



Statement of Need

Manchester Community College's strategic goal is to be well-positioned to meet the needs of Connecticut's workforce. To best support our state and region, the college is seeking to have Phase One of its Educational and Facilities Master Plan placed in the bi-annual budget for bonding. The new classroom building that is Phase I includes technology enhanced classrooms, a new Hospitality and Culinary Center, Allied Health labs and new Child Development Center.

Transform CSCU 2020 will build on the potential of our colleges and universities as we work closely in collaboration with the business community to better align coursework with state-defined industry growth sectors. MCC is home to distinguished programs in each of the five industry clusters identified in *Transform CSCU 2020* – Allied Health, Hospitality, Manufacturing and Engineering, Information Technology, and Financial Services. Central to the plan is supporting middle-skill positions, predicted to be the source of Connecticut's largest employment growth over the next decade (*MCC Educational Master Plan 2011*, Paulien and Associates).

Health Care Sector

Connecticut's Health Services Sector has continued to see employment growth despite a number of economic downturns. This growth is expected to continue as the population ages. Many healthcare occupations are the middle-skill level positions that require credentialing or a two-year degree, both of which are available at community colleges. MCC has Allied Health programs in Dental Assistant, Occupational Therapy, Respiratory Care, Surgical Technology, and others, enrolling almost 300 students in Fall 2013.

Hospitality

For more than 20 years, the Leisure and Hospitality sector in Connecticut has experienced a steady increase (since the low point in 1992). This industry includes not only the arts and entertainment, but also recreation, accommodations and food services. At MCC, there has been a steady increase in enrollment in our Hospitality programs – totaling 229 students in Fall 2013, up 24 percent over the past five years.

Engineering and STEM curriculum

MCC currently has the largest Engineering program among the twelve community colleges, offering both associate degree and certificate programs geared to immediate employment or transfer to one of several articulated programs at the CSUs and UConn. In Fall 2013 MCC had 660 students enrolled in these Manufacturing and Engineering programs, up 10 percent over the past five years. Students in MCC's Engineering and Technology programs are the most likely to transfer out, with about 37 percent enrolling in a four-year college or university. CCSU is the most common destination, accounting for over 40 percent of these transfers, followed by UConn, another 33 percent of the transfers.

Child Development Center

Manchester's Early Childhood Education (ECE) program, which is included in the Master Plan project, has demonstrated growth in the past five years, as well, with an increase in awards granted of 23 percent. The college's Child Development Center serves a learning lab for students in the ECE program, as well as a daycare center for the children of students, faculty and staff and community members. The Center is currently at capacity for the number of children it can serve, as well as the number of students the lab can accommodate.

Facility Needs

While MCC offers a wide variety of workforce and technical programs to meet the needs of our region, there are space constraints that do not allow for program and enrollment growth in certain clusters. Applying the Board of Regents' standard of 95 ASF*/FTE to our Fall 2013 enrollment suggests that MCC is 141,000 square feet shy of the space it needs *to meet current enrollment*. Three signature programs - Hospitality, Allied Health and Engineering - are particularly stifled by space challenges, limiting the number of students the programs are able to accommodate currently and for future growth. Additionally, the Culinary Arts classroom kitchens and the Early Childhood lab (Child Development Center) are in desperate need of upgrades.

The October 2011 Educational and Facilities Master Plan proposes the addition of a classroom building (50,000 ASF) that will house a new Hospitality and Culinary Arts Center (14,000 ASF), an expansion for Allied Health programs (8,200 ASF), a new Child Development Center (2,000 ASF), and general purpose and STEM classrooms (14,000 ASF).

Phase I: Manchester Community College New Academic Building

New Total Project Budget¹	Bonding Request for Pre-Construction Phase - FY16	Bonding Request for Construction Phase - FY 17
\$57,705,084	\$5,264,895	\$52,440,189

What about Enrollment?

As acknowledged in the Winter 2011 article in *The Connecticut Economy*, "Community Colleges, Can An Old Elixir Help Heal Today's Economic Ills?," community college enrollments are cyclical. As noted, college enrollment in Connecticut, particularly at community colleges, track economic conditions closely, swelling when economic conditions erode, ebbing as they improve. Since 1984, a one percentage point increase in the State's unemployment rate has been associated with a 3 percent increase in enrollment in Connecticut community colleges and, conversely, for a decrease in that rate. This relationship is evident when MCC's credit headcount enrollment is

¹ The budget above includes the necessary project scope additions (vehicular parking/drop-off, CDC relocation) plus inflation to a November 2018 construction mid-point at 6½ percent per year, which increased the total project budget by \$11.5 million from the original plan.

tracked with the unemployment rate.

While it is true that the community college system saw a slight decline in enrollment over the past semester, MCC has strategies in place to boost enrollment moving forward. MCC is looking at a 4.5 percent increase in population in their primary service area and a 4.1 percent increase in the secondary service area. The Manchester school system, for example, is already tracking increases in kindergarten registrations. ***One strategy for growing enrollment is offering institutional aid for the top 10-15 percent of high school graduates in our service area, which would include approximately 200 students, with roughly half of them entering STEM majors.***

Additionally, while the traditional age markets are expected to decline (1,563 fewer residents in the primary service area), MCC has enrollment tactics in place to attract older students to offset declines in the traditional age markets (15-19 and 20-24).

Another area of stability and potential growth is in MCC's diverse student body, which will continue to increase in population. Currently, MCC's racial mix is 40 percent students of color, which could continue to grow as the African American and Hispanic populations in the college's service area are younger and growing faster than the White population.

Additional factors leading to stable enrollment and/or potential growth:

- Percentage of Connecticut college students with the primary goal of obtaining an associate degree has increased from 47 percent in 2002 to 55 percent in 2008 according to the Connecticut Community College Entering Student Survey
- Increasing cost of higher education (particularly out-of-state tuition)
- Projected 4.6 percent employment increase between 2008 and 2018; many of these jobs will require less than a bachelor's degree

What about Private Funding?

To aid with program and enrollment growth, the college is embarking on an \$8 million capital campaign that is currently in the quiet phase. Approving Phase I of this project will open the door to significant private donations with numerous naming opportunities. Over the past year alone, the college has raised more than \$1 million in support of programs and scholarships.

Currently, the college is in discussion with a private donor for \$500,000 for new culinary equipment that could be used immediately and transferred to the new facility. Those discussions rely heavily on the plan for the State to invest in a new academic building for the college.

Why Now?

Over the last 15 years Manchester Community College has undertaken planning and construction projects to meet the academic and stewardship needs of the campus.

- Prior to 2003, MCC constructed the Learning Resource Center and the Arts, Sciences and Technology Center to replace the East Campus buildings constructed in 1971. These new buildings did not increase MCC's capacity, but rather brought assignable square footage per FTE in line with that of Connecticut's other community colleges.
- Between 2004 and 2013 the campus had eight capital projects, all of which could be categorized as deferred maintenance or building code upgrades/improvements. They included: roof replacement, HVAC plant replacement, fire code improvements and bathroom renovations in the Lowe Student Services Center (built in 1984); demolition and removal of the vacant East Campus (built in 1971, vacated in 2003); and replacement of parking Lot B (1984).
- During that same time frame, the State Department of Education bonded for construction of the magnet high school on MCC's campus, Great Path Academy, which was completed in 2009.

In the late 1990's, MCC had the foresight to prepare a facilities plan that insured that the college was shovel-ready when support from the State became available, resulting in the funding of the college's first new construction since 1984, the LRC and the AST. At that point in time, MCC moved to the back of the queue and the following projects at its sister community colleges took place:

- Three Rivers CC - new building, 2008
- Naugatuck Valley CC – technology building, 2008
- Northwestern CT CC – Arts and Sciences building, 2008
- Norwalk CC – Phase III Health Sciences building, 2011
- Gateway CC – new building, 2012
- Housatonic CC – Phase II building and renovation, 2013
- Quinebaug Valley CC – manufacturing center and magnet high school, 2012/2014
- Middlesex CC – new building, 2014

MCC is now uniquely positioned to capitalize on the launch of the capital campaign, as well as the growing trend of middle-skill jobs by attracting residents interested in retraining or new career directions. It is hoped that it is again MCC's turn at the head of the queue - the college's comprehensive Educational and Facilities Master Plan provides the roadmap for necessary improvements and additions to the campus infrastructure. With the development of new workforce and technical programs, expansion of existing academic programs, and a new academic building, MCC will be prepared to provide the workforce of the future for Connecticut's businesses and industries.

Statement of Need

Overall, the top ten industries forecasted for the largest employment growth is in middle-skill positions over the next decade. MCC has a wide array of technical programs and workforce training opportunities to meet the needs of many of these industries. "Education and training should increase its focus on occupational training that targets middle-skill jobs in demand, and meet the projected workforce needs. Overall, the demand for middle-skills is likely to grow rapidly over the next decade and beyond- both overall and within key sectors." MCC is currently 30,000 sq feet shy of space according to the facilities assessment conducted in October 2011 by Paulien and Associates. Additionally, facilities in the college's premier hospitality and allied health programs are space challenged limiting the number of students the programs are able to accommodate. The culinary classroom kitchens are in need of upgrades.

The college is seeking to have Phase One of its Educational and Facilities Master Plan placed in the bi-annual budget for bonding.

State of Connecticut Education and Health Services Sector Employment

This employment sector has continued to see growth since 1990, despite a number of economic downturns. The increase in job gains in 2010 is the result of healthcare and social assistance industries. This trend is expected to continue in 2011 and beyond as the population ages. Many of the health care jobs in this category require credentialing or a two-year degree.

State of Connecticut Leisure and Hospitality Sector Employment

The Leisure and hospitality sector experienced a steady increase since the low point in 1992. This industry includes arts, entertainment, recreation, accommodations, and food services. The industry was mildly impacted by the recession but has rebounded, especially in late 2010. The industry will continue to add jobs in the future, but not at the pace from 2000 to 2008.

Demographics

The population is expected to increase by 4.5 percent in MCC's primary service and 4.1 percentage in the secondary service area. While the population is becoming older, MCC has strategies in place to attract older students to offset declines in the traditional age markets (15 to 19) and (20-24), which will experience slight declines in population. It must be noted that the decrease in the 15 to 19 and 20 to 24 age population in the primary service area is only 1,563 residents. The factor is expected to maintain current participation rates.

As noted in the Winter 2011 article in *The Connecticut Economy – Community Colleges, Can An Old Elixir Help Heal Today's Economic Ills?* Community college enrollments are cyclical. As noted in the article: College enrollment in Connecticut, particularly at community colleges, track economic conditions closely, swelling when economic conditions erode, ebbing as they improve. Since 1984, a one percentage point increase in the State's unemployment rate has

been associated with a 3 percent increase in enrollment in Connecticut Community colleges, and conversely for a decrease in that rate. This relationship is evident when MCC's credit headcount enrollment is tracked with the unemployment rate,

The population will continue to become more diverse with higher college participation rates by Black and Hispanic races. African American and Hispanic races in the College's service area are growing faster than the White population and younger. This factor is expected to slightly increase participation rates.

Based on the Connecticut Community College Entering Student Survey, the percentage of CT college students with the primary goal of obtaining an associate degree has increased from 47 percent in 2002 to 55 percent in 2008. This trend is expected to increase slightly over the next ten years. The factor is expected to maintain current participation rates.

The number of public and non-public high school graduates will decline over the planning horizon. Upon closer examination, the largest decline will take place among White Students. While this will impact the pool of traditional aged student pipeline. MCC's ability to focus on graduates of non-White races could offset the overall decline. This factor is expected to maintain current participation rates. The college's racial mix is currently 40 percent students of color.

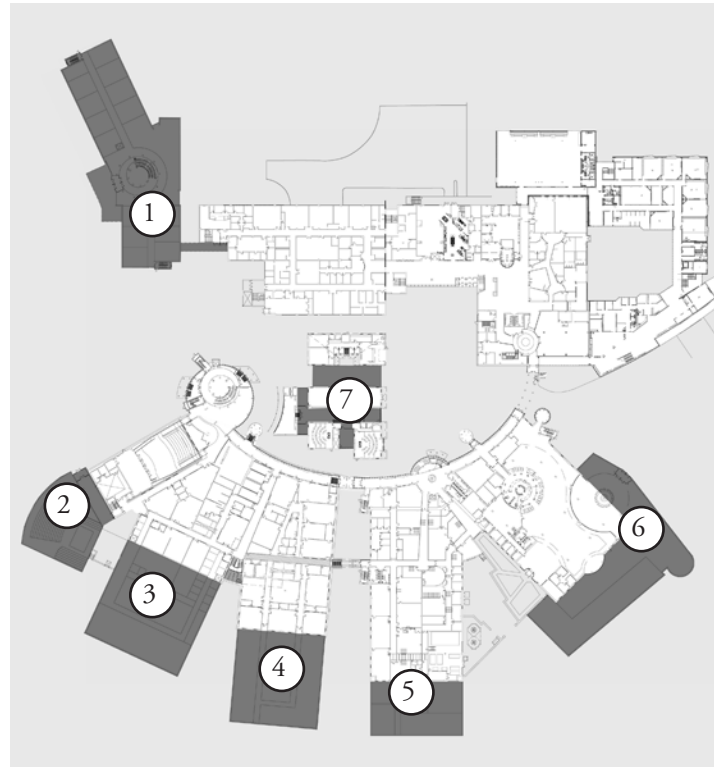
Of the 29,258 Connecticut high school graduates attending college in 2008, approximately 41 percent are attending out-of-state colleges and universities. The Connecticut State Department of Education is aware of this trend. Given current recessionary pressures on family incomes and the escalating cost of out-of-state tuition, this trend may subside in the future. This factor is expected to maintain current participation rates. Connecticut is expected to increase employment by 4.6 percent between 2008 and 2018. Many of these jobs will require less than a Bachelor's degree and are typically known as middle skill level jobs.

With the development of new workforce and technical programs, MCC is uniquely positioned to capitalize on this growing trend by attracting residents interested in retraining or new career directions.

MASTER PLAN EXPANSION AREAS

To accommodate growth in the 2020 plan horizon, while maintaining academic areas within a 2.5-minute walk of the existing academic core, the following expansion areas should be considered. Specific recommendations for these expansion areas are discussed further on pages 28-32.

1 New Academic Building (3 Floors)	71,150 GSF
• Culinary Arts	21,500
• Allied Health	12,500
• Child Development	3,000
• General Classrooms	20,000
• Offices + Support	1,500
• Support Services	6,650
• Lobbies + Flexible Space	6,000
AST Expansion (1 Floor)	39,000 GSF
2 Black Box	8,500
3 Arts	17,500
4 Science/Technology	13,000
LRC Expansion (1 Floor)	25,450 GSF
5 Life Sciences	8,000
6 Library	17,450
7 Village Unification (1 Floor)	3,800 GSF
Total	139,400 GSF



Building Expansion Areas - First Floor



Classroom Character



Classroom Character

NEW ACADEMIC BUILDING

The Facility Master Plan proposes a new 71,150 GSF building located to the west of the SSC. It should be physically separated from the SSC to allow fire department access with a second floor bridge connection.

Basement Level

The basement level will include space for receiving and support services including 6,650 GSF for Public Safety.

First Floor

- ① The first floor will provide 21,500 GSF for the Culinary Arts program. Defined as one of the top priority Academic Initiatives, classrooms and laboratories will be located in a prominent location within good proximity to arts venues, and an opportunity for lobby and new entrance space for the arts.

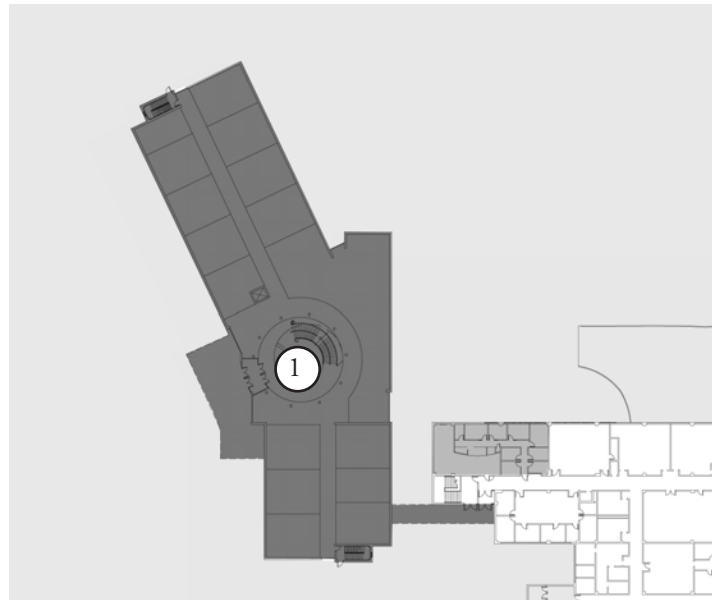
Second Floor

The second floor will provide space for the Allied Health Academic Initiative, including a clinic.

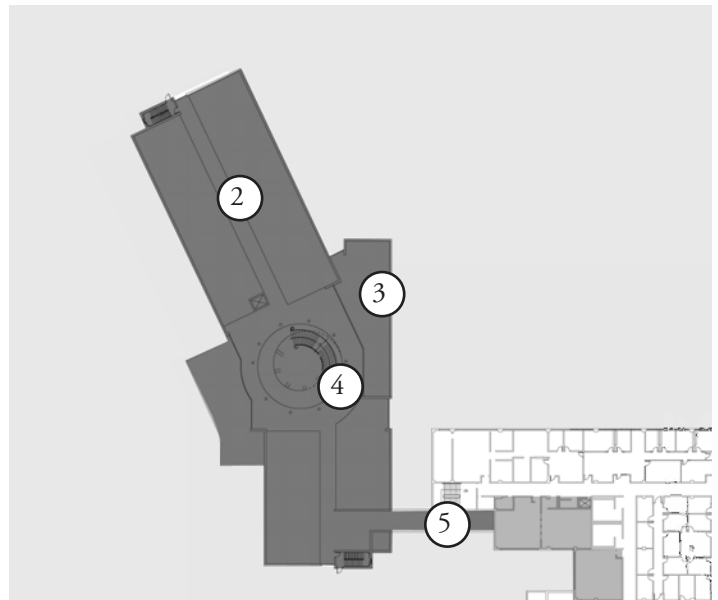
- ② A total of 12,500 GSF of Allied Health space should be located on the first floor of the new academic building. Existing allied health spaces currently located in the LRC will be relocated here for synergy.
- ③ 3,000 GSF will be dedicated to the Child Development Center, predominately relocated from the SSC.
- ④ An additional 6,000 GSF of gathering and flexible space will constitute the remaining second floor space.
- ⑤ The second floor will provide a connection to the SSC.

Third Floor

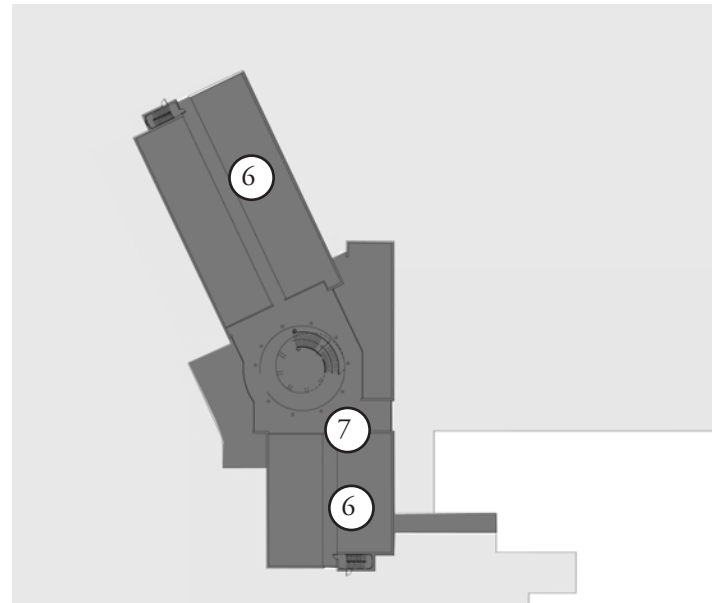
- ⑥ The third floor of the new building will be allocated for 20,000 GSF of general purpose classroom space for use by the entire college. Locating classrooms in newly constructed space enables incorporation of the latest technologies as well as the ability to use them as extra (surge) space while existing classrooms are renovated.
- ⑦ An additional 1,500 GSF of space will be dedicated to offices on the third floor of the new academic building.



New Academic Building - First Floor



New Academic Building - Second Floor



New Academic Building - Third Floor

MASTER PLAN RENOVATION AREAS

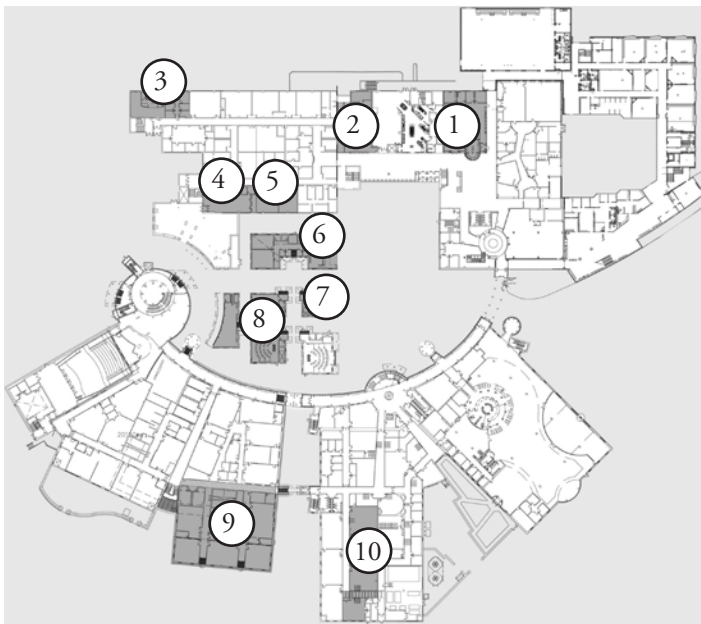
As part of the overall master plan strategy, MCC should consider the following areas as candidates to be relocated to new construction, enabling renovation of these spaces for potential future uses for adjacent programs as suggested below. Specific recommendations for these renovation areas are discussed further on pages 28-32.

Renovation Areas - First Floor

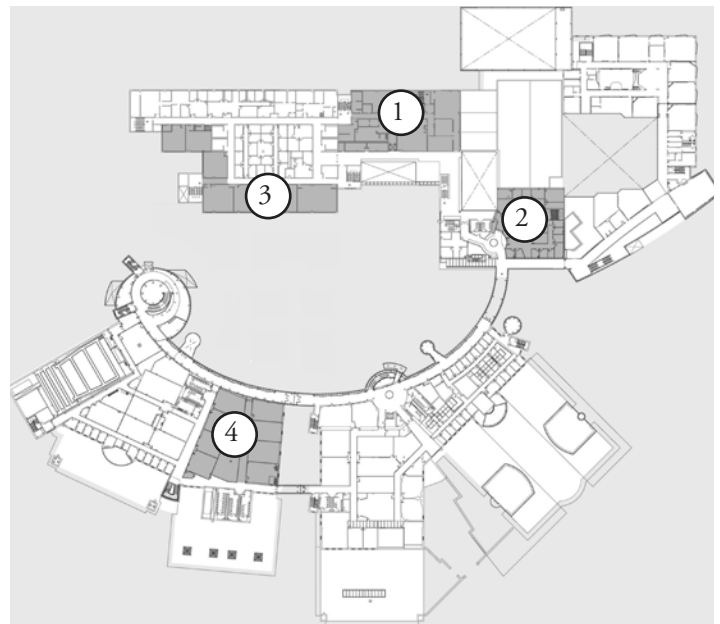
SSC Renovations - Existing Uses	Potential Future Uses	11,320 ASF
1 Admissions/Registrar	Student Life	3,500
2 Offices	Student Life	2,220
3 Counseling	Student Services	1,700
4 Child Development	Student Services	1,900
5 Classrooms	Student Services	2,000
Village Renovations - Existing Uses	Potential Future Uses	8,250 ASF
6 Music	One-Stop	3,600
7 Advanced Technology	One-Stop	750
8 Classrooms	One-Stop	3,900
AST Renovations - Existing Uses	Potential Future Uses	4,800 ASF
9 Advanced Technology	STEM growth	4,800
LRC Renovations - Existing Uses	Potential Future Uses	2,700 ASF
10 Allied Health	General Classrooms (If Needed)	2,700

Renovation Areas - Second Floor

SSC Renovations - Existing Uses	Potential Future Uses	19,800 ASF
1 Culinary Arts	Faculty Offices	7,900
2 Academic Support	Adjunct Faculty Suite	2,900
3 General Classrooms	Specialized Uses (If Needed)	9,000
AST Renovations - Existing Uses	Potential Future Uses	7,000 ASF
4 General Classrooms	Specialized Uses (If Needed)	7,000



Renovation Areas - First Floor



Renovation Areas - Second Floor

ILLUSTRATIVE VIEWS



New Academic Building



Aerial Perspective of the New Academic Building + West Drop-Off