0.79% | 26 | \$39.40 |
| HVAC/R | 0.75% | 25 | \$24.50 |
| Psychology | 0.73% | 24 | \$51.03 |
| Philosophy | 0.61% | 20 | \$57.01 |
| Food & Nutrition | 0.54% | 18 | \$22.50 |
| Physics | 0.52% | 17 | \$38.14 |
| Religious Studies | 0.48% | 16 | \$24.91 |

| Program | Annual Openings | | Avg. Hourly Wage |
|---------------------------------------|-----------------|----|------------------|
| | % | # | |
| Mathematics | 0.48% | 16 | \$36.67 |
| Physical Science | 0.47% | 16 | \$31.40 |
| Art | 0.37% | 12 | \$24.56 |
| Chemistry | 0.31% | 10 | \$27.86 |
| English | 0.31% | 10 | \$32.69 |
| History | 0.31% | 10 | \$18.40 |
| Aeronautics | 0.25% | 8 | \$28.03 |
| Modern Languages | 0.22% | 7 | \$19.93 |
| Geography | 0.13% | 4 | \$30.84 |
| Psychiatric Technology | 0.12% | 4 | \$27.39 |
| Music | 0.08% | 3 | \$25.52 |
| Sociology | 0.08% | 3 | \$29.12 |
| Economics | 0.07% | 2 | \$33.80 |
| Administration of Justice/Corrections | 0.07% | 2 | \$40.30 |
| Theatre Arts | 0.07% | 2 | \$32.96 |
| Machinist Technology | 0.07% | 2 | \$25.73 |
| Geology | 0.06% | 2 | \$37.26 |
| Anthropology | 0.04% | 1 | \$25.59 |
| Real Estate | 0.04% | 1 | \$34.12 |

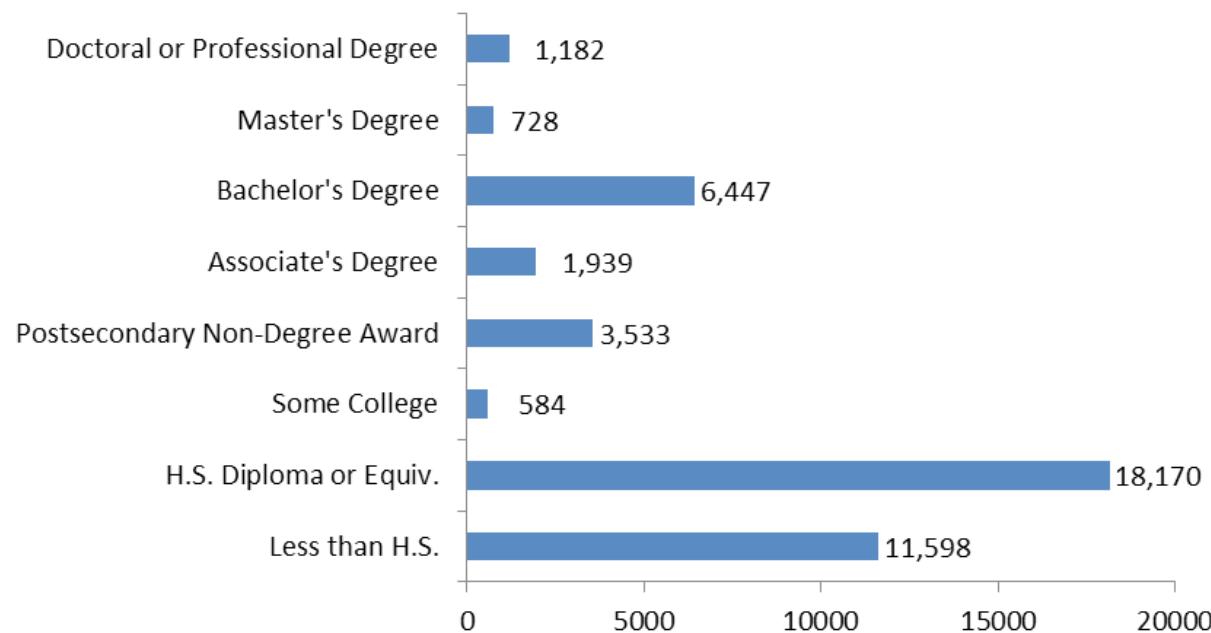
Source: EMSI

Labor Market Information

OCCUPATION ESTIMATES + PROJECTIONS (*cont.*)

There are projected to be approximately 44,181 average annual job openings between 2015 and 2025 in the region. Of these annual openings, 29,768 (67.38%) typically require an entry level education of a high school diploma/equivalent or less, 584 (1.32%) typically require some college, 3,533 (8%) have a typical entry level education of a postsecondary non-degree award, 1,939 (4.39%) typically require an Associate's degree, 6,447 (14.59%) have an entry level education of a Bachelor's degree, and 1,910 (4.32%) typically require a Master's degree or higher.

Again, it should be noted that occupations with an average hourly wage of less than \$12 were excluded, as were those occupations with insufficient data to determine average hourly wages. Additionally, typical entry level education required is determined by the minimum qualifications identified by the U.S. Department of Labor and Bureau of Labor Statistics. Although a job may be identified as requiring a typical entry level education of a high school diploma or equivalent, in many circumstances the Department of Labor and Bureau of Labor Statistics recommend some level of continuing higher education to be competitive for obtaining that particular job.

EXHIBIT 4.09: REGIONAL AVERAGE ANNUAL JOB OPENINGS BY ENTRY LEVEL EDUCATION (2015-2025)

Source: EMSI

Labor Market Information

OCCUPATION ESTIMATES + PROJECTIONS (*cont.*)

Of the occupations with the most expected annual openings within the region by the year 2025, SBVC may be in a position to provide instruction that would supply workers for the following jobs: registered nurses, nursing assistants, licensed practical and licensed vocational nurses, home health aides, elementary and postsecondary teachers, teacher assistants, general and operations managers, customer service representatives, first-line supervisors of office/administrative support/retail sales/food prep. workers, sales representatives in wholesale and manufacturing, secretaries/administrative assistants, accountants/auditors, and maintenance and repair workers.

For a full listing of average annual job openings by occupation in the region please refer to the *Appendix*.

TABLE 4.10: TOP 30 REGIONAL AVERAGE ANNUAL JOB OPENINGS BY OCCUPATION (2015-2025)

| Description | Annual Openings | 2015 Jobs | 2025 Jobs | 2015 - 2025 Change | 2015-2025 % Change | Avg. Hourly Earnings |
|--|-----------------|-----------|-----------|--------------------|--------------------|----------------------|
| Retail Salespersons | 3,052 | 49,183 | 60,673 | 11,490 | 23% | \$12.46 |
| Laborers and Freight, Stock, and Material Movers, Hand | 2,624 | 47,382 | 57,228 | 9,846 | 21% | \$13.45 |
| Stock Clerks and Order Fillers | 1,209 | 26,373 | 29,870 | 3,497 | 13% | \$12.83 |
| Registered Nurses | 1,076 | 24,849 | 30,146 | 5,297 | 21% | \$43.04 |
| Heavy and Tractor-Trailer Truck Drivers | 1,022 | 26,335 | 31,860 | 5,525 | 21% | \$22.84 |
| Office Clerks, General | 926 | 29,566 | 32,330 | 2,764 | 9% | \$14.57 |
| Customer Service Representatives | 833 | 16,189 | 19,613 | 3,424 | 21% | \$17.62 |

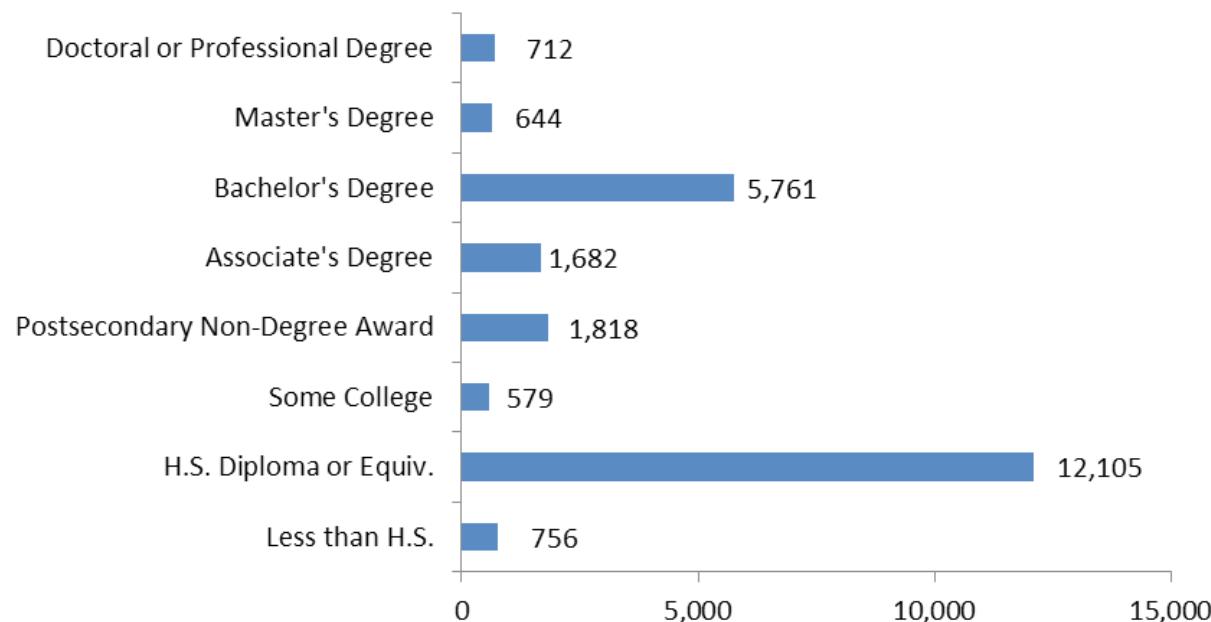
| Description | Annual Openings | 2015 Jobs | 2025 Jobs | 2015 - 2025 Change | 2015-2025 % Change | Avg. Hourly Earnings |
|---|-----------------|-----------|-----------|--------------------|--------------------|----------------------|
| General and Operations Managers | 716 | 20,281 | 23,346 | 3,065 | 15% | \$51.21 |
| Security Guards | 650 | 15,768 | 19,495 | 3,727 | 24% | \$12.10 |
| Janitors/Cleaners, Except Maids and Housekeeping Cleaners | 610 | 18,992 | 21,282 | 2,290 | 12% | \$13.55 |
| First-Line Supervisors of Retail Sales Workers | 608 | 13,373 | 16,191 | 2,818 | 21% | \$20.79 |
| First-Line Supervisors of Office and Admin. Support Workers | 607 | 14,391 | 16,735 | 2,344 | 16% | \$25.37 |
| Packers and Packagers, Hand | 584 | 12,300 | 14,577 | 2,277 | 19% | \$12.09 |
| Landscaping and Grounds keeping Workers | 576 | 14,111 | 16,053 | 1,942 | 14% | \$12.33 |
| Elementary School Teachers, Except Special Education | 569 | 16,400 | 18,248 | 1,848 | 11% | \$35.11 |
| Sales Reps., Wholesale & Manuf., Except Tech./Sci. Products | 541 | 11,759 | 14,587 | 2,828 | 24% | \$31.15 |
| Nursing Assistants | 533 | 9,577 | 12,714 | 3,137 | 33% | \$13.61 |
| First-Line Supervisors of Food Prep. & Serving Workers | 528 | 9,361 | 11,627 | 2,266 | 24% | \$15.07 |
| Secretaries/Admin. Assts., Except Legal, Medical, & Executive | 516 | 17,907 | 20,732 | 2,825 | 16% | \$17.85 |
| Home Health Aides | 437 | 4,029 | 7,240 | 3,211 | 80% | \$13.32 |
| Construction Laborers | 418 | 11,705 | 12,926 | 1,221 | 10% | \$20.01 |
| Maintenance and Repair Workers, General | 413 | 12,074 | 13,722 | 1,648 | 14% | \$18.77 |
| Teacher Assistants | 413 | 13,372 | 14,340 | 968 | 7% | \$14.32 |
| Shipping, Receiving, and Traffic Clerks | 409 | 9,840 | 11,155 | 1,315 | 13% | \$15.24 |
| Receptionists and Information Clerks | 401 | 8,579 | 10,048 | 1,469 | 17% | \$13.51 |
| Industrial Truck and Tractor Operators | 398 | 9,849 | 11,357 | 1,508 | 15% | \$15.89 |
| Accountants and Auditors | 393 | 7,554 | 9,014 | 1,460 | 19% | \$33.59 |
| Postsecondary Teachers | 392 | 10,851 | 12,959 | 2,108 | 19% | \$41.66 |
| Licensed Practical and Licensed Vocational Nurses | 359 | 6,562 | 8,286 | 1,724 | 26% | \$23.06 |
| Bookkeeping, Accounting, and Auditing Clerks | 347 | 13,270 | 15,416 | 2,146 | 16% | \$19.07 |

Source: EMSI

Labor Market Information

OCCUPATION ESTIMATES + PROJECTIONS (*cont.*)

Of the 44,181 average annual job openings in the region, approximately 24,057 openings belong to occupations related to programs offered by SBVC. Approximately 756 (3.14%) jobs have a typical entry level education of less than high school, 12,105 (50.32%) have a typical entry level education of a high school diploma or equivalent, 579 (2.41%) have a typical entry level education of some college, 1,818 (7.56%) have a typical entry level education of a postsecondary non-degree award, 1,682 (6.99%) have a typical entry level education of an Associate's degree, 5,761 (23.95%) have a typical entry level education of a Bachelor's degree, 644 (2.68%) have a typical entry level education of a Master's degree, and 712 (2.96%) have a typical entry level education of a Doctoral or professional degree.

EXHIBIT 4.11: REGIONAL AVERAGE ANNUAL JOB OPENINGS RELATED TO OFFERED PROGRAMS BY ENERGY LEVEL EDUCATION (2015-2025)

Source: EMSI

Labor Market Information

OCCUPATION ESTIMATES + PROJECTIONS (*cont.*)

The programs with the highest number of related average annual openings in the region were the following: Business Administration (22.01% or 5,295 openings), Nursing (14.46% or 3,748 openings) Child Development/Education (10.29% or 2,476 openings), Accounting (8.64% or 2,079 openings) and Administration of Justice/Corrections (6.71% or 1,614 openings).

TABLE 4.12: REGIONAL AVERAGE ANNUAL JOB OPENINGS BY PROGRAM (2015-2025)

| Program | Annual Openings | | Avg. Hourly Wage |
|-----------------------------------|-----------------|-------|------------------|
| | % | # | |
| Business Administration | 22.01% | 5,295 | \$33.27 |
| Nursing | 14.46% | 3,748 | \$28.34 |
| Child Development/Education | 10.29% | 2,476 | \$29.75 |
| Accounting | 8.64% | 2,079 | \$27.93 |
| Admin. of Justice/Corrections | 6.71% | 1,614 | \$35.07 |
| Automotive Technology | 5.40% | 1,299 | \$20.71 |
| Culinary Arts | 4.34% | 1,045 | \$15.78 |
| Communication Studies | 4.30% | 1,033 | \$26.57 |
| Human Services | 3.34% | 804 | \$25.34 |
| Electricity/Electronics | 2.93% | 705 | \$27.54 |
| Biology | 2.84% | 683 | \$46.24 |
| Comp. Info. Tech./Comp. Science | 2.41% | 580 | \$39.94 |
| Machinist Technology | 2.07% | 498 | \$17.00 |
| Pharmacy Technology | 1.25% | 300 | \$32.03 |
| Kinesiology | 0.86% | 208 | \$24.53 |
| Welding | 0.83% | 201 | \$22.19 |
| Inspection Technology | 0.78% | 188 | \$26.37 |
| Engineering | 0.65% | 156 | \$38.30 |
| Diesel Technology | 0.60% | 144 | \$21.40 |
| Real Estate | 0.54% | 131 | \$29.69 |
| HVAC/R | 0.49% | 117 | \$19.59 |
| Architecture/Environmental Design | 0.47% | 114 | \$36.70 |
| Art | 0.40% | 95 | \$25.45 |

| Program | Annual Openings | | Avg. Hourly Wage |
|-------------------------|-----------------|----|------------------|
| | % | # | |
| Philosophy | 0.36% | 88 | \$49.55 |
| Psychology | 0.30% | 72 | \$57.45 |
| History | 0.29% | 70 | \$20.89 |
| Physics | 0.25% | 61 | \$40.71 |
| Food & Nutrition | 0.23% | 56 | \$22.48 |
| Mathematics | 0.23% | 55 | \$34.01 |
| Chemistry | 0.22% | 54 | \$29.74 |
| Aeronautics | 0.22% | 53 | \$33.91 |
| Water Supply Technology | 0.21% | 52 | \$27.97 |
| English | 0.17% | 41 | \$32.44 |
| Religious Studies | 0.16% | 39 | \$24.11 |
| Theatre Arts | 0.16% | 38 | \$27.58 |
| Modern Languages | 0.11% | 27 | \$20.28 |
| Geography | 0.11% | 26 | \$29.35 |
| Psychiatric Technology | 0.09% | 22 | \$20.54 |
| Music | 0.07% | 16 | \$25.99 |
| Geology | 0.05% | 13 | \$37.45 |
| Economics | 0.04% | 9 | \$34.11 |
| Sociology | 0.04% | 9 | \$27.81 |
| Physical Science | 0.02% | 5 | \$42.52 |
| Dance | 0.02% | 4 | \$22.09 |
| Anthropology | 0.01% | 4 | \$25.92 |
| Political Science | - | - | \$36.67 |

Source: EMSI

Labor Market Information

OCCUPATION ESTIMATES + PROJECTIONS (*cont.*)

Between 2015 and 2025, the regional job openings that have a typical entry level education of at least a postsecondary non-degree award or higher are expected primarily to be in the following programs: Nursing (25.11% or 2,666 openings), Child Development/Education (17.12% or 1,818 openings), Business Administration (15.74% or 1,671 openings), Accounting (8.69% or 922 openings), and Biology (6.17% or 655 openings).

TABLE 4.13: REGIONAL AVERAGE ANNUAL JOB OPENINGS BY PROGRAM, POSTSECONDARY NON-DEGREE AWARD OR HIGHER (2015-2025)

| Program | Annual Openings | | Avg. Hourly Wage |
|-----------------------------------|-----------------|-------|------------------|
| | % | # | |
| Nursing | 25.11% | 2,666 | \$32.26 |
| Child Development/Education | 17.12% | 1,818 | \$31.66 |
| Business Administration | 15.74% | 1,671 | \$43.58 |
| Accounting | 8.69% | 922 | \$36.25 |
| Biology | 6.17% | 655 | \$48.46 |
| Human Services | 5.35% | 568 | \$27.15 |
| Comp. Info. Tech./Comp. Science | 4.36% | 463 | \$42.28 |
| Electricity/Electronics | 2.03% | 215 | \$30.52 |
| Communication Studies | 1.56% | 165 | \$26.27 |
| Engineering | 1.47% | 156 | \$38.30 |
| Kinesiology | 1.32% | 140 | \$27.74 |
| Pharmacy Technology | 1.31% | 139 | \$63.40 |
| HVAC/R | 1.09% | 115 | \$24.11 |
| Architecture/Environmental Design | 1.08% | 114 | \$36.70 |
| Philosophy | 0.83% | 88 | \$49.55 |
| Psychology | 0.68% | 72 | \$57.45 |
| History | 0.66% | 70 | \$20.89 |
| Art | 0.61% | 65 | \$27.99 |
| Physics | 0.57% | 61 | \$42.09 |
| Food & Nutrition | 0.52% | 56 | \$22.48 |
| Mathematics | 0.52% | 55 | \$34.01 |
| Aeronautics | 0.46% | 49 | \$37.26 |

| Program | Annual Openings | | Avg. Hourly Wage |
|-------------------------------|-----------------|----|------------------|
| | % | # | |
| Chemistry | 0.39% | 41 | \$32.86 |
| English | 0.39% | 41 | \$32.44 |
| Religious Studies | 0.37% | 39 | \$24.11 |
| Admin. of Justice/Corrections | 0.33% | 35 | \$65.84 |
| Modern Languages | 0.26% | 27 | \$20.28 |
| Geography | 0.17% | 18 | \$30.21 |
| Geology | 0.12% | 13 | \$37.45 |
| Psychiatric Technology | 0.12% | 12 | \$27.61 |
| Theatre Arts | 0.10% | 11 | \$29.14 |
| Economics | 0.09% | 9 | \$34.11 |
| Sociology | 0.09% | 9 | \$27.81 |
| Real Estate | 0.08% | 9 | \$33.99 |
| Machinist Technology | 0.07% | 8 | \$25.77 |
| Music | 0.06% | 6 | \$25.32 |
| Automotive Technology | 0.06% | 6 | \$20.84 |
| Physical Science | 0.05% | 5 | \$42.52 |
| Anthropology | 0.03% | 4 | \$25.92 |
| Culinary Arts | 0.01% | 1 | \$20.33 |
| Political Science | - | - | \$36.67 |
| Sociology | 0.04% | 9 | \$27.81 |
| Physical Science | 0.02% | 5 | \$42.52 |
| Dance | 0.02% | 4 | \$22.09 |
| Anthropology | 0.01% | 4 | \$25.92 |
| Political Science | - | - | \$36.67 |

Source: EMSI

Labor Market Information

LABOR MARKET INFORMATION FINDINGS

Analysis of data regarding the labor market in the service area and region provides insight for making informed planning decisions. The following findings are derived from the labor market information presented in this section of the EMP:

Labor Force, Employment and Unemployment

- › The labor force for 2015 was:
 - › 729,700 in the service area
 - › 1,961,800 in the region
 - › 18,981,800 in the state
- › The number of employed persons in 2015 was:
 - › 683,400 in the service area
 - › 1,832,300 in the region
 - › 17,798,600 in the state
- › The unemployment rate for 2015 was:
 - › 6.39% in the service area
 - › 6.6% in the region
 - › 6.2% in the state

Industry Estimates and Projections

- › In 2015, the top five industries in the service area in terms of people employed were:
 - › Healthcare and Social Assistance (63,624 jobs) – 48.77% growth from 2010
 - › Government (50,130 jobs) – 0.88% growth from 2010
 - › Retail Trade (46,964 jobs) – 8.89% growth from 2010
 - › Accommodation and Food Services (33,458 jobs) – 23.15% growth from 2010
 - › Transportation and Warehousing (30,810 jobs) – 39.13% growth from 2010.
- › By 2025, the top five industries in the service area in terms of people employed are projected to be:
 - › Healthcare and Social Assistance (83,142 jobs) – 30.68% growth from 2015
 - › Retail Trade (55,837 jobs) – 18.89% growth from 2015
 - › Government (51,582 jobs) – 2.9% growth from 2015
 - › Accommodation and Food Services (40,010 jobs) – 19.58% growth from 2015
 - › Transportation and Warehousing (39,341 jobs) – 27.69% growth from 2015
- › In 2015, the top five industries in the region in terms of people employed were:
 - › Government (233,853 jobs) – 0.14% decline from 2010
 - › Retail Trade (171,405 jobs) – 10.75% growth from 2010
 - › Healthcare and Social Assistance (170,431 jobs) – 45.23% growth from 2010
 - › Accommodation and Food Services (132,410 jobs) – 23.09% growth from 2010
 - › Administrative/Support and Waste Management/Remediation Services (94,319 jobs) – 21.09% growth from 2010
- › By 2025, the top five industries in the region in terms of people employed are projected to be:
 - › Government (244,893 jobs) – 4.72% growth from 2015
 - › Healthcare and Social Assistance (222,162 jobs) – 30.35% growth from 2015
 - › Retail Trade (203,840 jobs) – 18.92% growth from 2015
 - › Accommodation and Food Services (157,773 jobs) – 19.15% growth from 2015

- › Administrative/Support and Waste Management/Remediation Services (113,626 jobs) –20.47% growth from 2015

Occupation Estimates and Projections

- › There are projected to be about 12,828 average annual occupation openings in the service area between 2015 and 2025, excluding occupations with an average hourly wage of less than \$12 and occupations with insufficient data to determine average hourly wages. The 12,828 annual openings can be broken down by typical entry level education as follows:
- › 3,293 (25.67%) openings – less than high school
- › 5,053 (39.39%) openings – high school diploma or equivalent
- › 185 (1.44%) openings – some college, no degree
- › 1,171 (9.13%) openings – postsecondary non-degree award
- › 619 (4.82%) openings – Associate's degree
- › 1,893 (14.76%) openings – Bachelor's degree

- › 241 (1.87%) openings – Master's degree
- › 373 (2.91%) openings – Doctoral or professional degree
- › Of the top thirty annual job openings within the service area between 2015 and 2025, approximately 994 openings are related to medical occupations, 1,332 are related to business occupations, and 452 are related to education/teaching.
- › Of the projected 12,828 average annual occupation openings in the service area between 2015 and 2025, approximately 7,079 openings belong to occupations that are related to programs offered by SBVC. The 7,079 openings can be broken down by typical entry level education as follows:
 - › 278 (3.93%) openings – less than high school
 - › 3,321 (46.91%) openings – high school diploma or equivalent
 - › 184 (2.59%) openings – some college, no degree
 - › 602 (8.5%) openings – postsecondary non-degree award
- › 539 (7.61%) openings – Associate's degree
- › 1,714 (24.33%) openings – Bachelor's degree
- › 216 (3.06%) openings – Master's degree
- › 225 (3.17%) openings – Doctoral or professional degree
- › The programs with the highest number of related average annual openings in the service area between 2015 and 2025 are the following:
 - › Business Administration (22.22% or 1,573 openings)
 - › Nursing (17.68% or 1,252 openings)
 - › Childhood Development/Education (11.62% or 823 openings)
 - › Accounting (7.69% or 544 openings)
 - › Automotive Technology (5.25% or 372 openings)

Labor Market Information

LABOR MARKET INFORMATION FINDINGS (*cont.*)

- › The service area job openings that have a typical entry level education of a postsecondary non-degree award or higher between 2015 and 2025 are expected to primarily be related to the following programs:
 - › Nursing (28.81% or 949 openings)
 - › Childhood Development/Education (18.15% or 598 openings)
 - › Business Administration (15.81% or 521 openings)
 - › Accounting (7.08% or 233 openings)
 - › Human Services (5.78% or 191 openings)
- › There are projected to be approximately 44,181 average annual job openings between 2015 and 2025 in the region, excluding occupations with an average hourly wage of less than \$12 and occupations with insufficient data to determine average hourly wages. The 44,103 openings can be broken down by typical entry level education as follows:
 - › 11,598 (26.25%) openings – less than high school
 - › 18,170 (41.13%) openings – high school diploma or equivalent
 - › 584 (1.32%) openings – some college, no degree
 - › 3,533 (8%) openings – postsecondary non-degree award
 - › 1,939 (4.39%) openings – Associate's degree
 - › 6,447 (14.59%) openings – Bachelor's degree
 - › 728 (1.65%) openings – Master's degree
 - › 1,182 (2.68%) openings – Doctoral or professional degree
- › Of the top thirty annual job openings within the region between 2015 and 2025, approximately 2,404 annual openings are related to medical occupations, 5090 are related to business professions, and approximately 1,374 jobs are related to education/teaching.
- › Of the 44,181 regional openings projected between 2015 and 2025, approximately 24,057 of the openings belong to occupations related to programs offered by SBVC. The 24,057 average annual openings can be broken down by typical entry level education as follows:
 - › 756 (3.14%) openings – less than high school
 - › 12,105 (50.32%) openings – high school diploma or equivalent
 - › 579 (2.41%) openings – some college, no degree
 - › 1,818 (7.56%) openings – postsecondary non-degree award
 - › 1,682 (6.99%) openings – Associate's degree
 - › 5,761 (23.95%) openings – Bachelor's degree
 - › 644 (2.68%) openings – Master's degree
 - › 712 (2.96%) openings – Doctoral or professional degree
- › The programs with the highest number of related average annual openings in the region between 2015 and 2025 are the following:
 - › Business Administration (22.01% or 5,295 openings)
 - › Nursing (14.46% or 3,748 openings)
 - › Child Development/Education (10.29% or 2,476 openings)
 - › Accounting (8.64% or 2,079 openings)
 - › Administration of Justice/Corrections (6.71% or 1,614 openings)

- › The regional job openings that have a typical entry level education of at least a postsecondary non-degree award or higher between 2015 and 2025 are expected to primarily relate to the following programs:
 - › Nursing (25.11% or 2,666 openings)
 - › Child Development/Education (17.12% or 1,818 openings)
 - › Business Administration (15.74% or 1,671 openings)
 - › Accounting (8.69% or 922 openings)
 - › Biology (6.17% or 655 openings)

Labor Market Information

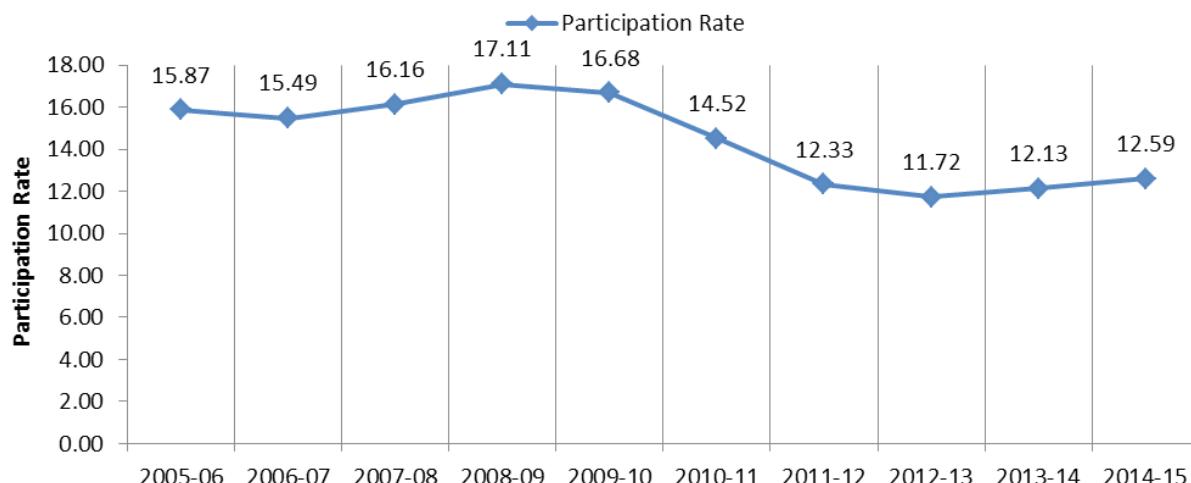
CONSIDERATIONS FROM INTERNAL + EXTERNAL SCAN DATA COMPARISON

Participation rate may be defined as the number of head count students the College enrolls for every 1,000 persons within the service area population. During the 2014-15 academic year, SBVC had a participation rate of 12.59 students per 1,000 persons within the service area. During the most recent enrollment peak (2008-09) the College's participation rate was 17.11 students per 1,000 persons within the service area. The statewide California Community College participation rate is approximately 54 students per 1,000 persons within the total population. There is a significant opportunity for SBVC to increase its participation rate.

While service area population age 20-29 years old increased by 34,096 persons from 2010 to 2015, enrollment from students age 20-29 years old declined by 62 persons from 2010-11 to 2014-15. Between 2015 and 2025, the 20-29 year old age group within the service area is projected to decrease by 31,719 persons (-13.37%). The College cannot rely on population growth as a major contributor to enrollment growth and should focus efforts on attracting a larger proportion of persons within its core College demographic.

The College is considered a Hispanic-serving institution with Hispanics accounting for 63.1% of unduplicated

EXHIBIT 4.14: PARTICIPATION RATE (PER 1,000 PERSONS IN TOTAL POPULATION)



enrollment (11,135 students) in the 2014-15 academic year. In 2015, Hispanics accounted for 58% of the service area population (822,776 persons) and by the year 2025 Hispanics are expected to makeup 60.3% of the service area population (899,783 persons). However, in the 2014-15 academic year, Caucasians comprised 14.4% of unduplicated enrollment. In 2015, Caucasians made up 24.8% of the service area population. Additionally, Asians are the second

fastest growing population within the service area, with an increase of 11,369 persons expected between 2015 and 2025 (13.85% growth). The College has an opportunity to continue increasing student diversity, particularly with respect to Caucasian and Asian students.

During the fall 2014 term SBVC enrolled 134 first-time college students from Colton High School. During the

2013-14 academic year Colton High School produced 389 graduates. It is reasonable to expect that some of the fall 2014 enrollment from Colton High School graduates were not from the high school class of 2013-14. However, assuming that a great majority of those enrolled at SBVC from Colton High School in fall 2014 were from the high school class of 2013-14, then approximately 34.5% of Colton High School graduates from the class of 2013-14 enrolled at SBVC in the fall of 2014. During the fall 2014 term SBVC captured approximately 26% of 2013-14 graduates from Pacific High School and 23% of graduates from San Bernardino High School. The College captured less than 20% of 2013-14 graduates from Cajon, San Gorgonio, Arroyo Valley, Rialto, and Eisenhower high schools. It should be noted that during the fall 2014 term SBVC captured over 100% of the 2013-14 graduates from Middle College High School, indicating that the College is very successful at capturing both the current and previous class' graduates. However, there still exists an opportunity for the College to capture a larger proportion of feeder high school graduates.

Labor market information projections show that 13.71% (6,057 openings) of the 44,181 projected annual job openings between 2015 and 2025 in the region with an

average hourly wage of \$12 or more typically require an entry level education of either some college, a postsecondary non-degree award, or an Associate's degree, and 14.59% (6,446 openings) require a Bachelor's degree. The College will increase regional employment by supporting existing certificate and degree programs, creating new programs that support local labor needs, and supporting transfer to four-year institutions.

During the fall 2014 term SBVC produced 12,943 WSCH from English courses, however, 7,266 WSCH was attributable to below college level English (56.14% of total English WSCH). Reading courses accounted for 3,881 WSCH of which 100% are considered below college level courses. English as a second language (ESL) courses accounted for 718 WSCH of which 100% are considered below college level courses. Combined, English, reading, and ESL courses accounted for 17,543 WSCH during fall 2014, of which 11,866 WSCH (67.64%) was attributable to below college level courses. During the fall 2014 term SBVC produced 19,758 WSCH from mathematics courses, however, 13,131 WSCH was generated from below college level math (66.46% of total mathematics WSCH). The high demand for below college level courses is also

supported by CAASPP scores for students within the top feeder high schools. The average percentage of students from the top ten feeder high schools (fall 2014) that tested below standards in English was 51% while 76% tested below standards in mathematics. The College continues to identify innovations and best practices to support the needs of unprepared/under prepared students.

During the fall 2014 term SBVC produced 11,290 WSCH from CTE designated courses (8.05% of total WSCH). Between 2015 and 2025, there are projected to be approximately 1,280 average annual job openings for occupations related to CTE programs offered by SBVC in the service area (9.97% of all service area job openings). There are projected to be approximately 4,357 average annual job openings for occupations related to CTE programs offered by SBVC in the region during the same time period (9.86% of all regional job openings). The College has an opportunity to expand its offerings of CTE courses to meet the anticipated future demand for skilled vocationally trained workers in the service area and region.

During the fall 2014 term, SBVC generated 98,338 WSCH from 100 level and above transfer and general

Labor Market Information

CONSIDERATIONS FROM INTERNAL + EXTERNAL SCAN DATA COMPARISON (*cont.*)

education courses. These courses support 79.2% of students who have identified their educational goal in 2014-2015 as BA/BS Degree after Associates, BA/BS Degree without Associates, and Associates/Vocational Degree without transfer. WSCH for 100 level and above transfer and general education courses is inclusive of CTE programs with degree and transfer patterns. The College intends to support and increase Associate degrees and transfer by providing greater access to 100 level and above courses.

SAN BERNARDINO VALLEY COLLEGE

02 STRATEGIC DIRECTIONS
+ GOALS



Strategic Directions + Goals

The College's Strategic Directions, goals, and objectives were defined through to collegial consultation process at SBVC and are included within its 2014-2019 *Strategic Plan*.

Steps in the strategic planning process include the following:

- › Reviewing progress toward achieving goals and objectives from the previous *Strategic Plan*
- › Reviewing the College mission statement
- › Soliciting input from all stakeholders (faculty, staff, students, foundation members, Board of Trustees members, community members, business leaders, K-12 representatives, and political officials)
- › Establishing Strategic Directions, goals, and objectives based on major themes from stakeholder input and data in correlation with the College mission
- › Presenting bimonthly updates and receiving feedback from College Council
- › Presenting campus-wide updates to all stakeholders at the beginning and end of each semester
- › Reviewing and revising the final Strategic Plan with a sub-committee of the Academic Senate

Strategic Directions + Goals

STRATEGIC DIRECTIONS + GOALS

1

INCREASE ACCESS

Goal: SBVC will improve the application, registration, and enrollment procedures for all students.

Supporting Actions:

- › Match the number of basic skills courses to student demand
- › Increase the number of accelerated basic skills courses
- › Provide more pre-assessment workshops
- › Improve the assessment process for more accurate placement
- › Establish and maintain partnerships with community organizations, K-12 systems, and adult schools
- › Explore and expand online advising opportunities
- › Improve access to transfer, CTE Certificate, and other courses needed for graduation
- › Create better balance between transfer and CTE program offerings
- › Improve access to technology

Supporting Institutional Learning Outcomes:

- › 1, 2, 3

2

PROMOTE STUDENT SUCCESS

Goal: SBVC will increase course success, program success, access to employment, and transfer rates by enhancing student learning.

Supporting Actions:

- › Increase the percentage of students who succeed in basic skills courses
- › Promote and increase the number of students in learning communities
- › Expand the use of early alert systems (i.e. SARS)
- › Improve performance on all Student Success Scorecard measures
- › Increase the use of low-cost and free online resources
- › Maintain up-to-date curriculum that is relevant to community needs
- › Encourage greater full-time enrollment
- › Use Student Learning Outcomes (SLOs) and Service Area Outcomes (SAOs) in an ongoing, systematic cycle of continuous quality improvement
- › Increase the number of students with terminal education plans
- › Establish and maintain an appropriate ratio of full-time to part-time faculty
- › Increase the number of grant opportunities to support student success

Supporting Institutional Learning Outcomes:

- › 1, 2, 3, 4, 5

3

IMPROVE COMMUNICATION, CULTURE + CLIMATE

Goal: SBVC will promote a collegial campus culture with open line of communication between all stakeholder groups on and off-campus.

Supporting Actions:

- › Promote a sense of community and solidarity within the campus and embrace diversity (students, faculty and staff)
- › Promote budgetary transparency
- › Disseminate College Committee meeting minutes and all plans online
- › Build community recognition and networks by capitalizing on the College community roots
- › Expand and enhance local business and community awareness of the College
- › Establish a College historical archive that is accessible online
- › Build a stronger relationship with the SBVC foundation
- › Ensure exceptional customer service in all campus offices
- › Work with the District to streamline and expedite campus hiring practices
- › Improve campus morale

Supporting Institutional Learning Outcomes:

- › 5

4

MAINTAIN LEADERSHIP + PROMOTE PROFESSIONAL DEVELOPMENT

Goal: SBVC will maintain capable leadership and provide professional development to a staff that will need skills to function effectively in an evolving educational environment.

Supporting Actions:

- › Reduce manager turnover – fewer interims and more permanent managers
- › Improve access to a wide variety of professional development activities/organizations
- › Maintain a personal achievement inventory for faculty and staff
- › Establish partnerships with neighboring community colleges

Supporting Institutional Learning Outcomes:

- › 4, 5

5

EFFECTIVE EVALUATION + ACCOUNTABILITY

Goal: SBVC will improve institutional effectiveness through a process of evaluation and continuous improvement.

Supporting Actions:

- › Maintain up-to-date information on campus indicators, including evaluation data on support/retention programs and accreditation self study evidence
- › Improve and maintain effective Program Review procedures
- › Evaluate and update all campus level plans on a regular cycle
- › Produce and present annual reports that assess student success
- › Measure satisfaction with assessment and placement
- › Manage grant expenditures and align them with grant objectives

Supporting Institutional Learning Outcomes:

- › 1, 2, 3, 4, 5

6

PROVIDE EXCEPTIONAL FACILITIES

Goal: SBVC will support the construction and maintenance of safe, efficient, and functional facilities and infrastructure to meet the needs of students, employees and the community.

Supporting Actions:

- › Conserve resources
- › Maintain a safe and secure environment
- › Improve campus signage
- › Continue with the facilities improvement plan (Implementation of the Facilities Master Plan)
- › Develop and maintain adequate parking
- › Provide exemplary technology and support while maintaining fiscal and environmental responsibilities

Supporting Institutional Learning Outcomes:

- › 4

*SBVC's Institutional Learning Outcomes (ILOs) can be found in the Appendix.

SAN BERNARDINO VALLEY COLLEGE



Commitments For The Future

Commitments For The Future CONTEXT

Positive Forecast for the East Valley in 2001:

- › A decade and a half ago, San Bernardino Valley was described as an area with a rapidly growing population and a strong potential for job growth. There was reason for optimism. In 2001, John Husing, an economist with deep knowledge of the Inland Empire, made the case for a favorable future in a report titled "San Bernardino Community College District and the East San Bernardino Valley's Future." He based his assessment of the potential for the Inland Empire and, more specifically, the East San Bernardino Valley (East Valley) on population growth and job growth. The availability of affordable housing and undeveloped land along transportation corridors were major factors supporting his favorable view of the economic potential for the region.

Barriers to an Improved Economy:

- › Husing identified two primary barriers to development in the East Valley: low income levels and limited educational attainment in the region. While the availability of land and affordable housing were attractive features to potential employers, the lack of an educated work force was a disincentive to businesses

looking to locate in the region. Those two limitations are still relevant to discussions of the economic and social future of the region.

Cooperative Leadership Necessary for an Improved Standard of Living:

- › Husing's report called for a response from the leadership of the East Valley. He advocated for strategic cooperation among the area's governmental, business, and educational institutions for the economic and cultural development of the area. In particular, he advocated that the SBCCD, as the major tax-supported institution for adult education and training in the East Valley, take an active leadership role in the future development of the region. He cautioned that without a concerted effort to address the educational needs of the area, the East Valley will become bigger, but no better.
- › The optimism of the forecast in 2001 reflected the confidence and hope of many at that time. Employment was growing; population and school enrollments were increasing in double-digit numbers; and housing was booming. The economic cataclysm of 2008 was nowhere in sight.
- › The passage of bond measures in 2002 and 2008 validated the importance taxpayers assigned to the District and its colleges and their confidence in the future. Funds from the bonds revitalized facilities, addressed earthquake vulnerabilities and constructed new buildings. Even with the economic turnaround in late 2008, the importance of the District as a major cultural institution was, and is, recognized by all.

between success and failure. For its part, the District was encouraged to lead in the effort to raise the standard of living in the region and to fundamentally alter educational dynamics in favor of integrating its programs with those of other community institutions and to develop mechanisms to respond rapidly to training needs as they arise.

San Bernardino Valley College Vital to Cultural Development of the Inland Empire:

- › SBVC, as the older and larger of the two colleges in the District has served its community since 1926. It has stood the test of time and stands as the primary cultural institution of the East Valley. During its 90-year history, it has adapted to and survived the Great Depression, World War II, the turmoil of the Civil Rights Movement, fires in its surrounding area, threat of earthquake and annual funding fluctuations based on a state budget that rises and falls from year-to-year.
- › Today, SBVC is a medium-sized college, located in an urban center of the East San Bernardino Valley. In 2014-15, approximately 17,635 students enrolled at the College (down from its peak enrollment of 22,199 students in 2008-09. A majority of students are Hispanic. The College offers approximately 40 programs of general education curricula and 12 Career and Technical Education departments. Extensive student support services and programs are available, including Admissions and Records, Financial Aid, Library Services, Student Health, Student Clubs, Tutoring, and a number of others.

The leadership of administrative staff and the support of classified staff are essential to the management and operation of the College. The Aspen Institute recognized SBVC as one of the top 150 community colleges in the nation that show improvement in student performance and completion.

- › A number of competitive grants have contributed to recent successes at SBVC. Tutoring resources and basic skills funding are two examples. In 2013-14, approximately 695 students from SBVC transferred to four-year institutions. In 2014-15, approximately 981 associate degrees were awarded and 347 certificates were awarded from SBVC.
- › SBVC is in a strong position to be a catalyst in a rebounding economy over the coming decade. With public awareness that the Inland Empire was among the regions hit hardest by the Great Recession, all eyes are on its recovery. Along with the attention given to other communities damaged by the recession, San Bernardino has had media attention questioning its future. James Fallows, a journalist and former editor of *The Atlantic*, in an article called, “Can America Put Itself Back

Together?” referred to San Bernardino as a “hard luck city” whose resilient residents were encouraged by “...the collaborative efforts on education reform under way right now in their own town.” During the 2015 *Inland Empire Economic Forecast Conference*, Husing stated that “the economy here is really doing incredibly well... This will be the third year in a row that we’ve added over 50,000 jobs. That’s never happened before... The economy is really taking off.” At the national level, community colleges, which once garnered little attention in the national spotlight, are now prominent in policy discussions about education in Washington, D.C.

- › There is potential for renewal that will take the College to a new level. It is assured that the region will grow in population and more complexity of its organization. SBVC provides multiple pathways for students. SBVC provides students with educational opportunities for basic skills, job skills, workforce certificates and transfer preparation. Students are also introduced to a wide array of career and learning opportunities.

Commitments For The Future

COMMITMENTS FOR THE FUTURE OF SAN BERNARDINO VALLEY COLLEGE

The following commitments for the future were developed from analysis of extensive data scans of the College and the external environment; interviews of more than 50 administrators, faculty, student services employees and classified staff; review of College and District planning documents; commentary from industry experts; the State Strategic Plan for California Community Colleges; and the College's most recent Accreditation documents. Consultation with College Council was an ongoing feature in the EMP development process.

As appropriate to an Educational Master Plan, the Strategic Directions are intended to be long-term priorities and areas of focus, subject to modifications as conditions and capacity change. Strategic Directions have been brought into alignment with the State System Plan and the District Plan, as well as other College level plans.

In addition to the College's Strategic Directions, Goals, and Supporting Actions (identified in *Strategic Directions & Goals*), SBVC considers the following commitments to shape the future of the College and serve the East Valley community:

- › Enhancing and Improving Transfer Pathways
- › Doing What Matters for Career and Technical Education (CTE)
- › Assuring that Basic Skills Courses Lead to Success and the Realization of Student Goals
- › Improving Student Success by Strengthening Coordination between Student Services, Instruction, and Academic Support
- › Advancing Educational Partnerships
- › Lead the Restructuring of Adult Education in the Region

Commitments For The Future

ENHANCING + IMPROVING TRANSFER PATHWAYS

- › Continue to provide a clear pathway for students who have a goal of transferring to a four-year college or university.
- › Maintain and enhance relationships with surrounding four-year colleges and universities to help students obtain information about available options.
- › Continue to enhance the Honors Program to facilitate transfer to four-year institutions.
- › Increase opportunities on campus for students to learn about requirements for transferring and increase articulation agreements.
- › Evaluate and improve the availability of transferrable courses to meet the needs of our students' schedules; incoming college-ready students may have the possibility to complete a degree within two years.
- › Collaborate internally and with external partners to provide sufficient resources to support student success and career exploration.

Rationale

San Bernardino Valley College, as mentioned earlier, is responsible for providing high-quality education to an underserved population. As such, the college recognizes, as one of its missions that it must continually strengthen and enhance its services to students who have chosen this institution as a pathway to four-year colleges and universities. Over the years, the College has had an increase in students with the educational goal of obtaining advanced degrees. In the 2014-15 academic year, nearly 65% of students stated transfer as their educational goal (see Table: *Unduplicated Enrollment by Educational Goal*) and the College upholds its responsibilities to provide those students with the skills, knowledge, and tools they need to become independent and successful learners at those institutions. With the increasing number of students who want to continue their education at four-year institutions, the College must continue its commitment to transfer students and provide those students with a high-quality education and with services targeted at those goals.

Strategic Directions

- › #1 - Increase Access
- › #2 - Promote Student Success
- › #5 - Effective Evaluation + Accountability
- › #6 - Provide Exceptional Facilities

Commitments For The Future

DOING WHAT MATTERS FOR CAREER + TECHNICAL EDUCATION

- › Work collaboratively to develop high quality curriculum and implementation programs for Career and Technical Education that are aligned with state and local economic priorities, and meet workforce development needs.
- › Establish partnerships with education, business and public sector members to develop education and training for employment that will provide a living wage and opportunity for career advancement.
- › Work with academic partners to develop comprehensive pathways that encompass core basic skills, applied academic and career technical education, and ongoing education for career advancement. This may also include articulation of certain CTE courses with four-year institutions.
- › Participate actively in collaborations with regional networks engaged in economic and workforce development.
- › Evaluate course offerings and WSCH production balance between CTE, for transfer, and basic skills courses to adjust for current and future community needs.

Rationale

A renewed focus on Career and Technical Education for acknowledgement of SBVC's vital role in the economic development of San Bernardino. The rosy forecast for the region in 2001 was stalled by a series of events that have prompted San Bernardino to be labeled a "hard luck" community. Recovery from The Great Recession of 2009 has been slow, but steady growth is, once again, on the horizon. San Bernardino Valley College, as the primary educator of adult residents of the East Valley has an opportunity and obligation to take an active role in realizing the economic future of the region.

A scan of WSCH by instructional area shows that in fall 2014, transfer courses produced 72.8% of WSCH; basic skills courses generated 17.8% of total WSCH; and CTE courses produced 8% of total WSCH. Given current external needs of the service area and region, CTE appears to be underrepresented in course offerings. The College may wish to examine that balance and realign its curriculum.

Strategic Directions

- › #1 - Increase Access
- › #2 - Promote Student Success
- › #5 - Effective Evaluation + Accountability
- › #6 - Provide Exceptional Facilities

Commitments For The Future

ASSURING THAT BASIC SKILL COURSES LEAD TO SUCCESS + THE COMPLETION OF STUDENT GOALS

- › Accurately assess and place students in courses appropriate to their abilities and academic preparation.
- › Determine whether students emerge from different sections of the same course with comparable new skills.
- › Assure students are fully prepared by each course for the next course in a sequence and/or college-level sequence.
- › Integrate basic skills in appropriate lower division courses.
- › Take a leadership role in the Regional Consortium for Adult Education to address the need for basic skills and ESL education in the region.
- › Include basic skills sequences when promoting pathways to associate degrees and transfer success. This may also include developing enhanced non-credit offerings with pathways to certificates, associate degrees and transfer.
- › Train all employees in methodologies that support basic skills students.
- › Continue actively seeking basic skills grant funding. This may require designating a District or College level manager for responsibility of grant writing, fiscal management, and implementation.

Rationale

The crisis in educational attainment is pervasive at all

levels of public education. Across California community colleges, more than 60% of entering students require at least one basic skills class when they enroll, (recent information in the 2016-17 Governor's Budget Proposals places that figure at 75%). In California, only 25% of basic skills reading students ever enroll in transfer-level English classes and only 10% make it to transfer-level math, (*A Guide to Transforming Basic Skills Education*).

SBVC is among the California community colleges with the largest share of under prepared students. Reading, writing, math and ESL instruction are in high demand. The State Student Success Scorecard reports a low success rate for the College in progress to subsequent enrollment in college-level work. By this measure, SBVC's success is low in both English and math compared to other community colleges in the state. Underprepared students was the most frequently identified issue in interviews with deans and faculty at SBVC.

The growing Hispanic population in the region, many of whom have limited English proficiency, reflect the need for ESL instruction and basic skills. The current work of the Regional Consortium for Adult Education is an opportunity to clarify the role of SBVC in answering this important unmet need for ESL instruction.

The impact of low educational attainment is hard to overestimate. The social costs of unemployment and underemployment are seen in poverty, crime rates, mental health needs, and other conditions that undermine communities. There is little doubt that education is a factor in these costs to society. The economic costs are direct, reflected in employers decisions to locate elsewhere due to a lack of a skilled and/or educated workforce and dissatisfaction with job applicants.

The statement of the seriousness of the problem is not to suggest the SBVC community is remiss in addressing it. Nearly 18% of the College's WSCH comes from basic skills courses. The recent development of courses to target identified needs in math and reading attest to faculty response to basic skills needs. Early results from new, accelerated basic skills curriculum are positive. The College pursuit of grant funds for basic skills is another indication of its commitment. Still, the need to address basic skills needs remains acute.

Strategic Directions

- › #1 - Increase Access
- › #2 - Promote Student Success
- › #3 - Improve Communication, Culture + Climate
- › #4 - Maintain Leadership + Promote Professional Development

Commitments For The Future

IMPROVING STUDENT SUCCESS BY STRENGTHENING COORDINATION BETWEEN STUDENT SERVICES, INSTRUCTION + ACADEMIC SUPPORT

- › Resolve issues related to assessment tests, including alignment of tests with specific college courses so that assessment processes are reliable predictors of course success, ESL testing, and early assessment.
- › Address the gap in information sharing between Student Services and Instruction so that students are able to make full use of student Support Services. Employ technology to Support communication and information between instructional and student services.
- › Develop structural mechanisms to build trust and common understanding among stakeholders across the campus, with regard to tutoring, supplemental instruction, student success courses, and other support programs.
- › Streamline written information for easy comprehension and follow through.

Rationale

Student learning does not take place exclusively inside the classroom. Learning takes place in a counselor's office, a library, cohort groups, specialized services, tutoring centers, and dedicated labs. Over the years, Student Services has evolved and contributes to student success and equity in ways unimagined a generation ago. Coordination and communication between student support programs, instruction, and academic support services is vital to student success. Several support service programs and academic support services are well integrated into formal instruction at the College. However, the number of traditional and innovative programs and services offered at SBVC (over 30) makes increasing communication and collaboration across campus challenging, but necessary to student success.

Strategic Directions

- › #2 - Promote Student Success
- › #3 - Improve Communication, Culture + Climate
- › #4 - Maintain Leadership + Promote Professional Development
- › #6 - Provide Exceptional Facilities

Commitments For The Future

ADVANCING EDUCATIONAL PARTNERSHIPS

- › Deepen involvement with K-12 partners by expanding and extending past efforts.
- › Collaborate with K-12 partners in addressing assessment and placement issues.
- › Include K-12 personnel in deliberations with four-year university pathways discussions.
- › Continue work with CSU partners to smooth the way to transfer.
- › Continue to pursue relationships with UC to secure transfer opportunities for SBVC students.
- › Continue to enhance relationships with other educational partners in the community.
- › Strengthen and enhance dual and concurrent enrollment opportunities.

Rationale

SBVC has had productive relationships with a number of K-12 partners. The Middle College is noteworthy for its accomplishments in providing enrollment for the College as well as students who tested most proficient in English and math among top feeder high schools (as measured by CAASPP test results administered in 11th grade). Among feeder high schools various opportunities for interaction with College personnel have been productive. The busy schedules of personnel in public schools and the College currently limit the capacity to interact on each other's school sites.

Policy-makers at all levels, education experts, taxpayers, professional educators and students are in agreement that pathways to education at all levels are of the highest importance in public education. Common course numbering, articulation of course content and sequences, streamlining instruction for timely completion of educational programs, the use of technology to improve access and a variety of other strategies are all on the table. The size and scope of challenges facing education is such that crossing the boundaries of public education institutions to form alliances is important.

Strategic Directions

- › #1 - Increase Access
- › #2 - Promote Student Success
- › #3 - Improve Communication, Culture + Climate
- › #6 - Provide Exceptional Facilities

Commitments For The Future

LEAD THE RESTRUCTURING OF ADULT EDUCATION IN THE REGION

- › Participate in rebuilding adult education delivery capacity in the region.
- › Along with educational partners, restore and renew adult education programs, especially basic skills, CTE, and ESL.
- › Align assessments for placement between adult education and community college courses, especially basic skills, CTE, and ESL.
- › Work with other regional partners to develop a common accountability system for data collection and exchange between the K-12 adult schools and the community college system.
- › Maintain and extend structures for ongoing coordination with Adult Education and community partners.

Rationale

As many as 800,000 people were eliminated from the rolls of Adult Education programs in California during statewide budget cuts beginning in early 2009. From then until the passage of Assembly Bill 86, continuity and coherence of the entire state program were in acknowledged disarray. The new legislation in 2013

charged the California Department of Education and the Community College Chancellor's Office to restore, reform, and improve the long-standing Adult Education system in the state.

Since the 1960s, the responsibility for adult education in California has been shared between the community colleges and the K-12 systems. The determination as to which institution offered courses was a local matter. That joint responsibility continues, but with the additional opportunity now to update its program offerings and improve operations.

Participation of the District and SBVC in the Adult Education regional planning effort is an important opportunity to clarify roles of education providers and jointly determine how to serve the large numbers of community members seeking education in basic skills, as well as potential ESL students. Regarding CTE, collaboration with education partners and private sector partners in redesigning job training opportunities for today's labor market should be a priority. The potential to improve the flow of students from adult education programs to college is an investment in improving the retention and success of those who have often dropped out in the past.

Aligning curriculum between adult schools and community colleges presents a substantial challenge—a project that is best approached over time. And yet it can be done as it has between community colleges and some CSU campuses. It is similar to the widely endorsed priority to align curriculum and assessment with high schools. The logic of the recommendation is sound, but the scarce resources of time and money are recognizable obstacles. A counter to the concern about resources is the major accomplishment the community colleges and the four-year universities have achieved with alignment of curriculum and guaranteed transfer. In the current proposed state budget, the Governor's office calls for taking the next step in improving student access to education.

Strategic Directions

- › #1 - Increase Access
- › #2 - Promote Student Success
- › #3 - Improve Communication, Culture + Climate
- › #6 - Provide Exceptional Facilities

SAN BERNARDINO VALLEY COLLEGE

02 PROGRAM OF INSTRUCTION
+ SPACE NEEDS



Program Of Instruction + Space Needs

Educational program development and curriculum processes have been identified in Title 5 as academic and professional matters and, as such, all current and future processes operate under the authority of the Academic Senate. SBVC administration respects and relies primarily upon the recommendations of the program review committee, curriculum committee, and Academic Senate in matters related to program creation, program growth, and program discontinuance. Current processes, which include curriculum, program efficacy, needs assessment, and program discontinuance require programs to undergo a thorough analysis of educational and economic data before the committees/Academic Senate make a recommendation to the President.

The SBVC campus continues its annual review process for growth and contraction, carefully analyzing all data pertinent to its decision making. For the purposes of estimating needs during this master planning cycle, a linear growth model for department growth is being

utilized to estimate the future program of instruction and space needs. However, it is the College's intent to update growth projections annually and implement its plan for selective programmatic growth, once finalized through the collegial consultation process.

The 2015 State Chancellor's Office Long Range WSCH Projections for SBCCD were utilized to establish projected enrollment and WSCH growth. From 2015-16 to 2021-22, the state anticipates that District-wide WSCH will increase annually by 1.7% and growth will decrease to 1.4% annually thereafter. Historical data from 10 consecutive terms (fall 2005 to fall 2014) suggest that San Bernardino Valley College is responsible for 68.35% of District-wide WSCH. Fall 2014 data established baseline program of instruction data for the College. Future program of instruction projections were developed and analyzed with Title 5 space standards to estimate instructional space needs for the College.

The following considerations are accounted for within enrollment and WSCH projections:

- › Historical data regarding enrollment and WSCH generation
- › Projected population growth within the College service area and region
- › Historical participation rate of the population's enrollment at SBVC
- › Conditions within the external and internal environment

Program Of Instruction + Space Needs

PROGRAM OF INSTRUCTION

The primary metric for determining the total student demand on facilities space needs is WSCH. This measurement is representative of the student contact hours within instructional space on campus during the semester. Fall 2014 data was utilized to determine a baseline for WSCH generation by department and establish a baseline program of instruction.

Math and English comprise the largest WSCH generating subjects for the College, constituting 14.1% and 9.2% of WSCH during the fall 2014 semester, respectively. The next highest group of WSCH generating subjects at the College generated between

5.6% and 3.6% of total WSCH during the fall 2014 semester, which include Biology, Chemistry, History, and Art.

Future program of instruction projections anticipate that the College may see a 3.87% increase in WSCH generation by the fall 2016 term, from 140,302 WSCH during fall 2014 to 145,728 WSCH during fall 2016. From fall 2016 to fall 2021, the College is expected to increase its WSCH generation to 158,457 WSCH (8.73% growth over 5 years). From fall 2021 to fall 2026, the College is expected to increase its WSCH generation to 169,978 WSCH (7.27% growth over

5 years). From fall 2026 to fall 2031, the College is expected to grow to generating 182,214 WSCH (7.2% growth over 5 years).

EXHIBIT 7.01: PROGRAM OF INSTRUCTION (FALL 2014 – FALL 2031)

| Department | SBVC - FALL WSCH BY COURSE TYPE | | | | | |
|--|---------------------------------|-------|-------|-------|-------|-------|
| | Subject | 2014 | 2016 | 2021 | 2026 | 2031 |
| Academic Advancement (ACAD) | ACAD | 331 | 344 | 374 | 401 | 430 |
| Accounting (ACCT) | ACCT | 2,104 | 2,185 | 2,376 | 2,549 | 2,733 |
| Administration of Justice (ADJUS) | ADJUS | 1,683 | 1,748 | 1,901 | 2,039 | 2,186 |
| Aeronautics (AERO) | AERO | 1,047 | 1,087 | 1,182 | 1,268 | 1,360 |
| Anthropology (ANTHRO) | ANTHRO | 1,453 | 1,509 | 1,641 | 1,760 | 1,887 |
| Arabic (ARAB/ARABIC) | ARAB | 240 | 249 | 271 | 291 | 312 |
| Architecture & Environmental Design (ARCH) | ARCH | 441 | 458 | 498 | 534 | 573 |
| Art (ART) | ART | 5,014 | 5,208 | 5,663 | 6,074 | 6,512 |
| American Sign Language (ASL) | ASL | 1,361 | 1,414 | 1,537 | 1,649 | 1,768 |

| Department | SBVC - FALL WSCH BY COURSE TYPE | | | | | |
|---------------------------------------|---------------------------------|--------|--------|--------|--------|--------|
| | Subject | 2014 | 2016 | 2021 | 2026 | 2031 |
| Astronomy (ASTRON) | ASTRON | 315 | 327 | 356 | 382 | 409 |
| Automotive (AUTO) | AUTO | 3,307 | 3,435 | 3,735 | 4,007 | 4,295 |
| Biology (BIOL) | BIOL | 7,855 | 8,159 | 8,871 | 9,516 | 10,202 |
| Business Administration (BUSAD) | BUSAD | 2,009 | 2,087 | 2,269 | 2,434 | 2,610 |
| Child Development (CD) | CD | 3,837 | 3,985 | 4,333 | 4,648 | 4,983 |
| Chemistry (CHEM) | CHEM | 5,680 | 5,900 | 6,415 | 6,882 | 7,377 |
| Computer Information Technology (CIT) | CIT | 3,314 | 3,442 | 3,743 | 4,015 | 4,304 |
| Communication Studies (COMMST) | COMMST | 4,237 | 4,400 | 4,785 | 5,133 | 5,502 |
| Corrections (CORREC) | CORREC | 462 | 480 | 522 | 560 | 600 |
| Criminal Justice (CRMJUS) | CRMJUS | 182 | 189 | 206 | 221 | 237 |
| Computer Science (CS) | CS | 852 | 885 | 962 | 1,032 | 1,107 |
| Culinary Arts (CULART) | CULART | 1,106 | 1,149 | 1,250 | 1,340 | 1,437 |
| Dance (DANCE) | DANCE | 369 | 383 | 417 | 447 | 479 |
| Diesel (DIESEL) | DIESEL | 548 | 569 | 619 | 664 | 712 |
| Economics (ECON) | ECON | 1,695 | 1,761 | 1,914 | 2,054 | 2,201 |
| Electricity (ELEC) | ELEC | 174 | 181 | 197 | 211 | 226 |
| Electronics (ELECTR) | ELECTR | 1,261 | 1,310 | 1,424 | 1,528 | 1,638 |
| English (ENGL) | ENGL | 12,943 | 13,444 | 14,618 | 15,681 | 16,810 |
| Real Estate (REALST) | REALST | 327 | 340 | 369 | 396 | 425 |
| English as Second Language(ESL) | ESL | 718 | 746 | 811 | 870 | 933 |
| Food & Nutrition (FN) | FN | 666 | 692 | 752 | 807 | 865 |
| Geography (GEOG) | GEOG | 1,841 | 1,912 | 2,079 | 2,230 | 2,391 |
| Geology (GEOL) | GEOL | 261 | 271 | 294 | 316 | 338 |
| Geographic Information Systems(GIS) | GIS | 205 | 213 | 232 | 249 | 267 |

Program Of Instruction + Space Needs

PROGRAM OF INSTRUCTION (*cont.*)

| Department | SBVC - FALL WSCH BY COURSE TYPE | | | | | |
|--|---------------------------------|--------|--------|--------|--------|--------|
| | Subject | 2014 | 2016 | 2021 | 2026 | 2031 |
| Health Education (HEALTH) | HEALTH | 1,543 | 1,602 | 1,742 | 1,869 | 2,004 |
| History (HIST) | HIST | 5,093 | 5,290 | 5,752 | 6,171 | 6,615 |
| Human Services (HUMSV) | HUMSV | 2,586 | 2,686 | 2,920 | 3,132 | 3,358 |
| Heating, Ventilation Air Conditioning & Refrig. (HVAC/R) | HVAC/R | 890 | 924 | 1,005 | 1,078 | 1,156 |
| Inspection Technology (INSPEC) | INSPEC | 120 | 125 | 136 | 145 | 156 |
| Kinesiology(KIN) | KIN | 700 | 727 | 791 | 848 | 909 |
| Kinesiology Adapted (KINA) | KINA | 66 | 69 | 75 | 80 | 86 |
| Kinesiology Fitness (KINF) | KINF | 2,987 | 3,102 | 3,373 | 3,619 | 3,879 |
| Kinesiology Team/Sport & Skill (KINS) | KINS | 120 | 125 | 136 | 145 | 156 |
| Kinesiology Varsity (KINX) | KINX | 2,491 | 2,587 | 2,813 | 3,017 | 3,235 |
| Library Technology (LIB) | LIB | 250 | 260 | 283 | 303 | 325 |
| Machine Technology (MACH) | MACH | 330 | 343 | 373 | 400 | 429 |
| Mathematics (MATH) | MATH | 19,758 | 20,522 | 22,315 | 23,938 | 25,661 |
| Music (MUS/MUSIC) | MUS | 2,182 | 2,266 | 2,464 | 2,644 | 2,834 |
| Nursing (NURS) | NURS | 2,850 | 2,960 | 3,218 | 3,452 | 3,701 |
| Oceanography (OCEAN) | OCEAN | 165 | 171 | 186 | 200 | 214 |
| Occupational Safety and Health Admin. (OSHA) | OSHA | 40 | 41 | 45 | 48 | 51 |
| Philosophy/Religious Studies (PHIL) | PHIL | 1,479 | 1,536 | 1,670 | 1,792 | 1,921 |

| Department | SBVC - FALL WSCH BY COURSE TYPE | | | | | |
|---------------------------------|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| | Subject | 2014 | 2016 | 2021 | 2026 | 2031 |
| Pharmacy Technology (PHT) | PHT | 374 | 388 | 422 | 453 | 486 |
| Physics (PHYSIC) | PHYSIC | 2,308 | 2,398 | 2,607 | 2,797 | 2,998 |
| Police Science (POLICE) | POLICE | 2,808 | 2,917 | 3,172 | 3,402 | 3,647 |
| Political Science (POLIT) | POLIT | 2,886 | 2,997 | 3,259 | 3,496 | 3,748 |
| Physical Science (PS) | PS | 79 | 82 | 89 | 96 | 103 |
| Psychology (PSYCH) | PSYCH | 4,227 | 4,390 | 4,773 | 5,121 | 5,489 |
| Psychiatric Technology (PSYTCH) | PSYTCH | 1,075 | 1,116 | 1,214 | 1,302 | 1,396 |
| Reading & Skills Study (READ) | READ | 3,881 | 4,031 | 4,383 | 4,702 | 5,040 |
| Religious Studies (RELIG) | RELIG | 627 | 651 | 708 | 760 | 814 |
| Radio, Television & Film (RTVF) | RTVF | 952 | 989 | 1,075 | 1,153 | 1,236 |
| Student Development (SDEV) | SDEV | 1,105 | 1,148 | 1,248 | 1,339 | 1,435 |
| Sociology (SOC) | SOC | 2,161 | 2,244 | 2,440 | 2,618 | 2,806 |
| Spanish (SPAN) | SPAN | 3,399 | 3,531 | 3,839 | 4,119 | 4,415 |
| Technical Calculations (TECALC) | TECALC | 192 | 199 | 217 | 233 | 249 |
| Theater Arts (THART) | THART | 899 | 933 | 1,015 | 1,089 | 1,167 |
| Welding Technology (WELD) | WELD | 861 | 894 | 972 | 1,043 | 1,118 |
| Water Supply Technology (WST) | WST | 980 | 1,018 | 1,106 | 1,187 | 1,272 |
| TOTAL | | 140,302 | 145,728 | 158,457 | 169,978 | 182,214 |

Program Of Instruction + Space Needs

CURRENT + FUTURE INSTRUCTIONAL SPACE NEEDS

The amount of assignable square footage (ASF) required at SBVC to accommodate current and projected growth is based on the College's WSCH projections, fall 2014 baseline program of instruction, and Title 5 space standards. By utilizing the 2015 state Chancellor's Office Long Range WSCH projection growth estimates and Title 5 space standards, a college may estimate instructional space needs based on projected capacity load ratios that are consistent with how overbuilt or underbuilt the state considers a college to be. Capacity load ratios are a measurement of how much instructional space is required for the amount of WSCH a college is anticipated to generate

and are used to determine eligibility for state funding. Therefore, recommended lecture and lab space needs presented in this Plan are consistent with what the state would consider needed to adequately serve the projected WSCH load. It is immaterial what year the College actually reaches the designated amount of projected WSCH. The most important factor is that whenever the College actually reaches a projected level of WSCH generation, the correlated amount of lecture and lab space indicated within this Plan will be minimally required.

EXHIBIT 7.02: TITLE 5 RECOMMENDATIONS FOR INSTRUCTIONAL SPACE (FALL 2014 – FALL 2031)

| Subject | Lecture:Lab WSCH Ratio | TITLE 5 SPACE RECOMMENDATIONS: LECTURE & LAB | | | | | | | | | |
|---------|---------------------------|--|---------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|
| | | 2014 | | 2016 | | 2021 | | 2026 | | 2031 | |
| | | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF |
| ACAD | 100:0 | 142 | 0 | 148 | 0 | 160 | 0 | 172 | 0 | 184 | 0 |
| ACCT | 100:0 | 903 | 0 | 938 | 0 | 1,019 | 0 | 1,094 | 0 | 1,172 | 0 |
| ADJUS | 100:0 | 722 | 0 | 750 | 0 | 815 | 0 | 875 | 0 | 938 | 0 |
| AERO | 30:70 | 135 | 5,489 | 140 | 5,702 | 152 | 6,200 | 163 | 6,651 | 175 | 7,129 |
| ANTHRO | 100:0 | 623 | 0 | 647 | 0 | 704 | 0 | 755 | 0 | 810 | 0 |
| ARAB | 100:0 | 103 | 0 | 107 | 0 | 116 | 0 | 125 | 0 | 134 | 0 |
| ARCH | 30:70 | 57 | 793 | 59 | 824 | 64 | 896 | 69 | 961 | 74 | 1,030 |

| Subject | Lecture:Lab WSCH Ratio | TITLE 5 SPACE RECOMMENDATIONS: LECTURE & LAB | | | | | | | | | |
|---------|---------------------------|--|---------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|
| | | 2014 | | 2016 | | 2021 | | 2026 | | 2031 | |
| | | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF |
| ART | 30:70 | 645 | 9,020 | 670 | 9,369 | 729 | 10,187 | 782 | 10,928 | 838 | 11,715 |
| ASL | 100:0 | 584 | 0 | 607 | 0 | 660 | 0 | 707 | 0 | 758 | 0 |
| ASTRON | 80:20 | 108 | 162 | 112 | 168 | 122 | 183 | 131 | 196 | 140 | 210 |
| AUTO | 30:70 | 426 | 19,818 | 442 | 20,584 | 481 | 22,382 | 516 | 24,010 | 553 | 25,738 |
| BIOL | 40:60 | 1,348 | 11,076 | 1,400 | 11,504 | 1,522 | 12,509 | 1,633 | 13,418 | 1,751 | 14,384 |
| BUSAD | 100:0 | 862 | 0 | 895 | 0 | 974 | 0 | 1,044 | 0 | 1,119 | 0 |
| CD | 70:30 | 1,152 | 2,958 | 1,197 | 3,073 | 1,301 | 3,341 | 1,396 | 3,584 | 1,496 | 3,842 |
| CHEM | 40:60 | 975 | 8,759 | 1,012 | 9,098 | 1,101 | 9,892 | 1,181 | 10,611 | 1,266 | 11,375 |
| CIT | 80:20 | 1,137 | 1,133 | 1,181 | 1,177 | 1,285 | 1,280 | 1,378 | 1,373 | 1,477 | 1,472 |
| COMMST | 100:0 | 1,817 | 0 | 1,888 | 0 | 2,053 | 0 | 2,202 | 0 | 2,360 | 0 |
| CORREC | 100:0 | 198 | 0 | 206 | 0 | 224 | 0 | 240 | 0 | 257 | 0 |
| CRMJUS | 40:60 | 31 | 234 | 32 | 243 | 35 | 264 | 38 | 283 | 41 | 304 |
| CS | 40:60 | 146 | 874 | 152 | 908 | 165 | 987 | 177 | 1,059 | 190 | 1,135 |
| CULART | 30:70 | 142 | 1,990 | 148 | 2,067 | 161 | 2,248 | 173 | 2,412 | 185 | 2,585 |
| DANCE | 10:90 | 16 | 853 | 16 | 887 | 18 | 964 | 19 | 1,034 | 21 | 1,108 |
| DIESEL | 45:55 | 106 | 2,579 | 110 | 2,679 | 119 | 2,913 | 128 | 3,125 | 137 | 3,350 |
| ECON | 100:0 | 727 | 0 | 755 | 0 | 821 | 0 | 881 | 0 | 944 | 0 |
| ELEC | 45:55 | 34 | 307 | 35 | 319 | 38 | 347 | 41 | 372 | 44 | 399 |
| ELECTR | 45:55 | 243 | 2,226 | 253 | 2,312 | 275 | 2,514 | 295 | 2,697 | 316 | 2,891 |
| ENGL | 100:0 | 5,553 | 0 | 5,767 | 0 | 6,271 | 0 | 6,727 | 0 | 7,212 | 0 |
| REALST | 100:0 | 140 | 0 | 146 | 0 | 158 | 0 | 170 | 0 | 182 | 0 |
| ESL | 100:0 | 308 | 0 | 320 | 0 | 348 | 0 | 373 | 0 | 400 | 0 |

Program Of Instruction + Space Needs

CURRENT + FUTURE INSTRUCTIONAL SPACE NEEDS (*cont.*)

| Subject | Lecture:Lab WSCH Ratio | TITLE 5 SPACE RECOMMENDATIONS: LECTURE & LAB | | | | | | | | | |
|---------|---------------------------|--|---------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|
| | | 2014 | | 2016 | | 2021 | | 2026 | | 2031 | |
| | | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF |
| FN | 100:0 | 286 | 0 | 297 | 0 | 323 | 0 | 346 | 0 | 371 | 0 |
| GEOG | 80:20 | 632 | 946 | 656 | 983 | 714 | 1,069 | 765 | 1,146 | 821 | 1,229 |
| GEOL | 80:20 | 89 | 134 | 93 | 139 | 101 | 151 | 108 | 162 | 116 | 174 |
| GIS | 40:60 | 35 | 211 | 37 | 219 | 40 | 238 | 43 | 255 | 46 | 274 |
| HEALTH | 100:0 | 662 | 0 | 687 | 0 | 747 | 0 | 802 | 0 | 860 | 0 |
| HIST | 100:0 | 2,185 | 0 | 2,270 | 0 | 2,468 | 0 | 2,647 | 0 | 2,838 | 0 |
| HUMSV | 100:0 | 1,109 | 0 | 1,152 | 0 | 1,253 | 0 | 1,344 | 0 | 1,441 | 0 |
| HVAC/R | 40:60 | 153 | 1,714 | 159 | 1,780 | 172 | 1,936 | 185 | 2,077 | 198 | 2,226 |
| INSPEC | 100:0 | 51 | 0 | 53 | 0 | 58 | 0 | 62 | 0 | 67 | 0 |
| KIN | 100:0 | 300 | 0 | 312 | 0 | 339 | 0 | 364 | 0 | 390 | 0 |
| KINA | 0:100 | 0 | 212 | 0 | 220 | 0 | 239 | 0 | 257 | 0 | 275 |
| KINF | 0:100 | 0 | 9,588 | 0 | 9,959 | 0 | 10,829 | 0 | 11,616 | 0 | 12,452 |
| KINS | 0:100 | 0 | 385 | 0 | 400 | 0 | 435 | 0 | 467 | 0 | 500 |
| KINX | 0:100 | 0 | 7,995 | 0 | 8,304 | 0 | 9,030 | 0 | 9,686 | 0 | 10,383 |
| LIB | 75:25 | 81 | 201 | 84 | 209 | 91 | 227 | 98 | 243 | 105 | 261 |
| MACH | 40:60 | 57 | 762 | 59 | 792 | 64 | 861 | 69 | 924 | 74 | 990 |
| MATH | 100:0 | 8,476 | 0 | 8,804 | 0 | 9,573 | 0 | 10,269 | 0 | 11,008 | 0 |
| MUS | 40:60 | 374 | 3,365 | 389 | 3,495 | 423 | 3,800 | 454 | 4,076 | 486 | 4,370 |
| NURS | 40:60 | 489 | 3,659 | 508 | 3,801 | 552 | 4,133 | 592 | 4,433 | 635 | 4,752 |
| OCEAN | 70:30 | 50 | 127 | 51 | 132 | 56 | 144 | 60 | 154 | 64 | 165 |

| Subject | Lecture:Lab WSCH Ratio | TITLE 5 SPACE RECOMMENDATIONS: LECTURE & LAB | | | | | | | | | |
|-----------------------|---------------------------|--|----------------|---------------|----------------|---------------|----------------|---------------|----------------|---------------|----------------|
| | | 2014 | | 2016 | | 2021 | | 2026 | | 2031 | |
| | | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF | Lect. ASF | Lab ASF |
| OSHA | 50:50 | 8 | 51 | 9 | 53 | 10 | 57 | 10 | 62 | 11 | 66 |
| PHIL | 100:0 | 634 | 0 | 659 | 0 | 717 | 0 | 769 | 0 | 824 | 0 |
| PHT | 40:60 | 64 | 480 | 67 | 499 | 72 | 542 | 78 | 582 | 83 | 624 |
| PHYSIC | 40:60 | 396 | 3,560 | 411 | 3,697 | 447 | 4,020 | 480 | 4,312 | 514 | 4,623 |
| POLICE | 40:60 | 482 | 3,606 | 501 | 3,745 | 544 | 4,072 | 584 | 4,368 | 626 | 4,683 |
| POLIT | 100:0 | 1,238 | 0 | 1,286 | 0 | 1,398 | 0 | 1,500 | 0 | 1,608 | 0 |
| PS | 100:0 | 34 | 0 | 35 | 0 | 38 | 0 | 41 | 0 | 44 | 0 |
| PSYCH | 100:0 | 1,813 | 0 | 1,883 | 0 | 2,048 | 0 | 2,197 | 0 | 2,355 | 0 |
| PSYTCH | 40:60 | 184 | 1,380 | 192 | 1,433 | 208 | 1,558 | 223 | 1,672 | 240 | 1,792 |
| READ | 60:40 | 999 | 3,990 | 1,038 | 4,144 | 1,128 | 4,506 | 1,210 | 4,834 | 1,297 | 5,182 |
| RELIG | 100:0 | 269 | 0 | 279 | 0 | 304 | 0 | 326 | 0 | 349 | 0 |
| RTVF | 40:60 | 163 | 1,222 | 170 | 1,270 | 185 | 1,381 | 198 | 1,481 | 212 | 1,588 |
| SDEV | 90:10 | 427 | 284 | 443 | 295 | 482 | 321 | 517 | 344 | 554 | 369 |
| SOC | 100:0 | 927 | 0 | 963 | 0 | 1,047 | 0 | 1,123 | 0 | 1,204 | 0 |
| SPAN | 100:0 | 1,458 | 0 | 1,515 | 0 | 1,647 | 0 | 1,767 | 0 | 1,894 | 0 |
| TECALC | 100:0 | 82 | 0 | 86 | 0 | 93 | 0 | 100 | 0 | 107 | 0 |
| THART | 40:60 | 154 | 1,386 | 160 | 1,439 | 174 | 1,565 | 187 | 1,679 | 200 | 1,800 |
| WELD | 20:80 | 74 | 2,652 | 77 | 2,754 | 83 | 2,995 | 89 | 3,213 | 96 | 3,444 |
| WST | 100:0 | 420 | 0 | 437 | 0 | 475 | 0 | 509 | 0 | 546 | 0 |
| TOTAL ASF NEED | | 44,242 | 116,182 | 45,953 | 120,676 | 49,967 | 131,217 | 53,600 | 140,757 | 57,459 | 150,890 |

Program Of Instruction + Space Needs

OVERALL CURRENT + FUTURE SPACE NEEDS

Projected space needs for all facility needs (instructional and other support spaces) may also be determined based on enrollment and WSCH projections, Title 5 space standards and a college's current/projected space inventory.

The State Chancellor's Office monitors five space categories by capacity load ratio for funding consideration and support. These five categories are: classroom (lecture), laboratory, office, library, and audio visual/television/radio (AV/TV). An analysis of SBVC's capacity load ratios determines that the College currently requires space in three of the five capacity load categories: laboratory, library and AV/TV.

When accounting for future construction projects on campus, such as the new gymnasium, demolition of Snyder and women's gymnasiums, new field buildings, activation of vacated space within the liberal arts building, and removal of various temporary portables, the College is anticipated to have a need for 48,344 ASF in laboratory, 9,634 ASF of library, and 5,179 ASF of AV/TV space by the year 2021. The need for laboratory space is anticipated to grow to 75,560 ASF by the year 2031. However, the College is significantly overbuilt in classroom and office space for the amount of lecture WSCH it is projected to generate and projected FTEF. It is important to understand that even though a college may perceive that they are efficiently

utilizing existing classrooms and there is a need for additional classroom space, state standards for space needs are based on the amount of lecture WSCH a campus should be generating based on the amount of classroom ASF. Thus, although classrooms may be efficiently utilized by hours during a semester, they are not efficiently generating the amount of WSCH that they should be. Overall, the College should work towards reducing its classroom capacity load ratio by converting existing classroom space to laboratories and/or generating more lecture WSCH.

EXHIBIT 7.03: CAPACITY LOAD RATIOS + SPACE NEEDS/SURPLUS

| SBVC Capacity Load | F2015 | F2016 | F2017 | F2017 ADJ* | F2021 | F2026 | F2031 |
|--------------------------|---------|---------|---------|---------------|---------|---------|---------|
| Classroom Capacity | 155,904 | 162,904 | 162,904 | 154,100 | 154,100 | 154,100 | 154,100 |
| Classroom WSCH Load | 71,349 | 72,554 | 73,780 | 73,780 | 78,892 | 84,628 | 90,720 |
| Classroom Capacity Load | 219% | 225% | 221% | 209% | 195% | 182% | 170% |
| Space Need/Surplus | -36,274 | -38,760 | -38,234 | -34,457 | -32,264 | -29,804 | -27,190 |
| Laboratory Capacity | 49,694 | 50,068 | 50,068 | 50,068 | 50,068 | 50,068 | 50,068 |
| Laboratory WSCH Load | 61,718 | 62,761 | 63,821 | 63,821 | 68,243 | 73,205 | 78,474 |
| Laboratory Capacity Load | 81% | 80% | 78% | 78% | 73% | 68% | 64% |
| Space Need/Surplus | 31,984 | 33,762 | 36,583 | 36,583 | 48,344 | 61,542 | 75,560 |
| Office Capacity | 493 | 502 | 505 | 506 | 506 | 506 | 506 |
| Office Load | 367 | 374 | 381 | 381 | 411 | 427 | 445 |
| Office Capacity Load | 134% | 134% | 133% | 133% | 123% | 118% | 114% |
| Space Need/Surplus | -17,647 | -17,953 | -17,358 | -17,445 | -13,245 | -11,005 | -8,485 |
| Library Capacity | 29,886 | 29,886 | 29,886 | 29,886 | 29,886 | 29,886 | 29,886 |
| Library Load | 37,328 | 37,561 | 38,059 | 38,059 | 39,520 | 41,977 | 43,638 |
| Library Capacity Load | 80% | 80% | 79% | 79% | 76% | 71% | 68% |
| Space Need/Surplus | 7,442 | 7,675 | 8,173 | 8,173 | 9,634 | 12,091 | 13,752 |
| AV/TV Capacity | 6,577 | 6,577 | 6,577 | 6,577 | 6,577 | 6,577 | 6,577 |
| AV/TV Load | 11,577 | 11,604 | 11,624 | 11,624 | 11,756 | 11,969 | 12,168 |
| AV/TV Capacity Load | 57% | 57% | 57% | 57% | 56% | 55% | 54% |
| Space Need/Surplus | 5,000 | 5,027 | 5,047 | 5,047 | 5,179 | 5,392 | 5,591 |

* 2017 ADJ estimates capacity load ratios following space inventory changes due to existing capital construction projects.

SAN BERNARDINO VALLEY COLLEGE



Facilities Master Plan

Together, the 2017 *Educational Master Plan* (EMP) and Facilities Master Plan comprise a comprehensive guide toward the future of San Bernardino Valley College. These plans were developed concurrently through an integrated and collaborative process. The EMP establishes clear directions for the future of academics, student support, and administrative support by describing strategic directions and the actions that will be taken to support them. It quantifies the amount and type of space needed to deliver future programs of instruction. In doing so, the EMP provides the basis for planning and decision-making in the key area of campus facilities development. The 2017 *Facilities Master Plan* (FMP) translates these goals, actions, and needs into a holistic and implementable vision of the future campus.

SAN BERNARDINO VALLEY COLLEGE



Facilities Analysis

This chapter documents the analysis of existing conditions that shape the use of the San Bernardino Valley College campus. It was compiled from the College's existing planning information, overlaid with the insights of faculty and staff and the observations of the Planning Team.

The analysis of the existing campus is presented through the following lenses.

- › District Service Area
- › Neighborhood Context
- › Environmental Conditions
- › Existing Campus
- › Development History
- › Vehicular Circulation & Parking
- › Pedestrian Circulation
- › Site Utilities Infrastructure
- › Facilities Condition
- › Space Utilization
- › Campus Zoning

Facilities Analysis

DISTRICT SERVICE AREA

The SBCCD service area is characterized by geographical and geological diversity. Situated at the edge of the Inland Empire, it includes Cajon Pass, a gateway to the high desert, as well as a large portion of the San Bernardino Mountains. The abrupt transitions in regional geology result from the movement of tectonic plates as they grind past each other along the San Andreas rift zone. The rift zone passes through the SBCCD service area at Cajon Pass and along the southern edge of the San Bernardino Mountains. It is this movement that has lifted the San Bernardino and San Gabriel Mountains and set the stage for this region's role as a crossroads and destination.

These great transverse mountain ranges are barriers at the edge of the high desert that force travelers to choose among a few routes into the Inland Empire. As a crossroad on the routes from the north, through Cajon Pass, and the east, through Banning Pass, the San Bernardino Valley has long been a notable point along the route of travelers to coastal Southern California, as well as the home to people of many cultures. It continues to be a hub as successive transportation systems were built, including railroads, and interstate highways. World War II brought the development of San Bernardino Army Air Field. This facility is currently the San Bernardino International Airport, which provides

passenger, air cargo and logistics, general aviation, and aircraft maintenance services.

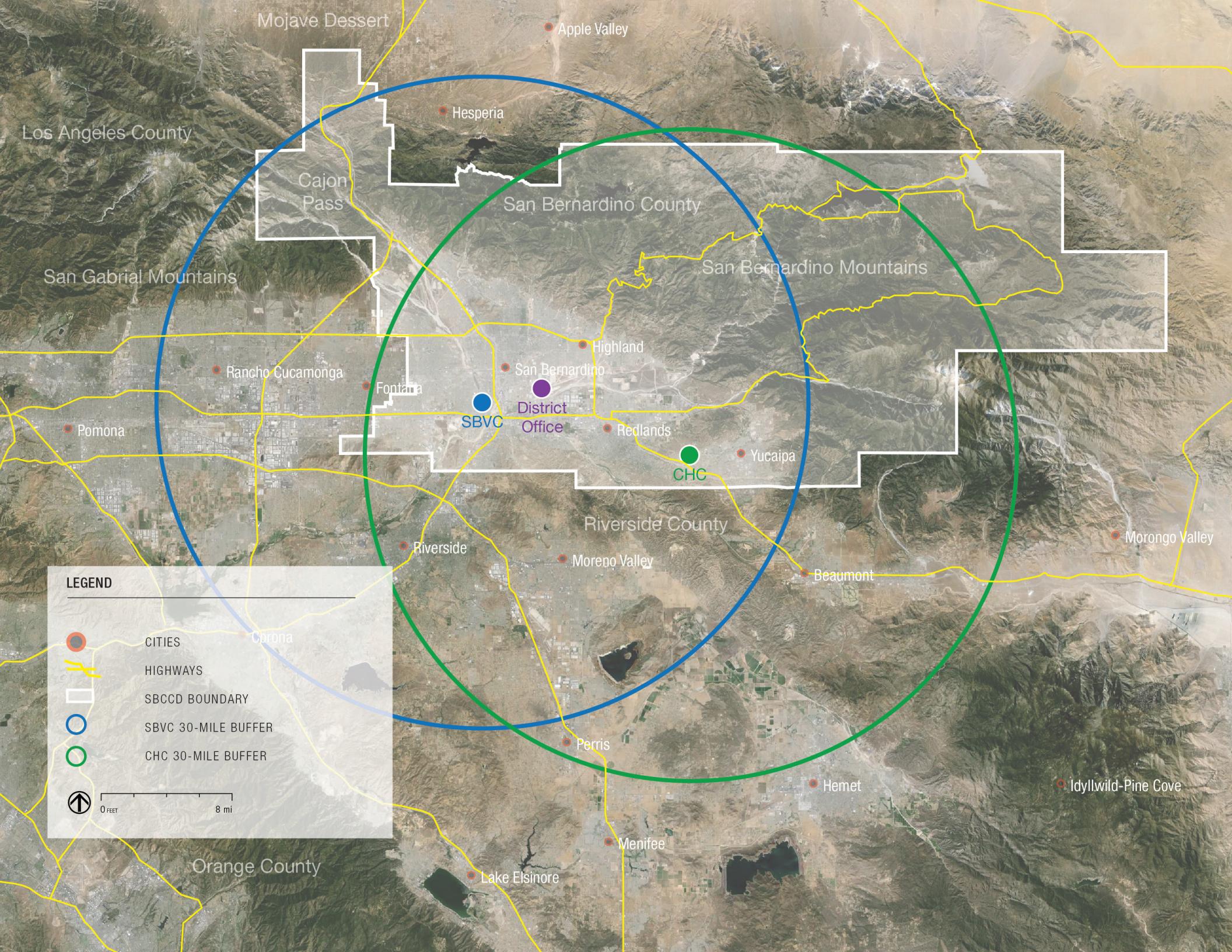
These mountains profoundly influence climate conditions in this region. They capture rain and snow and send rivers freighted with alluvium out into the valleys of the Inland Empire. The riverine natural environment of the region's valleys was created by these processes and supported early communities. As the land was developed, frequent flooding was controlled in channels that confine rivers in their courses.

The campus is situated in the western portion of the SBCCD service area. It is the western-most of SBCCD's three sites, nearest to the densest population centers within the Los Angeles metropolitan area and San Bernardino County. The campus is situated within San Bernardino Valley near the confluence of Lytle Creek and the Santa Ana River, within a long-established, albeit evolving, suburban community.

Observations:

- › The campus has been in service for many decades and benefits from its longstanding presence and physical connections within its community.





Facilities Analysis

NEIGHBORHOOD CONTEXT

The San Bernardino Valley College campus is located in the City of San Bernardino at its border with the City of Colton. Its neighborhood is served by direct connections to municipal streets and nearby freeways. Regional commercial centers include downtown San Bernardino, which lies around a mile and a half to the northeast and the Inland Center Shopping Mall, which lies less than a mile to the east. Land uses to the north, east, and south of campus mainly consist of single-family residential neighborhoods that are served by San Bernardino City Unified School District. The closest schools are Urbita Elementary School, Richardson PREP HI Middle School, and Lytle Creek Elementary School. Lytle Creek Park is the only public park within a mile of the Valley College campus.

The Valley College campus abuts South Mt. Vernon Avenue, a primary commercial corridor, and is within walking distance of many community services, eateries, and stores. The Pro-Swap Meet is situated across Mt. Vernon Street and directly west of the campus. The College and Pro-Swap Meet have both benefited for many years from a joint-use parking agreement. The campus of Valley College's Middle College High School (MCHS) is situated across West Esperanza Street and directly north of the College. High school students walk between and attend classes on both campuses.

The campus is open to its neighborhood for the enjoyment of the community and the vast majority of visitors respect and are protective of the campus. When incidents occur they tend to be focused on the outer edges of campus, between buildings and the surrounding streets. Measures taken to protect facilities include CCTV system and intrusion alarms. SBCCD Police patrol the campus at all times and are on call to escort students and staff to the swap meet parking lot or other destinations in the evenings. Homeless individuals do shelter in less visible areas of courtyards and outdoor walkways where they are not seen by police patrolling in vehicles.

Observations:

- › Open space, parks, and outdoor recreational facilities are not plentiful in the College's neighborhood and use of the College campus and facilities is valued by the community.





Facilities Analysis

EXISTING CAMPUS

The Valley College campus occupies most of the city block bounded by South Mt. Vernon Avenue, West Esperanza Street, South K Street, and East Grant Avenue. The existing campus comprises 82 acres. About 18 acres that lie within the earthquake fault and folding zones have been set aside as The Glade, a permanent open space.

A portion of the campus lies to the south of Grant Avenue and will be referred to as the Fairview Precinct. This area was the campus of Fairview School that was acquired by SBCCD in 1963. It contains four former school buildings that were constructed in the 1930s and 1950s, as well as temporary buildings and the Transportation Building, which houses the Diesel Technology Program.

The graphic on the facing page shows the campus as it is projected to appear in 2017, after the construction of the Gymnasium, Stadium, and athletic fields is completed. In 2017, Valley College will hold 684,712 gross square feet of building area and 464,791 square feet of assignable space—59% of all assignable space that will be held by SBCCD.

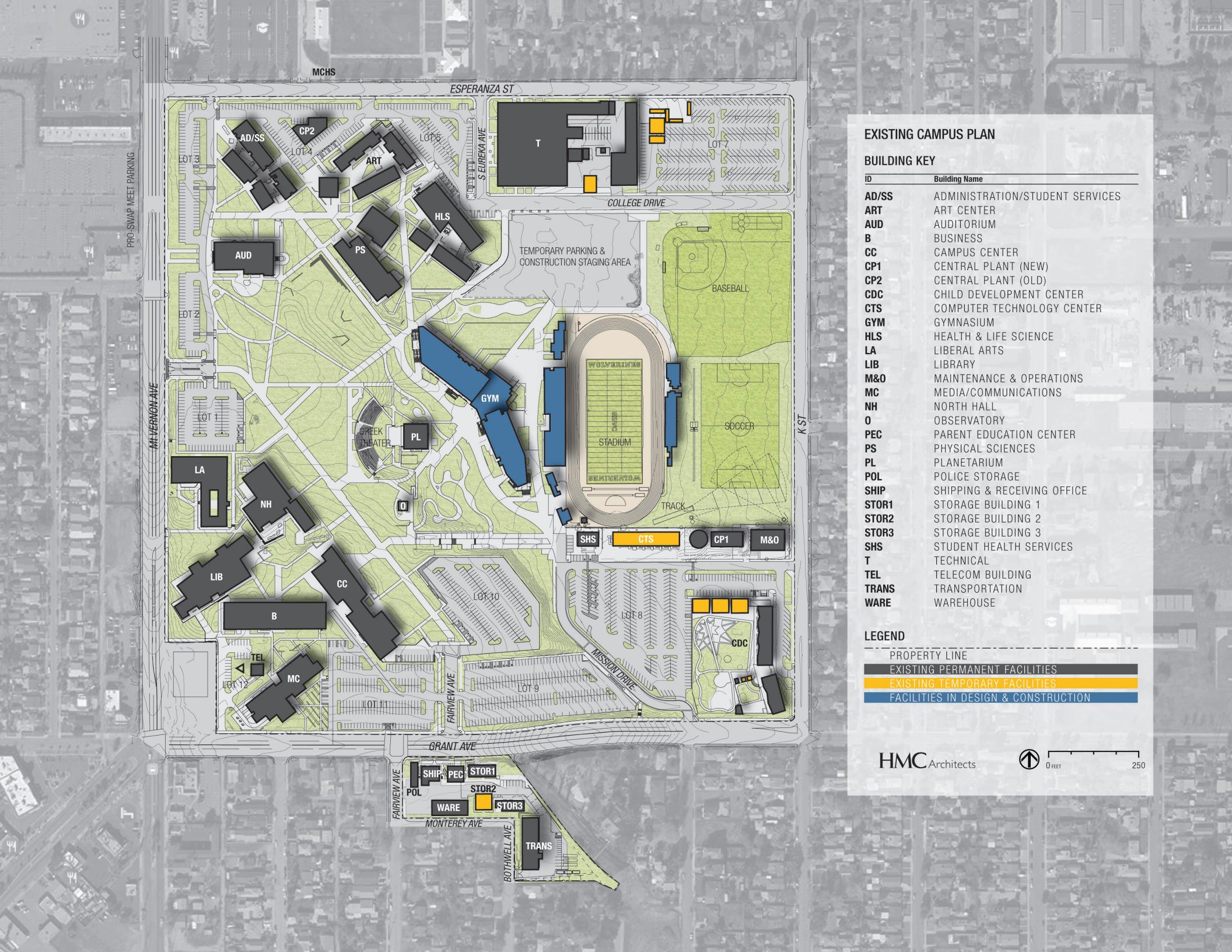
Permanent buildings are shown with a dark gray color. There are a number of temporary buildings on

the campus and these are shown with a yellow color. Facilities used for SBCCD functions, such as the warehouse and the campus office of the SBCCD Police Department are indicated on the graphic. Most of the Media & Communication Building is used by KVCR, the SBCCD public television and national public radio broadcast station.

Observations:

- › The earthquake fault and folding zone are a significant portion of the campus and divide campus buildings into two clusters.
- › Many of the buildings built during the last 15 years are oriented to be generally parallel or perpendicular to the fault. Buildings constructed earlier are aligned with the cardinal points of the compass.
- › The largest temporary facility houses Campus Technology Services (CTS) who are responsible for supporting the use of instructional and institutional technologies on the campus.





Facilities Analysis

ENVIRONMENTAL CONDITIONS

Environmental Conditions

The San Bernardino Valley College campus is situated in the San Bernardino Valley near the point where the Santa Ana River emerges from the San Bernardino Mountains. This broad inland valley is framed by the striking profiles of rugged mountains shaped by active geological forces. Understanding the campus' environmental conditions will help to shape recommendations for sustainable campus design strategies.

Climate

Climate conditions at Valley College are influenced by its inland valley location. Valley floors become colder during the winter when frost is a possibility and warmer in the summer than the surrounding slopes and hillsides from which cold air drains and warm air rises. This climate is only nominally influenced by the ocean. Days are quite sunny and the conditions are favorable for solar energy production. Most of the rain falls during the winter, with the exception of summer monsoons that can bring strong wind and heavy rain. Storm water flows can be sudden and heavy and the college's infrastructure must be ready to prevent flooding and erosion. Wildfire is a growing concern during an increasingly lengthening fire season, but especially during the fall and winter when downslope winds are more frequent, sweeping down from Cajon Pass and the San Bernardino Mountains.

Natural Habitat

Prior to its development, the San Bernardino Valley was characterized by chaparral. Wide and constantly shifting river beds, most of which are dry and cobble-filled during most of the year, absorbed water that swept with great force out of the San Bernardino and San Gabriel Mountains to recharge ground water aquifers. Oak woodlands grew along rivers and streams. Having evolved with periodic fire, many of these native trees and shrubs are less flammable than non-native plants.

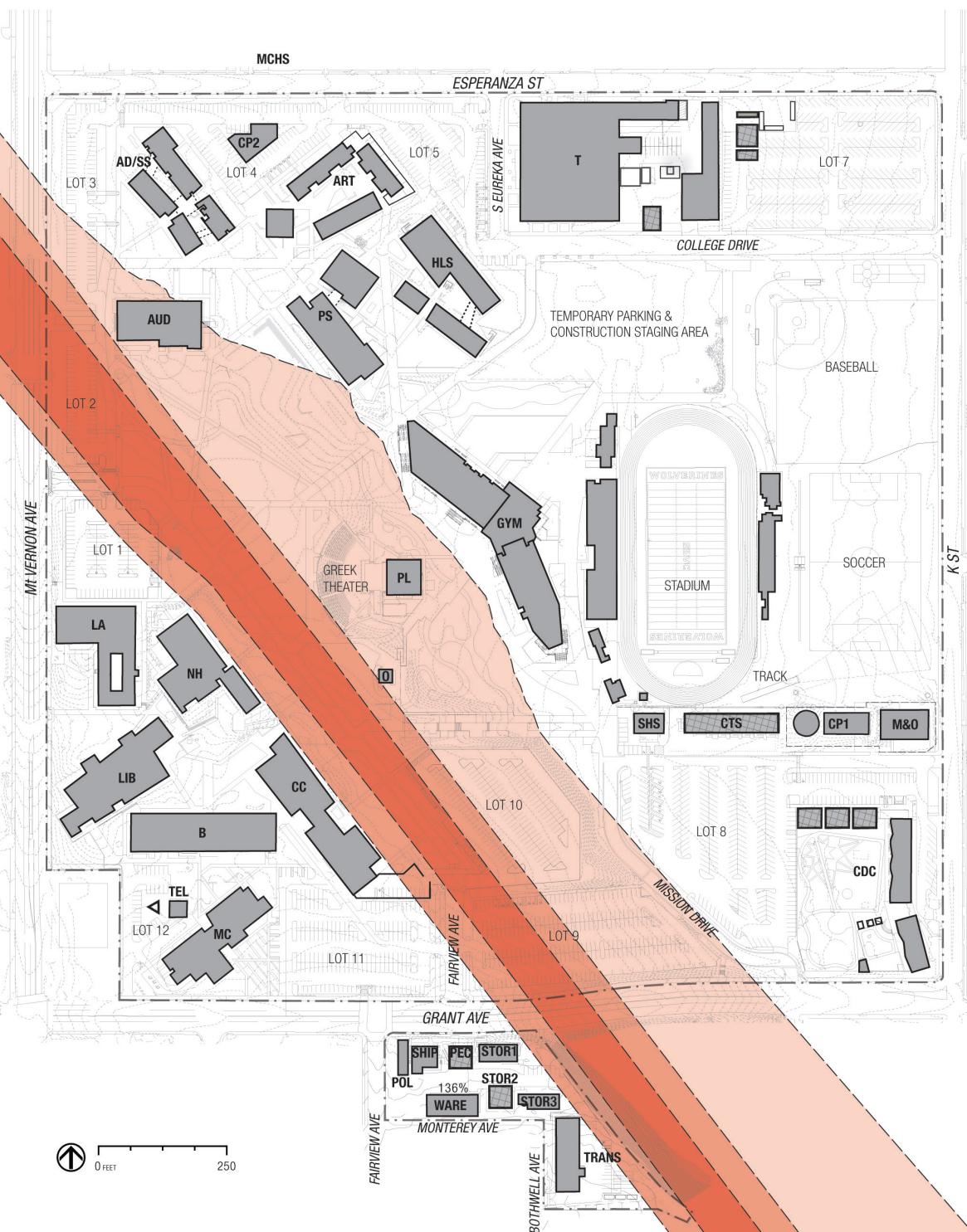
Geology

Geological forces are clearly visible on the San Bernardino Valley College campus. The SBVC campus lies about 7 miles from the San Andreas rift zone and within the wider zone of fracturing and associated faults. One of these, the San Jacinto Earthquake Fault, passes through the campus. The presence of this fault and folding zone was discovered and studied in great detail during the mid-1990s. In accordance with the Alquist-Priolo Earthquake Fault Zoning Act, the construction of structures are not permitted within 50 feet of an earthquake fault. New structures are also not permitted within the folding zone. Following the mapping of these zones, which are shown on the graphic on the facing page, the campus was reorganized significantly. SBCCD's geotechnical engineering study noted that

planning for buildings to be rectangular, three-stories tall, and orienting perpendicular or parallel to the fault would simplify their structural design.

Observations:

- › Protection from sun, wind, and rain will make outdoor spaces much more comfortable and usable. Hot and windy conditions in particular can discourage the use of outdoor areas.
- › Open space within suburban areas can provide green oases that mitigate heat islands and provide homes for beneficial birds and insects.
- › Most of the natural riverine habitat within Valley College's neighborhood has long been replaced with suburban development, but understanding the natural landscape of the past can help the College to foster an appreciation of its benefits and beauty.



CAMPUS SEISMIC ZONE

| | |
|--|---------------------------|
| | TEMPORARY FACILITIES |
| | EXISTING/FUTURE BUILDINGS |
| | FAULT ZONE |
| | 50' SETBACK |
| | FOLD ZONE |
| | PROPERTY LINE |

BUILDING KEY

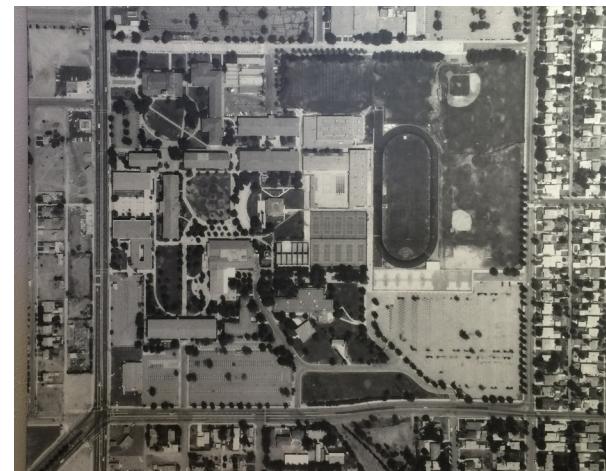
| ID | Building Name |
|-------|---------------------------------|
| AD/SS | ADMINISTRATION/STUDENT SERVICES |
| ART | ART CENTER |
| AUD | AUDITORIUM |
| B | BUSINESS |
| CC | CAMPUS CENTER |
| CP1 | CENTRAL PLANT (NEW) |
| CP2 | CENTRAL PLANT (OLD) |
| CDC | CHILD DEVELOPMENT CENTER |
| CTS | COMPUTER TECHNOLOGY CENTER |
| GYM | GYMNASIUM |
| HLS | HEALTH & LIFE SCIENCE |
| LA | LIBERAL ARTS |
| LIB | LIBRARY |
| M&O | MAINTENANCE & OPERATIONS |
| MC | MEDIA/COMMUNICATIONS |
| NH | NORTH HALL |
| O | OBSERVATORY |
| PEC | PARENT EDUCATION CENTER |
| PS | PHYSICAL SCIENCES |
| PL | PLANETARIUM |
| POL | POLICE STORAGE |
| SHIP | SHIPPING & RECEIVING OFFICE |
| STOR1 | STORAGE BUILDING 1 |
| STOR2 | STORAGE BUILDING 2 |
| STOR3 | STORAGE BUILDING 3 |
| SHS | STUDENT HEALTH SERVICES |
| T | TECHNICAL |
| TEL | TELECOM BUILDING |
| TRANS | TRANSPORTATION |
| WARE | WAREHOUSE |

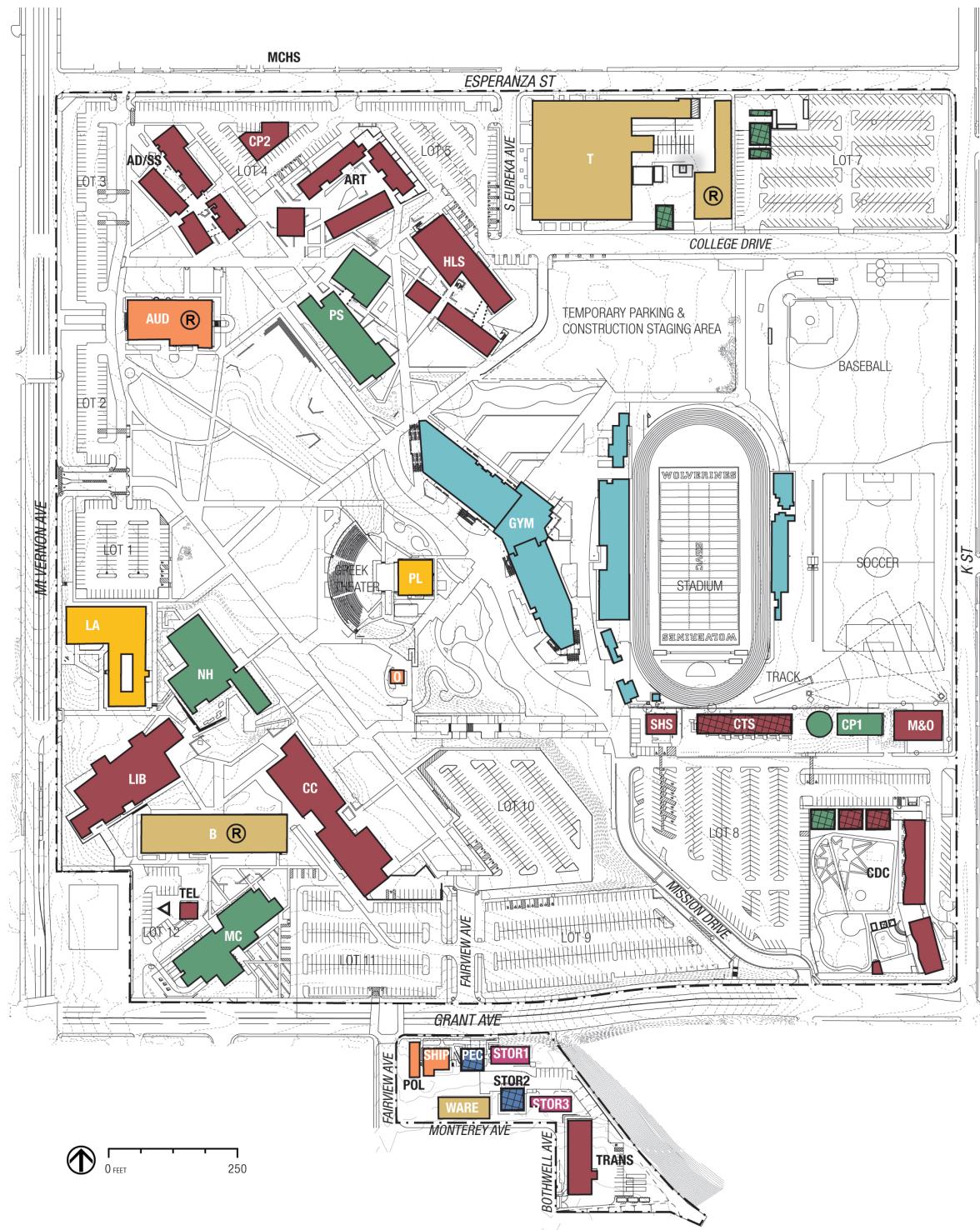
Facilities Analysis DEVELOPMENT HISTORY

Campus construction by decade is shown by color on the graphic on the opposing page. Buildings that have recently undergone a comprehensive renovation are shown with a ®.

Observations:

- › Many college staff and members of the community fondly recall the campus as it was before being redeveloped in the last decade. They recall that indoor and outdoor spaces encouraged a greater and more visible degree of gathering, collegiality, and use by students and staff.
- › Although most of the campus buildings were built or renovated after 2000, several aged facilities remain in service. The Liberal Arts Building and the Technical Education Building are the two most aged instructional buildings. The east wing of the Technical Education Building was recently renovated to address health and safety issue.
- › The service buildings on the Fairview Precinct are among the oldest with two building that were constructed in the 1930s and two in the 1950s.





CAMPUS DEVELOPMENT HISTORY

| | |
|--|----------------------|
| | TEMPORARY FACILITIES |
| | RECENTLY RENOVATED |
| | 1930-1939 |
| | 1950-1959 |
| | 1960-1969 |
| | 1970-1979 |
| | 1990-1999 |
| | 2000-2009 |
| | 2010-2017 |
| | UNDER CONSTRUCTION |

BUILDING KEY

| ID | Building Name |
|-------|---------------------------------|
| AD/SS | ADMINISTRATION/STUDENT SERVICES |
| ART | ART CENTER |
| AUD | AUDITORIUM |
| B | BUSINESS |
| CC | CAMPUS CENTER |
| CP1 | CENTRAL PLANT (NEW) |
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| SHS | STUDENT HEALTH SERVICES |
| T | TECHNICAL |
| TEL | TELECOM BUILDING |
| TRANS | TRANSPORTATION |
| WARE | WAREHOUSE |

Facilities Analysis

VEHICULAR CIRCULATION + PARKING

The campus occupies most of a roughly square city block, with the exception of the commercial property at the corner of South Mt. Vernon and Grant Avenues. Therefore, much circulation occurs on the surrounding city streets. Mt. Vernon Avenue, a major arterial, is the most travelled circulation route and it connects the campus to Interstate Highway 10. Plans are in place to upgrade the Mt. Vernon Avenue/I-10 interchange for improved mobility and Mt. Vernon Avenue is being considered for the route of a future bus rapid transit (BRT) line. A Metrolink light rail station is planned for Colton.

The main campus vehicular entry is on Mt. Vernon Avenue, to the south of the signal at Johnston Street. West Mill Street connects to Interstate Highway 215, as does Grant Avenue via South I Street and Inland Center Drive. Many travel to campus via Grant Avenue. Entry points from Grant Avenue, South K Street, and Esperanza Streets lead directly to well-distributed parking lots.

Near the perimeter of campus, several on-campus streets, such as College Drive and South Eureka Avenue, accommodate general vehicular traffic within the campus, but travel through the center of campus is restricted to emergency and service vehicles.

Parking

Available parking include 1,585 stalls in 12 campus parking lots and 465 on-street spaces on the surrounding streets: South Mt. Vernon Avenue, Grant Avenue, South K Street, Esperanza Street, South Eureka Avenue, Holly Avenue, and Fairview Avenue. Through a joint-use agreement, 414 stalls in the Pro Swap-Meet parking lot, which is situated directly across Mt. Vernon Avenue at Johnston Street, are available for campus use. In exchange, stalls in Lots 1 through 5 are used by the swap meet in the evenings on Friday, Saturday, and Sunday.

Transit

Half of the students at Valley College regularly use public transportation to travel to the campus. Through the Go Smart Program, Valley College encourages students to commute by bus. OMNITRANS is the primary bus transit provider in the Colton and San Bernardino region. Students can ride for free on any regular OMNITRANS route with their student identification card. Routes 1 and 15 provide frequent and convenient service to the campus.

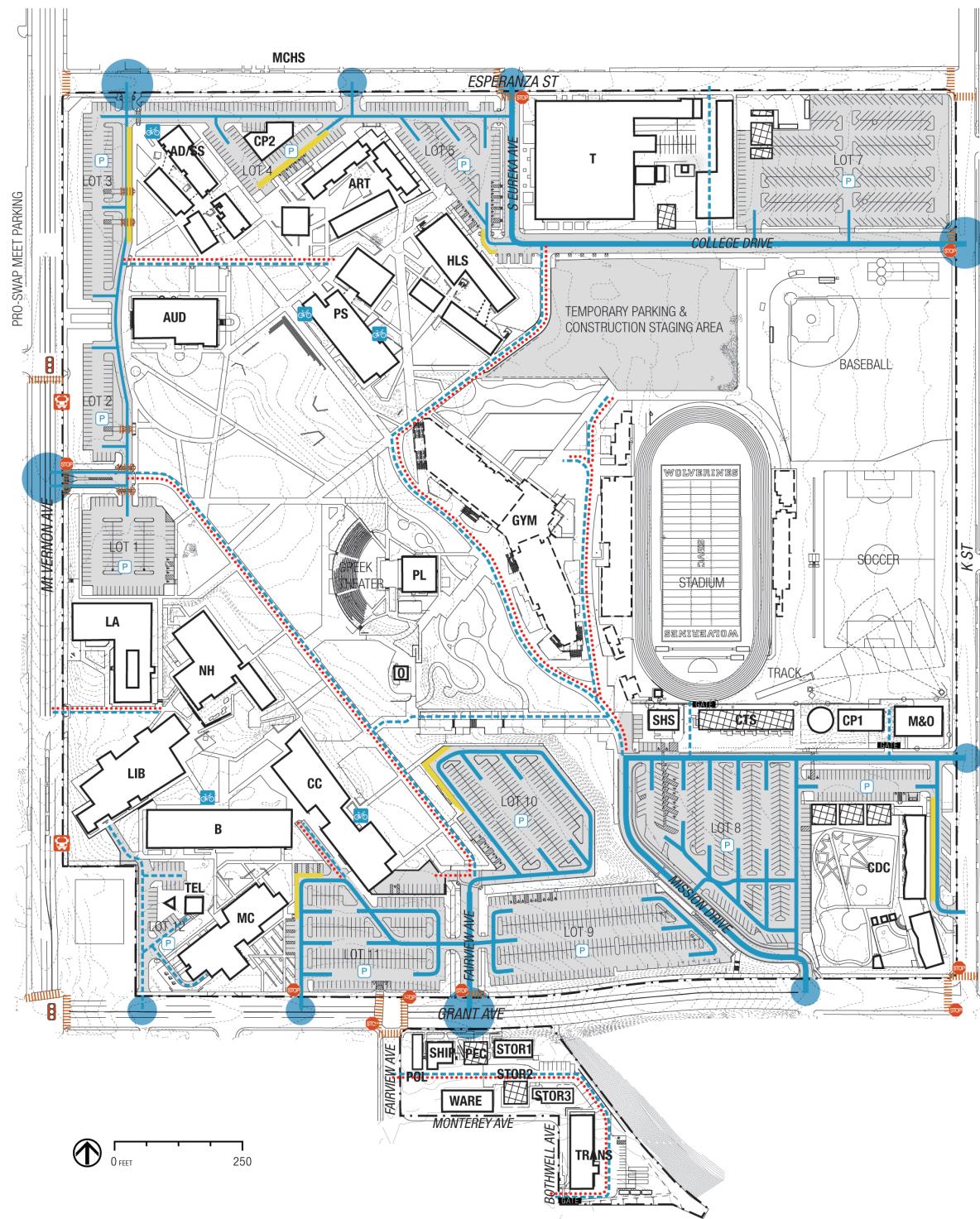
Bicycling and Walking

Valley College encourages commuting by bicycle and provides two bicycle racks next to the Physical

Sciences Building. The City of Colton, in its mobility plan, expresses its commitment to maintaining Mt. Vernon Avenue and other key transportation corridors as attractive and walkable. Mt. Vernon Avenue is a designated Class III bicycle route and a multi-modal transit street that accommodates public transit, pedestrians, and bicycles, as well as vehicles. The Class I bicycle path that parallels nearby Colton Avenue is intended for the exclusive use of bicycles. The City plans to extend the Class I Bike Path along the Lytle Creek Channel, which passes close to the campus and connects to Mt. Vernon Avenue.

Observations:

- › During hot weather, students place a premium on parking that is close to their destination and parking lots near instructional buildings fill quickly. During the peak periods, on-campus parking even in remote areas along K Street, are filled. However, on-street parking is observed to be available, as well as swap meet parking, even during the busiest times.



EXISTING VEHICULAR CIRCULATION

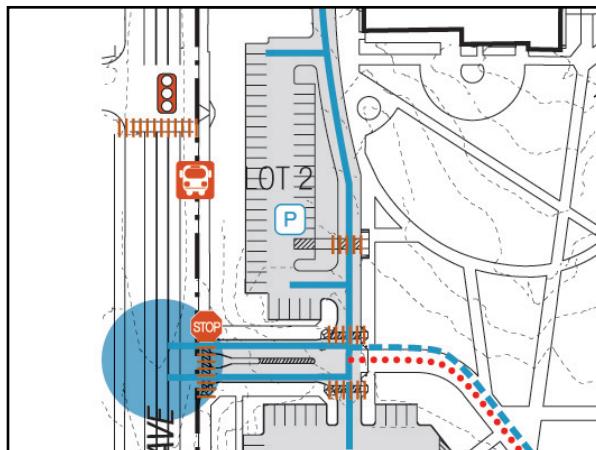
- FACILITIES
- IN DESIGN/UNDER CONSTRUCTION
- TEMPORARY FACILITIES
- CAMPUS ENTRY - MAJOR/MINOR
- PASSENGER LOADING/DROP OFF ZONE
- PARKING AREA
- PRIMARY VEHICULAR ROUTE
- SECONDARY VEHICULAR ROUTE
- SERVICE VEHICULAR ROUTE
- EMERGENCY VEHICULAR ROUTE
- BICYCLE PARKING
- ||||| CROSSWALKS
- BUS STOPS
- TRAFFIC SIGNALS
- STOP SIGNS
- GATED ENTRY
- PROPERTY LINE

| Lot | Spaces |
|------------|--------|
| 1 | 99 |
| 2 | 45 |
| 3 | 70 |
| 4 | 104 |
| 5 | 106 |
| 6 (gravel) | 25 |
| 7 | 203 |
| 8 | 298 |
| 9 | 232 |
| 10 | 160 |
| 11 | 139 |
| 12 | 26 |
| College Dr | 45 |
| Eureka Ave | 9 |
| CDC | 10 |
| Total | 1585 |

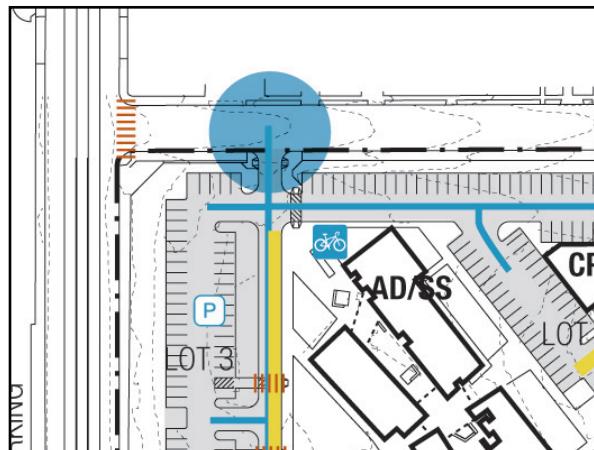
Facilities Analysis

VEHICULAR CIRCULATION + PARKING (*cont.*)

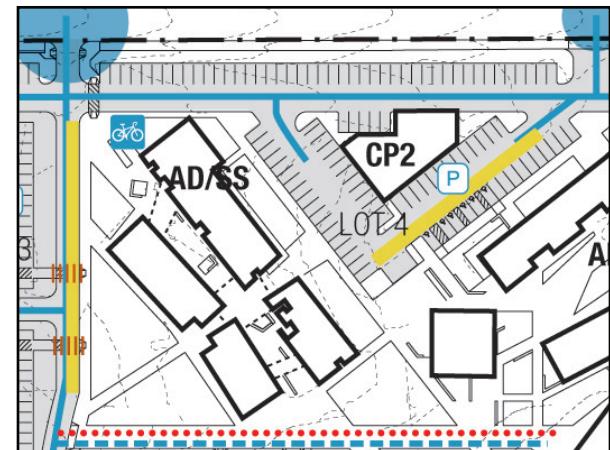
VEHICULAR CIRCULATION NEEDS



The main vehicular entry point, being offset from the signal at Johnston Street, limits traffic to right turns-in and right turns-out.



The busy entry point to Lot 3 on Esperanza Street near the intersection at Mt. Vernon Avenue lacks stacking space and is occasionally gridlocked during busy hours.



Passenger loading occurs in designated zones and informally in parking lots, especially Lots 1, 3, and 4.

| Year | Planned Fall Student Headcount | Recommended Supply Rate | Recommended Supply | Recommended On-campus Supply |
|------------------|--------------------------------|-------------------------|--------------------|------------------------------|
| Horizon 1 - 2021 | 14,040 | 0.18 | 2,527 | 1,648 |
| Horizon 2 - 2026 | 15,060 | 0.18 | 2,711 | 1,832 |
| Horizon 3 - 2031 | 16,145 | 0.18 | 2,906 | 2,027 |

Parking Needs

An assessment of existing parking utilization and future parking needs was prepared in 2003 and updated in June 2009. The updated report projected future parking demand during three master plan development horizons, based upon enrollment projections that were current in 2009. For this plan, updated enrollment projections that are established by the Educational Master Plan for years 2021, 2026, and 2031 are used. The current projections reflect more conservative expectations for the growth of the College's enrollment. A parking utilization rate of 0.16 spaces per enrolled student was calculated for the 2009 parking study, based on vehicle counts and field observations. To estimate future demand, the study recommended a parking supply rate of 0.18 spaces per enrolled student—after adding a 15% circulation and turnover factor.

It is likely that in the long-term the required supply rate will drop as students and staff have available more transportation choices that lessen their demand for parking capacity. Local and regional mobility plans show that the cities and county are committed to this objective. And Valley College is successfully encouraging students and staff to use public and alternative transportation. It is also likely that trends toward online delivery of instruction and support services will change students' the amount of time that each student spends on campus. Parking is but one of many land uses competing for space on the Valley College campus. Sufficient parking is necessary, but not directly linked to the College's educational mission. And due to the expense of acquiring land and building parking structures, a measured approach is recommended when planning for parking. This approach should encourage alternatives to single-occupant vehicle use and monitor changes in the actual parking utilization rate.



Facilities Analysis

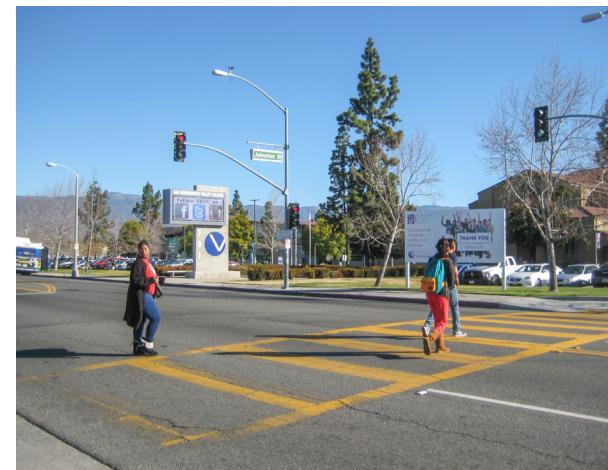
PEDESTRIAN CIRCULATION

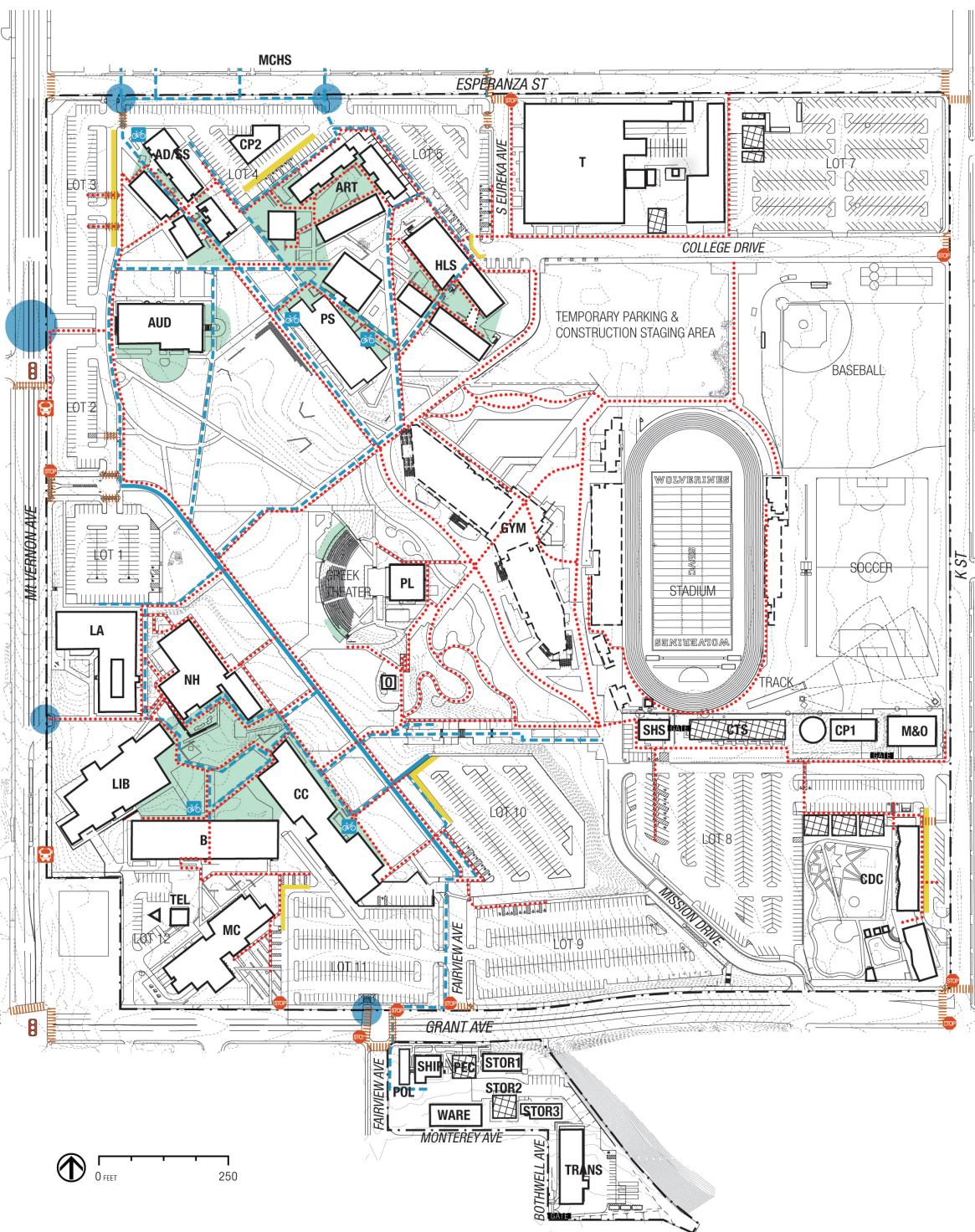
SBCCD and Valley College studied how well campus facilities comply with accessibility requirements and prepared a plan to remove existing architectural barriers. Each recent project has implemented part of this plan and together they have removed most of the barriers that prevent universal access to parking, buildings, and site areas. The New Gymnasium and Field Building Project is transforming the center of the campus by constructing accessible new paths, plazas, and learning gardens. The last phase of this project will provide barrier-free paths to outdoor athletic fields. The Glade, which contains the earthquake fault and folding zones, is the primary open space on campus. Much of the Glade consists of open lawns. The more mature trees grace the areas near the Auditorium and the Greek Theater.

Courtyards among the two clusters of buildings vary in character, scale, and degree of use by students. One of the better used courtyards is set between North Hall, the Library, the Business Education Building, and the Campus Center. The courtyards around the Physical Sciences and Health and Life Science Buildings are also well used.

Observations:

- › The Glade has changed the character of the campus. It has lessened the sense of place and the level of activity in the outdoor spaces. The Glade offers little to engage students, but it has the potential to be developed further.
- › The existing paths across the Glade do not offer the choice of a clear and direct path between the two instructional building clusters.
- › A safer way to cross Esperanza Street could be provided for high school students traveling between MCHS and Valley College.
- › A safer crosswalk to cross Grant Avenue could be provided for students and staff traveling between the Fairview Precinct and the rest of campus.
- › Electric carts used by college maintenance staff are often recharged in walkways, blocking the path of students.





EXISTING PEDESTRIAN CIRCULATION

The legend consists of two columns of icons and labels. The left column contains icons for facilities: a grid for 'FACILITIES', a wireframe building for 'IN DESIGN/UNDER CONSTRUCTION', a grid with a person icon for 'TEMPORARY FACILITIES', a blue circle for 'CAMPUS ENTRY - MAJOR/MINOR', a yellow bar for 'PASSENGER LOADING/DROP OFF ZONE', a green bar for 'STUDENT GATHERING AREA', a blue path for 'PRIMARY PEDESTRIAN ROUTE', a grey path for 'SECONDARY PEDESTRIAN ROUTE', a bicycle icon for 'ACCESSIBLE PATH OF TRAVEL', a crosswalk icon for 'CROSSWALKS', a bus stop sign for 'BUS STOPS', a traffic signal icon for 'TRAFFIC SIGNALS', and a stop sign icon for 'STOP SIGNS'. The right column lists facility types: 'FACILITIES', 'IN DESIGN/UNDER CONSTRUCTION', 'TEMPORARY FACILITIES', 'CAMPUS ENTRY - MAJOR/MINOR', 'PASSENGER LOADING/DROP OFF ZONE', 'STUDENT GATHERING AREA', 'PRIMARY PEDESTRIAN ROUTE', 'SECONDARY PEDESTRIAN ROUTE', 'ACCESSIBLE PATH OF TRAVEL', 'CROSSWALKS', 'BUS STOPS', 'TRAFFIC SIGNALS', 'STOP SIGNS', and 'PROPERTY LINE'.

BUILDING KEY

| ID | Building Name |
|-------|---------------------------------|
| AD/SS | ADMINISTRATION/STUDENT SERVICES |
| ART | ART CENTER |
| AUD | AUDITORIUM |
| B | BUSINESS |
| CC | CAMPUS CENTER |
| CP1 | CENTRAL PLANT (NEW) |
| CP2 | CENTRAL PLANT (OLD) |
| CDC | CHILD DEVELOPMENT CENTER |
| CTS | COMPUTER TECHNOLOGY CENTER |
| GYM | GYMNASIUM |
| HLS | HEALTH & LIFE SCIENCE |
| LA | LIBERAL ARTS |
| LIB | LIBRARY |
| M&O | MAINTENANCE & OPERATIONS |
| MC | MEDIA/COMMUNICATIONS |
| NH | NORTH HALL |
| O | OBSERVATORY |
| PEC | PARENT EDUCATION CENTER |
| PS | PHYSICAL SCIENCES |
| PL | PLANETARIUM |
| POL | POLICE STORAGE |
| SHIP | SHIPPING & RECEIVING OFFICE |
| STOR1 | STORAGE BUILDING 1 |
| STOR2 | STORAGE BUILDING 2 |
| STOR3 | STORAGE BUILDING 3 |
| SHS | STUDENT HEALTH SERVICES |
| T | TECHNICAL |
| TEL | TELECOM BUILDING |
| TRANS | TRANSPORTATION |
| WARE | WAREHOUSE |

Facilities Analysis

SITE FACILITIES INFRASTRUCTURE

Campus-wide infrastructure systems connect college facilities to utilities and communication systems that support the College's educational mission. Robust power, water, and data connections are increasingly necessary to fully use state of the art learning environments. As part of its program to replace seismically vulnerable buildings, the College implemented an infrastructure project that built new pathways for utilities to the planned sites of new buildings. In 2013, SBCCD and Valley College completed a central plant and thermal energy storage (TES) tank that allows the campus to chill water at night, when the cost of power is lower, and store it for use the next day. Currently, a new communication fiber optic backbone is being installed as part of the Gymnasium and Field Buildings project. WiFi access points serve the indoor areas of all buildings, but coverage does not yet extend to all outdoor spaces.

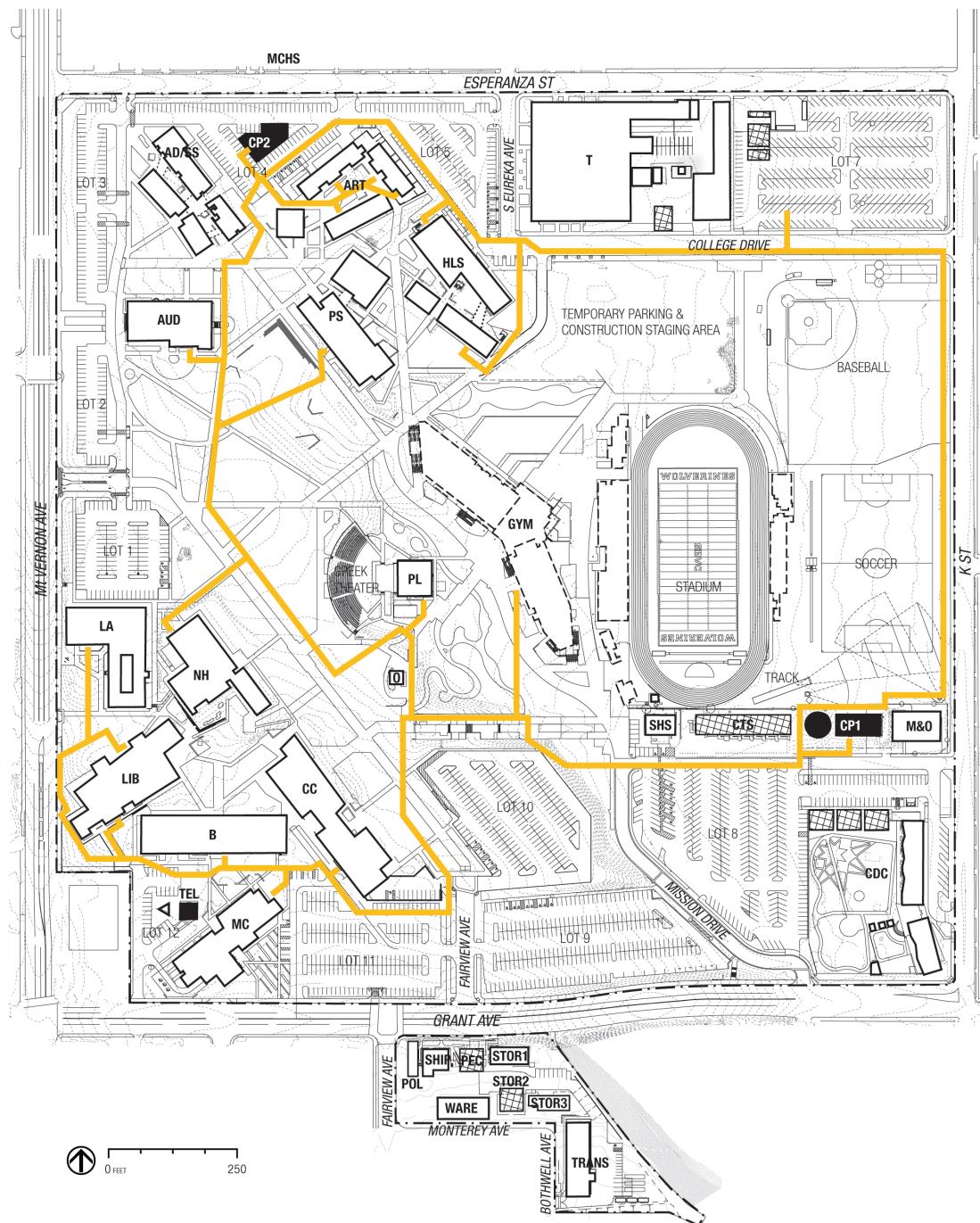
Valley College's students, faculty, and staff are working to make SBVC an even greener campus. Guided by the SBCCD Sustainability Plan, they are adopting environmentally sustainable practices in their daily habits as they operate and use the campus facilities. New buildings, renovation projects, and gardens are being designed and constructed to meet increasingly stringent goals for efficient and healthy places to work

and learn. For example, recently constructed buildings, beginning with the Physical Sciences Building, have been designed and constructed to be certified through the Leadership in Energy and Environmental Design (LEED) rating system. These buildings are or will soon be certified by the US Green Building Council at either the LEED Silver or LEED Certified levels.

Observations:

- › Due to current water quality regulations, adequate space must be set aside for the storm water retention and treatment systems that will be required for future building projects.
- › The capacity of the TES tank is currently being fully used. As when considering any strategy, the cost of increasing the capacity should be weighed against projected savings and compared to the benefits of investing in other energy saving strategies.





CAMPUS UTILITIES

| |
|----------------------|
| FACILITIES |
| UNDER CONSTRUCTION |
| TEMPORARY FACILITIES |
| CHILLED WATER LOOP |
| PROPERTY LINE |

BUILDING KEY

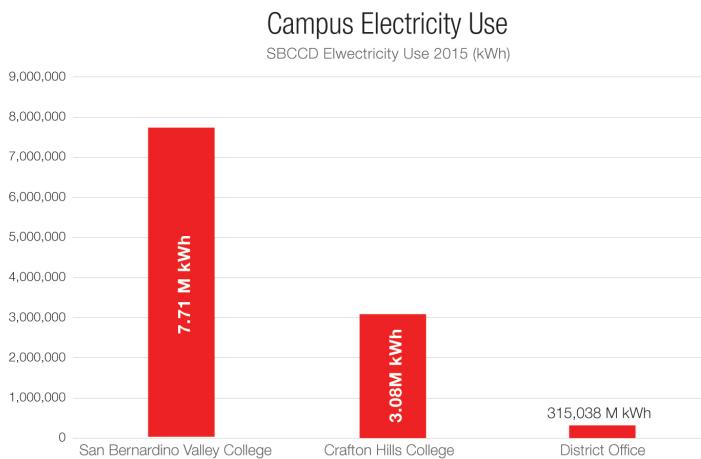
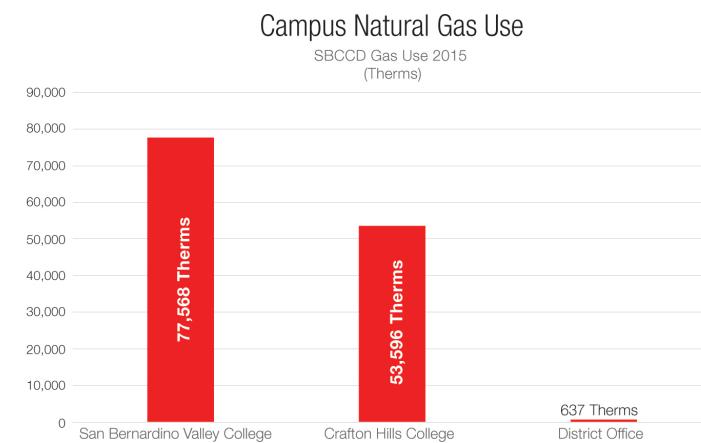
| ID | Building Name |
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| AD/SS | ADMINISTRATION/STUDENT SERVICES |
| ART | ART CENTER |
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| SHS | STUDENT HEALTH SERVICES |
| T | TECHNICAL |
| TEL | TELECOM BUILDING |
| TRANS | TRANSPORTATION |
| WARE | WAREHOUSE |

Facilities Analysis

SITE FACILITIES INFRASTRUCTURE (cont.)

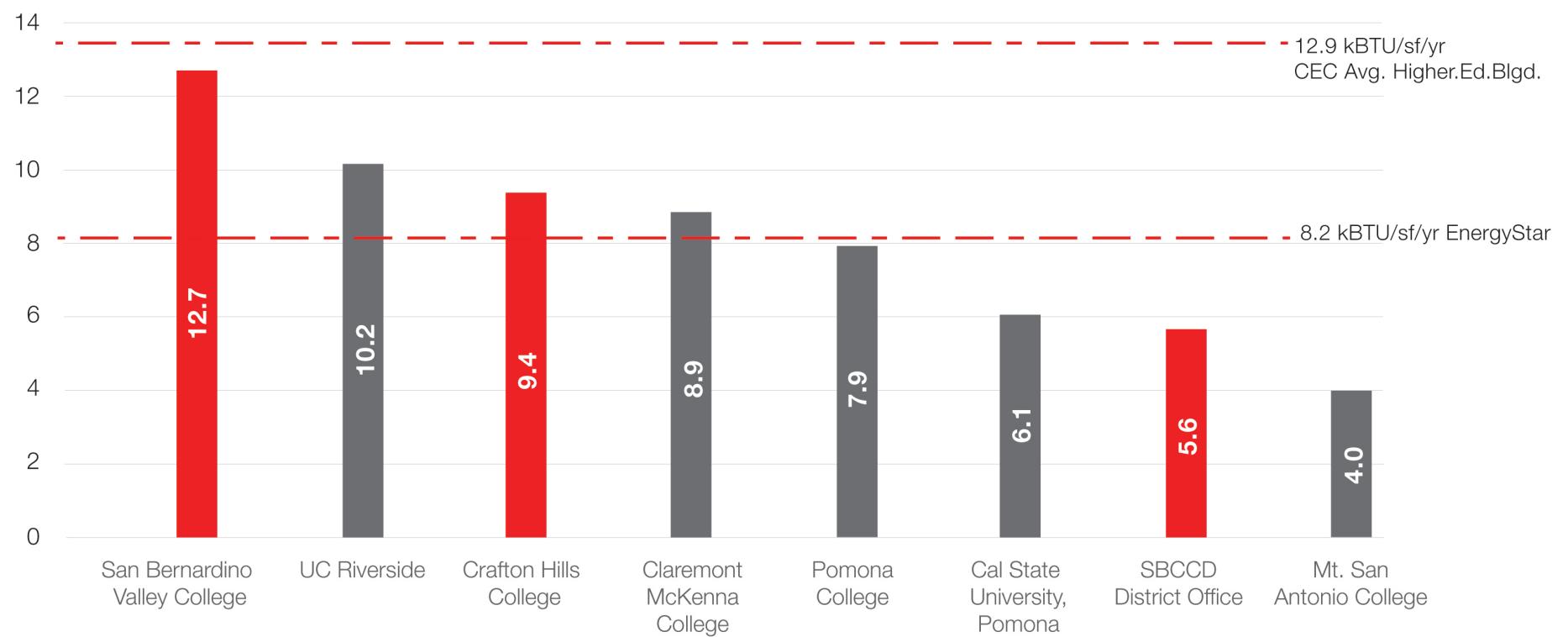
Energy Use

SBCCD and Valley College have invested in measures that are making the campus more energy efficient. The two graphs on this page compare the use of energy in the forms of electricity and natural gas on SBCCD's three main sites. The graphs show the total number of kilowatt-hours of electricity and therms of gas used in 2015. Because the three sites are not the same size, it is helpful to compare their average energy usage for each square foot of building area. For the graph on the opposing page, the data has been converted to the equivalent amount of carbon dioxide (CO₂e) expressed in metric tons per square foot of overall gross campus building area. Several other higher education institutions are shown for comparison, using data that they reported to the American College and University Climate Action Plan's 2014-2015 Annual Report. At 12.7 CO₂e/square foot/year, the level of energy use at Valley College falls just below 12.9 CO₂e/SF/year, the level of the average higher education building in this climate zone, as reported by the California Energy Commission. Both Valley College and Crafton Hills College are at a higher level than 8.2 CO₂e/SF/year, the Energy Star benchmark, which represents the level of a green building in this climate zone.



Campus Carbon Footprint from Energy Use

Natural Gas and Electricity
(CO₂e/gsf/yr expressed in metric tons)



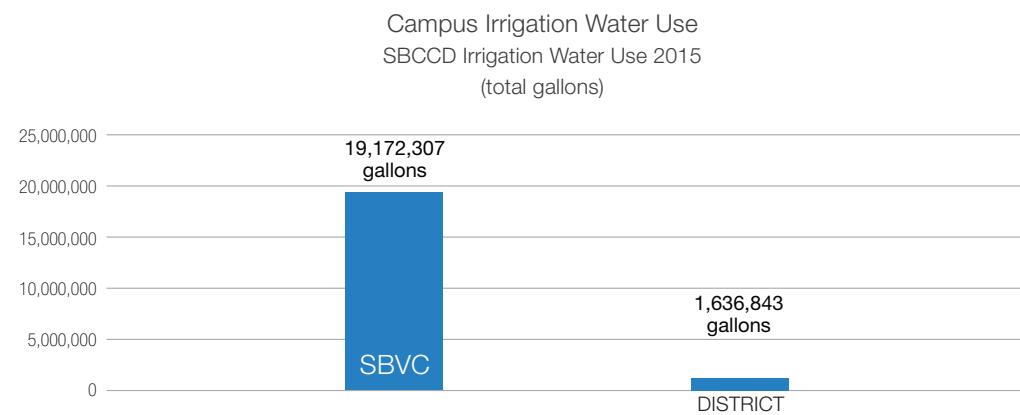
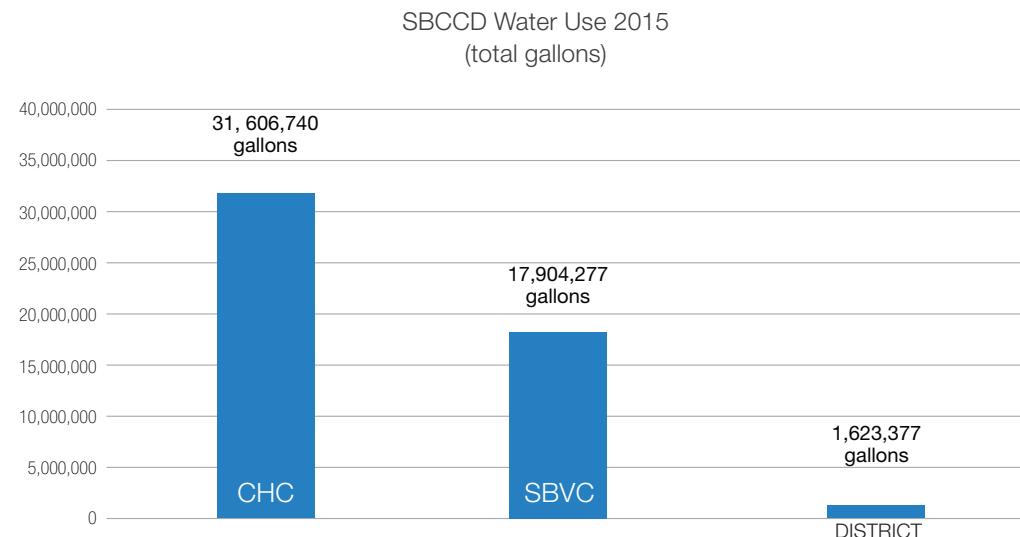
Facilities Analysis

SITE FACILITIES INFRASTRUCTURE (cont.)

Water Use

The two graphs on this page compare the use of water on SBCCD's three main sites. Valley College used almost 18 million gallons of water in 2015 for non-irrigation purposes. It used over 19 million gallons to irrigate landscaped areas and lawns. Valley College used just over 37 million gallons in total. The water usage for Crafton Hills College is not metered separately for irrigation and non-irrigation use. CHC used 31,606,740 gallons in total for both. For perspective, it is helpful to compare the average water usage for each square foot of building area to broadly recognized benchmarks for conservative water usage. The graph on the opposing page shows that within its buildings Valley College used an average of 29 gallons/SF/year in 2015. This amount is greater than the two benchmarked levels: 20 gallons/SF/year for the Energy Star 2012 Data Trends for Office Buildings and 12 gallons/SF/year for the Energy Star 2012 Data Trends for Pre-K-12 School Buildings. Counting water used both within buildings and for irrigation, Crafton Hills College used an average of 81 gallons/SF/year in 2015.

In 2015 Valley College used about 19 million gallons of potable water for landscape irrigation, which cost about \$250,000. Irrigation of the turf in The Glade likely accounted for much of this usage.



*Water readings for CHC were taken from the same main. Therefore CHC's water use values include both building water use and irrigation.

Facilities Analysis

FACILITIES CONDITIONS

San Bernardino Valley College and SBCCD participate in the California Community Colleges Facility Condition Assessment Program, which assesses existing buildings to help districts plan for maintenance and repair work. The results of the spring 2016 assessment are shown on the graphic on the opposing page. The Facilities Condition Index (FCI) is the ratio of the cost of all needed repairs to the replacement cost of the facility, expressed as a percentage. An FCI value is shown for each facility.

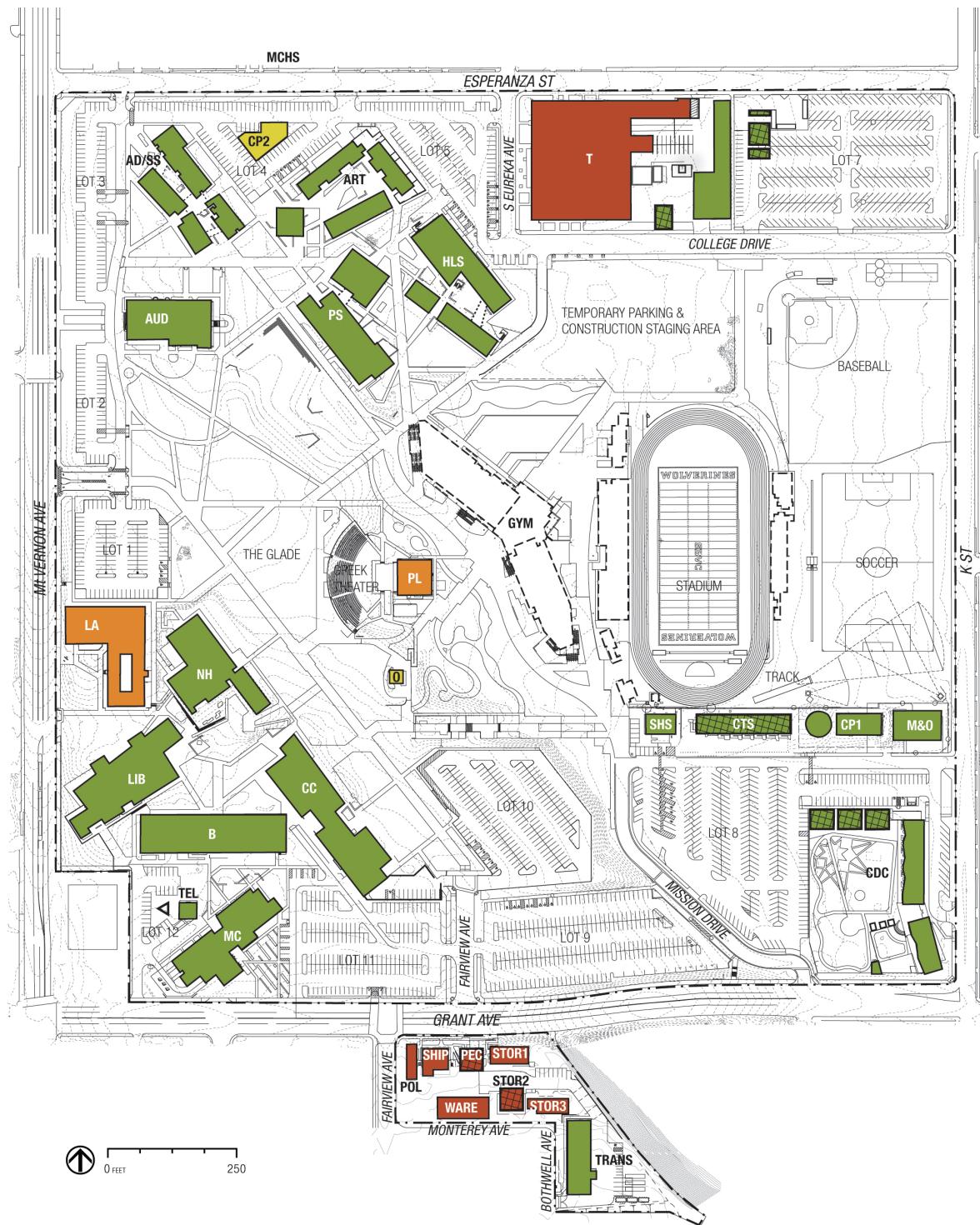
In addition, San Bernardino Valley College gathers information on maintenance needs, regulatory compliance, potential sustainability and energy efficiency upgrades, and repair issues. Based on interviews with college staff and the Facilities Condition Assessment report, each facility has been placed in one of four categories:

- › Good Condition
- › Fair Condition
- › Poor Condition
- › Very Poor Condition

Observations:

- › Most of the building are in good condition, being fairly new or recently renovated, however, very little has been done to maintain these newer buildings since they were constructed.
- › Several of the buildings are in poor or very poor condition. These few buildings use a disproportional amount of the resources that are allocated for the maintenance of the entire campus.





FACILITIES CONDITIONS INDEX



(X%) FACILITIES CONDITION INDEX

PROPERTY LINE

BUILDING KEY

| ID | Building Name |
|-------|--------------------------------------|
| AD/SS | ADMINISTRATION/STUDENT SERVICES - 0% |
| ART | ART CENTER - 0% |
| AUD | AUDITORIUM - 29% |
| B | BUSINESS - 0% |
| CC | CAMPUS CENTER - 0% |
| CP1 | CENTRAL PLANT (NEW) |
| CP2 | CENTRAL PLANT (OLD) |
| CDC | CHILD DEVELOPMENT CENTER - 0% |
| CTS | COMPUTER TECHNOLOGY CENTER |
| GYM | GYMNASIUM |
| HLS | HEALTH & LIFE SCIENCE - 0% |
| LA | LIBERAL ARTS - 41% |
| LIB | LIBRARY - 0% |
| M&O | MAINTENANCE & OPERATIONS - 0% |
| MC | MEDIA/COMMUNICATIONS - 0% |
| NH | NORTH HALL - 0% |
| O | OBERVATORY - 8% |
| PEC | PARENT EDUCATION CENTER - 5% |
| PS | PHYSICAL SCIENCES - 0% |
| PL | PLANETARIUM - 17% |
| POL | POLICE STORAGE |
| SHIP | SHIPPING & RECEIVING OFFICE - 17% |
| STOR1 | STORAGE BUILDING 1 - 40% |
| STOR2 | STORAGE BUILDING 2 |
| STOR3 | STORAGE BUILDING 3 |
| SHS | STUDENT HEALTH SERVICES - 0% |
| T | TECHNICAL - 20% |
| TEL | TELECOM BUILDING - 0% |
| TRANS | TRANSPORTATION - 0% |
| WARE | WAREHOUSE - 11% |

Facilities Analysis

SPACE UTILIZATION

The EMP includes a study of the utilization of Valley College's lecture and laboratory space. The study looks at usage in fall 2014, the most recent available for the study and does not include the new Gymnasium and Field Buildings.

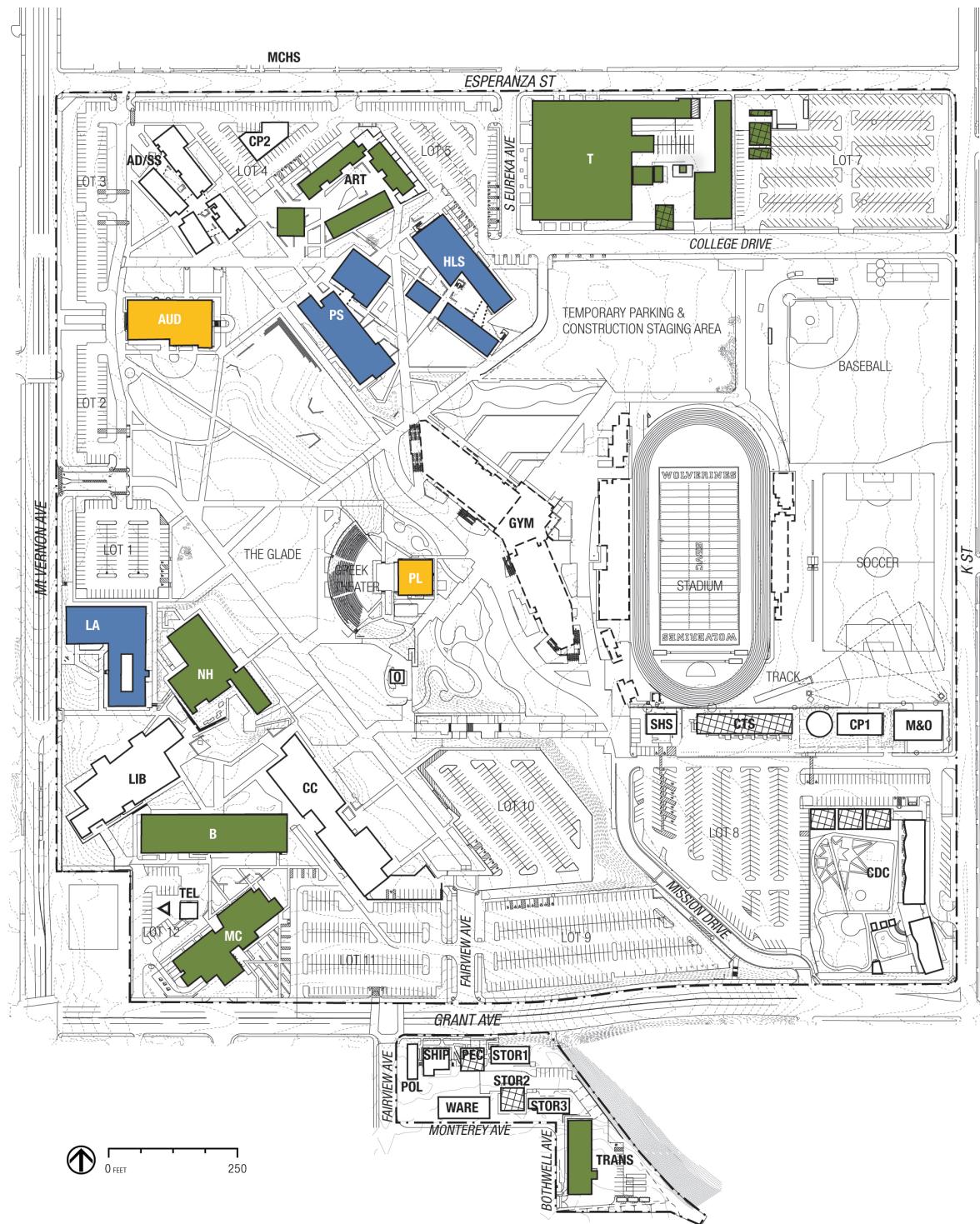
The graphic on the opposing page illustrates the results of the first section of the study, the Overall Building Summary, which indicates the instructional space usage by hours of weekly utilization per semester on an overall building level. The level of utilization of a classroom or lab can be influenced by its many physical attributes, including its configuration, equipment, furnishings, acoustics, indoor environmental quality, location, and accessibility. Low hourly utilization could indicate deficient facilities and spaces that are not desirable or adequately outfitted places to learn.

Please refer to *San Bernardino Valley College Space Utilization*, dated April 2016 for the full report.

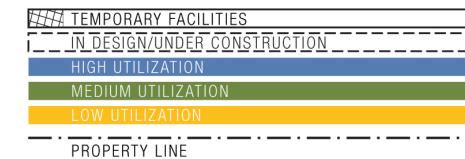
Observations:

- › Utilization could be improved for many of the buildings, with regard to the average number of contact hours that occurred in classrooms and labs. The site review indicated that the utilization of most classrooms and labs was not due to deficiencies in physical design and outfitting.
- › The study showed that the highest average hourly utilization occurred in the Health Life Science, Liberal Arts, and Physical Sciences Buildings.
- › In many classrooms only one or two subjects were taught, indicating that classrooms may be "owned" by specific programs instead of being shared among all programs.
- › Often a perceived shortage of classrooms and labs is due to competition for desirable timeslots.





SPACE UTILIZATION



BUILDING KEY

| ID | Building Name |
|-------|---------------------------------|
| AD/SS | ADMINISTRATION/STUDENT SERVICES |
| ART | ART CENTER |
| AUD | AUDITORIUM |
| B | BUSINESS |
| CC | CAMPUS CENTER |
| CP1 | CENTRAL PLANT (NEW) |
| CP2 | CENTRAL PLANT (OLD) |
| CDC | CHILD DEVELOPMENT CENTER |
| CTS | COMPUTER TECHNOLOGY CENTER |
| GYM | GYMNASIUM |
| HLS | HEALTH & LIFE SCIENCE |
| LA | LITERACY |
| LIB | LIBRARY |
| M&O | MAINTENANCE & OPERATIONS |
| MC | MEDIA/COMMUNICATIONS |
| NH | NORTH HALL |
| O | OBSERVATORY |
| PEC | PARENT EDUCATION CENTER |
| PS | PHYSICAL SCIENCES |
| PL | PLANETARIUM |
| POL | POLICE STORAGE |
| SHIP | SHIPPING & RECEIVING OFFICE |
| STOR1 | STORAGE BUILDING 1 |
| STOR2 | STORAGE BUILDING 2 |
| STOR3 | STORAGE BUILDING 3 |
| SHS | STUDENT HEALTH SERVICES |
| T | TECHNICAL |
| TEL | TELECOM BUILDING |
| TRANS | TRANSPORTATION |
| WARE | WAREHOUSE |

Facilities Analysis

CAMPUS ZONING

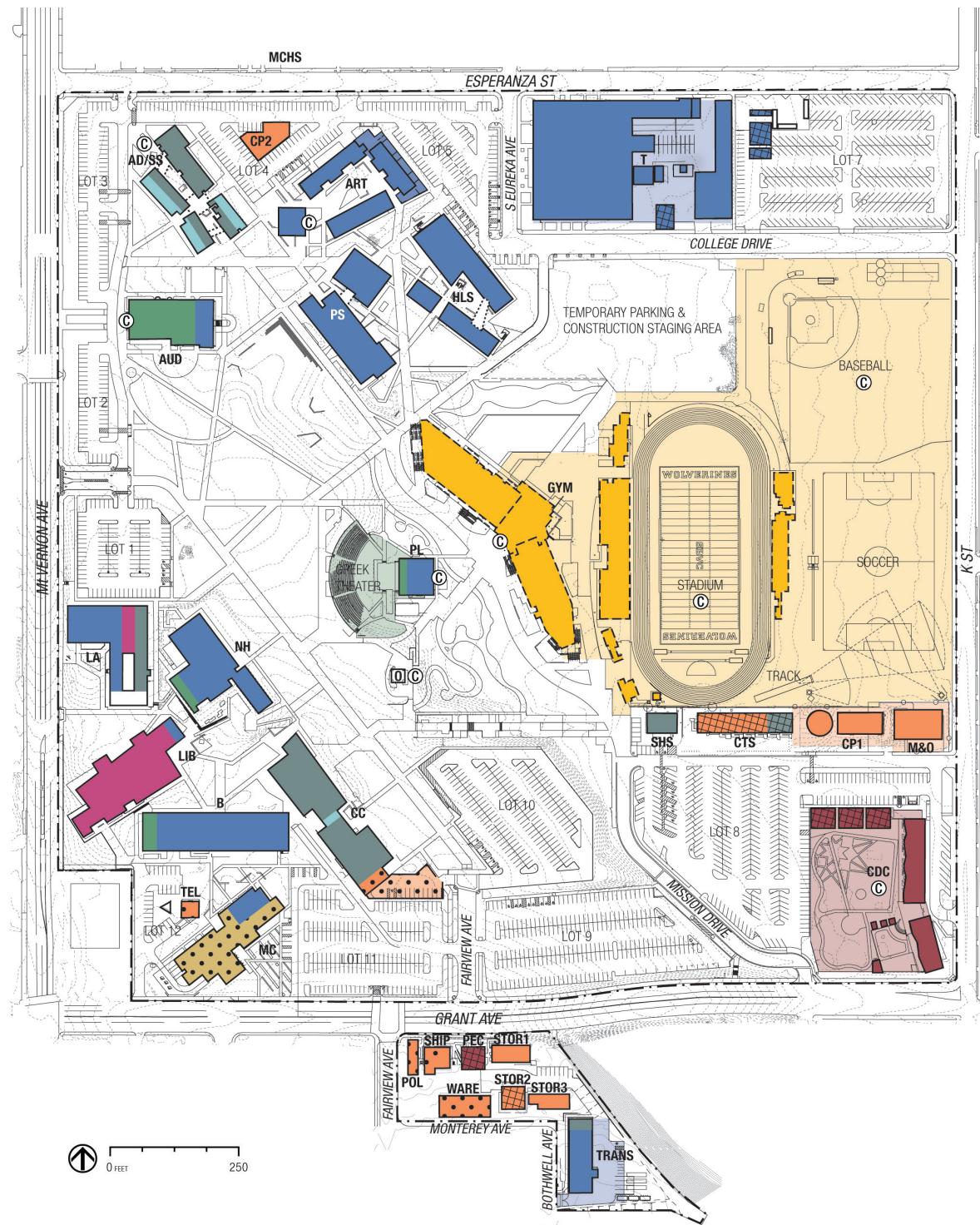
The programmed uses of facilities across the campus are logically zoned for most college functions. Functions that are visited by the community, such as the administrative offices in the AD/SS Building, are located on Mt. Vernon Avenue where they are visible and near parking. The Auditorium and Library are also clearly visible from Mt. Vernon Avenue. Kinesiology and athletic facilities are well organized and clustered. Instructional facilities are loosely organized into program-related clusters. The Child Development Center is separated appropriately from the rest of campus.

An important exception to the logical zoning of college functions is the zoning of facilities that house student support services. The Administration/Student Services Building was intended to be a one-stop location for all student services, but it was quickly outgrown. Students must seek guidance and support from services that are distributed across the AD/SS Building, the Liberal Arts Building, the Campus Center, and the Student Health Services Building—complicating their access to services that are critical to their success. It also complicates the ability of student services faculty and staff to collaborate and share resources.

Observations:

- › The spaces assigned to student support services in the Liberal Arts Building are often not easily found by many students. These former faculty office spaces lack full accessibility and have not been repurposed to support the specific needs of these programs.
- › Spaces in the older buildings on the Fairview Precinct have not been properly repurposed to suit their current use.
- › The Diesel Technology Program occupies the Transportation Building, which is located on the Fairview Precinct, separated from support services and related programs that are housed in the Technical Education Building.
- › The STEM Success Center, a tutoring center in the Physical Sciences Building, cannot grow further due to lack of available space.





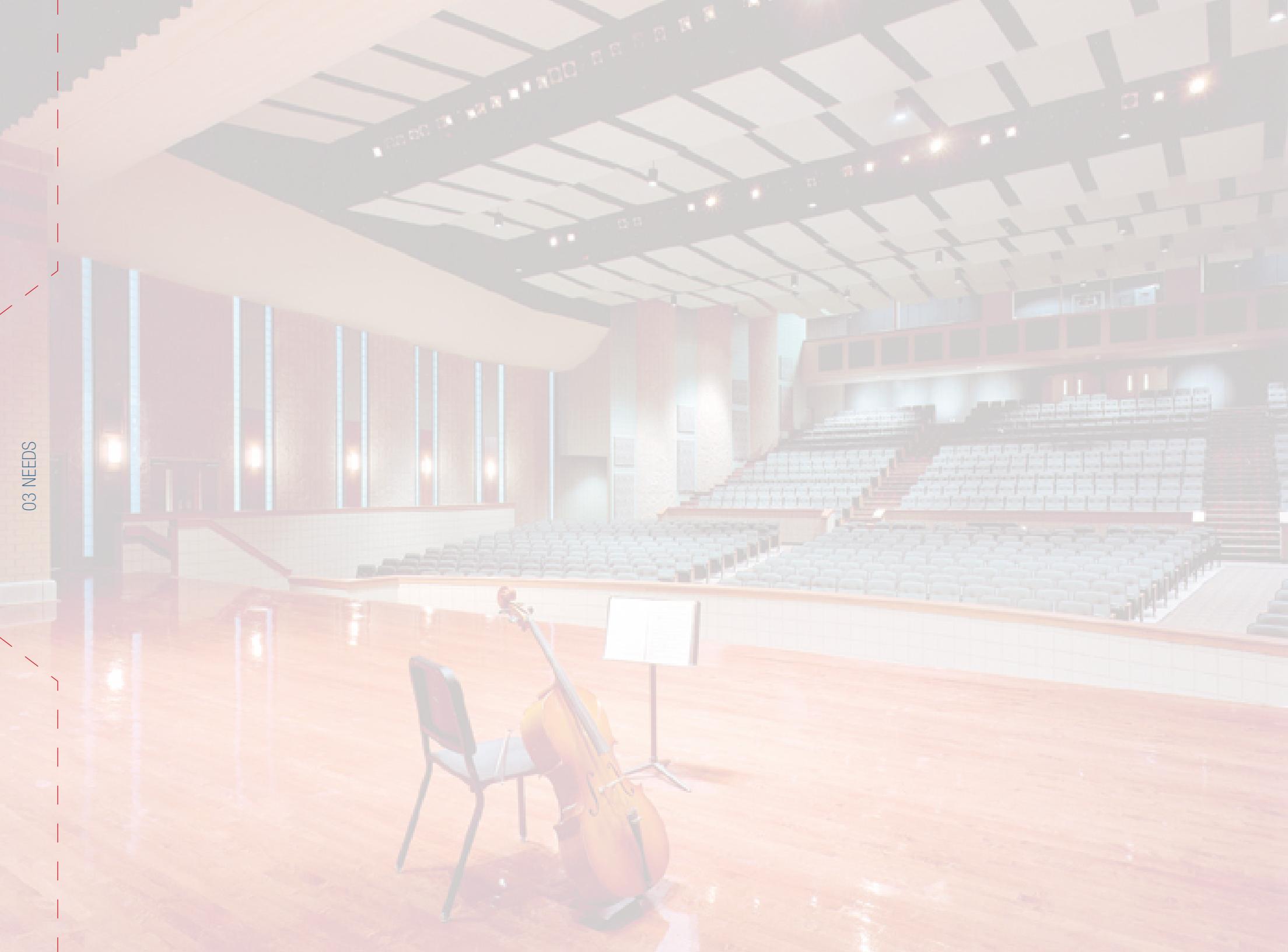
CAMPUS ZONING

| |
|-------------------------------|
| TEMPORARY FACILITIES |
| DISTRICT FACILITIES |
| IN DESIGN/UNDER CONSTRUCTION |
| STUDENT SERVICES + ACTIVITIES |
| ADMINISTRATION |
| LIBRARY |
| INSTRUCTIONAL |
| CHILD DEVELOPMENT CENTER |
| SERVICE |
| PHYSICAL EDUCATION |
| EVENT SPACE |
| KVCR |
| COMMUNITY USE |
| EMPTY |
| PROPERTY LINE |

BUILDING KEY

| ID | Building Name |
|-------|---------------------------------|
| AD/SS | ADMINISTRATION/STUDENT SERVICES |
| ART | ART CENTER |
| AUD | AUDITORIUM |
| B | BUSINESS |
| CC | CAMPUS CENTER |
| CP1 | CENTRAL PLANT (NEW) |
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| CDC | CHILD DEVELOPMENT CENTER |
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| GYM | GYMNASIUM |
| HLS | HEALTH & LIFE SCIENCE |
| LA | LITERAL ARTS |
| LIB | LIBRARY |
| M&O | MAINTENANCE & OPERATIONS |
| MC | MEDIA/COMMUNICATIONS |
| NH | NORTH HALL |
| O | OBSERVATORY |
| PEC | PARENT EDUCATION CENTER |
| PS | PHYSICAL SCIENCES |
| PL | PLANETARIUM |
| POL | POLICE STORAGE |
| SHIP | SHIPPING & RECEIVING OFFICE |
| STOR1 | STORAGE BUILDING 1 |
| STOR2 | STORAGE BUILDING 2 |
| STOR3 | STORAGE BUILDING 3 |
| SHS | STUDENT HEALTH SERVICES |
| T | TECHNICAL |
| TEL | TELECOM BUILDING |
| TRANS | TRANSPORTATION |
| WARE | WAREHOUSE |

SAN BERNARDINO VALLEY COLLEGE



03 NEEDS

Needs

This chapter highlights the linkage between the *Educational Master Plan* and the *Facilities Master Plan*. The EMP served as the foundation for all discussions related to facilities and was used to drive decisions related to the recommendations for the campus. The purpose of this section of the *Facilities Master Plan* is to establish the amount and type of space necessary to support the academic program of instruction and support services through the year 2031.

The approach uses both qualitative and quantitative information and is described in the sections listed below. *Educational Planning Linkages* describes the qualitative connections that were established through the identification of facilities-related implications of the *Educational Master Plan*. During fall 2016, College Council evaluated numerous ideas for repurposing, expanding, and creating space for services and programs, with regard to how well each idea supports the EMP's strategic directions, goals, and supporting actions.

The quantitative linkage is forged by translating the enrollment data shown in the *EMP Program of Instruction + Space Needs* into the amount of space needed to accommodate the projected enrollment levels. The approach used and the resulting program of space are described in *Quantified Space Needs*.

The chapter concludes with *Planning Objectives* that represent sound and prudent planning principles that align with SBVC's vision for an intellectually stimulating, welcoming, and inclusive campus environment.

- › Educational Linkages
- › Quantified Space Needs
- › Planning Objectives

Needs

EDUCATIONAL PLAN LINKAGES

01

INCREASE ACCESS

GOALS:

IMPROVE THE APPLICATION, REGISTRATION AND ENROLLMENT PROCEDURES FOR ALL STUDENTS.

SUPPORTING ACTIONS:

- › Match the number of basic skills courses to student demand
- › Increase the number of accelerated basic skills courses
- › Provide more pre-assessment workshops
- › Improve the assessment process for more accurate placement
- › Establish and maintain partnerships with community organizations, K-12 systems and adult schools
- › Explore and expand online advising opportunities
- › Improve access to transfer, CTE Certificate, and other courses needed for graduation
- › Create better balance between transfer and CTE program offerings
- › Improve access to technology

FACILITIES LINKAGES:

- › Welcoming and easy to find one-stop Student Services
- › Marketing, Public Relations, and Outreach space
- › Opportunities for K-12 students' exposure to campus / familiarity with campus

02

PROMOTE STUDENT SUCCESS

GOALS:

INCREASE COURSE SUCCESS, PROGRAM SUCCESS, ACCESS TO EMPLOYMENT, AND TRANSFER RATES BY ENHANCING STUDENT LEARNING.

SUPPORTING ACTIONS:

- › Increase the percentage of students who succeed in basic skills courses
- › Promote and increase the number of students in learning communities
- › Expand the use of early alert systems (i.e. SARS)
- › Improve performance on all Student Success Scorecard measures
- › Increase the use of low-cost and free online resources
- › Maintain up-to-date curriculum that is relevant to community needs
- › Encourage greater full-time enrollment
- › Use Student Learning Outcomes (SLOs) and Service Area Outcomes (SAOs) in an ongoing, systematic cycle of continuous quality improvement
- › Increase the number of students with terminal education plans
- › Establish and maintain an appropriate ratio of full-time to part-time faculty
- › Increase the number of grant opportunities to support student success

FACILITIES LINKAGES:

- › Collaboration space
- › Student Services space
- › Tutoring and supplemental instruction space, as well as Basic Skills instruction space
- › Campus living laboratory
- › Technology improvements

03

IMPROVE COMMUNICATION, CULTURE + CLIMATE

GOALS:

PROMOTE A COLLEGIAL CAMPUS CULTURE, WITH OPEN LINES OF COMMUNICATION BETWEEN ALL STAKEHOLDER GROUPS ON AND OFF CAMPUS.

SUPPORTING ACTIONS:

- › Promote a sense of community and solidarity within the campus and embrace diversity (students, faculty and staff)
- › Promote budgetary transparency
- › Disseminate college committee meeting minute and all plans online
- › Build community recognition and networks by capitalizing on the College community roots
- › Expand and enhance local business and community awareness of the College
- › Establish a College historical archive that is accessible online
- › Build a stronger relationship with the SBVC foundation
- › Ensure exceptional customer service in all campus offices
- › Work with the District to streamline and expedite campus hiring practices
- › Improve campus morale

FACILITIES LINKAGES:

- › Event, meeting and collaboration spaces
- › Useful and welcoming outdoor spaces
- › Transportation access and parking for cars and bicycles
- › Invisible maintenance (lessen the impact of maintenance staff and equipment in student areas by building maintenance facilities with adequate cart charging and equipment storage space)
- › Library upgrades
- › College and local community history archives
- › Multiple centers for cultural competency programs

04

MAINTAIN LEADERSHIP + PROMOTE PROFESSIONAL DEVELOPMENT

GOALS:

MAINTAIN CAPABLE LEADERSHIP AND PROVIDE PROFESSIONAL DEVELOPMENT TO STAFF THAT WILL NEED SKILLS TO FUNCTION EFFECTIVELY IN AN EVOLVING EDUCATIONAL ENVIRONMENT.

SUPPORTING ACTIONS:

- › Reduce manager turnover – fewer interims and more permanent managers
- › Improve access to a wide variety of professional development activities/organizations
- › Maintain a personal achievement inventory for a faculty and staff
- › Establish partnerships with neighboring community colleges

FACILITIES LINKAGES:

- › Collaboration space for faculty and Campus Technology Services (CTS)
- › More centralized location for CTS offices in order to collaborate more easily with faculty
- › Professional Development Center
- › Learning Lab

05

EFFECTIVE EVALUATION + ACCOUNTABILITY

GOALS:

IMPROVE INSTITUTIONAL EFFECTIVENESS THROUGH A PROCESS OF EVALUATION AND CONTINUOUS IMPROVEMENT.

SUPPORTING ACTIONS:

- › Maintain up-to-date information on campus indicators, including evaluation data on support/retention programs and accreditation self study evidence
- › Improve and maintain effective Program Review procedures
- › Evaluate and update all campus level plans on a regular cycle
- › Produce and present annual reports that assess student success
- › Measure satisfaction with assessment and placement
- › Manage grant expenditures and align them with gram objectives

FACILITIES LINKAGES:

- › Integrated planning areas
- › Facilities Implementation Studies
- › Facilities Archives and Records
- › Effective and sufficient assessment and testing space

06

PROVIDE EXCEPTIONAL FACILITIES

GOALS:

SUPPORT THE CONSTRUCTION AND MAINTENANCE OF SAFE, EFFICIENT, FUNCTIONAL FACILITIES AND INFRASTRUCTURE TO MEET THE NEEDS OF STUDENTS, EMPLOYEES, AND COMMUNITY.

SUPPORTING ACTIONS:

- › Conserve resources
- › Maintain a safe and secure environment
- › Improve campus signage
- › Continue with the facilities improvement plan (Implementation of the Facilities Master Plan)
- › Develop and maintain adequate parking
- › Provide exemplary technology and support while maintaining fiscal and environmental responsibilities

FACILITIES LINKAGES:

- › Maintenance and facilities planning space
- › Sustainable and comfortable outdoor learning environments
- › Safe and secure campus with effective wayfinding
- › Parking capacity
- › Technology Improvements
- › Universally accessible facilities and campus

Needs

QUANTIFIED SPACE NEEDS

The *Program of Instruction + Space Needs* in the *Educational Master Plan* describes the planned growth rate, projected enrollment, and projected space need for each program offered by San Bernardino Valley College. These projections are aligned with the EMP's strategic directions and goals and take into consideration the results of research into the educational planning environment and economic opportunities.

Calculating Space Needs

The inventory of facilities is an important tool in planning and managing college campuses. FUSION (Facilities Utilization, Space Inventory Options Net) is a database of all the California community college facilities that includes descriptive data on buildings and rooms for each college and district within the state. This information is essential for developing the annual five-year construction plans, planning for capital outlay construction projects, projecting future facility needs, and analyzing space utilization.

The California Community Colleges Chancellor's Office (CCCO) mandates annual updates of the inventory of all facilities in a district. By combining existing and future enrollment and program forecasts with appropriate space standards, space requirements for current

and future needs are developed. Space capacity/load is the direct relationship between the amount of space available, by type, which may be used to serve students, and the number of students participating in campus programs.

Space capacity/load analysis enables an institution to identify the types of space it needs and the types of space it holds in excess. The analysis of space forms the core of this *Facilities Master Plan*.

Space capacity/load analysis typically includes the categories of space listed in Table 1 on the opposing page. Generally, the standard for the quantity of space is proportional to student enrollment. While the state provides standards for utilization for more than 60% of space types on campus, the capacity estimates for non-state standard spaces are based on a combination of factors, the most important being the specific needs of individual institutions identified through educational master planning discussions.

The upper five types of space listed in Table 1 are the capacity/load categories for which utilization and space standards are set by state regulations. The line item in Table 1 for space type “Other” includes a number of spaces on campus that are considered to be in non-capacity load categories. These are spaces that are not analyzed by the CCCCO in relation to utilization and efficiency, but are important as part of the District’s inventory related to maintenance and operations. Types of spaces included in “Other” include the following:

- › Physical Education (Teaching Gym)
- › Clinic/Demonstration
- › Assembly/Exhibition
- › Food Facilities
- › Lounge
- › Merchandise Facilities (Bookstore)
- › Recreation
- › Meeting Rooms
- › Locker Rooms
- › Data Processing
- › Physical Plant/Facilities
- › Health Services

TABLE 1: ROOM USE CATEGORIES

| Space Type | Room Use Numbers | Description |
|-------------------------------|---------------------|---|
| Lecture | 100s | Classrooms + support spaces |
| Lab | 200s | Labs + support spaces |
| Offices/Conference Room | 300s | Offices + support spaces; all offices, including administrative and student services |
| Library/LRC Study/Tutorial | 400s | Library, study and tutorial + support spaces |
| Instructional Media AV/TV | 530s | AV/TV; Technology + support spaces |
| Other | 520, 540 to 800s | PE, Assembly, Food Service, Lounge, Bookstore, Meeting Rooms, Data Processing, Physical Plant, Health Service |

Source: California Community Colleges Chancellor's Office (CCCCO) Space Inventory Handbook

Needs

QUANTIFIED SPACE NEEDS (*cont.*)

Space Utilization and Planning

To determine the amount of space required to support the programmatic needs of each campus, the enrollment and program forecasts are applied to a set of standards for each type of space.

The required utilization and space standards for classroom, laboratory, office, library, and audio-visual are contained in the California Code of Regulations (CCR), Title 5, Chapter 8, Section 57020–57032.

These standards refer to the Board of Governors of the California Community Colleges Policy on Utilization and Space Standards dated September 2010.

These space standards, when applied to the total weekly student contact hours (WSCH), produce total capacity requirements that are expressed in assignable square feet (allocated on a per student or per faculty member basis). The space standards and formulas used to determine both existing and future capacity requirements are summarized in Tables 2 and 3 on the following page.

Table 2, on the opposing page, is applied to a campus with less than 140,000 WSCH, such as the Crafton Hills College campus. Table 3 is applied to a campus for

140,000 or more WSCH, such as the San Bernardino Valley College campus.

The standards for teaching laboratories are measured in both ASF per student station and in ASF per 100 WSCH generated. Table 4, on page 3.40, summarizes these standards.

Each component of these standards is applied to projected enrollment to produce a total assignable square foot (ASF) capacity requirement for each category of space. The sum of these areas represents the total building area requirement for the campus.

The space standards are based on the following assumptions:

- › Utilization standards refer to the amount of time rooms and “stations” (such as a desk, laboratory bench, or computer terminal) should be in use. “Utilization” is the amount of time rooms and stations are actually in use. Utilization standards used address utilization on an “hours-per-week” basis.

- › Classrooms are available 48 hours per 70-hour week for a campus with less than 140,000 WSCH and 53 hours per 70-hour week for a campus with 140,000, or more, WSCH and will be occupied, on average, two-thirds of the time. (That occupancy percentage might be achieved by having full classrooms two-thirds of the time and empty classrooms the remaining time.) Thus, the classroom utilization standard is either 32 or 35 weekly hours of station use depending on amount of WSCH. The utilization standards for laboratories are lower than the classroom utilization standards.
- › Office space includes academic offices, administrative offices, clerical offices, office service rooms, and conference rooms.
- › Library space includes stack, staff, and reader station space.
- › Areas such as the main lobby (excluding card catalog area), elevators, stairs, walled corridors, restrooms, and areas accommodating building maintenance services are not deemed usable/ assignable.

TABLE 2: PRESCRIBED SPACE STANDARDS FOR A CAMPUS WITH LESS THAN 140,000 WSCH

| Category | Formula | Rates/ Allowances |
|--------------------------------------|--|----------------------|
| Lecture (Classroom) | ASF/Student Station | 15 |
| | Station Utilization Rate (occupancy) | 66% |
| | Average hours room/week | 48 |
| | Station use/week (hours) | 31.68 |
| Laboratory (Teaching Labs) | ASF/Student Station | see Table 4 |
| | Station Utilization Rate (occupancy) | 85% |
| | Average hours room/week | 27.5 |
| | Station use/work (hours) | 23.375 |
| Offices/Conference Room | ASF per FTE instructional staff member | 140 |
| Library/LRC/Study | Base ASF Allowance | 3,795 |
| | ASF/1st 3,000 DGE | 3.83 |
| | ASF/3001–9,000 DGE | 3.39 |
| | ASF/DGE>9,000 DGE | 2.94 |
| Instructional Media AV/TV + Radio | Base ASF Allowance | 3,500 |
| | ASF/1st 3,000 DGE | 1.50 |
| | ASF/3001–9,000 DGE | 0.75 |
| | ASF/DGE>9,000 DGE | 0.25 |

Source: Board of Governors of the California Community Colleges, Policy on Utilization and Space Standards, September 2010.

The following definitions pertain to the formulas listed in above Tables 2 and 3.

ASF/Student Station:

Assignable square feet per student station

Average hours room/week:

Number of hours out of a 70-hour week, 8am to 10pm, a classroom or class laboratory, on the average, should be in use

Station Utilization Rate (occupancy):

The percentage of expected student station occupancy when rooms are in use

Station use/week:

The number of hours per week (out of the 70-hour week for classrooms and class laboratories) which a student station, on average, should be in use

FTE:

Full-time equivalent

DGE:

Day-graded enrollment

DGS:

Day-graded student

TABLE 3: PRESCRIBED SPACE STANDARDS FOR A CAMPUS WITH 140,000, OR MORE, WSCH

| Category | Formula | Rates/ Allowances |
|--------------------------------------|--|----------------------|
| Lecture (Classroom) | ASF/Student Station | 15 |
| | Station Utilization Rate (occupancy) | 66% |
| | Average hours room/week | 53 |
| | Station use/week (hours) | 34.98 |
| Laboratory (Teaching Labs) | ASF/Student Station | see Table 4 |
| | Station Utilization Rate (occupancy) | 85% |
| | Average hours room/week | 27.5 |
| | Station use/work (hours) | 23.375 |
| Offices/Conference Room | ASF per FTE instructional staff member | 140 |
| Library/LRC/Study | Base ASF Allowance | 3,795 |
| | ASF/1st 3,000 DGE | 3.83 |
| | ASF/3001–9,000 DGE | 3.39 |
| | ASF/DGE>9,000 DGE | 2.94 |
| Instructional Media AV/TV + Radio | Base ASF Allowance | 3,500 |
| | ASF/1st 3,000 DGE | 1.50 |
| | ASF/3001–9,000 DGE | 0.75 |
| | ASF/DGE>9,000 DGE | 0.25 |

Source: Board of Governors of the California Community Colleges, Policy on Utilization and Space Standards, September 2010.

Needs

QUANTIFIED SPACE NEEDS (cont.)

TABLE 4: ASSIGNABLE SQUARE FEET (ASF) FOR LABORATORY SPACE

| Top Code | Top Code Division | ASF per 100 WSCH | ASF per Station |
|----------|---|------------------|-----------------|
| 0100 | Agriculture and Natural Resources | 492 | 115 |
| 0115 | Agricultural & Forestry Power/Machinery | 856 | 200 |
| 0200 | Architecture and Environmental Design | 257 | 60 |
| 0400 | Biological Sciences | 235 | 55 |
| 0500 | Business and Management | 128 | 30 |
| 0600 | Communications | 214 | 50 |
| 0700 | Computer and Information Science | 171 | 40 |
| 0800 | Education | 321 | 75 |
| 0936 | Printing and Lithography | 342 | 80 |
| 0937 | Tool and Machine | 385 | 90 |
| 0945 | Mechanical Technology | 556 | 130 |
| 0947 | Diesel Technology | 856 | 200 |
| 0948 | Automotive Technology | 856 | 200 |
| 0950 | Aeronautical and Aviation Technology | 749 | 175 |
| 0952 | Construction Crafts/ Trades Technology | 749 | 175 |
| 0954 | Chemical Technology | 556 | 130 |

| Top Code | Top Code Division | ASF per 100 WSCH | ASF per Station |
|----------|------------------------------------|------------------|-----------------|
| 0956 | Industrial Technology | 385 | 90 |
| All | | | |
| other | (Engineering) | 321 | 75 |
| 900s | | | |
| 1000 | Foreign Language | 150 | 35 |
| 1200 | Health Services | 214 | 50 |
| 1300 | Consumer Education/ Home Economics | 257 | 60 |
| 1400 | Law | 150 | 35 |
| 1500 | Humanities | 150 | 35 |
| 1600 | Library Science | 150 | 35 |
| 1700 | Mathematics | 150 | 35 |
| 1800 | Military Studies | 214 | 50 |
| 1900 | Physical Sciences | 257 | 60 |
| 2000 | Psychology | 150 | 35 |
| 2100 | Public Affairs and Service | 214 | 50 |
| 2200 | Social Sciences | 150 | 35 |
| 3000 | Commercial Services | 214 | 50 |
| 4900 | Interdisciplinary | 257 | 60 |

Source: Board of Governors of the California Community Colleges, Policy on Utilization and Space Standards, September 2010.

TABLE 5: EXISTING SPACE**SBVC Space Inventory Analysis**

The San Bernardino Valley College Space Inventory Report was updated in 2015 and used to analyze the utilization and sufficiency of campus space. Table 5 summarizes the total assignable area in each of the capacity load categories of space.

The analysis compares the current inventory of space with current space needs. Current needs were calculated by applying space planning standards for each type of space in the capacity/load categories to the current enrollment. The results show that the College holds an excess of lecture, office, and instructional media space. A need for additional laboratory and library space is supported by the results.

| Space Type | Current Inventory (ASF)* | Current Space Needs** | Current Cap/Load Ratios |
|---------------------|--------------------------|-----------------------|-------------------------|
| Lecture | 66,883 | (36,274) | 219% |
| Lab | 132,187 | 31,984 | 81% |
| Office | 69,027 | (17,647) | 134% |
| Library | 29,886 | 7,442 | 80% |
| Instructional Media | 6,577 | 5,000 | 57% |
| Other | 143,244 | | |
| TOTALS | 447,804 | | |

* 2015 Space Inventory

** For fall 2015 enrollment

Needs

QUANTIFIED SPACE NEEDS (cont.)

The master plan space program forms the basis for developing recommendations for facilities. The space inventory analysis combined with the space needs forecast is summarized in Table 6 and indicates the total amount of additional assignable space needed to accommodate a master plan horizon student enrollment of 182,214 WSCH, which equates to 16,145 unduplicated student headcount.

It is important to note that the Space Inventory Report includes all facilities on campus that are in use, including temporary facilities. As described in the analysis of existing facilities, there are several facilities that are recommended for removal by this Facilities Master Plan. Table 6 includes an “adjusted inventory” which accounts for the removal of these permanent and temporary facilities, as shown in *Recommended Demolition & Replacement*. The analysis compares the current inventory of space with current space needs. Current needs were calculated by applying space planning standards for each type of space in the capacity/load categories to the current enrollment. The results show that the College holds an excess of lecture, office, and instructional media space. A need for additional laboratory and library space is supported by the results.

The methodology for projecting future space needs is summarized as follows:

- › The fall 2031 enrollment for each course was projected by applying the program-specific annual planned growth rate (compounded annually) to the baseline fall 2015 WSCH data for that course.

- › Master plan WSCH projections were applied in combination with appropriate space planning standards to result in a total space requirement in ASF by type of space.
- › The “adjusted inventory” was subtracted from the total space requirements described above to yield the net assignable area (ASF) overage or

TABLE 6: 2031 SPACE NEEDS

| Space Type | 2017 Inventory (ASF)* | Adjusted Inventory (ASF) | 2031 Space Needs | Difference |
|---------------------|-----------------------|--------------------------|------------------|------------|
| Lecture | 69,886 | 66,109 | 38,913 | (27,196) |
| Lab | 133,182 | 133,182 | 208,742 | 75,560 |
| Office | 70,698 | 70,785 | 62,300 | (8,485) |
| Library | 29,886 | 29,886 | 43,638 | 13,752 |
| Instructional Media | 6,577 | 6,577 | 12,168 | 5,591 |
| Other | 154,562 | 139,926 | | |
| TOTALS | 464,791 | 446,465 | | |

* Temporary buildings (Campus Tech. Svcs. (CTS), Portable Conf. Bldg., Portable Classroom, Parent Edu. Ctr., CDC sheds 1-2, Storage 4 (old CD4), T-122, T-123, T-124) have been removed and the Gym and Field Buildings have been added to the 2017 inventory. Inactive offices in LA building considered re-activated.

need by type of space for the fall 2031 master plan horizon.

- › The result, net assignable square footage by type of space, served as the basis for developing facilities options for the master plan.

Needs PLANNING OBJECTIVES

In addition to quantified space needs, the discussions with Valley College Council were informed by the vision of a campus that is imbued with the desired character and qualities. These lists of *Needs, Issues, and Challenges* and *Planning Objectives* summarize the most resonant elements of this qualitative vision and were used to guide the development and evaluation of facilities options.

Needs, Issues, and Challenges

The following were heard as recurring themes in the program interviews or the analysis of existing facilities.

1. More classrooms and offices
2. Flexible classrooms
3. Appropriate instructional tools and equipment in classrooms
4. Consistent design standards for classrooms
5. Program-specific storage space
6. Faculty offices near shared collaboration space
7. A one-stop student services location
8. Consistent/equitable delivery of learning resources & tutoring
9. Dedicated open computer labs
10. Current with technology and technology access
11. More student study & gathering spaces
12. More parking
13. Improved safety & security on campus

Planning Objectives

These objectives were established to guide the discussion and decision-making.

1. Align campus space with the educational priorities
2. Maximize the physical space on campus
3. Ensure a student-centered and friendly campus
4. Develop student gathering spaces + activity zones
5. Improve College visibility to the community
6. Provide flexible, consistent, and well-equipped instructional spaces
7. Plan for future teaching and learning opportunities
8. Showcase students' projects and successes
9. Create faculty office space that encourages collaboration
10. Continue sustainable campus development
11. Address parking needs and alternative transportation
12. Allocate resources to care for facilities

Needs

PLANNING PRINCIPLES

This list of planning principles represent good planning practices that guided the evaluation and discussion of facilities development options with Valley College Council.

- › Maximize functional space and activity zoning
- › Eliminate non-functional space
- › Improve efficiency and utilization of space/land
- › Right-size facilities to address program needs
- › Enhance the campus environment
- › Consider safety and security in redevelopment
- › Utilize CPTED (Crime Prevention Through Environmental Design) principles in site design
- › Plan for a sustainable campus
- › Plan for flexibility, change, and growth
- › Simplify implementation
- › Use resources prudently

SAN BERNARDINO VALLEY COLLEGE



Recommendations

The *2017 Facilities Master Plan* translates the strategic directions and space needs, which are identified in the *2017 Educational Master Plan*, into recommendations for the future development of the campus. While the drawings presented in this chapter may appear specific, the forms are conceptual sketches that describe the general location and purpose of improvements. As they are funded, each project will be programmed and designed in detail with the participation of a user group.

The recommendations for the future development of the campus are described in the following sections.

- › Recommended Demolition + Replacement
- › Opportunities
- › 2017 Long-Range Campus Master Plan
- › Project Descriptions
- › Exploration of Future Options
- › Implementation

Recommendations

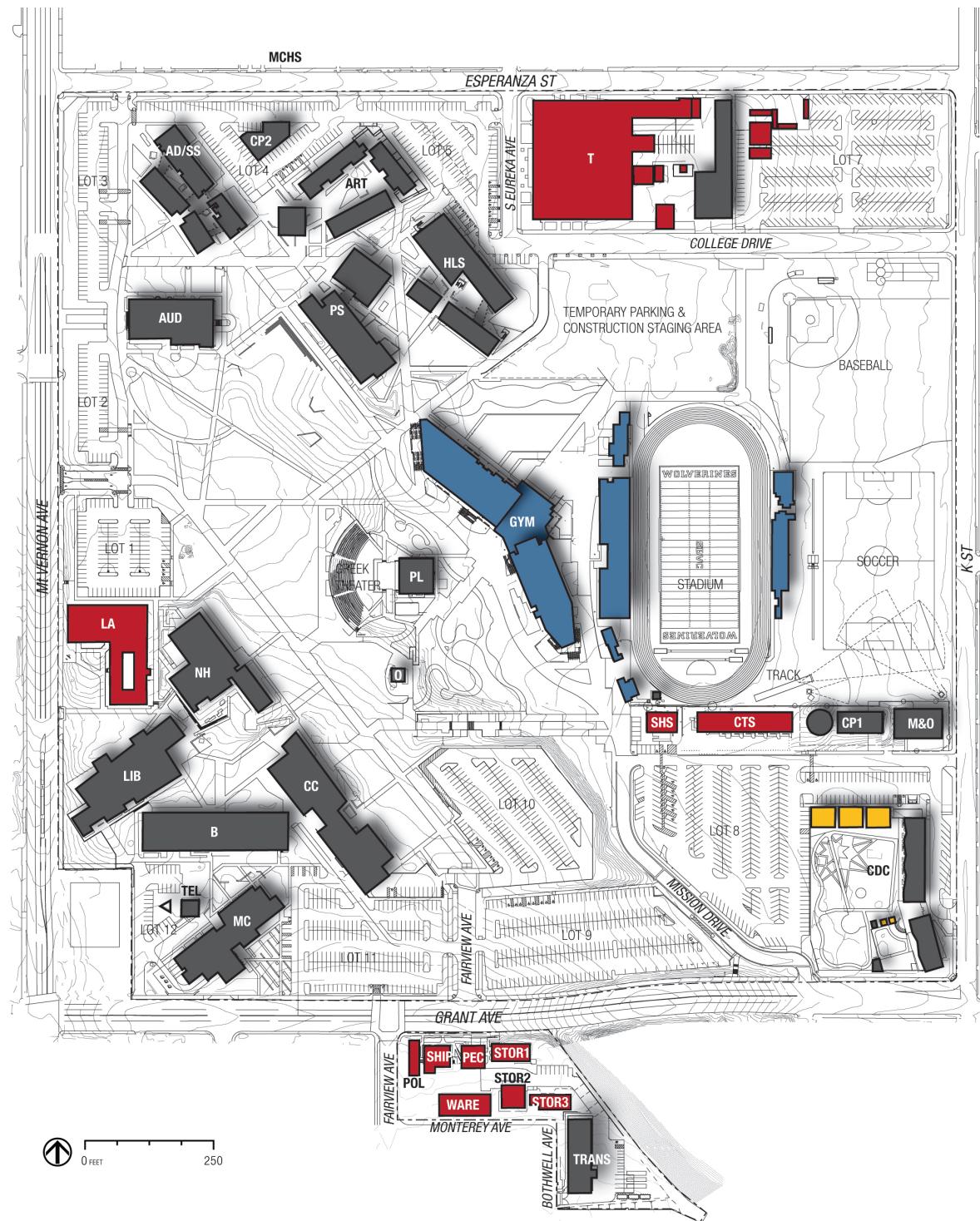
RECOMMENDED DEMOLITION + REPLACEMENT

The graphic on the opposing page illustrates the recommendations for demolition and removal of facilities. Temporary facilities, as well as aged permanent facilities that are no longer feasible or cost effective to renovate, are recommended for replacement. The decision to renovate or replace an existing facility is often influenced by the limitations that an existing structure or site places on the success of a potential renovation. These factors were considered by SBCCD and San Bernardino Valley College in the course of seeking the most effective solutions.

The removal of the following facilities clears the way to improve the utilization of the campus land area. Removal of facilities will be phased to take place as new and renovated space becomes available. In certain circumstances, programs may be temporarily housed in swing space prior to being relocated to long-term facilities.

- › Technical Education Building (main wing and temporary buildings)
- › Liberal Arts Building
- › CTS Portables and Classrooms
- › Student Health Services
- › Police Storage
- › Shipping & Receiving
- › Parent Education Center
- › Warehouse
- › Storage Building 1
- › Storage Building 2
- › Storage Building 3





RECOMMENDED DEMOLITION & REMOVAL

PROPERTY LINE
EXISTING PERMANENT FACILITIES
EXISTING TEMPORARY FACILITIES
FACILITIES IN DESIGN & CONSTRUCTION
RECOMMENDED DEMOLITION & REMOVAL

BUILDING KEY

| ID | Building Name |
|-------|---------------------------------|
| AD/SS | ADMINISTRATION/STUDENT SERVICES |
| ART | ART CENTER |
| AUD | AUDITORIUM |
| B | BUSINESS |
| CC | CAMPUS CENTER |
| CP1 | CENTRAL PLANT (NEW) |
| CP2 | CENTRAL PLANT (OLD) |
| CDC | CHILD DEVELOPMENT CENTER |
| CTS | COMPUTER TECHNOLOGY CENTER |
| GYM | GYMNASIUM |
| HLS | HEALTH & LIFE SCIENCE |
| LA | LIBERAL ARTS |
| LIB | LIBRARY |
| M&O | MAINTENANCE & OPERATIONS |
| MC | MEDIA/COMMUNICATIONS |
| NH | NORTH HALL |
| O | OBSEVATORY |
| PEC | PARENT EDUCATION CENTER |
| PS | PHYSICAL SCIENCES |
| PL | PLANETARIUM |
| POL | POLICE STORAGE |
| SHIP | SHIPPING & RECEIVING OFFICE |
| STOR1 | STORAGE BUILDING 1 |
| STOR2 | STORAGE BUILDING 2 |
| STOR3 | STORAGE BUILDING 3 |
| SHS | STUDENT HEALTH SERVICES |
| T | TECHNICAL |
| TEL | TELECOM BUILDING |
| TRANS | TRANSPORTATION |
| WARE | WAREHOUSE |

Facilities Analysis

OPPORTUNITIES

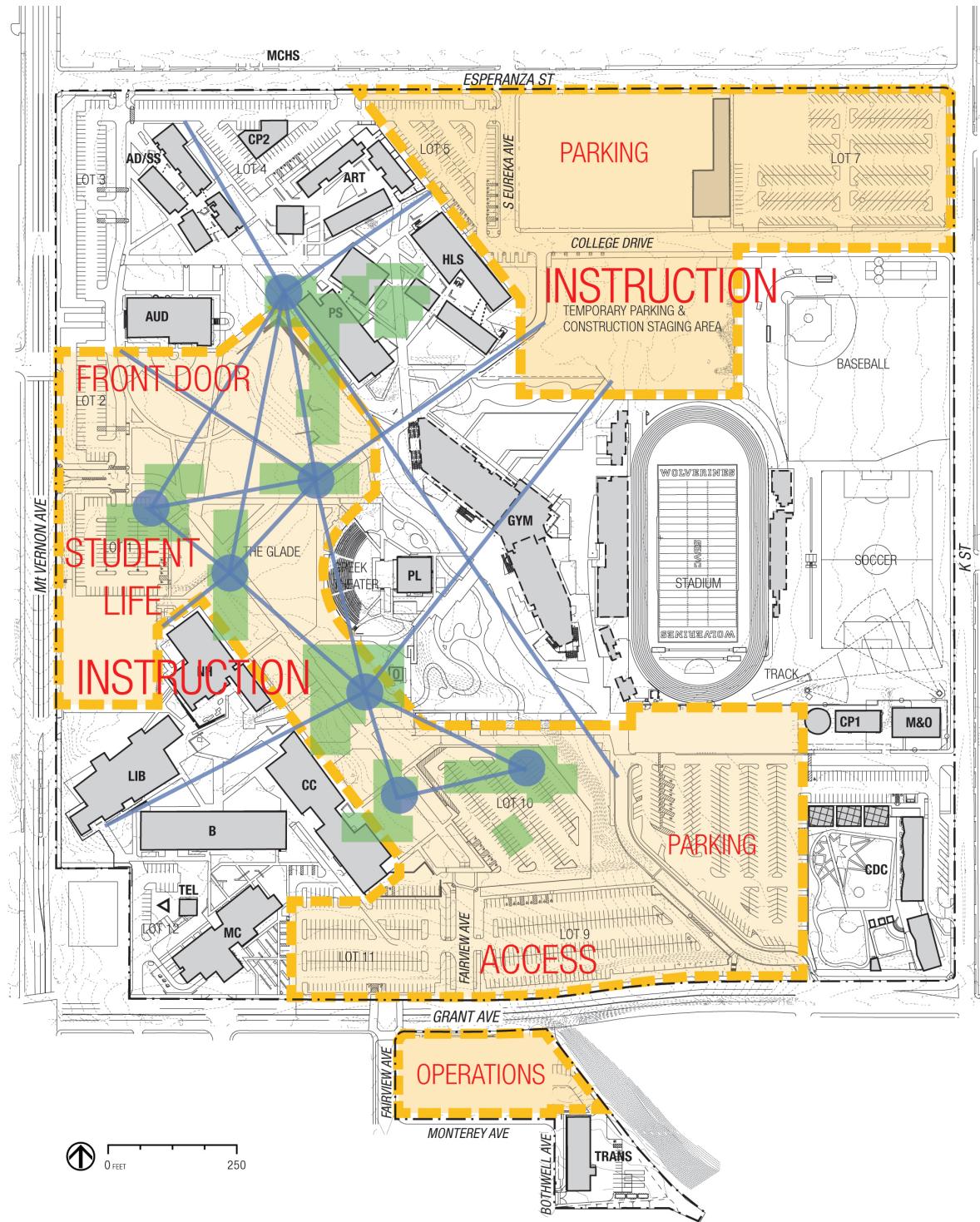
Removal of buildings opens up opportunities to improve the campus and address educational program needs. The graphic on the opposing page shows the campus without the facilities that are recommended for demolition and removal. Areas of opportunity are available to achieve many objectives.

In addition, the facilities planning process took inspiration from the campus as it existed prior to the changes that followed the mapping of the San Jacinto Fault on the campus. Many stakeholders expressed their fond memories of the vibrant and well-used courtyards and walkways that comprised the spaces between buildings. The graphic illustrates the footprints of these long gone buildings (shown in green) and the scale of the outdoor spaces that connected them.

Opportunities

- › To create a more prominent “front door” and visually consistent edges that strengthen the campus’ identity
- › To create usable, welcoming, and sustainable outdoor spaces
- › To build facilities that align with the new vision for career technical education
- › To build a hub for student services and activities
- › To provide modern operational support and storage facilities
- › To satisfy the long-range need for parking
- › To replace the most aged and inefficient facilities





CAMPUS OPPORTUNITIES

| | |
|--|----------------------------------|
| | TEMPORARY FACILITIES |
| | IN DESIGN/UNDER CONSTRUCTION |
| | AREAS OF OPPORTUNITIES |
| | OLD CAMPUS FOOTPRINTS |
| | BUILDING FOOTPRINT NODES |
| | NODE CONNECTIONS/CAMPUS PATHWAYS |
| | PROPERTY LINE |

BUILDING KEY

| ID | Building Name |
|-------|---------------------------------|
| AD/SS | ADMINISTRATION/STUDENT SERVICES |
| ART | ART CENTER |
| AUD | AUDITORIUM |
| B | BUSINESS |
| CC | CAMPUS CENTER |
| CP1 | CENTRAL PLANT (NEW) |
| CP2 | CENTRAL PLANT (OLD) |
| CDC | CHILD DEVELOPMENT CENTER |
| CTS | COMPUTER TECHNOLOGY CENTER |
| GYM | GYMNASIUM |
| HLS | HEALTH & LIFE SCIENCE |
| LA | LIBERAL ARTS |
| LIB | LIBRARY |
| M&O | MAINTENANCE & OPERATIONS |
| MC | MEDIA/COMMUNICATIONS |
| NH | NORTH HALL |
| O | OBSERVATORY |
| PEC | PARENT EDUCATION CENTER |
| PS | PHYSICAL SCIENCES |
| PL | PLANETARIUM |
| POL | POLICE STORAGE |
| SHIP | SHIPPING & RECEIVING OFFICE |
| STOR1 | STORAGE BUILDING 1 |
| STOR2 | STORAGE BUILDING 2 |
| STOR3 | STORAGE BUILDING 3 |
| SHS | STUDENT HEALTH SERVICES |
| T | TECHNICAL |
| TEL | TELECOM BUILDING |
| TRANS | TRANSPORTATION |
| WARE | WAREHOUSE |

Recommendations

2017 LONG-RANGE CAMPUS MASTER PLAN

The *Facilities Master Plan* for the San Bernardino Valley College campus presents a picture of development that is intended to support the College's Strategic Directions and accommodate its projected enrollment and program forecasts.

Furthermore, the FMP supports the vision for a welcoming and student-centered campus that supports collegial interaction and collaboration among all who learn, teach, and support Valley College's students.

The recommendations are described in a series of capital construction and renovation projects, as well as initiatives for campus-wide improvement that are intended to be implemented in a flexible and phased manner. They also include steps to set standards and to plan for project implementation needs such as occupant move logistical plans, site utilities infrastructure expansion plans, and sustainable design goals.

A key step that is required by accreditation standards is planning for the life-cycle and operational costs of all facilities and campus-wide systems. Only by doing this can SBVC expect to maintain and refresh the campus over time, at the level of quality that the community deserves and has come to expect.

PROJECT LIST

New Facilities

- › Career Pathways
- › Parking Structure
- › Student Services/Instructional Building
- › Warehouse Facilities
- › Softball Field

Renovation of Facilities

- › Maintenance & Operations Building Repurposing
- › Administration Building Repurposing
- › Campus Center Repurposing
- › Library Repurposing
- › Greek Theater & Planetarium Renovation
- › Physical Sciences and Health & Life Science Secondary Effects

Campus-Wide Improvements

- › Campus-wide Learning Environment Upgrades
- › Campus-wide Vehicular Circulation & Parking
- › Campus-wide Enriched Outdoor Environment
- › Campus-wide Security & Safety
- › Ancillary Logistics & Infrastructure

Exploration of Future Options

- › Aeronautic Technology Program Facility at San Bernardino International Airport
- › Performing Arts Center
- › Aquatic Center
- › Tennis Facility



2016 LONG-RANGE CAMPUS MASTER PLAN

BUILDING KEY

| ID | Building Name |
|---------|---|
| AD | ADMINISTRATION |
| ART | ART CENTER |
| AUD | AUDITORIUM |
| B | BUSINESS |
| CC | CAMPUS CENTER |
| CP1 | CENTRAL PLANT 1 |
| CP2 | CENTRAL PLANT 2 |
| CDC | CHILD DEVELOPMENT CENTER |
| CTS | COMPUTER TECHNOLOGY CENTER |
| GRND | GROUNDS |
| GYM | GYMNASIUM |
| HLS | HEALTH & LIFE SCIENCE |
| LIB | LIBRARY |
| M&O | MAINTENANCE & OPERATIONS |
| MC | MEDIA/COMMUNICATIONS |
| NH | NORTH HALL |
| O | OBSERVATORY |
| PAC | PERFORMING ARTS CENTER |
| PATH1 | CAREER PATHWAYS 1 |
| PATH2 | CAREER PATHWAYS 2 |
| PRK | PARKING STRUCTURE |
| PS | PHYSICAL SCIENCES |
| PL | PLANETARIUM |
| SS/INST | STUDENT SERVICES/INSTRUCTIONAL BUILDING |
| TEL | TELECOM BUILDING |
| WARE | WAREHOUSE |

LEGEND

| |
|----------------------------|
| PROPERTY LINE |
| EXISTING FACILITIES |
| PROPOSED RENOVATIONS |
| PROPOSED NEW FACILITIES |
| PROPOSED PARKING STRUCTURE |

HMC Architects



0 FEET

250

Recommendations

CAREER PATHWAYS

PHASE 1

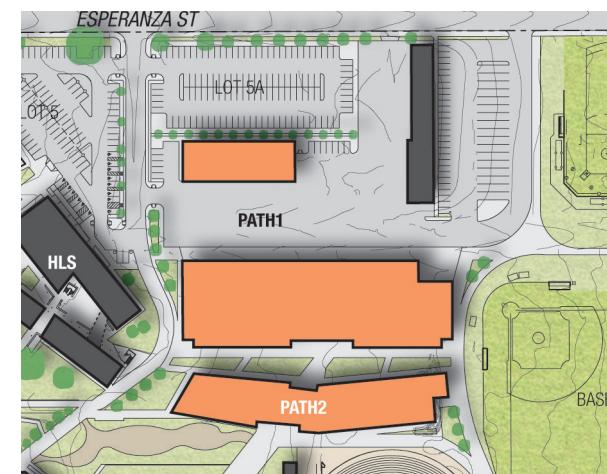
Phase 1 of the Career Pathways Complex will provide additional flexible, hands-on learning labs for the instruction of evolving and emerging applied technologies. This facility will replace one of the most aged and maintenance-intensive facilities on the campus with space that simulates current working environments and is richly supported with technology network connectivity and utilities. As a model of sustainable building design, this two-story facility will demonstrate and teach the use of innovative green technologies. Adjacent outdoor instructional spaces will support flexible, high-clearance ground floor laboratories. A new laboratory for diesel technology instruction will allow this program to move out of its current isolated location in the Fairview Precinct and near to related programs.

Both Phase 1 and 2 are planned to be near existing instructional buildings, thus taking advantage of this opportunity to expand the college's inventory of laboratory space for many programs that have outgrown their facilities. Phase 1 will house a new tutoring center, allowing for the expansion of this function and the repurposing of the existing Student Success Center tutoring space in the Physical Sciences Building into needed laboratories. The tutoring center will extend into an outdoor courtyard between Phase 1 and Phase 2.

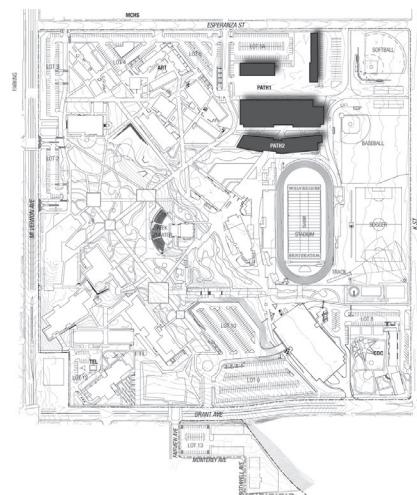
PHASE 2

Phase 2 of the Career Pathways Complex will provide additional laboratory space to accommodate the planned growth of Valley College's current and future career pathway programs—in particular, the programs that have grown to fill the Health Life Science and Physical Sciences Buildings. In addition to flexible and well-equipped laboratories, this facility will provide additional space for student-faculty interaction, supplemental instruction, and study.

This project will be followed by the Physical Sciences and Health & Life Science Secondary Effects Project. This project will reorganize and repurpose space in these buildings, in order to implement a holistic approach to growth by zoning existing and new programs and services logically and efficiently.



Vignette Plan



Key Plan



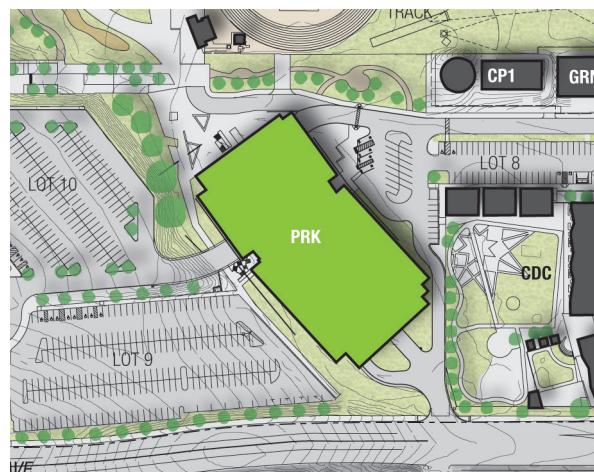
Recommendations

PARKING STRUCTURE

The Parking Structure will provide 1,225 parking stalls, including handicap accessible stalls, 51 stalls with electric vehicle charging stations, and 30 stalls for fuel efficient vehicles. It will replace a portion of the surface parking stalls in Lot 8, providing a net increase of 975 stalls. A 400 kW solar photovoltaic production plant will be built on the structure's top level.

The Parking Structure will be well-placed to accommodate parking for large campus events at the Stadium, The Glade, and the Greek Theater. It will be set back from the street front and screened with landscaping. Vehicular access directly from Grant Avenue will help to reduce traffic on campus driveways and spacious and accessible pedestrian pathways will link this structure to all parts of the campus.

The Parking Structure design shown on these pages is reflective of the prior design completed in 2010, which was not constructed due to a reprioritization of bond financed facilities allowing instructional buildings to be constructed instead.



Vignette Plan



Key Plan



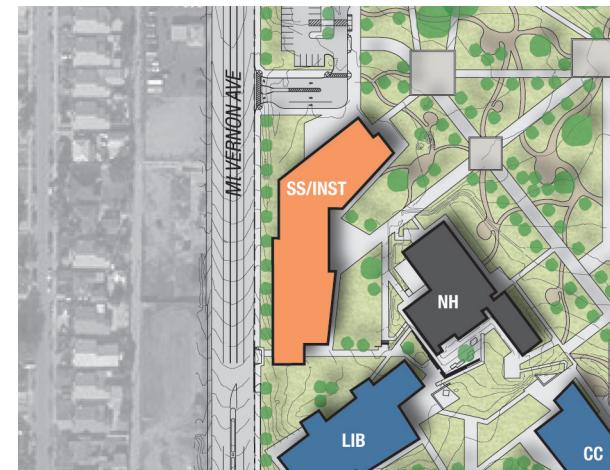
Recommendations

STUDENT SERVICES/INSTRUCTIONAL BUILDING

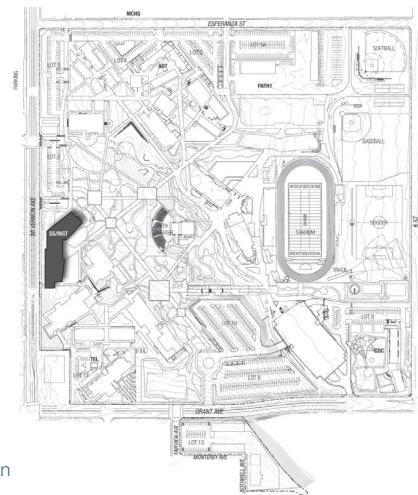
The Student Services & Instructional Building will bring student-centered instructional and support space into a welcoming facility at the front of campus. The new “one-stop” center will replace offices that are currently distributed among three widely separated buildings, simplifying way-finding and access for students and collaboration and sharing of resources for staff. This facility will also provide modern space to replace aged classrooms, laboratories, and faculty offices in the existing Liberal Arts Building, which has outlived its usefulness. The location next to the existing Library is ideal to house the expansion of learning resources, tutoring centers, instructional media, study space, and open computer labs—providing sufficient space to grow these functions and support the initiative for basic skills instruction. Because the quality of resources and support for faculty bears directly on student success, this facility will provide space to expand the College’s Professional Development Center and faculty collaboration space in a central campus location.

The Student Services & Liberal Arts Building is well-located to give Valley College a stronger presence on Mt. Vernon Avenue. It will be bracketed by pedestrian-friendly outdoor spaces that flow directly into a ground-level student welcome center. A plaza will draw students in from the “front door” of the College. Students and

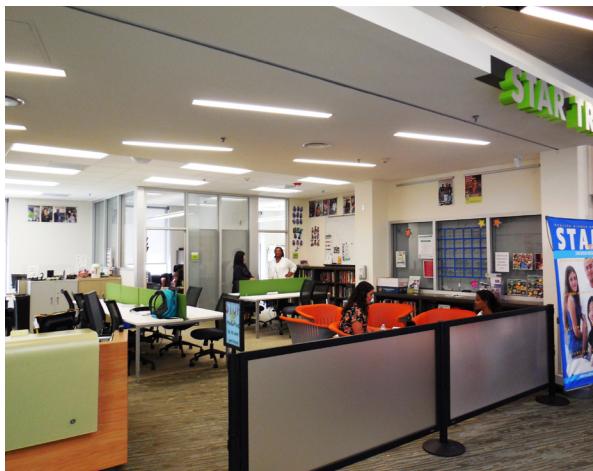
their family and friends will find respite in the sheltered and shady courtyard between this building and North Hall. A strong physical connection is recommended to link related functions to the existing Library.



Vignette Plan



Key Plan



Recommendations

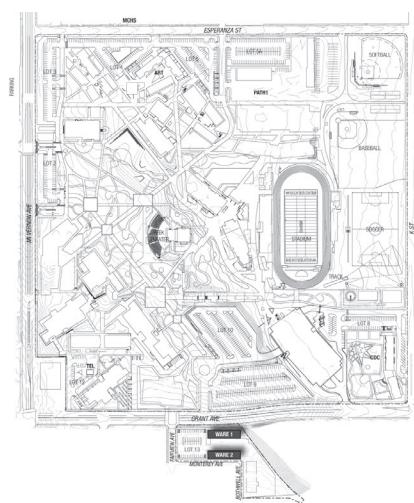
WAREHOUSE FACILITIES

The Warehouse Facility will provide space for SBCCD's district shipping, receiving, and storage functions, as well as a storage space for San Bernardino Valley College. This facility replaces six aged and temporary buildings, including two that were built in the 1930s. The new facility will be durable and easy to maintain—providing flexible and efficient space for receiving and handling deliveries, inventory processing, and disposing of obsolete equipment. It will provide secure storage for the SBCCD Police Department. The college portion of this facility will provide secure storage for general college needs and the needs of individual departments. This facility will include provisions to support the management and recycling of waste, including the storage and disposal of hazardous materials.

The Warehouse will be located on the Fairview precinct of campus. The outdoor areas will be improved to provide for delivery vehicle access and loading and staff parking—all secured by an attractive perimeter wall and landscaping.



Vignette Plan



Key Plan

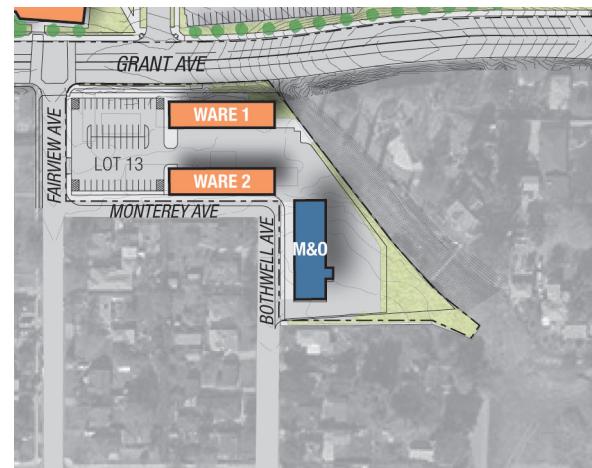


Recommendations

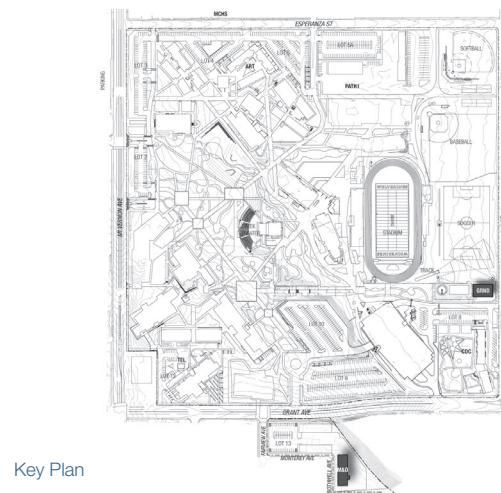
MAINTENANCE + OPERATIONS BUILDING REPURPOSING

Following the construction of the Career Pathway Complex, Phase 1, which will provide a new laboratory for the Diesel Technology program, the Transportation Building and its surrounding site will be repurposed to provide maintenance & operations work space. These work spaces are necessary to properly maintain the campus facilities and operate them efficiently, sustainably, and safely.

The building's location on the Fairview Precinct, south of Grant Avenue, is currently surrounded by unimproved grounds and this project will renovate the site and provide outdoor work space and maintenance vehicle parking and charging stations that are safely separated from student walking paths.



Vignette Plan



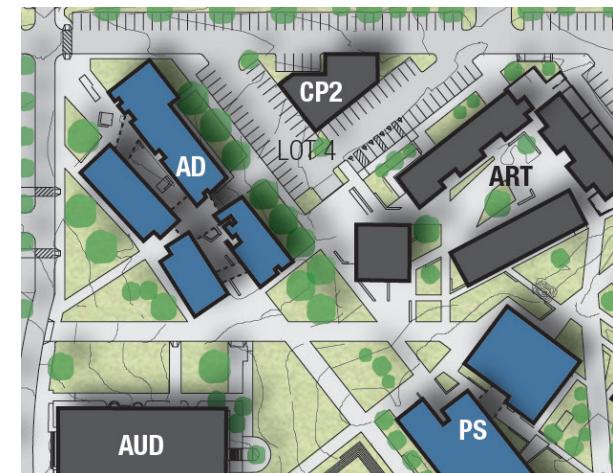
Key Plan



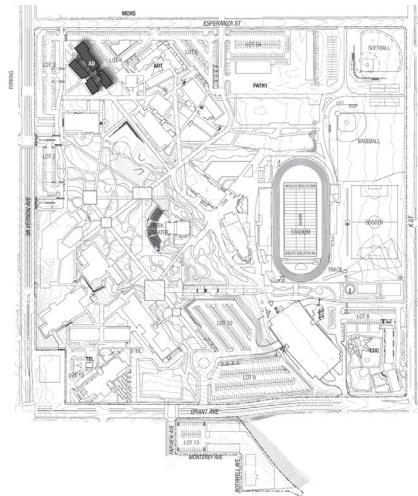
Recommendations ADMINISTRATION BUILDING REPURPOSING

Following the construction of the Student Services & Instructional Building and the relocation of student services offices, the vacated space in this building, the former Administration/Student Services Building, will be repurposed to house additional meeting space and workspace for Campus Technology Services (CTS), as well as offices for the College Foundation and Marketing and Public Affairs, which are currently housed in the Campus Center. The renovation of this building is an opportunity to repair and replace worn building components, to make it more efficient to operate, and to update its technology network infrastructure and connectivity.

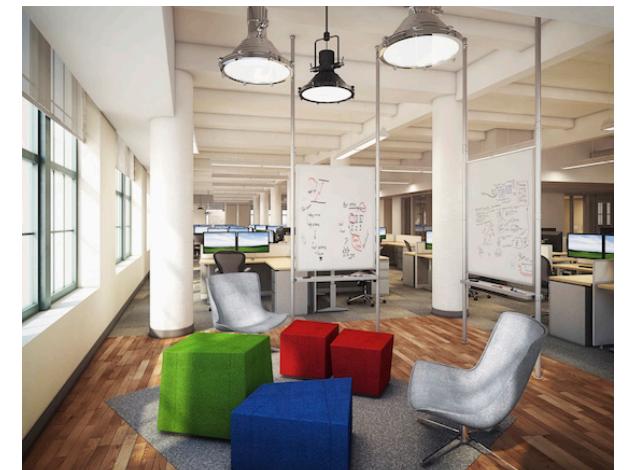
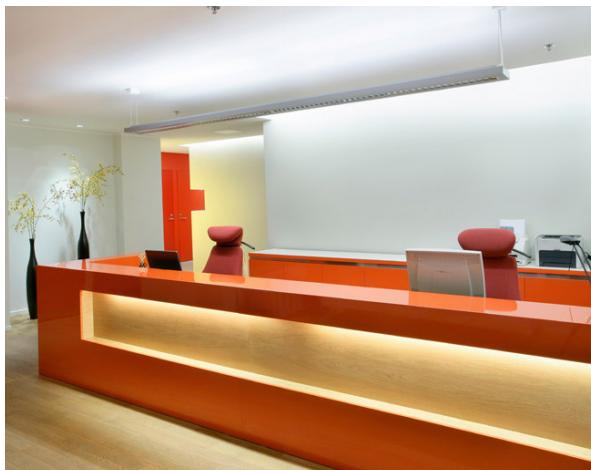
The Administration Building will provide an ideal location for CTS. Since CTS staff work closely with administration, faculty, and staff to integrate, support, and refresh general and program-specific instructional technologies in offices, classrooms, and labs, their ability to support the College will benefit from the needed expansion of their workspace and a location closer to their “customers.”



Vignette Plan



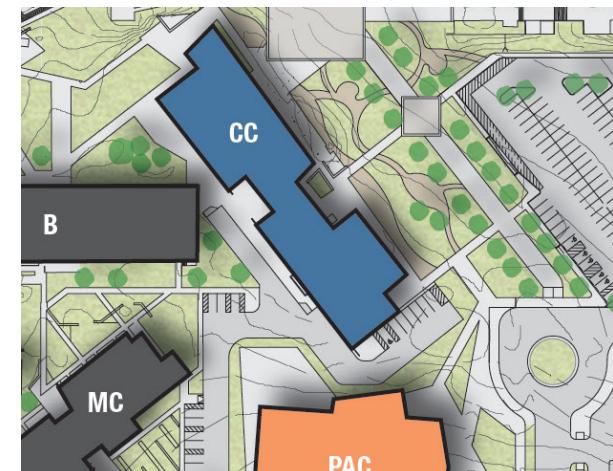
Key Plan



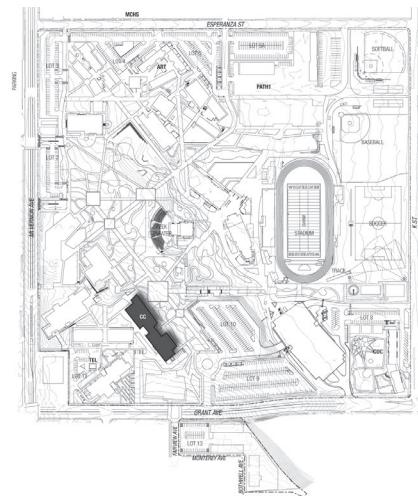
Recommendations CAMPUS CENTER REPURPOSING

The Campus Center Renovation will provide more space that is dedicated to student activities and recreation, student government, and clubs. Relocating the Veteran's Center to the Student Services and Instructional Building and the College Foundation and Marketing and Public Affairs to the Administration Building frees space for a student lounge and recreation room and a student club workroom and meeting space.

Outdoor areas, including the enclosed patio and the lanai adjacent to the Sunroom and dining room will be shaded, improved, and outfitted to enlarge the space that is available for student dining and gathering. The renovation of this building is an opportunity to repair and replace worn building components, to make it more efficient to operate, and to update its technology network infrastructure and connectivity—specifically to integrate the use of student-owned devices to support college life.



Vignette Plan



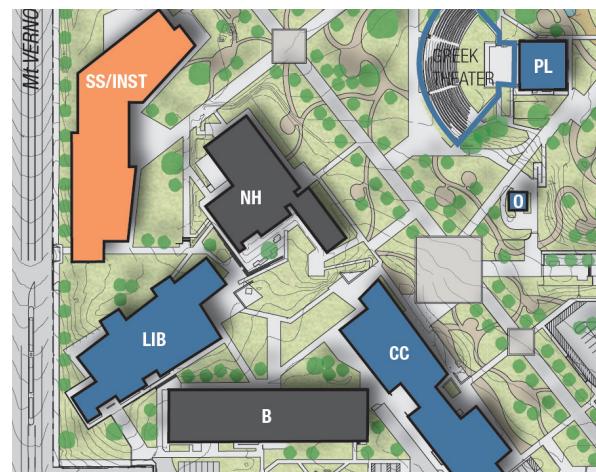
Key Plan



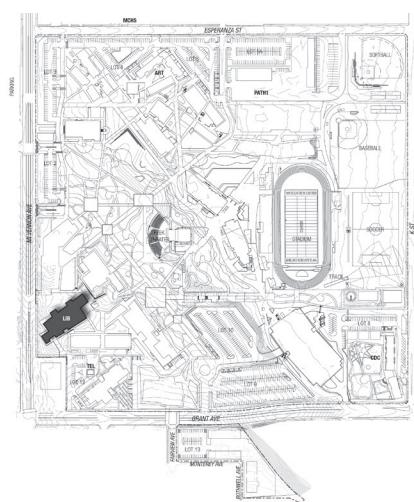
Recommendations

LIBRARY REPURPOSING

The Valley College Library is a well-loved and well-used community and college resource. Students wait for its opening each morning and remain till closing at night and on weekends. This project will repurpose specific inactive and underutilized spaces, making room for 21st century learning resources that are in increasing demand. It will implement the shift toward e-resources; expanding tutoring space and collaborative study space within a technology-rich environment that also supports students' own devices. It will activate the café and create space to house Valley College's rich local history archives and special collections. The College will explore the potential to build a direct physical link to the Student Services/Instructional Building, which will accommodate a needed expansion of library space for the growing student enrollment.



Vignette Plan



Key Plan





Recommendations

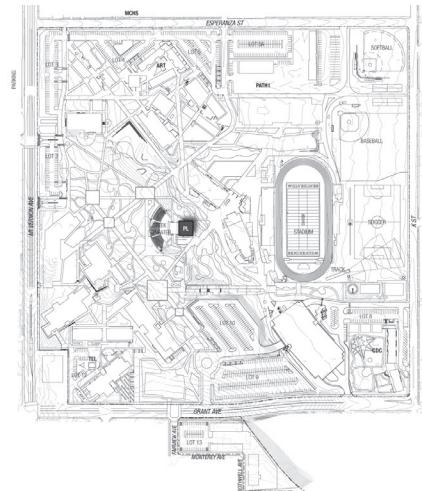
GREEK THEATER + PLANETARIUM RENOVATION

The Greek Theater is well-known and loved by Valley College's community as the location of many memorable graduation ceremonies, events, and performances. This facility also serves the community through its many shows at the 57-seat planetarium that are seen each year by thousands of local K-12 students and that are also open to the public on Friday evenings twice a month from September through April. The Observatory houses a college history collection, as well as the 14-inch telescope that is open for night sky viewing after each public planetarium show.

To prepare these facilities for many more years of service, they will be renovated and updated for accessibility and energy efficiency. The Greek Theater will receive audio-visual and technology equipment and infrastructure upgrades. Options for shading the seating area, within the seismic constraints of the Alquist-Priolo Act, will be explored. Interior space that has been used for temporary housing during the construction of many buildings, including the Gymnasium and Stadium, will be repurposed for permanent uses.



Vignette Plan



Key Plan

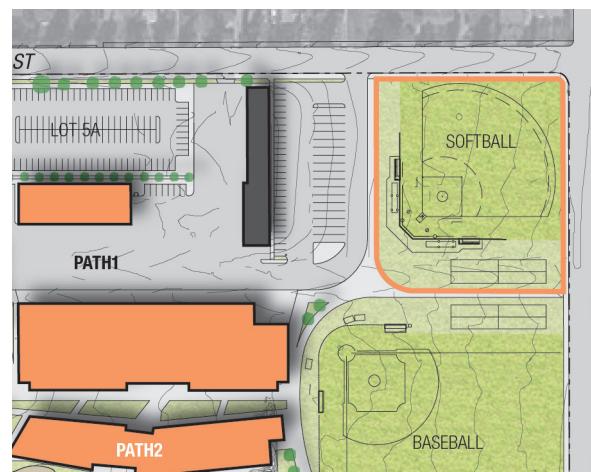


Recommendations SOFTBALL FIELD

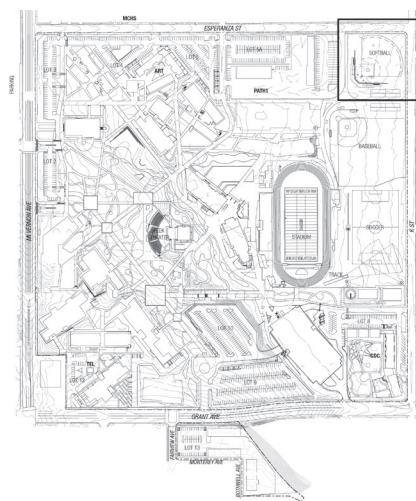
Women's Softball is a well-established part of the Valley College Athletics Program. It advances the achievements of scholar-athletes through rigorous training and competition, requirements for academic achievement, conference- and state-wide honors, and recruitment by four-year institutions.

Currently the College does not have on-campus softball facilities. Home games are played at Ralph Lopez, Jr. Field in Cesar Chavez Park. This project will build facilities that comply with NCAA requirements for practice and collegiate competition and advance Valley College's plans for compliance with Title IX requirements.

This project also offers the opportunity to incorporate features that are designed to manage storm water and comply with state requirements that will be enforced for future campus development projects.



Vignette Plan



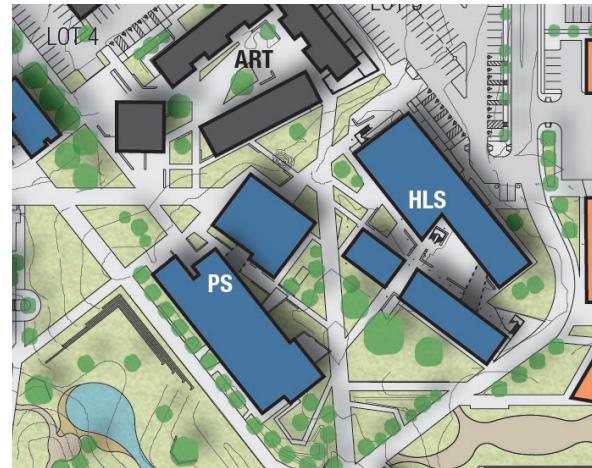
Key Plan



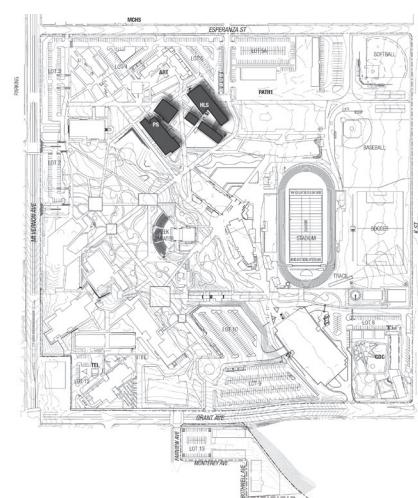
Recommendations

PHYSICAL SCIENCES AND HEALTH + LIFE SCIENCE BUILDINGS SECONDARY EFFECTS

Following the construction of the Career Pathways Building Project, Phase 1; space will be vacated in the Physical Sciences Building and the Health & Life Science Building as specific functions move to the new facility. This secondary effects project will reorganize and repurpose space in the PS and HLS buildings, in order to implement a holistic approach to growth by zoning existing and new programs and services logically and efficiently.



Vignette Plan



Key Plan



Recommendations

CAMPUS-WIDE LEARNING ENVIRONMENT UPGRADES

Learning and student development can and should take place in all areas of campus, from informal conversations outside of class to the discussions and investigations that take place in a classroom, lab, or tutoring space. The renovation and upgrades of existing instructional buildings and spaces provide the opportunity to create instructional, collaboration, and tutoring spaces that focus on the needs of students and faculty for today's learning. These redeveloped spaces should take place in a variety of locations all over the campus and be flexible to allow for a variety of instructional approaches, including direct presentation, group work, project-based learning, class discussion, and role playing.

Instructional Spaces

Redevelopment of instructional spaces, particularly lecture classrooms, should consider student class size and average number of contact hours. A variety of instructional room sizes will provide options for scheduling courses in a space that aligns with the enrollment size of a particular course. The flexibility of space development with furnishings and technology can encourage creative approaches to discussions, project-based learning, and teamwork. Faculty in each classroom or lab need to feel empowered to re-arrange and create a space to suit their specific instructional needs. Redeveloped instructional spaces should

include mobile furnishings on casters that can easily be reconfigured to support various modes of instruction. Engagement of students could be increased with a layout that provides for small group discussions and activities, rather than rows of individual desks.

WiFi access to allow for use of tablets, laptops, and mobile devices should be included in all instructional spaces throughout the campus. Power for charging devices should be included along all walls.

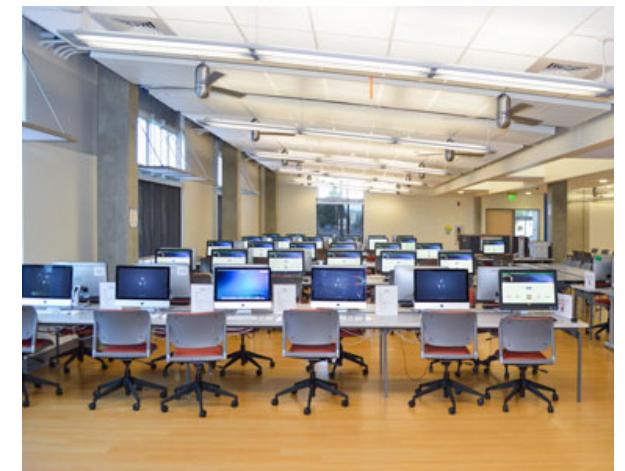
Opportunities for multiple large flat-screen monitors on the walls and multiple large front projection screens will increase visibility for direct presentations and allow for small group work. As technology changes, new options should be implemented to encourage the latest methods of research and interaction with information beyond the walls of the College.

Distance Learning

As distance learning and blended learning opportunities increase at the College, consideration should be given for additional testing locations for these courses, as well as touch points for interaction with faculty and other students for personal contact and mentoring. Faculty office areas should be augmented with small conference rooms or group rooms to allow for more flexibility to meet with multiple students and to provide locations for faculty interaction.

Corridors and Public Spaces

Public spaces are essential to the daily campus life of students, faculty, and staff. They foster a wide variety of activities and support informal, spontaneous interactions and socializing that can lead to a culture of trust, collaboration, sharing, and informal learning from others. Clear sightlines to these areas should be considered for security. The redevelopment of buildings and surrounding outdoor spaces should focus on the opportunities these transitional spaces can provide. Planning the campus' facilities should strategically distribute a mix of quiet and lively, public and semi-private spaces, such as cafés, common areas, and study rooms throughout all buildings. They should be created in easy-to-locate areas, such as lobbies, corridors, outside classrooms and offices, and outdoors. A variety of sizes and configurations of spaces should be considered for various uses. These informal learning and collaboration spaces should support a variety of student activities, including study and informal tutoring, waiting between classes, socializing, interactive dialogue between students and instructors, reading, and use of technology devices. The design of all areas should consider the need for power to charge technology devices.



Recommendations

CAMPUS-WIDE VEHICULAR CIRCULATION + PARKING

The Facilities Master Plan makes recommendations to improve circulation and access at specific portions of the campus vehicular circulation system. It increases the amount of parking spaces while also providing for alternatives to single-vehicle commuting that will help to slow the growing need for parking capacity. The FMP aligns with regional and local mobility plans to provide a range of transportation modes from which to choose. Close collaboration among SBCCD and Valley College, transit authorities, and local and regional planning authorities is recommended to facilitate these improvements.

Campus Entry Points and Circulation

The FMP plans for the development of a welcoming “front door” to the campus along Mt. Vernon Avenue, between the Auditorium and the Student Services & Instructional Building. Within this zone, the main vehicular entry point is recommended to be aligned with the signal at Johnston Street. This change would allow both north-bound and south-bound vehicles to enter the campus. The signalized intersection would continue to provide for the pedestrians crossing Mt. Vernon Avenue between the campus and the Pro Swap-Meet. To improve the flow of traffic at the juncture of Lots 3 and 4, the driveway connecting Esperanza Street and

Lot 3 should be altered to allow entrance only. Vehicles will be able to exit the campus farther east to Esperanza Street and further south to Mt. Vernon Avenue.

The FMP recommends closing College Drive to general vehicular circulation. This area will be incorporated into the outdoor instructional labs of the Career Pathway Complex and be restricted to pedestrian, service, and emergency circulation between the Baseball and Softball Fields.

The Parking Structure project will improve circulation in the driveways and parking lots near Grant Avenue. Traffic will flow directly into and out of the parking structure via Grant and Fairview Avenues lessening the traffic in other parking lots.

Transit Stops & Passenger Loading zones

Currently many students are dropped off and picked up at the campus by family and friends. As the use of ride-sharing and ride-hailing becomes an even greater proportion of vehicle trips to campus, the need for passenger loading zones with adequate vehicle stacking space will grow. Providing dedicated loading zones reduces congestion in parking lots that currently serve as informal waiting and loading zones. The development of three passenger loading zones are recommended.

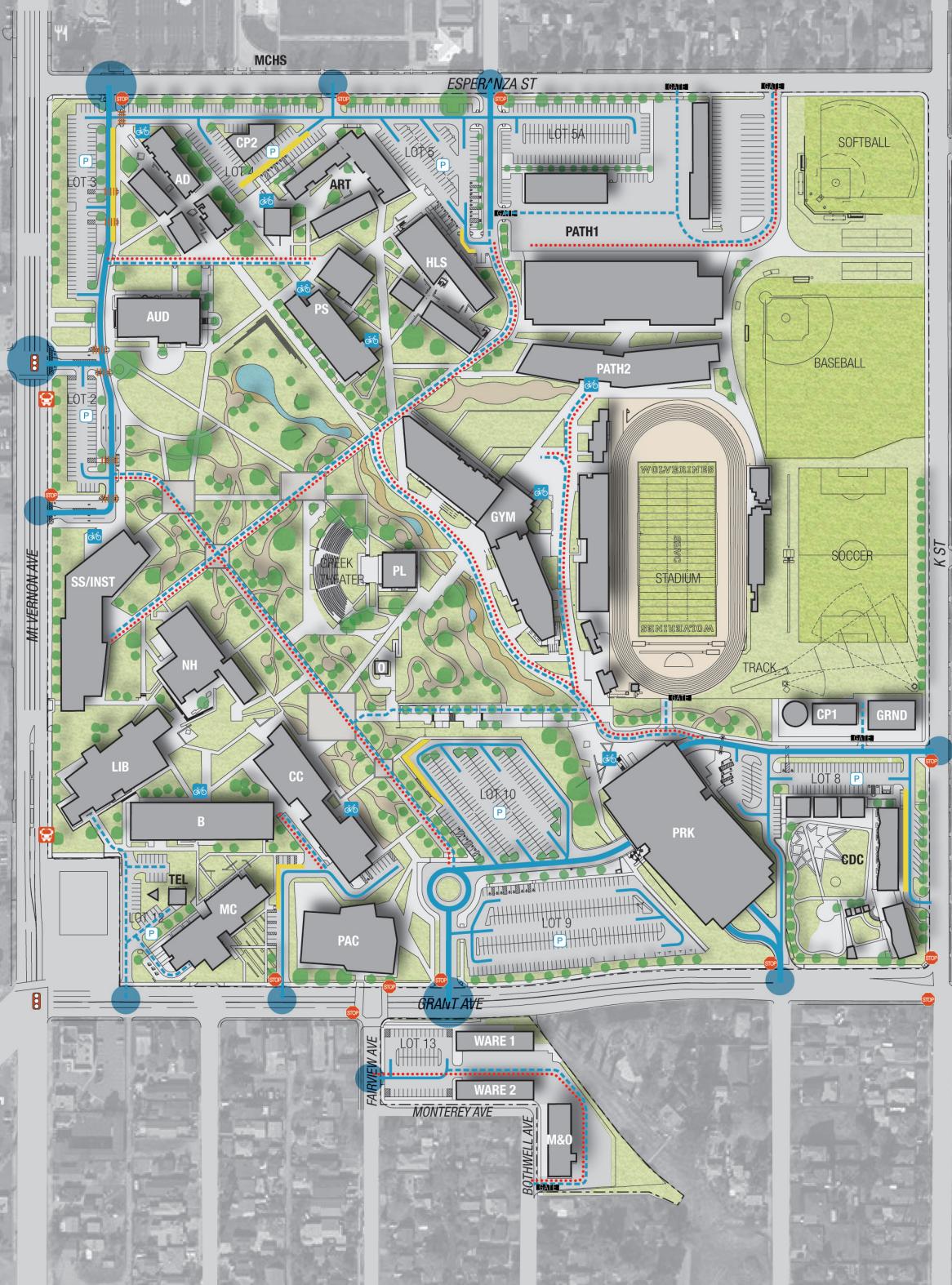
- › Main entrance passenger loading zone and transit stop
- › Eureka Avenue passenger loading zone
- › Fairview Avenue passenger loading zone

Parking

The FMP plans for more parking on the Valley College campus. It also assumes that the joint-use parking agreement with Pro Swap-Meet, as well as on-street parking in the surrounding public streets will remain available during the master planning horizon.

The Parking Structure project will provide a net increase of 975 additional parking spaces. The FMP alters previous plans to build a second parking structure near Esperanza Street and instead plans for a redistribution of surface parking lots in the northern part of the campus. Much of the location previously planned for a second parking structure will instead be used to provide more indoor and outdoor instructional space for the Career Pathways Complex.

Looking beyond the planning horizon for this FMP, it is recommended that SBCCD and Valley College continue to implement policies and programs that encourage the use of alternative transportation modes that help



2016 LONG-RANGE CAMPUS MASTER PLAN

FACILITIES

- CAMPUS ENTRY - MAJOR/MINOR
- PASSENGER LOADING/DROP OFF ZONE
- PARKING AREA
- PRIMARY VEHICULAR ROUTE
- SECONDARY VEHICULAR ROUTE
- SERVICE VEHICULAR ROUTE
- EMERGENCY VEHICULAR ROUTE
- BICYCLE PARKING
- CROSSWALKS
- BUS STOPS
- TRAFFIC SIGNALS
- STOP SIGNS
- GATED ENTRY
- PROPERTY LINE

| Lot | Spaces | |
|-------------------|----------|-----------|
| | Existing | Proposed |
| 1 | 99 | n.a. |
| 2 | 45 | 45 |
| 3 | 70 | 70 |
| 4 | 104 | 104 |
| 5 | 106 | 106 |
| 6 (gravel) | 25 | n.a. |
| 7 | 203 | n.a. |
| 8 | 298 | 48 |
| 9 | 232 | 232 |
| 10 | 160 | 160 |
| 11 | 139 | 16 or 139 |
| 12 | 26 | 26 |
| 13 | n.a. | 44 |
| Parking Structure | n.a. | 1225 |
| College Dr | 45 | 0 |
| Eureka Ave | 9 | ? |
| CDC | 10 | 10 |
| Police Lot | 15 | 15 |
| Total | 1585 | |

HMC Architects

0 FEET 250

Recommendations

CAMPUS-WIDE VEHICULAR CIRCULATION + PARKING (*cont.*)

to reduce the parking utilization rate. Because the continued availability and terms of use of the Pro Swap-Meet and off-campus street parking are not guaranteed, SBCCD and Valley College should continue to explore additional options. The joint-use agreement with Pro Swap-Meet should serve as a model for addressing the need for parking in ways that are cost-effective and based on community partnerships.

Bicycle Facilities

Bicycling to campus promotes fitness and reduces the demand for parking lots. It also helps to reduce the College's carbon footprint that results from fuel-based transportation, by far its largest contribution of greenhouse gases. Valley College could do more to welcome cyclists. Discussions among stakeholders and a review of current policies are recommended to build consensus around a set of goals, policies, and rules for safe and convenient bicycle use on the campus.

The FMP recommends integrating bicycle use at the campus entry points, especially at or near existing and planned community bicycle routes and paths. Bicycle entrances are recommended at points on Mt. Vernon Avenue, which is a Class III bicycle route, and on Grant Avenue nearest the Lytle Creek Channel Class

I bicycle path. Signage along campus routes shared with vehicles or pedestrians will promote awareness of bicycle traffic. Existing pedestrian/emergency vehicle routes have the capacity to serve as bicycle routes and should be designated with signage placed next to or painted on the pavement. These paths extend to the Gymnasium, where secure parking and access to showers would be provided.



Recommendations

CAMPUS-WIDE ENRICHED OUTDOOR ENVIRONMENT

Beginning 20 years ago, when it became necessary to redevelop much of the campus, Valley College has tested different approaches for the design of its buildings and open spaces. Currently, a large area at the center of campus is being redeveloped for the Gymnasium and Stadium, implementing concepts that were developed with the participation of many faculty and staff.

These concepts draw upon the College's physical context and educational mission for inspiration. Learning gardens and outdoor classrooms are transforming the campus into a lab for learning that accommodates the diverse and active ways in which students learn. The FMP recommends extending these features into The Glade and throughout the campus—making it clear that the campus is here for Valley College's community by fostering a welcoming neighborhood feel that celebrates Valley College's community, history, and heritage.

Student-centered Campus

In support of San Bernardino Valley College's strategic directions, the FMP recommends a revisioning of the campus into a place that welcomes and invites students to use it to further their growth and educational goals. To be an effective resource for student learning and growth, the campus must be an enriched, stimulating,

and interactive environment that offers many lessons that grow organically out of available opportunities. These include but are not limited to proximity to instructional programs, campus facilities, the natural environment, local history, and the expertise and interests of faculty and staff. Special features such as small performance opportunities and interactive displays may be incorporated. The concepts described are just a taste of the many possibilities.

The Campus as a Living Laboratory

Valley College's history would be highlighted and honored through features that recall buildings, courtyards, and places such as the Free Speech platform, and their role in college history. Architectural elements of the Mission Revival-style that have been saved from the original campus buildings would be incorporated. Public art and student art will be displayed and featured in indoor and outdoor spaces to enhance gathering spaces.

Opportunities will be sought to program and design learning gardens such as the Biology Learning Garden that is being built next to the Gymnasium. For example, an Astronomy Learning Garden could be constructed around the Observatory and Planetarium. Other gardens could feature native habitat and wildlife, the local





Recommendations

CAMPUS-WIDE ENRICHED OUTDOOR ENVIRONMENT (*cont.*)

geology and seismicity, and storm water management and its effect on regional water quality.

Network connectivity through the campus WiFi system will be extended to cover outdoor areas to support instructional and social activities using both college- and student-owned devices.

The Glade

Native riverine environments will be modeled by a dry creek bed that winds pass the Gymnasium and into The Glade to find its destination among the oak trees. The dry creek would serve a double-duty by helping to manage storm water on the campus while recalling the restorative beauty of the naturally flowing water.

Plazas and gathering spaces of a variety of sizes and scales would be developed at nodes that recall the location and functions of past campus buildings. Areas furnished with tables and seating and paved with decomposed granite or other materials would support many uses, such as outdoor dining and events, or define outdoor living rooms that would welcoming students and staff. Use of natural elements such as boulders for informal seating and walkways accented with stone pavers will be encouraged.

Larger paths would link destinations across the campus. Smaller, winding paths would bring walkers through the garden environments at a slower pace. Large trees will be preserved and many more trees will be planted to create shade. Shade structures will be provided where permitted.

Courtyards

Paving, shade structures, landscaping, lighting, and furnishings will be provided for courtyards that are adjacent to the Career Pathways Complex and the Student Services and Instructional Building. Charging stations for personal devices and WiFi coverage will be provided.



Recommendations

CAMPUS-WIDE SECURITY + SAFETY

SBCCD and the College will take a proactive approach to the security and safety of the campus including designing outdoor and building space using CPTED (Crime Prevention through Environmental Design) design principles and best practices for creating secure environments. This approach will be augmented with electronic security and safety systems. Projects to upgrade systems can be done as new buildings and site areas are built, as existing facilities are renovated, or as specific security systems are brought on line. The implementation of these upgrades should be coordinated with the SBCCD Police and a campus-wide safety and security plan.

Projects include:

- › Expand the electronic access control system to control access to all buildings.
- › Install digital CCTV security cameras and monitoring system in parking areas, in selected portions of buildings, and other key areas of the campus.
- › Expand the intrusion alarm system on campus to include all buildings and key spaces on campus.
- › Install a campus-wide emergency notification system through the fire alarm system and include exterior speakers to cover all areas of the campus.



Recommendations

ANCILLARY LOGISTICS + INFRASTRUCTURE

Developing new facilities, roads, and infrastructure on an active campus requires a rigorous and logically-sound approach. New facilities must be integrated into existing systems, which, in turn, must be upgraded to accommodate increasing loads. Simultaneously, campuses must evolve to keep up with new regulations and standards for sustainability and efficiency—a responsibility that community colleges have embraced as an extension of their educational mission and as stewards of public resources.

Temporary Facilities and Logistical Planning

SBCCD and Valley College will plan and budget for relocating occupants and providing temporary housing and parking when needed. Simplifying logistics is a key factor for the order in which projects will be built. Temporary space will be provided only when necessary for programs whose existing facilities must be demolished or removed before new or renovated facilities are ready to occupy.

Sustainability Planning

Continued sustainable facilities planning is recommended to build upon Valley's successes and set milestones toward achieving net-zero energy usage and other sustainability goals. Next step strategies to consider include:

- › Ultra-efficient building design standards
- › Micro-grid and battery storage
- › Fuel cell electrical generation
- › Sub-metering of all systems
- › Online dashboard that shows power generation and water and power usage
- › Retro-commissioning on a 3- to 5-year cycle
- › Electric/hybrid vehicle charging stations
- › Emerging technologies

Gymnasium Rooftop Solar Photovoltaic Plant

Valley College is poised to make its first move toward a renewable energy future. The new Gymnasium is solar-ready—built to support a 450 kW rooftop solar PV plant that will supply the campus with clean energy.

Parking Structure Solar Photovoltaic Plant

The next renewable energy project is ready to build. The Parking Structure has been designed to support a 400 kW rooftop solar PV plant that will further decrease Valley College's reliance on the grid.

Softball Field Storm Water Retention and Treatment

Recently enacted water quality regulations no longer exempt community colleges from complying with their requirements. Moving forward, the design of new buildings and site improvements must mitigate against increases in impervious surface areas—surfaces that restrict storm water from being absorbed into the ground. The design must include measures to retain and treat storm water that runs off roofs, parking lots, and other impervious surfaces. To the extent that it is practical, localized measures such as bio-swales, rain gardens, and pervious paving will be used to capture storm water close to where it falls. But it is likely that a more extensive retention and treatment system will be needed for development in the northeast portion of the campus, including Career Pathways, Phase 1 and 2 and Parking Lots 5A and 5B. The planned Softball Field is next to the connection to the municipal storm drain line and is a logical location for such a system.

In addition to storm water requirements, water quality regulations also require a campus sewer management plan and SBCCD and the College are currently studying the existing sewer infrastructure and identifying needed repairs and upgrades.

Central Cooling Plant Upgrades

Air conditioning on campus runs on chilled water that is generated at the central cooling plant and circulates underground to each building. The Central Plant operates throughout the night when power costs less and stores chilled water in the thermal energy storage tank for use during the next day. This project will upgrade the chilling and storage capacity to keep pace with the development of new buildings.

Site Utilities Infrastructure Study

A comprehensive utilities infrastructure study is recommended as the next step to support future facilities with vital services and prepare and budget for efficient and sustainable campus operations. The campus utilities infrastructure will be mapped and assessed with regard to condition and the capacity to respond to planned needs. This FMP will serve as the basis to estimate and plan for future needs.

The study will begin by thoroughly mapping, documenting, and assessing the condition and capacity of all existing systems. It will model future needs and plan for improvements to the campus' space heating and cooling, power (including increasing

site generated power), natural gas, communications, potable water, expanded use of non-potable irrigation water, sewer, and storm water management systems. It will consider emerging technologies and infrastructure systems that support the efficient use of resources and reduce the campus' environmental impacts.

Recommendations

EXPLORATION OF FUTURE OPTIONS

Since opening in 1927, the physical size of the campus has grown to offer students comprehensive educational and support services. These recommendations are intended to improve the utilization of the land area that is currently available as campus development approaches build-out capacity. This CMP plans for facilities to accommodate students' needs through year 2031, based on current enrollment projections. For the long-term, options should be explored to house functions that may be needed in the future-- especially for space-intensive functions such as large outdoor instructional labs, facilities for specialized uses, and parking. As they arise, opportunities should be considered to acquire additional land for specific needs. In addition, opportunities should be considered to share development and operating costs with community partners through joint-use agreements.

The following are ideas that arose through master planning discussions. They are listed here as options for continued discussion and exploration.

Aeronautic Technology Program Facility at San Bernardino International Airport

Explore the option for students in the Aeronautic Technology Program to learn within the active environment of an operating international airport. A facility here could have the space needed to expand Valley College's existing program beyond what is possible to teach on its campus. A presence at the airport could help to build partnerships with the industry, train incumbent workers, and place Valley College students in jobs and internship programs.



Recommendations

EXPLORATION OF FUTURE OPTIONS (*cont.*)

Performing Arts Center

Valley College will continue to explore options to provide facilities to house teaching laboratory and performance space for the Theatre Arts and Dance Programs.



Aquatic Center

Valley College will continue to explore the option to develop an aquatic center that would support instruction, as well as provide a needed recreational opportunity for the community. A location, with space for a 25-yard by 35-meter competition pool and a 6-lane 25-yard wellness pool, is planned within the Valley College campus. The location is adjacent to the Gymnasium, which houses locker and shower facilities.

Tennis Facility

Valley College will continue to explore the option to develop a tennis facility that would support instruction, as well as provide a needed recreational opportunity for the community. Ideas for such a facility include a location on the upper deck of a parking structure, an expanded campus site, and a joint-use site within the community.



Recommendations

IMPLEMENTATIONS

An implementation plan is recommended to prepare for the orderly and timely implementation of this FMP. This important step is intended to prompt decision-making, planning, scheduling, and budgeting at a more detailed level and to prepare for the design and construction phases of individual projects. An implementation plan will create a detailed long-range vision that is linked to design standards and objectives, funding strategies, and a multi-discipline study of the campus' utilities infrastructure systems that must be ready to support each new facility.

During the planning process, Valley College Council engaged in a thorough discussion about the prioritization of future facilities projects. Taking into account educational priorities, time-sensitive opportunities, logistics, potential funding, and program growth; the Council determined the following order of priority. The campus-wide improvements are intended to be implemented incrementally, either in phases or as part of facilities projects:

New Construction

1. Career Pathways, Phase 1
2. Parking Structure
3. Student Services + Instructional Building
4. Softball Field
5. Career Pathways, Phase 2
6. Warehouse Facilities

Renovation + Repurposing

1. Maintenance + Operations Building
Repurposing
2. Administrative Building Repurposing
3. Library Repurposing
4. Campus Center Repurposing
5. Greek Theater + Planetarium Renovation
6. Physical Sciences + Health and Life Sciences
Secondary Effects

The campus-wide improvements are intended to be implemented incrementally, either in phases or as part of facilities projects.

Campus-Wide Projects

1. Campus-Wide Vehicular Circulation + Parking
2. Campus-Wide Security + Safety
3. Campus-Wide Learning Environment
Upgrades
4. Campus-Wide Enriched Outdoor Environment

Future Exploration

1. Adult/Community Classes
2. Aeronautics Technology Program Facility at SB International Airport
 - Performing Arts Center
 - Aquatic Center
 - Tennis Courts



HMC Architects

