



**MATC District Board Workshop**  
**Friday, September 24, 2021– 11:00 a.m.**

**NOTICE IS GIVEN** that the Milwaukee Area Technical College District Board will meet in open session via teleconference. Public may access the meeting using this link:

<https://www.youtube.com/channel/UCW5-3zdM1QKW0Z-A6XgbcmA/> This is notification that the meeting will be recorded.

Estimated Time		Agenda Items*	Presenter(s)
11:00 a.m.	1.	<b>Call to Order</b> a. Roll Call b. Compliance with the Open Meetings Law	Board Chair
11:05 a.m.	2.	<b>Discussion Item</b> a. <a href="#">Ten Year Facilities Master Plan</a>	VP General Counsel
12:45 p.m.	3.	<b>Adjournment</b>	Board Chair

**Education that transforms lives, industry, and community**

\*This workshop is for board information and educational purposes. Members of the MATC District Board will not be taking any action at this meeting.

*Reasonable accommodations are available for individuals who need assistance. Please call 414-297-6719 to schedule services at least 48 hours prior to the meeting.*

# MILWAUKEE AREA TECHNICAL COLLEGE

## TEN YEAR FACILITIES MASTER PLAN



# INTRODUCTION & WELCOME



# AGENDA

- Overview of Current Facilities/Infrastructure
- Funding Vehicles for Construction/Remodeling Projects
- Why a Facilities Master Plan
- Planning Process - 3 Phases
- Recommendations
  - Classrooms and Labs
  - Office Spaces
  - Interior Common Spaces
  - Outdoor Spaces
- Future Roadmap

# CURRENT STATE - BUILDINGS & INFRASTRUCTURE

## MATC Existing Facilities District Profile:

- 375.63 acres
- 20 buildings
- 4 leased facilities
- 2,735,461 square feet
- \$258,128,584 market valuation

The average age of campus buildings is 56 years. Campuses were built during the following date ranges:

- Walker's Square - 1890-1965
- Milwaukee - 1917-1996
- West Allis - 1937-1997
- Mequon - 1976-1979
- Oak Creek - 1976-2008

*Note: Buildings 50+ years old cost between 10 and 20% more to operate than new facilities according to statistics from the International Facilities Management Association (IFMA) in terms of janitorial, maintenance and utilities.*



# WHAT FUNDING VEHICLES EXIST FOR FINANCING CONSTRUCTION & REMODELING PROJECTS?

**Bond issuances:** State statutes allow \$1.5M per month of bonds to be issued. Annual limit of \$18 Million. Each PROJECT is also limited to \$1.5M (unless grants/gifts/ federal dollars are added).



**Referendum:** Special request via election ballot to the district's taxpayers to request borrowing additional fund to support capital projects increasing the annual property tax by a specified percentage within a defined timeframe. This additional tax is typically above the existing debt service mill rate.



# WHY IS A FACILITIES MASTER PLAN NEEDED?

## Strategic Visioning:

- Strategic prioritization of projects is critical for future long-term visioning
- Managing stakeholder requests to avoid reactionary projects lacking grounded vision
- Need to increase community connectivity, engagement & partnerships; share resources including space for added efficiencies and less duplicative services
- Levering limited funding to produce greatest return
- Creating consistent branding opportunities throughout the District
- Remaining relevant and competitive in our region

## Student Success:

- Sequencing and planning of projects for greatest impact on student success
- Increased student demand for welcoming and inclusive spaces that connect them with holistic support (e.g., food insecurities, mental health issues, technology divide)
- Reconfiguring of spaces and classrooms to modernize and facilitate student informal learning
- Adjusting space needs to support expansion and contraction of programs
- Expanding hybrid and flex classrooms/spaces to reflect changing learning environment based on data and industry trends

# PLANNING PROCESS - 3 PHASES

- LISTEN
- DISCOVER
- DESIGN



# PLANNING PROCESS - LISTEN

- 5 student & stakeholder campus town hall meetings
- 7 academic pathway input sessions
- 8 electronic stakeholder surveys
- 5 campus tours and input sessions led by facilities staff
- 4 campus leadership input sessions
- 12 steering committee workshops (cross representation of the above)

# PLANNING PROCESS - DISCOVERY

- **Environmental Scan**
  - Real Estate Market Analysis
- **Industry Trends/Best Practice**
  - Benchmarking Peer Institutions & Publications Regionally and Nationally
- **Data Collection - Quantitative & Qualitative Projections**
  - 10-year Enrollment Projections
  - Academic Program Projections Based on Job Demand (Academic Master Plan)
  - Student Demand and Demographic Data
  - Competitive Positioning

# DISCOVERY - DATA INFORMED DECISIONS

## Enrollment Projections

- Declining 10-year enrollment without strategic intervention

## Programs with Highest Growth Potential

- Healthcare related programs
- Protective services
- General education
- Online Courses

## Other Opportunities

- Sports
- Health and wellness
- Arts

	Direct from High School Year 2021 - 2030 Difference	Transfer 2021 - 2030 Difference	Adult 2021 - 2030 Difference
Multiple	-6%	0%	-5%
Mequon	-6%	-6%	-4%
Milwaukee	-5%	-4%	-6%
Oak Creek	-4%	-8%	-5%
West Allis	2%	-5%	-3%

## 6 of the 10 Fastest Growing Occupations are Related to Healthcare

	Percent change, projected 2019-29	Employment change, projected 2019-29 (in thousands)	Median annual wages, May 2019
Wind turbine service technicians	60.7%	4.3	\$52,910
Nurse practitioners	52.4%	110.7	\$109,820
Solar photovoltaic installers	50.5%	6.1	\$44,890
Occupational therapy assistants	34.6%	16.3	\$61,510
Statisticians	34.6%	14.8	\$91,160
Home health and personal care aides	33.7%	1,159.5	\$25,280
Physical therapist assistants	32.6%	32.2	\$58,790
Medical and health services managers	31.5%	133.2	\$100,980
Physician assistants	31.3%	39.3	\$112,260
Information security analysts	31.2%	40.9	\$99,730

# PLANNING PROCESS - DESIGN

- **Guiding Principles of Design**

- Foster a vibrant and welcoming community
- Improve the community's overall perception of MATC
- Develop a consistent brand across all campuses
- Tailor student services to specific needs and organize the campus functions to support a guided pathway model
- Plan for a sustainable and resilient future
- Support MATC's value of Inclusion, WE CARE standards, Equity & Inclusion statement, and Student Experience Statement

# RECOMMENDATIONS: CLASSROOMS & LABS

The logo for Milwaukee Area Technical College features a large, stylized letter 'M' in a dark blue color. Behind the 'M' is a yellow starburst or compass rose design. Below the 'M' and starburst, the text 'MILWAUKEE AREA' is written in a smaller, dark blue font, and 'Technical College' is written in a larger, bold, dark blue font.

MILWAUKEE AREA  
**Technical College**

The logo for MVA/C features a yellow starburst or compass rose design. To the right of the starburst, the letters 'MVA/C' are written in a large, bold, dark blue font. Below the starburst and letters, the text 'Transforming Lives, Industry & Community' is written in a smaller, dark blue font.

**MVA/C**  
Transforming  
Lives,  
Industry &  
Community

# ACADEMIC PLANNING: SPACES & LOCATIONS



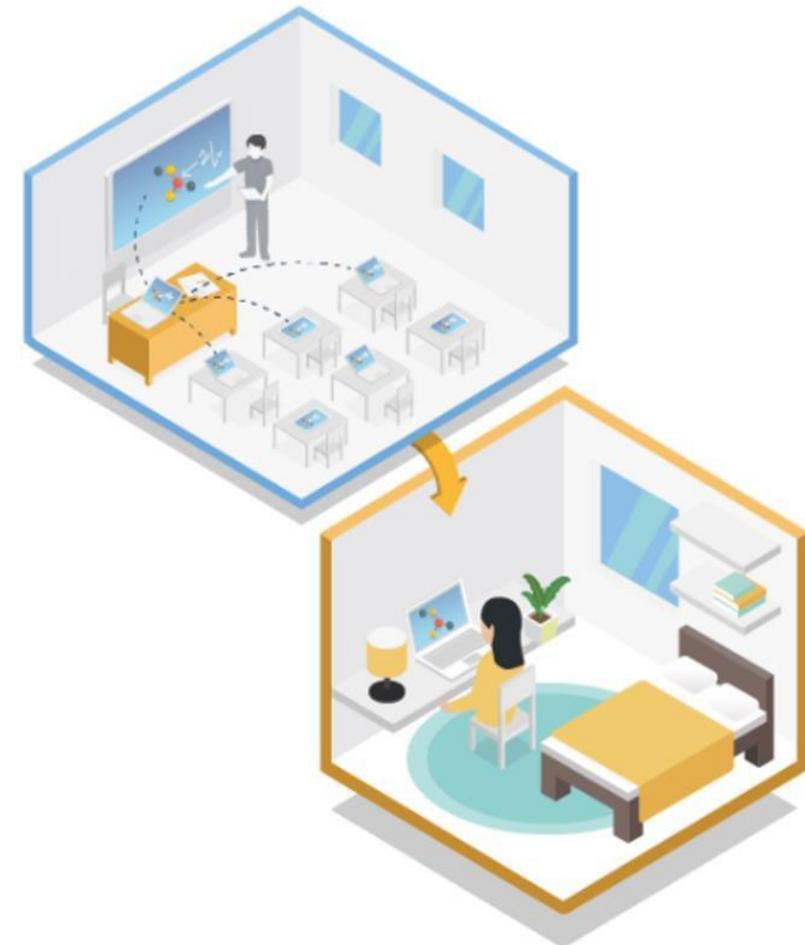
- Blended learning environments (virtual lectures / hands-on labs)
- Student choice to attend classes in person or virtually
- Asynchronous Learning (Accessed at any time)
- Campus public space for students to attend virtual lectures/classes
- State-of-the-art Labs that reflect the work environment
- Functioning clinics, spas, restaurants, etc. as training environments
- Simulated learning environments (scheduled and non-scheduled)
- Flexible classrooms for Active Learning
- Individual moveable student tables (versus 2 per table)
- Labs and lecture in the same room (perimeter benching)
- Cubbies for student belongings while on campus (not in hallways)



Classroom Space Reduction Diagram Accommodating a Balance of Normal and Blended

*Space needs for traditional general-purpose lecture halls and classrooms where all students attend in-person are projected to decrease by as much as 50% over the next 10 years. Space savings can be converted to Flex-Classrooms and other student and faculty amenities*

# ACADEMIC PLANNING: TECHNOLOGY ENABLED ENVIRONMENTS



Student Choice to Attend In-Person or Remotely

- Pathway leadership virtually accessible to students, any campus
- Recorded lectures for access at any time, anywhere.
- Full incorporation of wireless technology (laptops versus desktops)
- Introduction of simulators for training (web-based)
- Faculty technologically available to students, virtual environment
- Provide ability to broadcast lessons live from remote (faculty office)
- WiFi connectivity everywhere on every campus
- Virtual open houses and video tours.
- Digital wayfinding systems with touchscreen interface
- Remote access to powerful workstations for virtual learning

# RECOMMENDATIONS: OFFICE SPACES

MILWAUKEE AREA  
*Technical College*

MIA/C  
Transforming  
Lives,  
Industry &  
Community

# OFFICE SPACE RECOMMENDATIONS

## Recommendation #1: Spatial Efficiencies

- Mixture of assigned/unassigned open office workstations
- Private enclaves for confidentiality
- Faculty / student lounge areas

## Recommendation #2: Extend Student/Teacher Relationship

- Meet the students where they are
- Distribute offices throughout academic buildings
- Create huddle spaces near classrooms

## Recommendation #3: Diverse Work Options

- Recognize the varying demands on faculty members
- Create a palette of multiple work options
- Provide in same or less space than the traditional office

## Recommendation #4: Add Neutral Space

- “Third Place” strategy
- Spaces where faculty and students overlap in daily activities



# MEQUON EXAMPLE: INTEGRATED SPACES



- Legend**
- Admin
  - Bookstore
  - Cafeteria
  - Children's Center
  - Circulation
  - Faculty Offices
  - Library
  - Operations
  - Student Accommodations
  - Student Services
  - Unassigned Classrooms
  - BUILD/MAINTAIN - Manf., Const., & Trans.
  - CREATE - Creative Arts, Design & Media
  - HEAL - Healthcare Sciences
  - LEAD/MANAGE - Business and Management
  - SERVE - Community & Human Service
  - SOLVE - STEM
  - START/TRANSFER - General Education

① 01 - FIRST FLOOR PLAN MP Proposed  
1" = 20'-0"

# RECOMMENDATIONS: INTERIOR COMMON SPACES

The logo for Milwaukee Area Technical College features a large, stylized letter 'M' in a dark blue color. A yellow compass rose is positioned behind the 'M'. Below the 'M' and compass rose, the text 'MILWAUKEE AREA' is written in a smaller, dark blue, sans-serif font, and 'Technical College' is written in a larger, bold, italicized, yellow font.

MILWAUKEE AREA  
*Technical College*

The logo for MVA/C features a yellow compass rose on the left. To its right, the letters 'MVA/C' are written in a large, dark blue, sans-serif font. Below the letters, the tagline 'Transforming Lives, Industry & Community' is written in a smaller, dark blue, sans-serif font.

MVA/C  
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Lives,  
Industry &  
Community

# INTERIOR SPACE RECOMMENDATION #1: INTERIOR DESIGN STANDARDS

- Bright, Inviting, and Comfortable
- Articulated Circulation with Visual Interest
- High Quality, Easily Maintained Finishes
- Focus on Wellness
- Activate Corridors and Bridges
- Consistently Organized Hubs
- Introduce Transparency Into Programs
- Create Collaboration Zone Alcoves



Example of Existing Articulated Activated Corridor



Example of Existing Unarticulated Corridor



Example of Existing Effective Interior Transparency



Example of Existing Effective Collaboration Zone

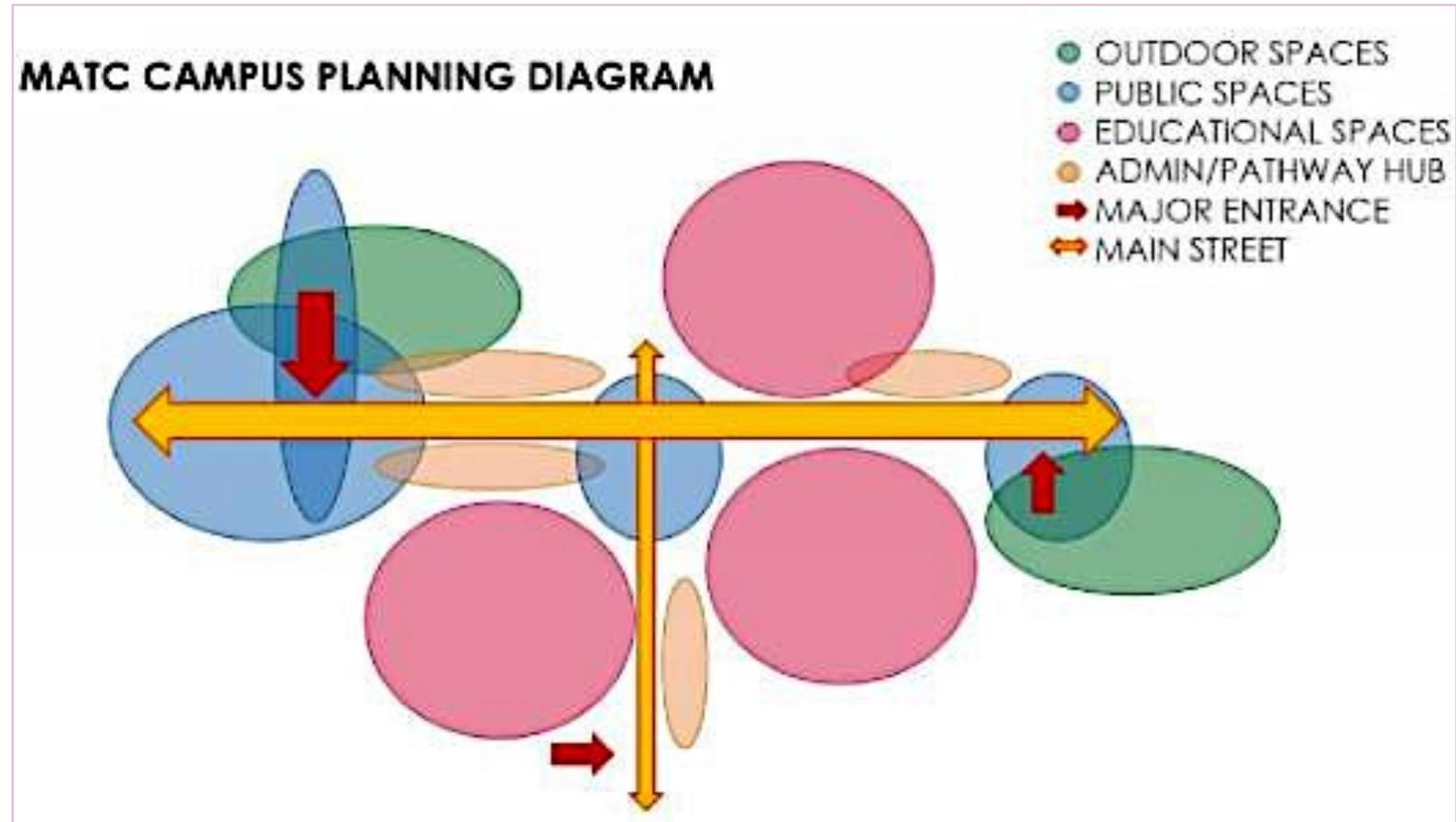
# INTERIOR SPACE RECOMMENDATION #2: WAYFINDING

- **Manage current over-reliance on signage** by introducing reinforcing wayfinding strategies such as accent materials and color, along with intuitive, repetitive space planning.
- **Digital wayfinding systems** with touchscreen interface at each primary entrance
- **Integrated access to daylight** making use of the exterior as an anchor point while navigating a building
- **Emphasize circulation intersections** with additional signage and visual cues at wayfinding decision points
- **Transparency and sight lines** amongst interior spaces
- **Progressive messaging** from broad categories at the entry to more detailed descriptions deeper into a building



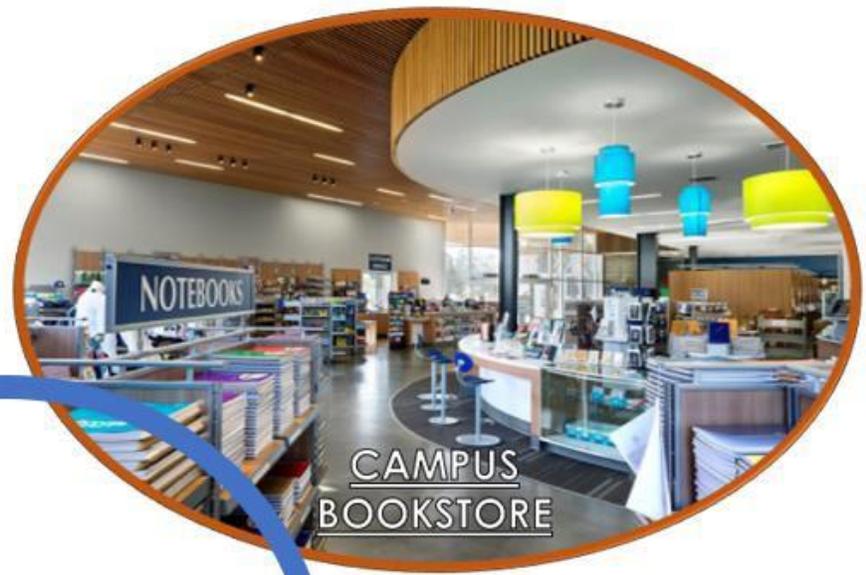
# INTERIOR SPACE RECOMMENDATION #3: CREATE MAIN STREETS & HUBS

- Activate Public Zones for Improved Interaction
- Improve Efficiency of Movement
- Promote Intuitive Wayfinding
- Consolidate Brand Experiences
- Accent Finishes to Highlight Nodes of Activity
- Connect to Outdoor Entrances and Activity Zones
- Phase into Feasible Budget Cycles for Brand Alignment



# CAMPUS HUBS

- Centers for Community Life on Campus
- Food, Student Services, Recreation
- Pathway Centers, Admissions



Campus Hub



# INTEGRATED SERVICES



**COLLABORATION  
AREAS**



**RESEARCH  
SERVICES**



**SUPPORT  
AREAS**

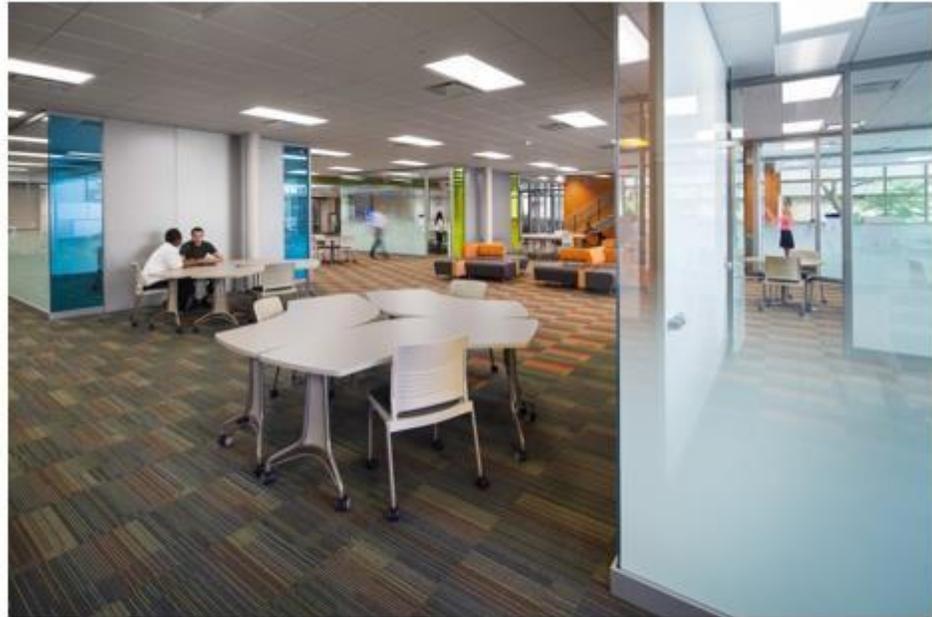
## Information Commons



**IT  
HELP DESK**

# INTERIOR SPACE RECOMMENDATION #4: INTEGRATED SERVICES

- Comfortable Furniture with Power / USB Plug-Ins
- Variety of Spaces for Concentrated Study or Informal Collaboration
- Co-Located and Integrated with Student Amenities (Library, IT, Admissions, Food Service, Faculty Offices)



Open and Semi-Private Community Zones for Individual Study and/or Collaboration

# RECOMMENDATIONS: OUTDOOR SPACES

MILWAUKEE AREA  
*Technical College*

*MAVC*  
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Industry &  
Community

# OUTDOOR RECOMMENDATION #1: FOSTER A VIBRANT CAMPUS COMMUNITY

- A welcoming campus: A sense of arrival & a front door
- A sense of place and public realm: Outdoor living rooms
- “Every Space a Learning Space”: Outdoor teaching spaces
- Designing for the pedestrian
- Improve parking options
- Enhance alternative transportation options
- Walking trails and paths (both urban and suburban)
- Green roofs where practical
- Outdoor patios where possible
- Capitalize on outdoor views



Informal and formal seating



Wood and metal bench with back



Informal seating



Tables with attached seats and umbrellas



Tables with attached and unattached seating



Metal bench with back



Informal seating

# OUTDOOR RECOMMENDATION #2: COMMUNITY CONNECTIVITY

- MATC Branded Community History and Culture Displays
- Community Artwork Integration
- Visibility Into MATC's Community Role
- Community Space at Each Campus



Milwaukee



West Allis



Walker's Square



Mequon

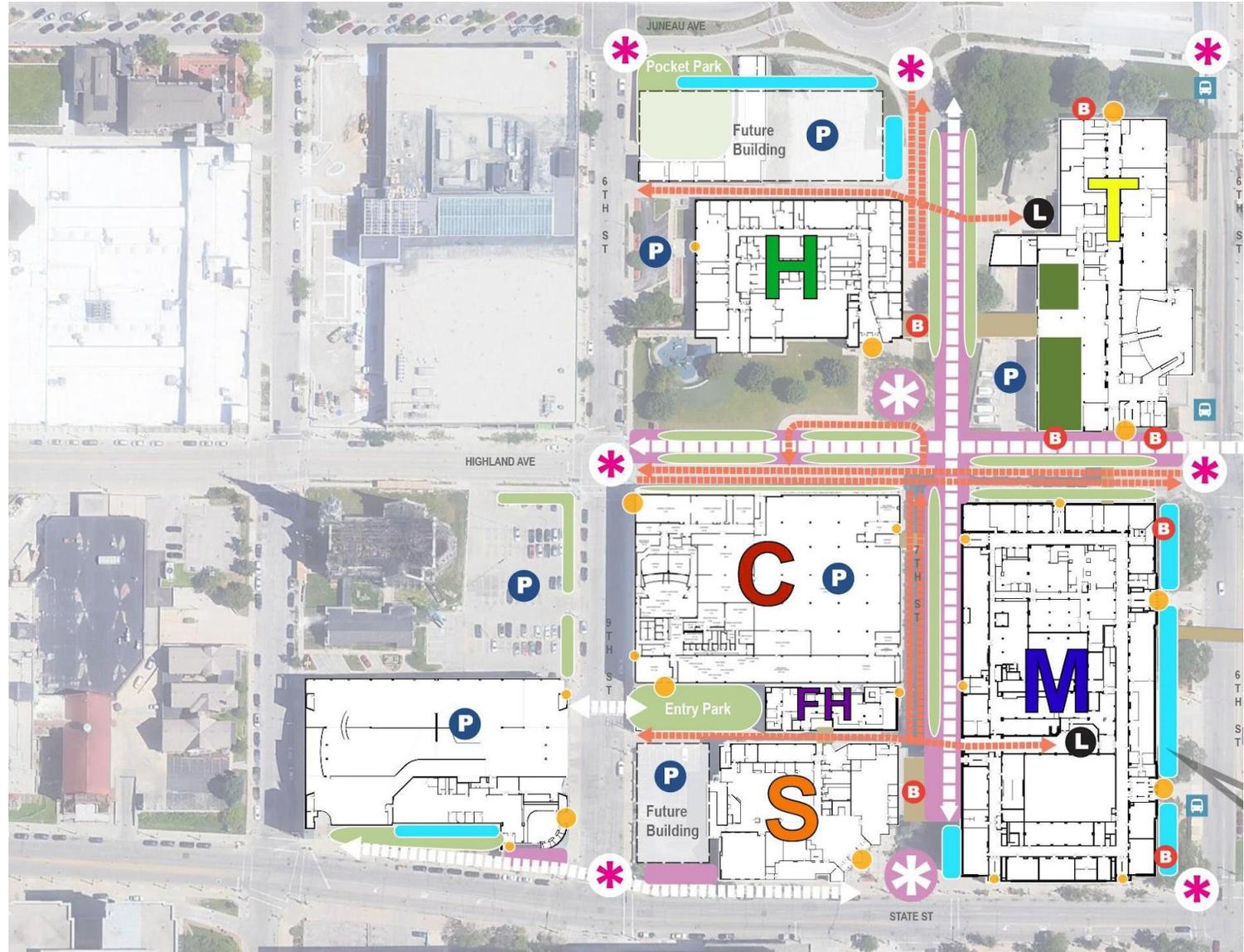


Oak Creek

# OUTDOOR RECOMMENDATION #3: CLEAR & WELCOMING ENTRANCES



- Streets Favoring Pedestrians
- Pocket Parks
- Pedestrian Malls
- Street Edge Gathering
- Interconnected Storefronts



# OUTDOOR RECOMMENDATION #4: STOREFRONTS

- View Portals Into Programs
- Brand Expression at a Glance
- Connected to Established Sidewalk Systems
- Connected to Outdoor Amenities
- Welcoming the Community In

**Storefronts**

*The storefront is how you greet the public. It's a big and weird hello to the logical world. And it tells young people that they are welcome inside.*



*The best storefronts take their concepts as far as they possibly can. In life, onstage, and in storefronts, full commitment is always best.*



Ohio State S. Campus Gateway



University Square, UW Madison

The background is a photograph of a building facade, likely a school or university, with a warm, golden-brown color overlay. Two signs are visible: a blue sign on the left with a large white 'M' and a starburst graphic, and a white sign on the right with the text 'Transforming Lives, Industry & Community'.

# FUTURE ROADMAP: REMODELS, ADDITIONS & NEW CONSTRUCTION

Ten Year District Wide

# FUTURE ROADMAP

- Allows for Future Project Prioritization, Planning and Sequencing
- Visioning and Priorities for new buildings and major renovations for referendum consideration
- Meeting Financial Limitations
- Identification of Future Reduction of Buildings and Infrastructure
  - Current Planning - Reduction of Infrastructure
    - Building on 8<sup>th</sup> and Juneau
    - Downtown A Building - 9,100 sq. ft.
    - West Allis A Building - 21,330 sq. ft
    - Health Education Center (Lease expiring Sept. 2022) - 45,000 sq. ft.
- Future Divestiture of other square footage



# PROJECTS COMPLETED & UNDERWAY IN SUPPORT OF PLAN

Downtown S Building Master Plan (1<sup>st</sup> and 3<sup>rd</sup> floors under construction)

Pathway Offices

Corridor Improvements

Study Nodes

Wayfinding

Connected Classrooms

Community Spaces

Sustainability Projects

- Pocket Park
- T Building Green Roof

# REMODELS, ADDITIONS & NEW CONSTRUCTION

## Downtown Series - Recommended **Phased** Annual Projects

- D-10 Renovation of Building C auditorium: Broadcasting/Media capability
- D-20 Building C as a center of the CREATE pathway:
- D-30 Storefront creation at first floor of M Building
- D-40 Foundation/Workforce Development in existing bookstore location
- D-50 Expand public Third Space throughout campus, focusing on intersections and bridges
- D-60 Renovate existing general-purpose classrooms to support Hybrid/Flexible learning
- D-70 Information Commons: Library and IT
- D-80 Campus Hub: Bookstore, Food Service, Student Services
- D-90 Faculty offices: Hybrid workplace, spaces for faculty-student meetings.

**Total Cost = \$21,739,500**

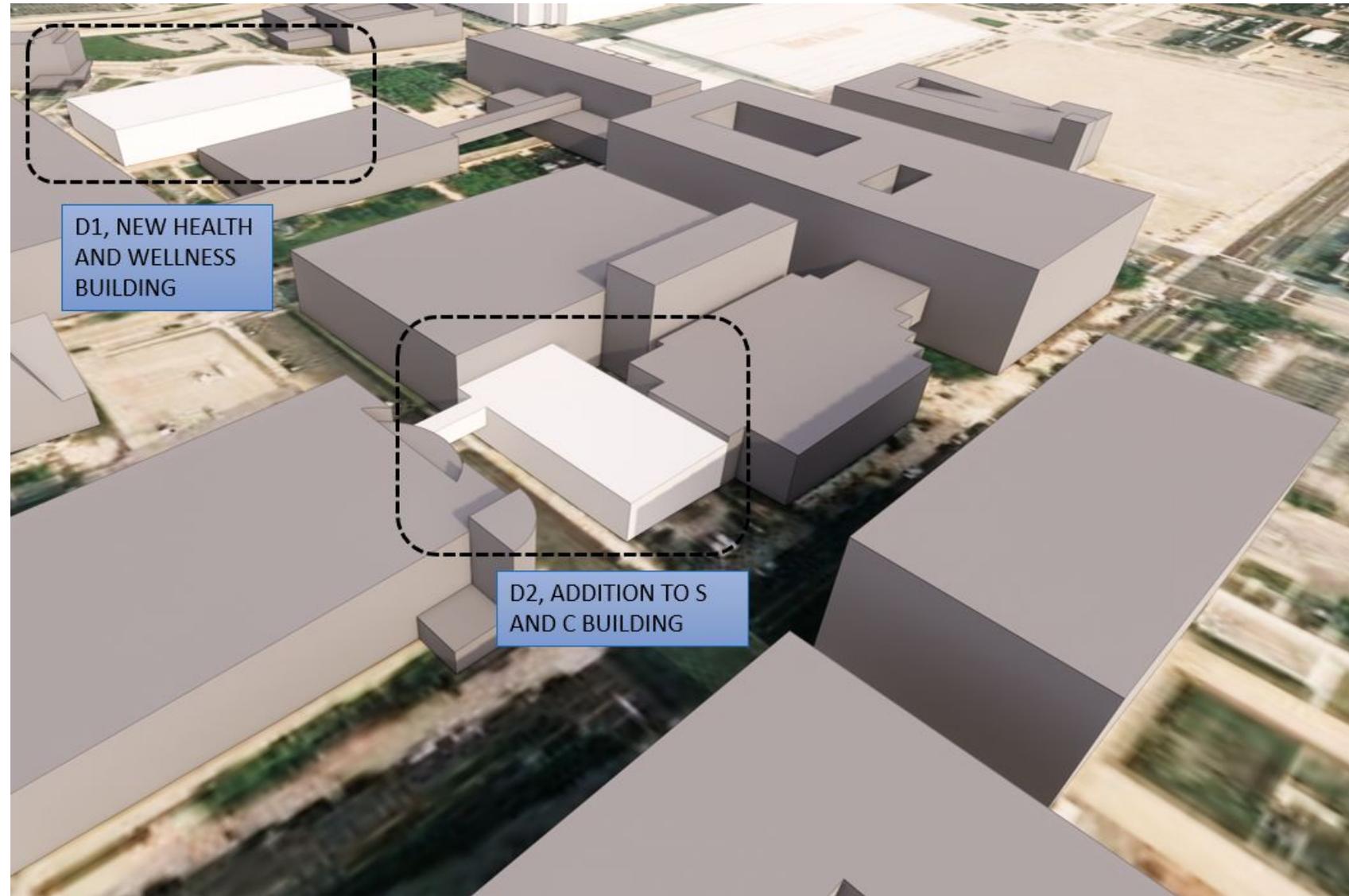
# REMODELS, ADDITIONS & NEW CONSTRUCTION

<b>Downtown Campus Large Capital Projects</b>		Total Project Budget
D-1	Sports, Health, and Wellness facility on 8 <sup>th</sup> and Juneau lot	37,800,000
D-2	Addition to S and C Buildings at 8 <sup>th</sup> and State	22,500,000
D-3	Expand parking with a new structured parking solution	23,625,000
D-4	Improve the pedestrian experience with outdoor public spaces	21,600,000
Sub-Total		<b>105,525,000</b>

# MAJOR PROJECTS

## DOWNTOWN

- **Sports, Health and Wellness Center**
- **Addition to S and C Building**



# REMODELS, ADDITIONS & NEW CONSTRUCTION

## OAK CREEK- RECOMMENDED PROJECTS

### Phased Annual Project Series:

- O-10 Relocate SERVE pathway classrooms to create better adjacencies and increase synergy
- O-20 Renovate existing general-purpose classrooms to support Hybrid/Flexible learning
- O-30 Create Third Spaces at major intersections along Main Street connected to exterior spaces
- O-40 Create BUILD or SERVE Pathway Hub
- O-50 Reconfigure parking to support the Drive | Park | Walk paradigm
- O-60 Provide a field house with adjacency to the athletic fields and protective services
- O-70 Shooting Range expansion
- O-80 Campus Hubs: Bookstore, Food Service, Student Services, Information Commons, Library, IT
- O-90 Faculty offices: Hybrid workplace, spaces for faculty-student meetings.

**Total Cost = \$ 19,237,500**

### Large Capital Project Series:

- O-1 Provide a dedicated Protective Services center of excellence building
- O-2 Parking and Driveway Reconfigurations

**Total Cost = \$ 46,800,000**

# MAJOR PROJECTS

## OAK CREEK

- **Protective Services Center of Excellence**



O1, NEW PROTECTIVE SERVICES BUILDING

# REMODELS, ADDITIONS & NEW CONSTRUCTION

## MEQUON - RECOMMENDED PROJECTS

### Phased Annual Project Series:

- M-10 Improve the quality of public space throughout the campus by enhancing the 'Main Street'
- M-20 Expand Spa and Aesthetician public offerings along the public Main Street.
- M-30 Create Third Spaces at major intersections along Main Street connected to exterior spaces.
- M-40 Create HEAL Pathway Hub
- M-50 Bike rack with green roof
- M-60 Renovate existing general-purpose classrooms to support Hybrid/Flexible learning
- M-70 Campus Hubs: Bookstore, Food Service, Student Services, Information Commons, Library, IT
- M-80 Faculty offices: Hybrid workplace, spaces for faculty-student meetings.

**Total Cost \$10,084,000**

### Large Capital Project Series:

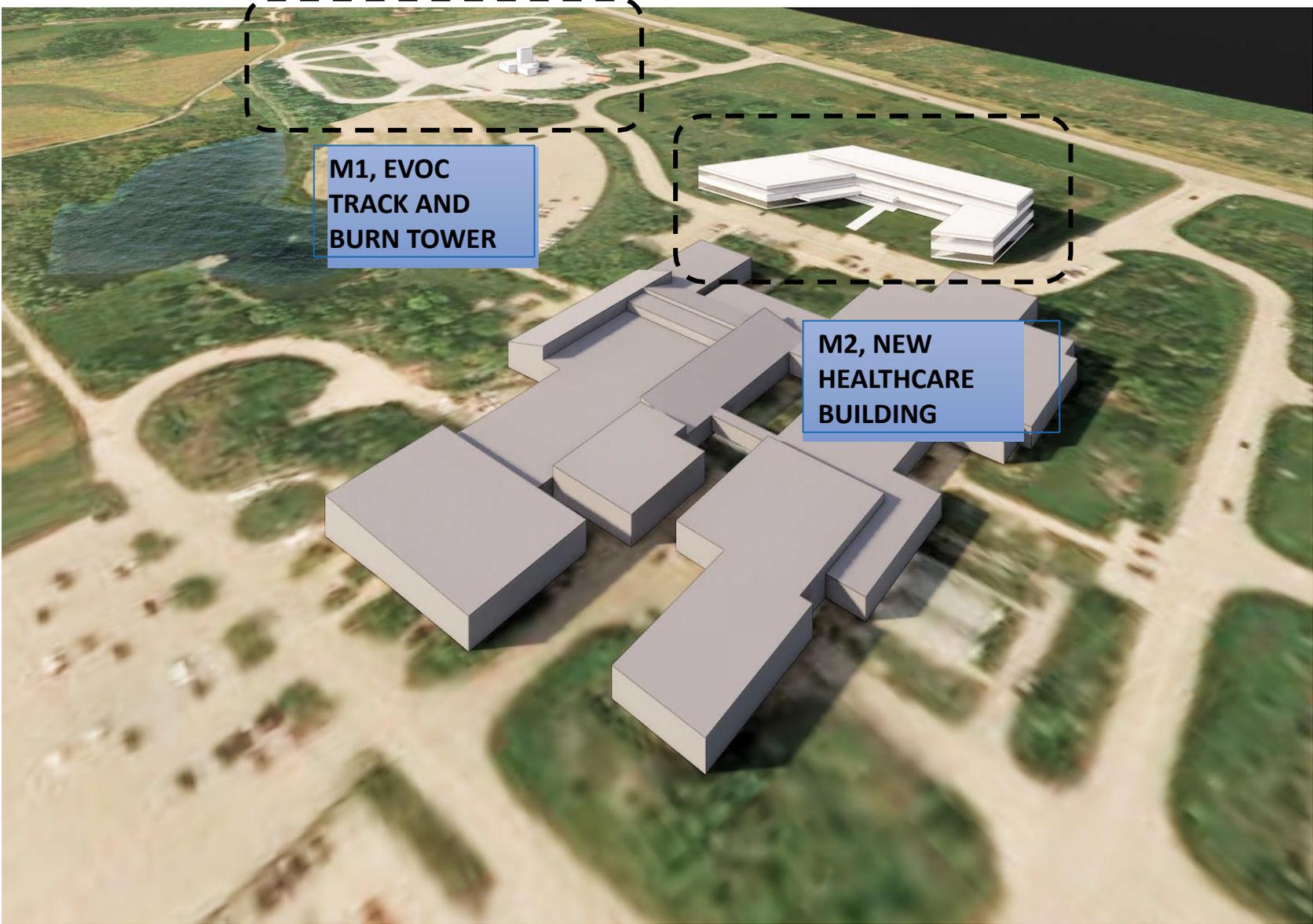
- M-1 EVOC Driving Track and Burn Tower
- M-2 New Healthcare building
- M-3 Reconfigure parking to support the Drive | Park | Walk paradigm

**Total Cost \$55,620,000**

# MAJOR PROJECTS

## MEQUON

- EVOC Driving Track And Burn Tower
- Healthcare Center



# REMODELS, ADDITIONS & NEW CONSTRUCTION

## WEST ALLIS - RECOMMENDED PROJECTS

### Phased Annual Project Series:

- WA-10 Vacate existing A building, move welding to Walkers Square
- WA-20 Funeral Services Options:
- WA-30 Renovate existing general-purpose classrooms to support Hybrid/Flexible learning
- WA-40 Information Commons: Library and IT
- WA-50 Campus Hub: Bookstore, Food Service, Student Services
- WA-60 Faculty offices: Hybrid workplace, spaces for faculty-student meetings.

**Total Cost \$7,818,750**

### Large Capital Project Series:

- WA-1 Option to Divest of the West Allis Campus

**TBD**

# ANNUAL PROJECTS

## WEST ALLIS



# REMODELS, ADDITIONS & NEW CONSTRUCTION

## WALKER'S SQUARE- RECOMMENDED PROJECTS

### Phased Annual Project Series:

- WS-10 Expand welding
- WS-20 Improve Street Frontage on National and 9<sup>th</sup> Street
- WS-30 Expand ESL and Adult High School programs
- WS-40 Relocate sewing and upholstery programs

**Total Cost \$3,987,000**

### Large Capital Project Series:

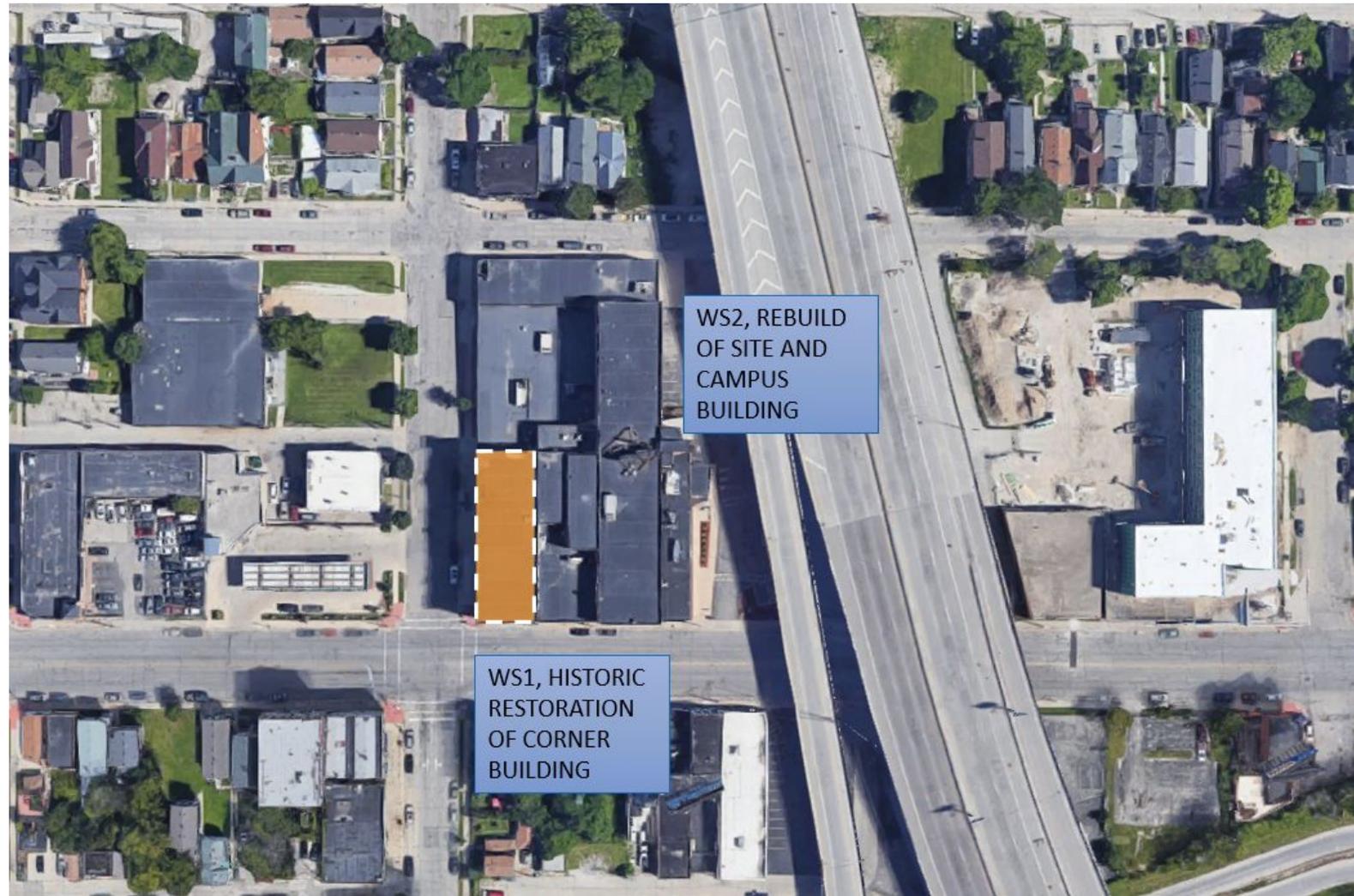
- WS-1 Option A – Full Demolition and Redevelopment of Site
- WS-2 Option B – Historic Restoration of the Corner Building

**Total Cost \$104,400,000**

# MAJOR PROJECT OPTIONS

## WALKER'S SQUARE

- **Historic Restoration of Corner Building**
- **Rebuild of Site and Campus Building**



# TOTAL MASTERPLAN BUDGET = \$382,000,000 OVER 10 YEAR PERIOD

## Large Capital Projects

Downtown Campus Large Capital Projects		Total Project Budget
D-1	Sports, Health, and Wellness facility on 8 <sup>th</sup> and Juneau lot	37,800,000
D-2	Addition to S and C Buildings at 8 <sup>th</sup> and State	22,500,000
D-3	Expand parking with a new structured parking solution	23,625,000
D-4	Improve the pedestrian experience with outdoor public spaces	21,600,000
Sub-Total		<b>105,525,000</b>
Oak Creek Campus Large Capital Projects		Total Project Budget
O-1	Provide a dedicated Protective Services center of excellence building	22,500,000
O-2	Parking and driveway reconfigurations	24,300,000
Sub-Total		<b>46,800,000</b>
Mequon Campus Large Capital Projects		Total Project Budget
M-1	EVOC Driving Track and Burn Tower	7,020,000
M-2	New Healthcare building	37,800,000
M-3	Parking and driveway reconfigurations	10,800,000
Sub-Total		<b>55,620,000</b>
West Allis Large Capital Projects		Total Project Budget
WA-1	Option to divest campus over time	6,840,000
Sub-Total		<b>6,840,000</b>
Walker's Square Large Capital Projects		Total Project Budget
WS-1	Option to Complete a historic restoration of corner building	27,000,000
WS-2	Option to raze current facility and redevelop entire	77,400,000
Sub-Total		<b>104,400,000</b>
<b>Total Large Capital Projects at all Campuses</b>		<b>319,185,000</b>

## Annual Projects

Downtown Campus Annual Projects		Total Project Budget
Sub-Total		<b>21,739,500</b>
Oak Creek Campus Annual Projects		Total Project Budget
Sub-Total		<b>19,237,500</b>
Mequon Campus Annual Projects		Total Project Budget
Sub-Total		<b>10,084,500</b>
West Allis Annual Projects		Total Project Budget
Sub-Total		<b>7,818,750</b>
Walker's Square Annual Projects		Total Project Budget
Sub-Total		<b>3,987,000</b>
<b>Total Annual Projects at all Campuses</b>		<b>62,867,250</b>

*Note: The master plan identifies building divestitures of outdated and/or inefficient infrastructure which exceed the square footage of new construction proposed. The result is a slight reduction in total District square footage, but with higher quality, efficiency and at a lower total cost of operation.*

# TOTAL MASTERPLAN ITEMIZATION BY PROJECT TYPE

20 million	29 Classroom / Lab Projects (includes hybrid learning upgrades)
20 million	38 Interior Commons / Student Support Projects (hubs and main streets)
8 million	8 Faculty Office Suite Projects
11 million	10 Outdoor / Storefront Projects
3 million	3 building/Addition projects

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**62 million**      **87 individual projects currently identified in the Master Plan**

*The large capital projects include a mixture of all of these project types within each facility.*

# THE BENEFITS OF EXECUTING THIS MASTER PLAN

- Tool for project prioritization and evidence based decisions based on vision and guiding principles
- An achievable path toward modernized and efficient facilities tailored to student and faculty needs
- Increased flexibility to adapt to an accelerating shift toward hybrid learning on and off campus
- Creation of a vibrant, welcoming and consistent brand experience across all campuses
- Maintaining a competitive edge and positioning MATC as the educational system of choice
- Provides the needed intervention to reverse a projected decline in student enrollment
- Provides alignment and a foundation for employer and community partnerships and shared resources
- A reduction in total cost of operations

*The facilities master plan is the road map, and a sustainable and resilient future for MATC is the destination. Let the journey begin!*



# NEXT STEPS

- Review Plan and Gather Input from District Board
- Final Approvals of Full Master Plan Report
- Communication Plan/ Unveiling of Master Plan
- Prioritization & Implementation of Annual Projects
- Financing Decisions/ Referendum Planning?