

LETTER FROM THE PRESIDENT



At Mission College, transformation is not just an aspiration, it is our legacy. For fifty years, Mission College has been a beacon of access, equity, and innovation in the heart of Silicon Valley. As we chart our course for the future, we honor that legacy while boldly envisioning a campus that is even more student-ready, futurefocused, and community-centered.

This Future Facilities Plan is the result of a truly collaborative process, shaped by the voices of our students, classified professionals, faculty, administrators, and community partners. We engaged together, listened deeply, and imagined boldly, ensuring that the spaces we create are grounded in our shared values of social justice, belonging, innovation, and sustainability.

Our future campus will reflect who we are and who we are becoming: a vibrant, welcoming, inclusive community where every student feels seen, supported, and empowered to thrive. From enhanced learning spaces and wellness hubs to stronger industry connections and green, sustainable environments, this plan transforms more than buildings, it transforms lives.

This Future Facilities Plan is aligned with our Strategic Education Master Plan (SEMP) and centers the guiding principles that define Mission College: Students, Access, Wellness, Stewardship, and Community. It will create spaces that foster curiosity, collaboration, and success, preparing our students not just for the jobs of today, but for the leadership needed tomorrow.

I am deeply grateful to every member of our Mission family who contributed to this vision. Your passion, your commitment, and your willingness to dream big have shaped a future where Mission College will continue to rise as a model of what is possible in higher education.

Together, we are building a campus, and a future, worthy of the extraordinary students we serve.

Seher Awan, Ed.D., MBA, MPA

President, Mission College

Land Acknowledgement

We begin with the acknowledgement that we, as settlers and displanted people, reside on the unceded sacred land of the Muwekma Ohlone Tribe. We are aware that the U.S. began with the conquest and genocide of Indigenous People and grew its wealth from the labor of enslaved Africans. The effects of colonialism and imperialism are still present and felt in the lives of many. We offer our respect to their ancestors, Elders, and descendants today. May we learn to be better stewards of the land.



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INTRODUCTION

This Future Facilities Plan has been created to serve as a guide for future development and decision-making. This Plan supports the College's mission to serve the diverse educational needs of our student population by providing equitable access and support towards completing associate degrees and certificates aligned with transfer and career pathways to meet educational and personal goals as well as the workforce demands of the city of Santa Clara and Silicon Valley. Through an inclusive process, we have identified the high-level needs and opportunities for the campus. As an outcome of this Plan, the campus may pursue individual projects that allow for detailed exploration and implementation.

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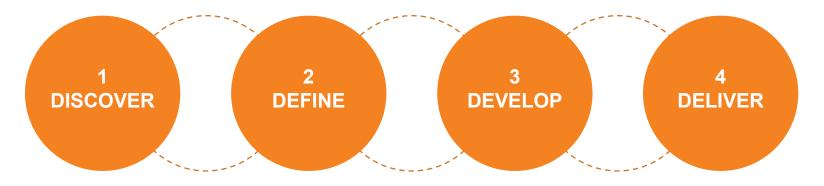


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PLANNING PROCESS

This Future Facilities Plan was developed using a dynamic and collaborative process that was integrated, participatory, and data informed.

Multiple engagements, meetings, and workshops were conducted to engage with the Mission College community and provide opportunities for input and feedback, which are highlighted in the following chapter.



INTEGRATED + PARTICIPATORY + DATA-INFORMED





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STRATEGIC AND EDUCATIONAL MASTER PLAN

At Mission, students are the highest priority. We Value:

Social Justice

Excellence

Equity

Curiosity

Community

Inclusivity

Integrity

Innovation

Sustainability

Continuous Learning

The Strategic Education Master Plan (SEMP) defines five desired institutional goals intended to aid the College in achieving its mission. These goals informed this Future Facilities Plan by serving as a framework for each engagement session. The College's defined SEMP goals are collectively known as the MC STARS:

Goal 1: Support the student journey

Goal 2: Thoughtful innovation through student-ready action

Goal 3: Accept accountability and ownership of goals and performance

Goal 4: Rely on data, inquiry, and evidence to enhance decision-making and action

Goal 5: Support the overall health and wellness of the Mission College Community





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PARTICIPATION

Thank you to the many individuals who participated in the various engagements throughout the planning process.

They represent the following groups:

- Executive Cabinet and College Leadership
- Deans/Directors/Supervisors
- Associated Student Government
- Students
- Academic Senate
- Full-time and Part-time Faculty
- Classified Senate
- Classified Professionals

Special thank you to our Future Facilities Plan Work Group:

- Mamadou Bah
- · Carla Breidenbach
- Terrance DeGray
- Kristal Dela Cruz
- Rosa Huynh
- Mehran Karimi
- Danny Nguyen
- Nini Reyes-Bolinger





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Campus Engagement

Campus engagement was an integral aspect of the development of this Future Facilities Plan. This chapter provides highlights of each of the activities, which allowed all members of the campus community to share their experiences, provide input, and inform the future campus.

Engagement Activities

- Campus Forum and Student Focus Groups
- Constituent Sessions
- Business Breakfast
- Campus Survey



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Campus Forum and Focus Groups

A half-day campus forum was held in August and full-day campus forum in October 2024. Students, faculty, classified professionals, and administrators were able to provide input via posters and brief conversations regarding their experience on campus, favorite places, campus navigation, what is working well, and what could be improved in the future.

Student Focus Group engagements were held in-person and on Zoom in November and via asynchronous poster sessions in early December 2024. Engagements included:

- Students with Disabilities
- Veterans
- Umoja, Puente, and Asian Pacific Islander Desi American (APIDA) communities
- · Mission Early College High School, and
- LGBTQIA+ community

Overall, the vast majority of students described their experience as very positive. When asked how they would describe the campus today, students shared words such as diverse, welcoming, community-based, modern, peaceful, clean, pretty, and spacious.

When asked how they would hope to describe the campus in the future, students shared words such as **eventful**, **fun**, **lively**, **community-based**, **more trees and greenery**, **more shade**, **advanced technology**, **and better food**. Evening students also noted a desire for the campus to be even **more diverse and have more programs**.











Campus Forum and Focus Groups

When asked to place a dot on their favorite place on campus, students' responses were highly distributed across many areas of campus. The most popular areas were the Campus Center, the Central Plaza, and the Student Engagement Center, with specific appreciation for the Umoja space.

When asked about their experience navigating the campus, some students described it as easy and clear, while others found the campus confusing and difficult to navigate. They described that the pathways off the Central Plaza look similar, that there is confusion about what paths are for cars versus people, and that better signage is needed throughout campus.











Campus Forum and Focus Groups

Overall, the Campus Forum and Student Focus Groups provided a wide range in input on the potential future of the campus, summarized in the ten themes below:





Constituent Sessions

Throughout the planning process, the Future Facilities Plan team engaged with many different constituent groups:

- Academic Directions
- Academic Senate
- Associated Student Govt
- Athletics & Kinesiology
- Classified Senate
- College Council
- Custodial & Grounds

- · Facilities & Safety
- Health & Public Safety
- Instructional Council
- Student Services Council
- Sustainability
- Technology

Input from these groups was very consistent with student input and also included or emphasized the following:

- Synergy and Cross-pollination
- Innovation
- Culture and Community-building
- Wayfinding
- Flexibility and Adaptability
- Hybrid Learning Support
- Career Path Support
- Connection with Industry
- Space Optimization
- Campus Accessibility



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Business Breakfast

The November 2024 Business Breakfast included a workshop with attendees to share input on the college's vision related to the Future Facilities Plan. Input was consistent with comments from students, faculty, classified professionals, and administrators, and also included or emphasized the following:

Campus Priorities

- · Career preparation and job training
- · Interdisciplinary and adaptive learning
- Digital literacy
- · Student housing
- · Partnership with public and private sector

Programs Serving Workforce Labor Needs

- · Health and safety, with specific emphasis on nursing
- STEM, especially technology
- Building trades
- · Arts, culture, and design
- Sustainability
- Adult learners, especially for seniors learning online
- · Interdisciplinary and hands-on learning

Community Partner/Resource Input

- · Internship and industry connections
- K-12 and university partnerships
- · Connection with social impact organizations
- · Conference center





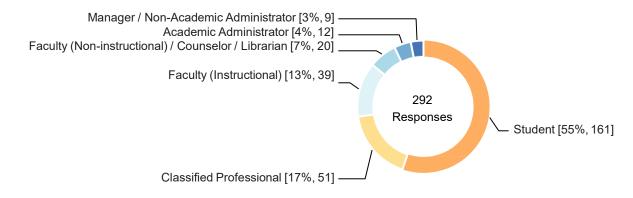




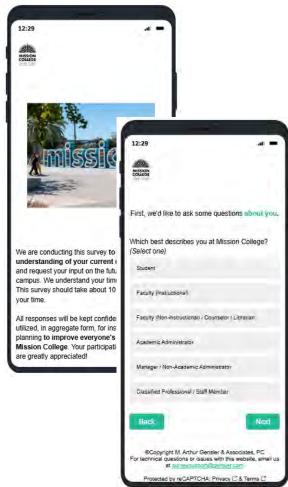


Campus Survey – Participation

To complement our in-person engagement activities, all members of the Mission College community were provided the opportunity to share their experiences. An online, anonymous survey was developed and made available to all students, faculty, classified professionals, and administrators. The survey, administered between September 30 and October 12, 2024, yielded nearly 300 responses, with representation from all demographic groups. The following represents the distribution in respondents:







Notes:

Out of 161 students, 21 are from Early College High School programs.

Three of 161 student respondents completed 80% of the survey, so some graphs show 158 responses.

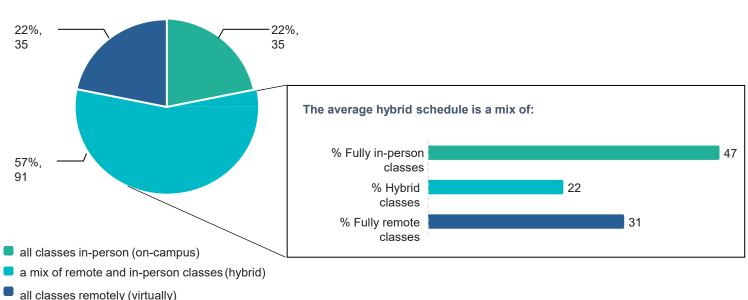


Campus Survey – Student Learning Modes

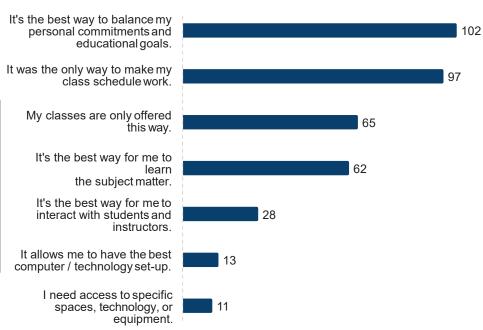
The majority of students are taking a mix of in-person and remote classes. Top reasons are to balance personal commitments and educational goals, accommodate class schedules, and because courses are only offered in a certain format.

Currently, I am participating in...

161 Responses



Why did you build your class schedule this way? 161 Responses



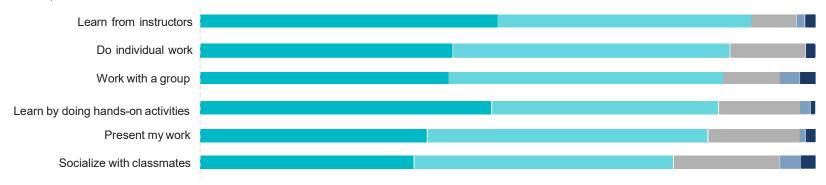


Campus Survey – Student Learning Effectiveness

Currently I am able to do the following activities effectively...

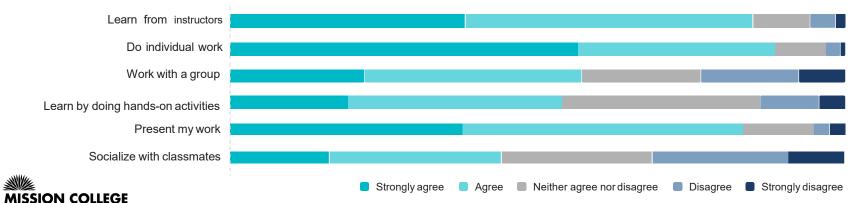
On-Campus

125 Responses



Virtually

126 Responses



Students indicated **similar levels of effectiveness** for on-campus and virtual learning for:

- Learning from instructors
- Doing individual work, and
- Presenting their work

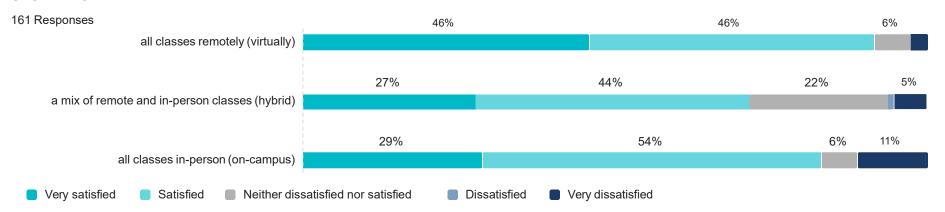
They rated on-campus activities **much more effective** for:

- Working with a group
- Doing hands-on activities, and
- Socializing

Campus Survey – Learning and Teaching Satisfaction by Mode

Overall, how satisfied are you with participation in...

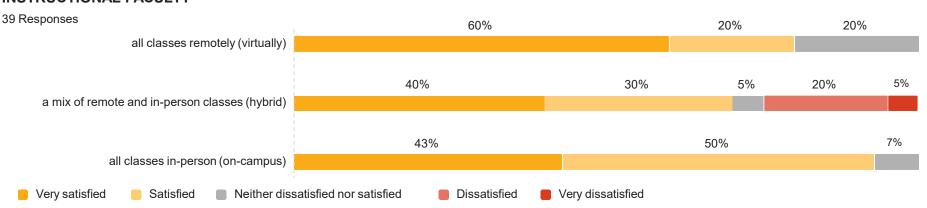
STUDENTS



Overall, students and instructional faculty who are fully virtual and fully on-campus reported greater satisfaction than those who are hybrid. This contrast may offer insights for improving the current hybrid set up.

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INSTRUCTIONAL FACULTY



MISSION COLLEGE

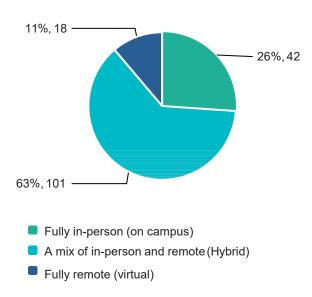
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Campus Survey – Future Learning Mode Preferences

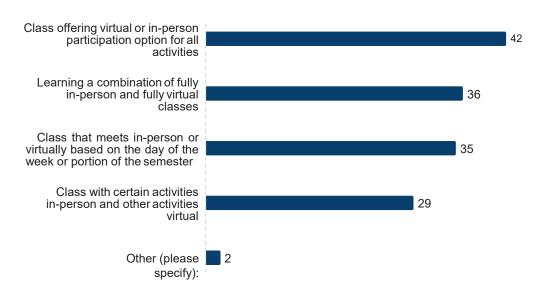
In the future, ideally what type of learning experience would you like to have?

161 Responses



In the future, what would be your ideal hybrid learning experience(s)?

101 Responses

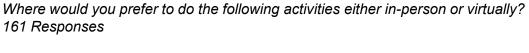


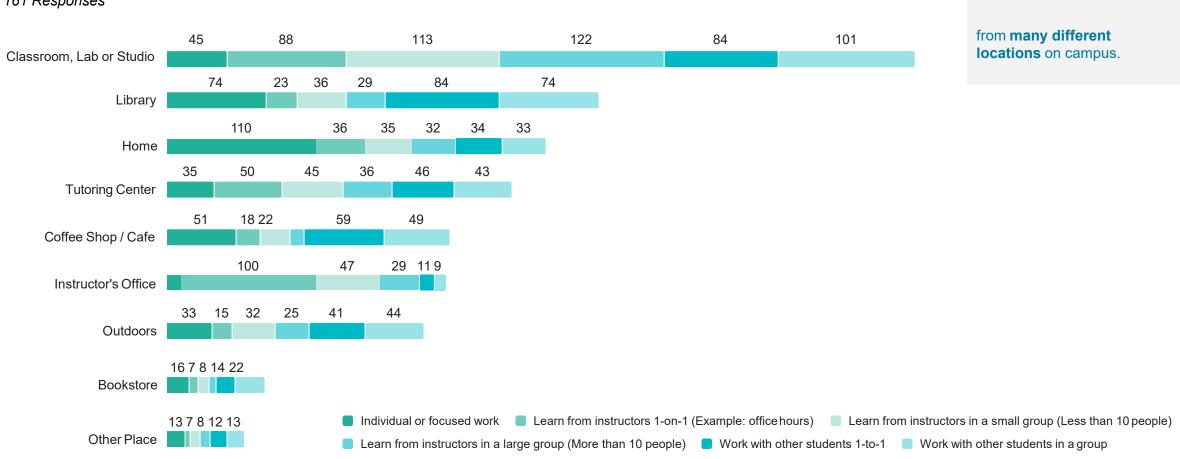
Student preferences (shown here) and faculty preferences in learning and teaching modes are very aligned and indicate a preference for hybrid.



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Campus Survey – Students' Preferred Locations





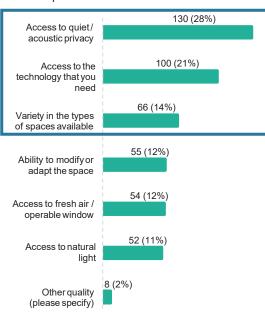


Campus Survey – Space Characteristics

Which qualities are most important for spaces on campus to have?

Student learning spaces

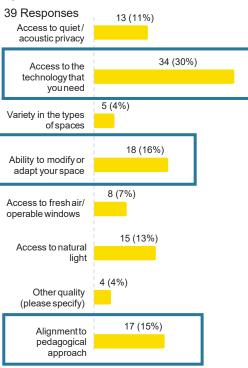
161 Responses



Free Responses:

Comfy seating, child-friendly study spaces, free snacks/food, distributed quality study tables, no live Zoom lectures, cleanliness. all items

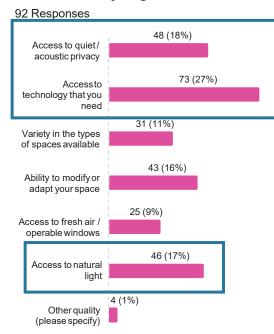
Instructional Faculty teaching spaces



Free Responses:

Proper heating/cooling, space for specimens and lab equipment, good air circulation (with CO2 monitoring), and reliable air conditioning (currently lacking at SEC)

Admin, Faculty, Mgr, Classified workspaces



Free Responses:

Privacy for student information, safe workspace, standing desk options, physical privacy, access to quality & fairly priced food

Although respondent groups value different characteristics regarding space on campus, all respondents indicated importance for access to technology.

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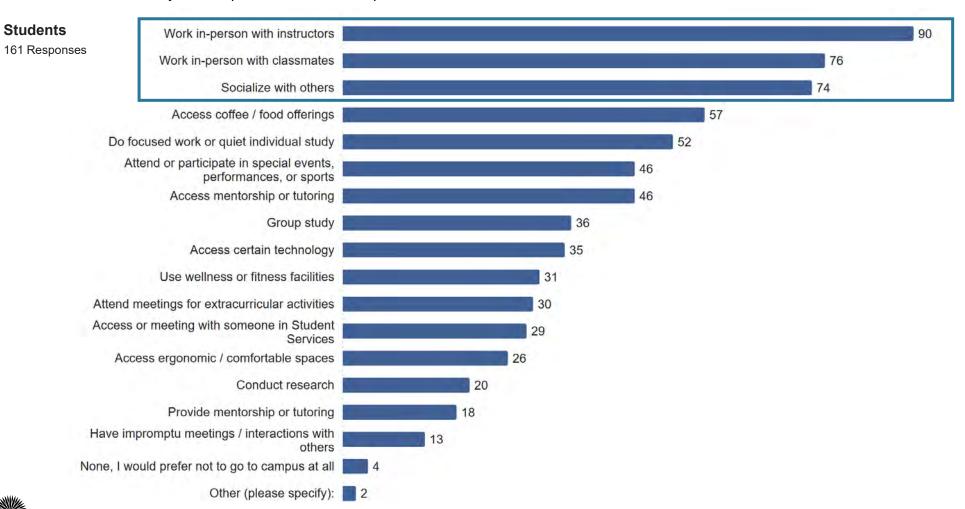


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Campus Survey – Campus Purpose

For which reasons would you most prefer to come to campus?

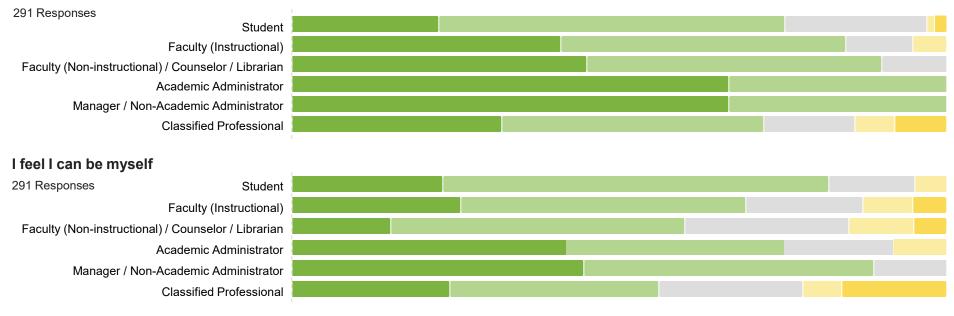
MISSION COLLEGE



Working in-person with instructors and classmates and socializing are students' top reasons for coming to campus.

Campus Survey – Emotional Wellbeing

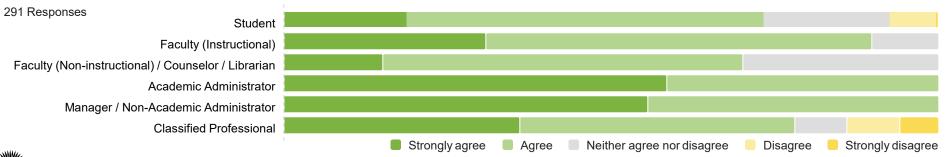
I feel a sense of purpose



Overall, Mission College is performing well in fostering a sense of purpose, comfort in being oneself, and willingness to challenge oneself.

Additionally, academic and non-academic administrators and managers report the highest levels of purpose and willingness to challenge oneself.

I feel comfortable challenging myself, even if I might fail



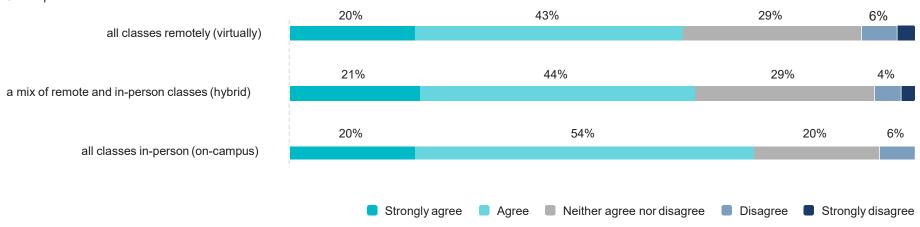
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Campus Survey – Belonging

STUDENTS - I feel a sense of belonging

161 Responses

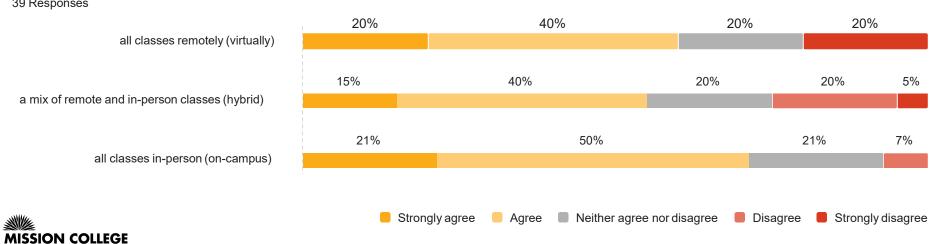


While there is a generally strong sense of belonging for students and instructional faculty, those who are fully on campus express a stronger sense of **belonging** than those who are fully remote.

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INSTRUCTIONAL FACULTY - I feel a sense of belonging





Campus Today

In addition to the engagement activities described in the previous chapter, this planning process also considers quantitative information to inform the future direction for the campus. This section includes summaries of the following:

Quantitative Facilities Data

- Age of Buildings
- Condition of Buildings
- Space Utilization



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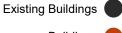
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Existing Conditions

The majority of buildings on the Mission College campus are permanent construction.

The Athletics building is a temporary structure and should be considered for replacement. The temporary structures south of the Business & Technology Building include classroom, lab, and storage space that have been or will be replaced by new construction. These structures will be demolished or relocated to make room for the new STEM Building.

The Library is currently being renovated and scheduled to be completed during 2025.



Temporary Buildings







Building Age

The current Mission College campus has grown gradually since the 1980's through today. The campus plan to the right indicates the time period during which each building was built (and renovated), with the greatest addition of square footage occurring during the 2010's.



1980s

1990s

2000s

2010s

2020s

Renovation*

*Color of circle indicates year renovated



Building Conditions

The Facility Condition Index (FCI) is a tool used to gauge the physical condition of a building. The California Community College Chancellor's Office surveys colleges regularly to assess conditions and assign an FCI score. The FCI score for a building represents the ratio of the cost to renovate versus the cost to replace.

Low FCI = Good Condition High FCI = Needs Attention

All of the buildings on the Mission College campus are in good condition according to the Facility Condition Index.

Low FCI (Good Condition)

Temporary Buildings

Under Construction

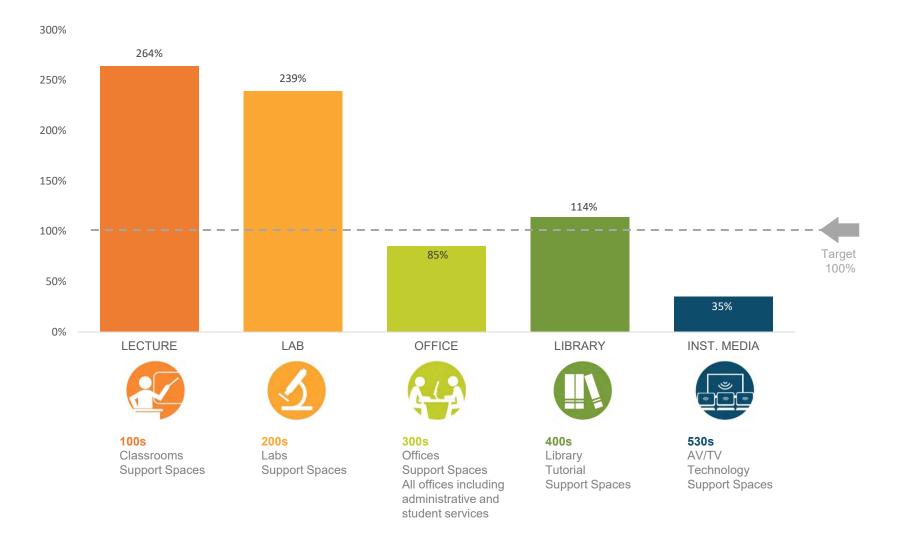




Capacity/Load Ratios

The capacity/load ratio (cap load) is a measure of space utilization efficiency. The calculation is performed following Title 5 Community College Space Standards, as outlined in the California Community Colleges Board of Governors' Policy on Utilization and Space Standards.

Ratios above 100% indicate an excess of space, while ratios below 100% indicate a deficiency of space and may qualify a district for state capital outlay funding for a more efficient use of space. The data to the right represents overall campus data per space type, based on information available in FUSION and including completion of the Library, which is currently being renovated.





Space Utilization Study

The Future Facilities Plan team also performed a deeper space utilization analysis on a room-by-room basis for campus lecture and lab spaces, considering data from fall 2023 and spring 2024, with the following overall findings (right).

This information was analyzed using an online dashboard, which also allowed for deeper analysis of specific space types and areas of campus. Two examples from the dashboard are included on the following pages: Utilization patterns for the Student **Engagement Center and Average Utilization** of Labs across Science and other buildings.

Overall room utilization is below target according to State standards (reflected by high Cap Load).

Friday has the lowest room usage for both lecture and lab, while usage from Monday to Thursday is consistent.

Lecture Classrooms

Seat occupancy is below target and weekly room use is significantly below target.

Overall average weekly room use is 12.5 hours per week compared to the 48-hour target, which drives the high Cap Load.

Seat occupancy gaps are smaller, but large lecture spaces are often underused, with only 35% of seats filled on average during use.

Class Labs

Labs have high seat occupancy, meaning they're fully utilized when

target.



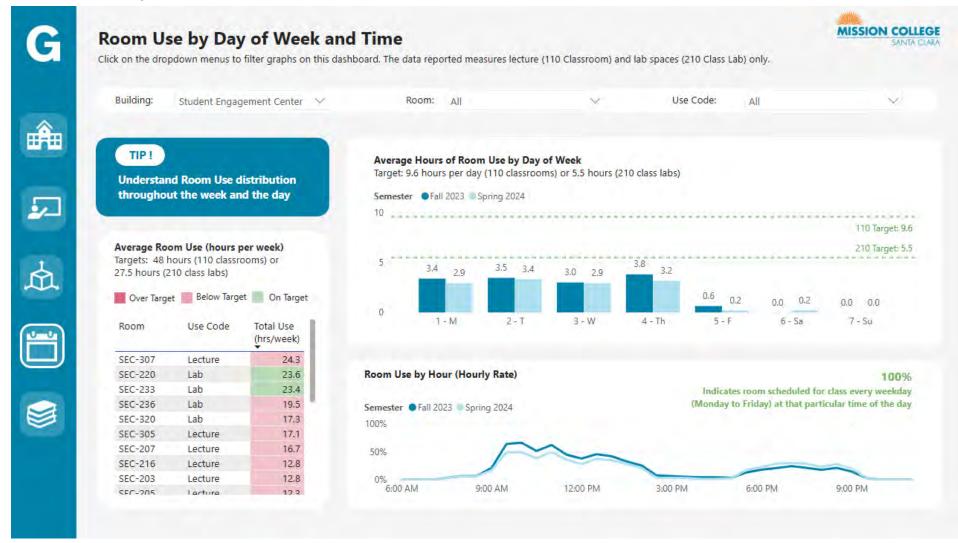
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in use.

However, overall average weekly room use is below target: 15 hours per week compared to the 27-hour

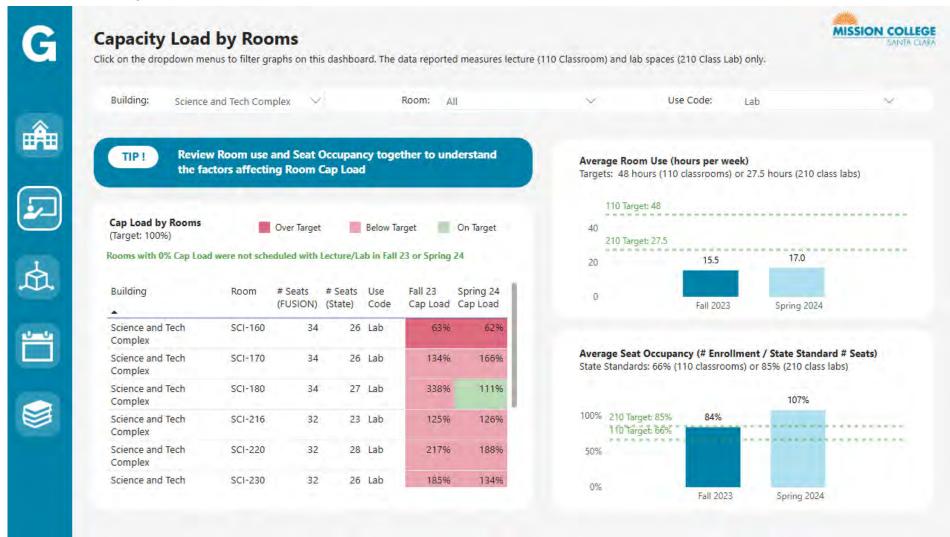
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Space Utilization Study





Space Utilization Study





Planning Framework

Based on input from the engagement activities and quantitative analysis described in the previous chapter, the Future Facilities Plan team developed an overarching goal to *celebrate our diverse communities* on campus, as well as five priorities for the future campus:

Guiding Principles

- Students
- Access
- Wellness
- Stewardship
- Community



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Students

Under the Guiding Principle for *Students*, the following strategies have been identified:

- Innovate and design from the student's perspective
- Create welcoming and inclusive environments for all learners
- Support the **whole student** (food options, mental health, basic needs, etc.)
- Enhance technology resources with consideration for advancements and innovations











Access

Under the Guiding Principle for *Access*, the following strategies have been identified:

- Increase access to academic and student support services
- Increase student access to spaces on campus (study, student groups, socializing, etc.)
- Support interdisciplinary collaboration
- Strengthen **physical connections** within and around campus
- Improve the wayfinding experience











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Wellness

Under the Guiding Principle for *Wellness*, the following strategies have been identified:

- Develop inclusive spaces to enhance a sense of belonging
- Enhance all areas to increase the sense of safety (views, lighting, etc.)
- Develop and expand access to athletics/fitness facilities
- Develop outdoor spaces to enhance comfort and connection with nature









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Stewardship

Under the Guiding Principle for *Stewardship*, the following strategies have been identified:

- Prioritize sustainability in decisionmaking
- Optimize the use of campus facilities
- Consider all spaces as teaching and learning spaces for all members of the Mission College community
- Encourage flexibility and adaptability by limiting single use spaces
- Account for total cost of ownership (longevity, maintenance, etc.)









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PLANNING FRAMEWORK

Community

Under the Guiding Principle for *Community*, the following strategies have been identified:

- Increase campus visibility and connections to industry partners
- Think beyond our edges and align campus development with local and regional plans (transportation, land use, etc.)
- Develop campus facilities to enhance collaborations, partnerships, and events











PLANNING FRAMEWORK

Summary

Based on input from students, classified professionals, faculty, administrators, and community members, the following Guiding Principles were developed as priorities for the Mission College Future Facilities Plan:

Celebrate Our Diverse Communities

Students · Innovate and design from the student's perspective Create welcoming and inclusive environments for all learners

- · Support the whole student (food
- options, mental health, basic needs, etc.)
- Enhance technology resources with consideration for advancements and innovations

Access

- Increase access to academic and student support services
- Increase student access to spaces on campus (study, student groups, socializing, etc.)
- Support interdisciplinary collaboration
- Strengthen physical connections within and around campus
- · Improve the wayfinding experience

Wellness

- · Develop inclusive spaces to enhance a sense of belonging
- Enhance all areas to increase the sense of safety (views, lighting, etc.)
- · Develop and expand access to athletics/fitness facilities
- Develop outdoor spaces to enhance comfort and connection with nature

Stewardship

- · Prioritize sustainability in decision-making
- · Optimize the use of campus facilities
- · Consider all spaces as teaching and learning spaces for all members of the Mission College community
- Encourage flexibility and adaptability by limiting single use spaces
- Account for total cost of ownership (longevity, maintenance, etc.)

Community

- · Increase campus visibility and connections to industry partners
- · Think beyond our edges and align campus development with local and regional plans (transportation, land use, etc.)

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Develop campus facilities to enhance collaborations. partnerships, and events



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Future Campus

Using the Planning Framework described in the previous chapter as a guide, the Future Facilities Plan team was able to translate the input and ideas for the physical aspects of the future campus into recommendations that will help the college fulfill its mission to serve the diverse educational needs of its student population.

This section includes the following:

- Project Recommendations
- Planning Recommendations
- Illustrative Plan
- Circulation Patterns
- Events Spaces
- Example Student Journey



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Project Recommendations

The planning process has identified high level recommendations for our campus (right) that align with the Guiding Principles and will help create a physical environment that supports the College's mission. Detailed recommendations will be developed as a part of each future project.

Recommendations include:

Construction

Projects that create new spaces and improve existing spaces

Studies and Planning

Projects that will analyze specific needs that were uncovered during the planning process and provide more detailed direction moving forward

*Indicates potential projects to be planned

	Students	Access	vveilness	Stewardship	Community
CONSTRUCTION					
STEM Building and Science Renovation	*				*
Campus Center Renovation	*	*	*	*	
Community Garden	*		*	*	*
Passenger Drop-off/Pick-up Improvements		*			
Athletics and Kinesiology Facilities*	*		*		*
Student Housing*	*	*	*		
Bike Pathways and Support*	*	4			
STUDIES AND PLANNING Wayfinding Study	4	*			/
Parking and Transportation Study		—			
Athletics and Kinesiology Area Plan			—	—	
Schools and Communities Plan	<u> </u>	~		~	
Accessibility Study/Transition Plan	—	✓	~		
Program and Office Space Plan	*	*		*	
Campus Security Plan	*	*			*

Wallnace



Planning Recommendations

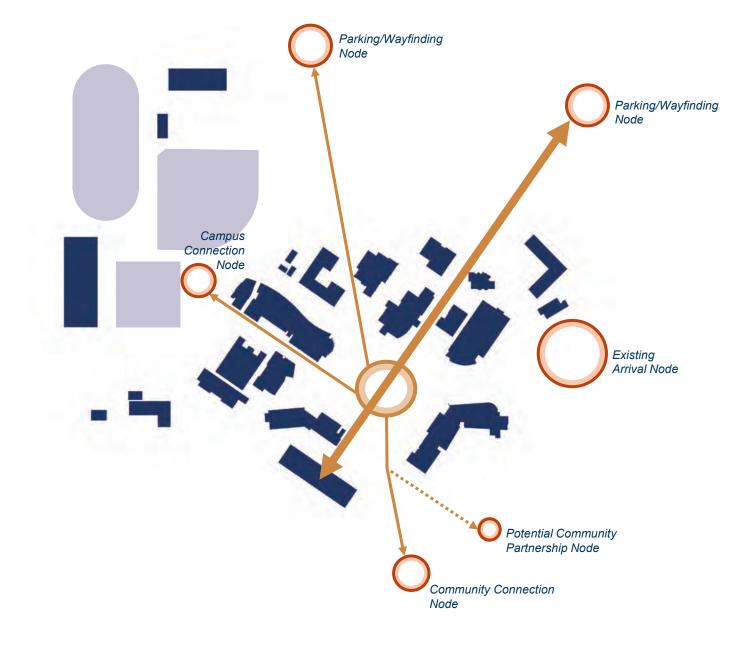
In addition to project recommendations for the campus, the following are planning recommendations that apply to the physical organization of the overall campus.

Clarify Axes

Wayfinding and campus experience can be improved by differentiating pathways and emphasizing certain "axes" more than others. By greatly strengthening the axis that runs through the Central Plaza and making it the primary axis, campus users will be able to orient themselves with this element. Secondary axes should be the path between the Science Building and the Hospitality Management Building, the path between Gillmor Center and the gym, and the path extending from the Central Plaza south, in the direction of the Mercado Shopping Center.

Create Nodes

Campus experience and connection among different communities can be enhanced by creating key "nodes" outdoor spaces that serve as connection points between different parts of campus. This is especially important as the College increases both its development on campus and connection with the local community.





Planning Recommendations

This Plan also recommends building on the existing elements of the current campus to create three new "zones" to enhance the synergy of new campus elements:

Athletics, Fitness, and Wellness

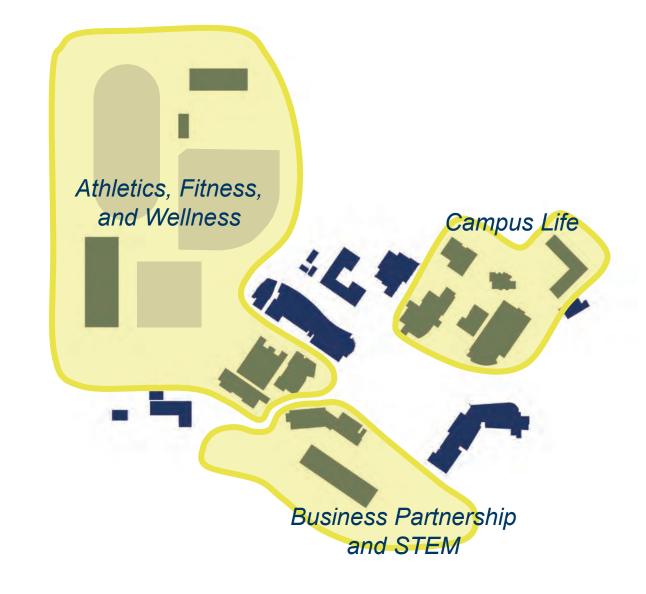
This zone builds on previous plans, recent program developments over the past five years, and long-term goals aimed to revitalize physical education and athletics for students and the community. It incorporates the existing gym, baseball, and tennis facilities while introducing new elements focused on athletics, fitness, and wellness.

Business Partnership and STEM

This zone includes the existing Business and Technology Building and introduces a new STEM Building with an Event Center.

Campus Life

This zone includes the existing Campus Center, Library, and Child Development Centers, and introduces new student housing.





Illustrative Plan

AA Art Annex

BT Business and Technology

CC Campus Center

CDC Child Development Center

GC Gillmor Center GYM Gymnasium

HM Hospitality Management IS Information Systems

SCI Science

SEC Student Engagement Center

TAV Telecommunications VK Viso Kinesiology

FAC Facilities FT Fire Tower LIB Library

Existing Buildings
Improvements (Recent and In-progress)
Planned New Buildings







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Circulation Patterns

The future campus will extend clear pedestrian circulation into the new zones of campus, including a new pedestrian access point on the south edge of campus with connection to the Mercado Shopping Center.

The future campus will create clear bicycle circulation, including connecting to the City of Santa Clara Bicycle Plan if/when it is developed, and emphasize that bikes should circulate *around* the inner area of campus, not through it.

Pedestrian Circulation Bicycle Circulation

Connection to City of Santa Clara Bicycle Network

See building legend on page 43





Circulation Patterns

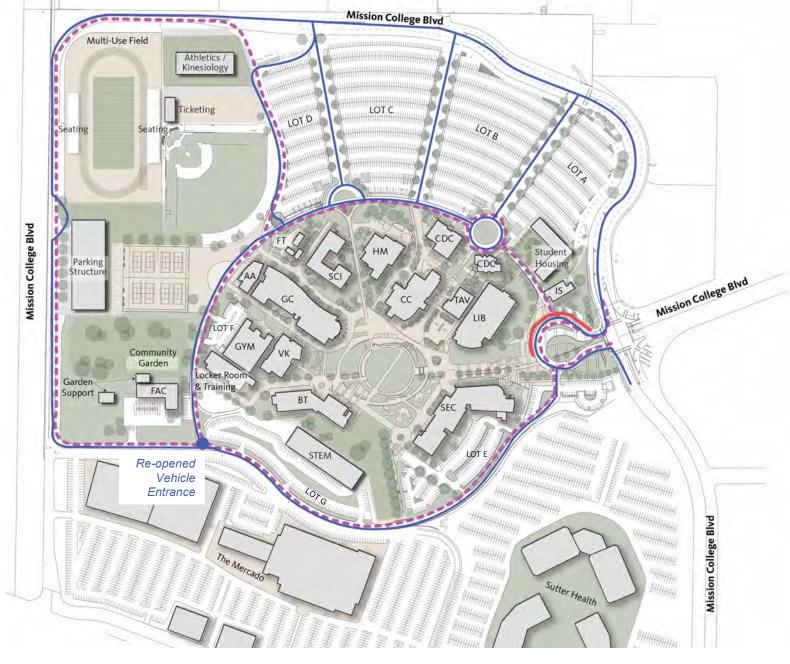
The future campus will clarify vehicular circulation and limit access to the inner campus to only emergency and special vehicles. The new Athletics, Fitness, and Wellness zone will activate the north and west edges of campus and may include a new parking structure. Once the STEM Building is complete, the southwest entrance to campus will re-open and create continuous circulation around campus. The STEM Building will also include a new parking lot to serve the south side of campus.

Vehicular Circulation

Emergency Vehicular Access

Bus Drop-off

See building legend on page 43





Events Spaces

The future campus will feature a variety of event and performance spaces, enabling a wide range of activities to take place on campus. Note that a Performing Arts Center was envisioned in the previous Master Plan (2018), and as the College's and the community's needs evolved, further study determined that event and performance functions can be held in existing and other future spaces, as opposed to a dedicated theater-style building.

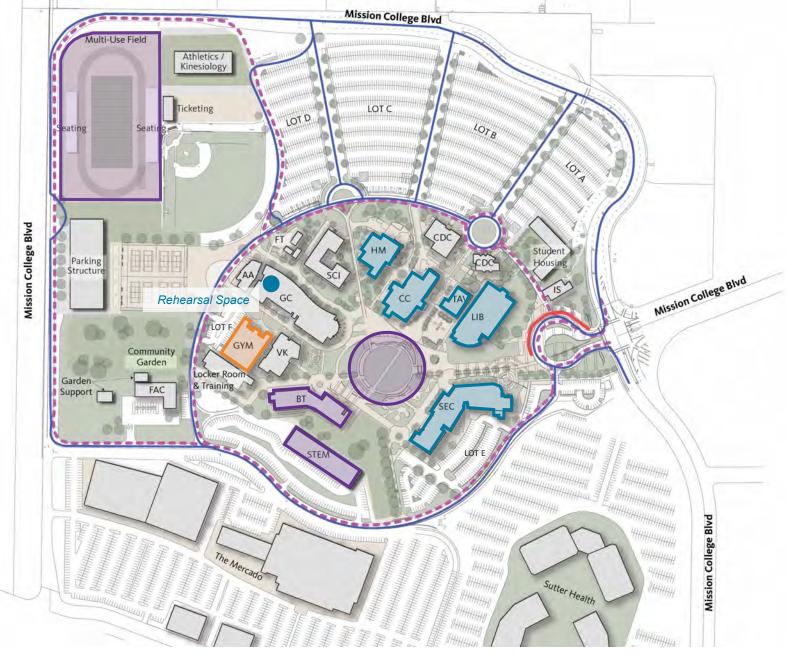
Large outdoor events can be hosted in the multi-use field and Central Plaza while large indoor events can take place in the Business and Technology Building and the STEM Building. Additional event space will also be available at several other buildings on campus.

Primary Event Space

Additional Event Space

(Sport/Fitness)

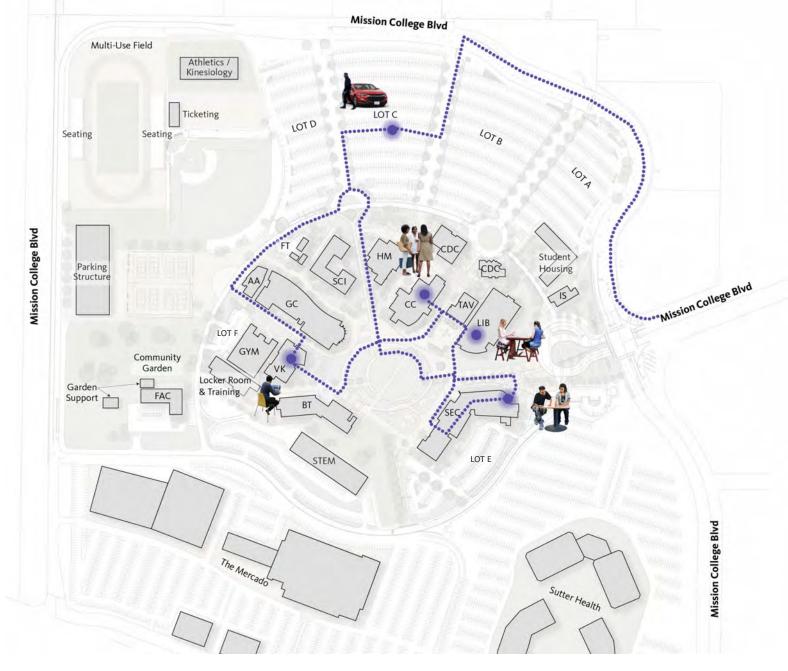
See building legend on page 43





Example Student Journey

As part of the planning process, the Future Facilities Plan team developed several scenarios, or "journeys" that various members of the Mission College community might experience on campus. The illustration to the right shows a hypothetical journey that a new student might take on their first day. It includes arrival, wayfinding, and interacting with many different buildings, pathways, and outdoor spaces. With this activity, the team explored how the new campus could help the College fulfill its mission to serve the diverse educational needs of its student population.







Contacts

Danny Nguyen, *Vice President, Administrative Services* Kristal Dela Cruz, *Management Assistant*



Contacts
Deborah Shepley, *Principal*Erin Cubbison, *Strategy Director*Jake Gelfand, *Senior Designer*



Community College District

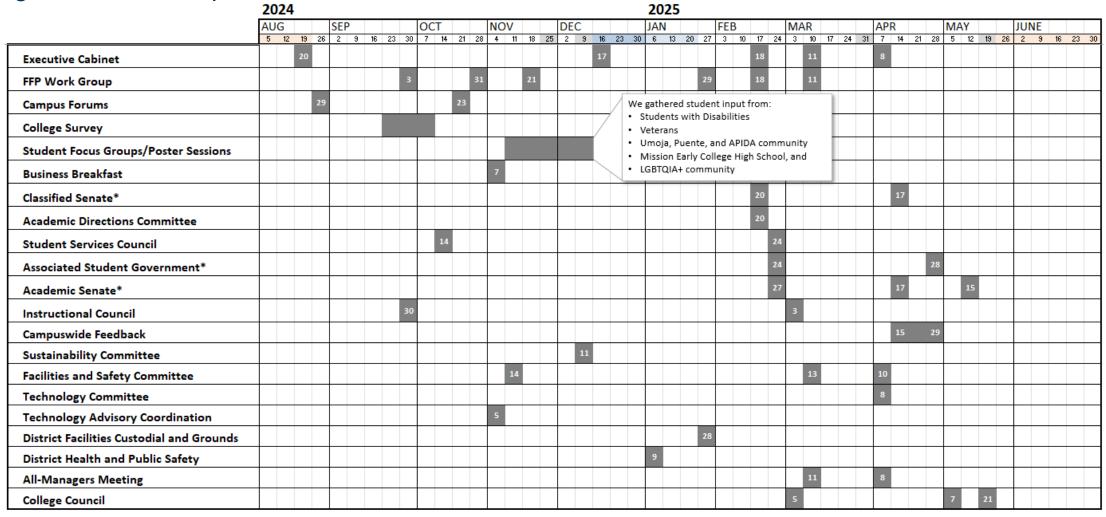
Contacts

Terrance DeGray, *Vice Chancellor, Facilities Development & Operations*Nini Reyes-Bolinger, *Executive Director Bond Construction*Rosa Huynh, *Administrative Specialist*



APPENDIX

Engagement Roadmap



^{*}Representation in FFP Work Group

