



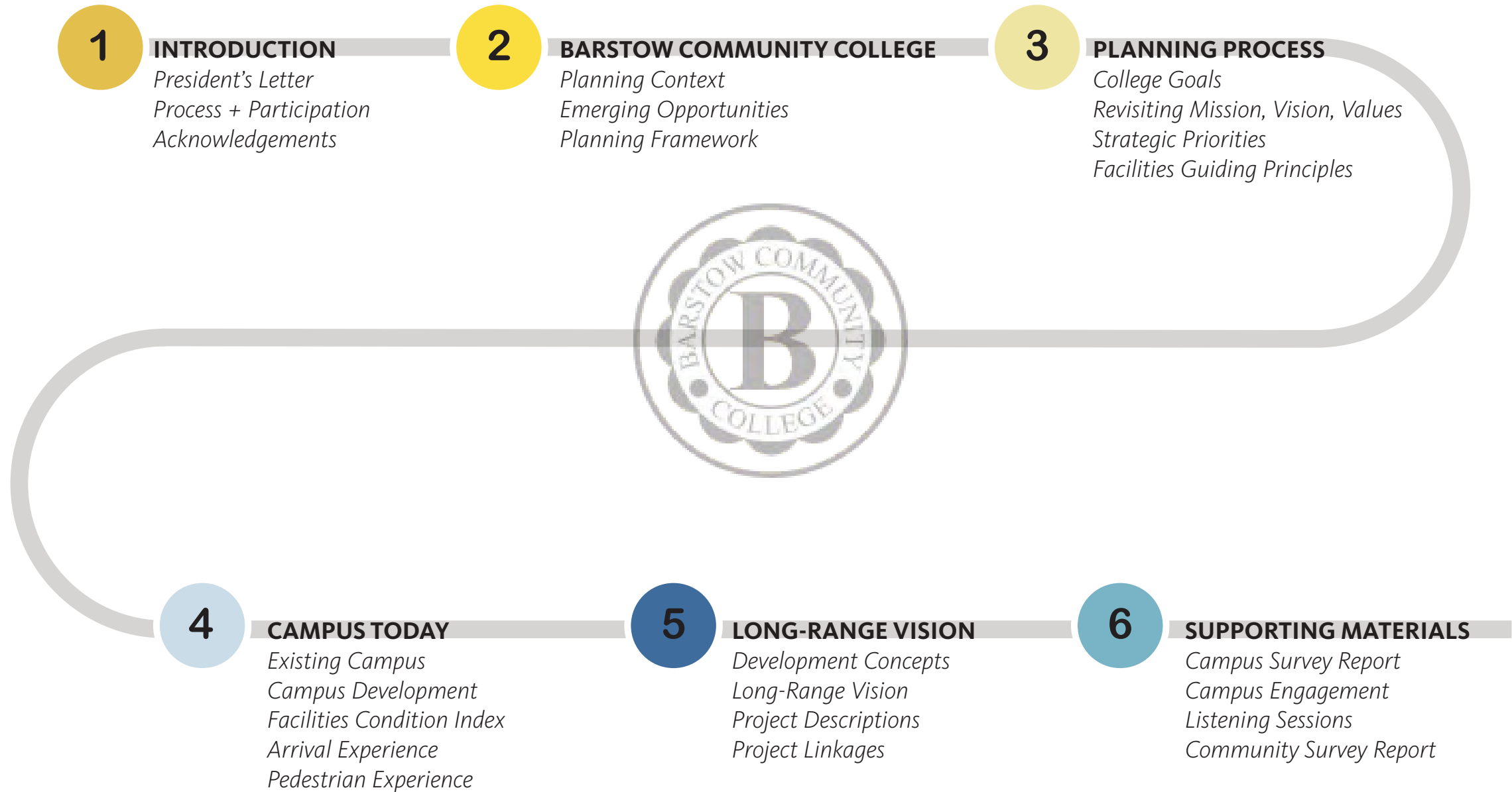
# 2023

COMPREHENSIVE

*Educational + Facilities Plan*

Final Draft | February 21, 2024

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# President's Letter



*Dr. Eva Bagg, Ph.D.*

Barstow Community College's last comprehensive educational and facilities master plan was published in 2017 and was developed to provide an overarching framework through 2030 for all other college plans informed by BCC's participatory governance process and structure. To a significant extent, it served that function, but events occurred shortly after the publication of that plan, along with the emergence of new forces impacting higher education at large and at the local level, which signaled the need for a review of the plan and revisioning for the future.

In 2021, the college emerged from a health pandemic that significantly changed our ways of working and students' ways of learning. The communities served by the District - embedded in the larger social fabric of the county, state and nation - began to confront unique forms of racial reckoning. In serving our students - both online and those returning to campus - we recognized the need to deepen our understanding of and capacity to support the mental health needs of our students and the communities we serve.

In 2022, a major employer in Barstow, the BNSF Railway, announced the Barstow International Gateway (BIG) project, a state-of-the-art master-planned rail facility, the first of its kind to span approximately 4500 acres on the west side of Barstow and featuring a rail yard, an intermodal facility, and warehouses for transloading freight from international containers to domestic ones. The BIG project is expected to be a catalyst for unprecedented and rapid population and economic growth in the Barstow area, and Barstow Community College is embracing its responsibility to support the workforce training needs for this economic development as well as the expanded general educational needs of a larger population of residents.

With all of this change, the campus community collectively agreed on the need to re-envision the college's educational and facilities planning in order to respond to these significant shifts and to take full advantage of the many emerging opportunities on the horizon. Using our governance structure, the college assembled a Planning Taskforce and brought in external planning expertise and support to collect input from students, faculty, and staff, as well as from external community stakeholders, to revitalize the college's mission, vision, and values and to develop a new set of long-term strategic goals for the college.

The process was inclusive, collaborative, and inspiring and has resulted in a set of new strategic goals for the college. These strategic goals, in turn, informed the development of guiding principles for the college's facilities and a long-range vision for the future development of the campus. These principles address not just the physical structures on campus, but also the spaces that will foster connection, well-being, innovation, and vitality.

To the dedicated members of the Planning Taskforce, the Institutional Effectiveness Committee, and the students, staff and community members who engaged with the process of developing this plan, I extend my deepest appreciation. Your commitment to this project has turned conversation into design concepts and a planning framework that will ultimately serve to enrich students' campus experience for generations to come.

# Process + Participation

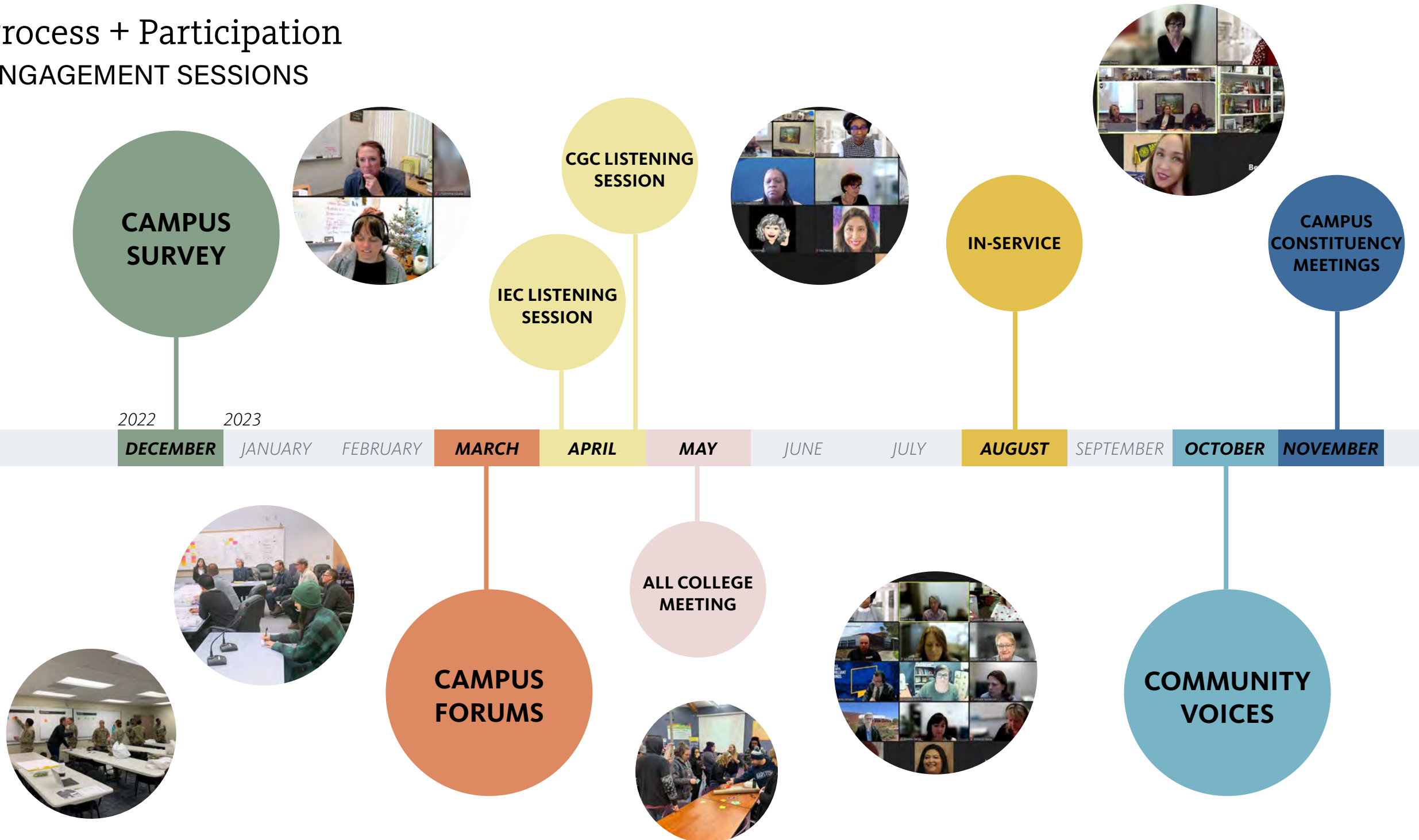
The Barstow Community College 2023 Comprehensive Educational and Facilities Plan has been developed to serve as a guide and is intended to both inspire and inform future plans for the College.

The planning process was a highly participatory one involving multiple stakeholders and maximizing opportunities for the BCC community to share their diverse experiences and perspectives. A series of engagement sessions were conducted throughout the planning process including campus forums, surveys, and listening sessions. The engagement sessions in the next page highlighted when some of the sessions were held.



# Process + Participation

## ENGAGEMENT SESSIONS



# Acknowledgements

*Participants included various stakeholders - constituents, students, faculty, staff, and community at large. The stakeholders participated in virtual and in-person engagements.*

## **BCC Planning Taskforce**

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## **Institutional Effectiveness Committee**

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# 2

Planning Context  
Emerging Opportunities  
Development of Framework

## BARSTOW COMMUNITY COLLEGE



# Planning Context

Barstow Community College (BCC) is a two-year institution in California’s Mojave region, known for its vital role in providing higher education and vocational training. The main campus is situated in Barstow and a second location at Fort Irwin, the college serves a diverse community, including military personnel. The college not only contributes to education but also serves as a community hub in the Barstow area.

BCC has played a significant role in the Barstow area, not just as an educational institution but also as a community hub. It has been integral in providing educational and career opportunities for a diverse range of students, including military personnel and their families from the nearby military bases. Today, Barstow Community College offers a variety of academic programs, including associate degrees, certificate programs, and transfer opportunities to four-year universities. BCC continues to be a central part of the community, offering not just educational services, but also hosting community events, workshops, and other activities that engage residents and businesses.

The college has adapted to the changing educational landscape by developing innovative teaching methods, providing student centered support services, and addressing student basic needs, all leading to preparing students for the modern workforce. Aligned with its values, BCC places a strong emphasis on diversity, equity, inclusion, and accessibility, ensuring that its programs and campus culture are welcoming and accessible to all students.





# Emerging Opportunities

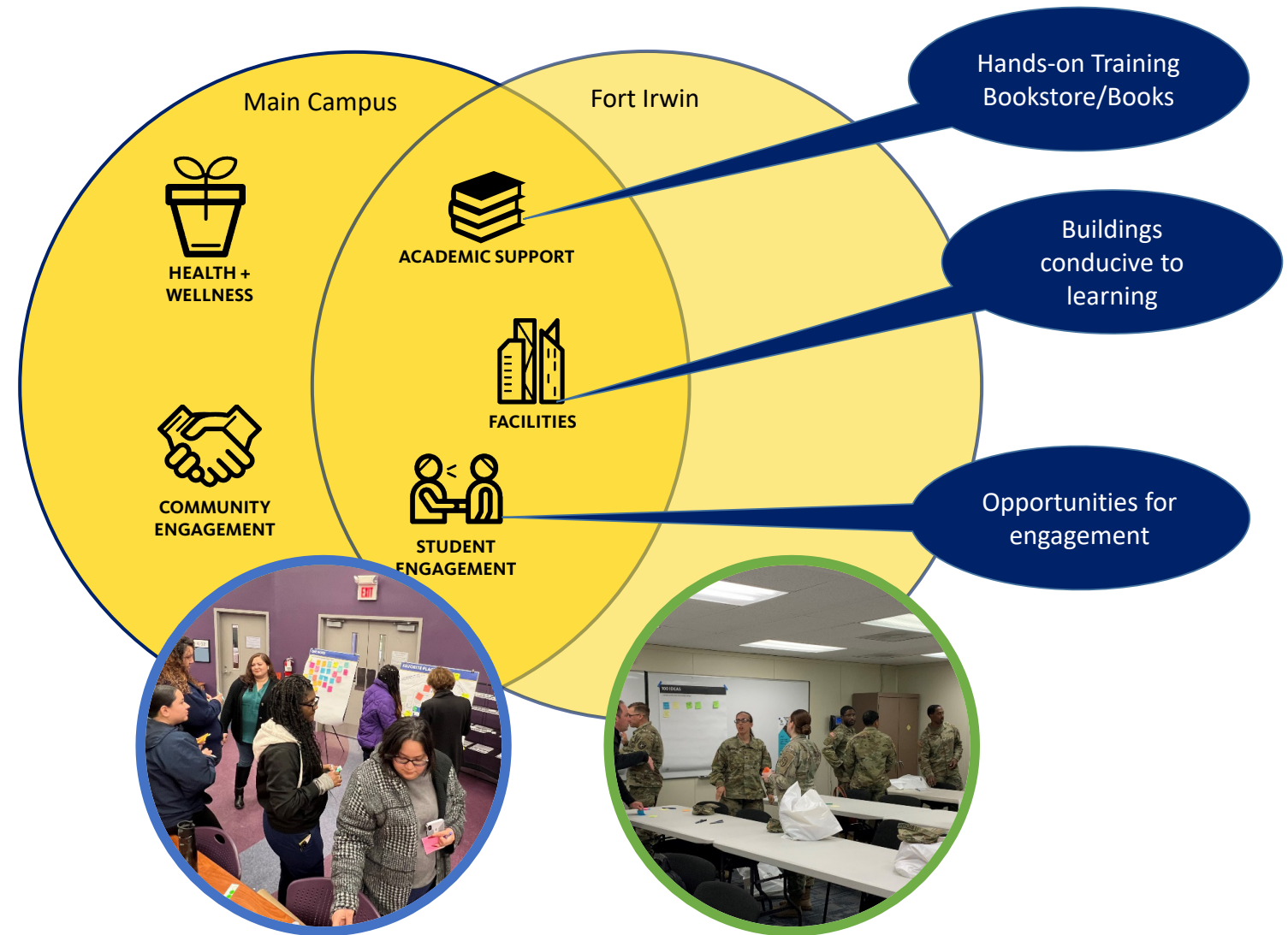
Barstow Community College (BCC) has actively participated in discussions concerning the Barstow International Gateway (BIG) in collaboration with Burlington Northern Santa Fe (BNSF) Railway. This groundbreaking project, announced last year, involves a \$1.5 billion investment to establish a state-of-the-art rail facility in Southern California—the first of its kind developed by a Class 1 railroad.

The approximately 4,500-acre Barstow International Gateway on the west side of Barstow is expected to generate thousands of direct jobs in California’s high desert communities, significantly impacting the City of Barstow. BCC has played a pivotal role in informing the community, facilitating stakeholder discussions to address challenges and opportunities, and strategically planning for its own contributions to support the growth of Barstow and its evolving economy.



# Development of Framework

The development of the Planning Framework entailed synthesizing information from listening sessions held at the Main Campus, Fort Irwin, and Online. Additionally, feedback obtained from the Mission, Vision, and Values listening sessions, as well as input gathered through online campus and community surveys, were integrated into the framework. Detailed reports for these components can be found in the Supporting Materials section.



# Development of Framework

The Planning Framework took shape through sessions with the College Governance Committee (CGC) starting in January 2023 and in-depth discussions in regular meetings with the Planning Task Force. The Gensler Team actively engaged with various constituent groups through both in-person and Zoom sessions, conducting listening sessions and campus tours over two days (January 24-25) to assess the current campus environment. The visit concluded with a meeting with the CGC to review the findings of the Education Engagement Index (EEI) and set the stage for further inquiry.

The Gensler Team returned to campus on February 28 - March 1 for the kick-off with the Planning Task Force. In this meeting, Gensler Team reviewed feedback to date and created a calendar and milestones for plan development. Over the Spring semester, the Gensler Team and the Planning Task Force continued to meet to review survey data, listening session feedback and garner input. To broaden input, a Gensler team member attended a meeting of the “Movers & Shakers” a group chaired by Dr Nasio, Dean of Workforce and Economic Development, and representing the Economic Development leadership of the Barstow area. This meeting was focused on the Barstow International Gateway (BIG) project and provided a significant opportunity to hear from both BNSF Railway and the larger community about how the college can be a hub of energy and innovation.

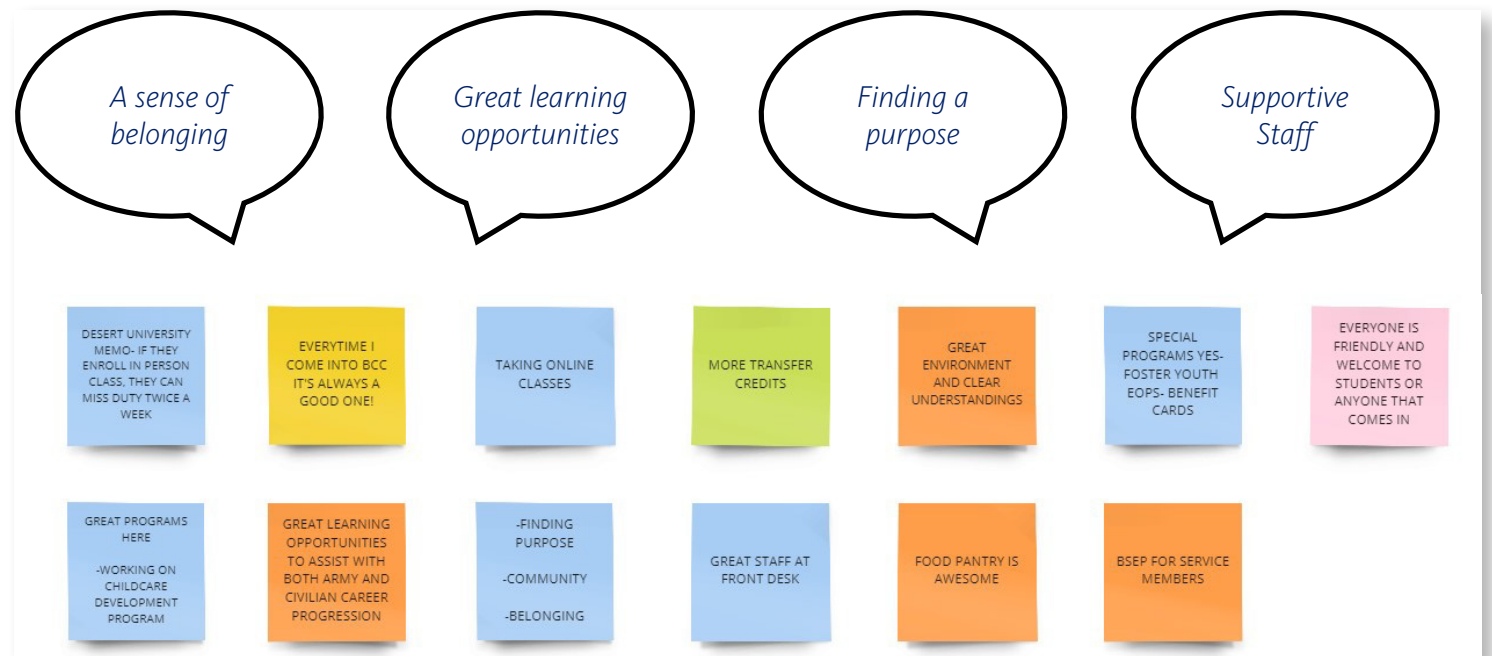


# Listening Sessions

Campus members were invited to share their evaluation of Barstow Community College and their recommendations for the College’s focus in the coming decade in a Campus Forum in January 2023 and Campus Survey in March 2023. These participants were members of advisory committees, students, faculty, and staff who came together to share their experience with Barstow Community College.

During the listening session, participants were asked to describe BCC in one word. The word cloud on the next page was generated in real time, with “welcoming,” “helpful,” “opportunity,” and “professional” being the main descriptors.

Also during the listening sessions, participants were asked for ideas to improve the campus. This resulted in five major themes shown in “100 Ideas to Improve BCC;” (1) health and wellness, (2) academic support, (3) facilities, (4) community engagement and (5) student engagement.





# Listening Sessions

## 100 IDEAS TO IMPROVE BCC



### HEALTH + WELLNESS

- Outdoor seating and walkways
- Coffee Shop / Cafe
- Outdoor activities



### ACADEMIC SUPPORT

- More majors/ programs
- Partnerships with businesses
- More in-person classes



### FACILITIES

- Building expansions
- On-campus childcare/daycare



### COMMUNITY ENGAGEMENT

- More events engaging campus with Barstow community
- Develop campus program partnerships with Barstow businesses



### STUDENT ENGAGEMENT

- New/improved student lounges
- More in-person activities for students
- More events

# 3

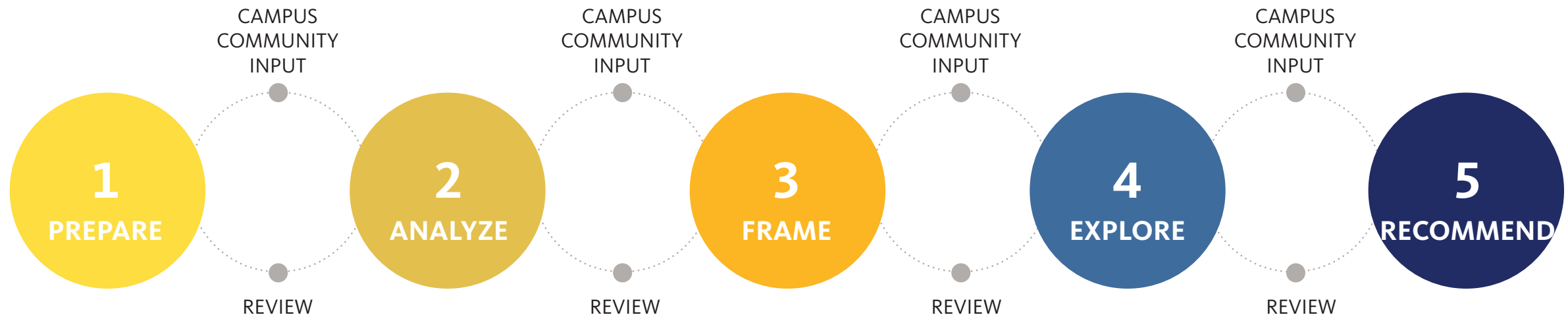
Planning Process  
Revisiting Mission, Vision, Values  
College Goals  
Strategic Priorities  
Facilities Planning Principles

## PLANNING PROCESS



# Planning Process

The planning team worked closely with BCC to develop the Comprehensive Educational and Facilities Plan in a collaborative 5-step planning process. Each step was designed to actively involve the campus community in shaping the framework for this long-range plan.



I N T E G R A T E D | P A R T I C I P A T O R Y | D A T A - I N F O R M E D



# Planning Process



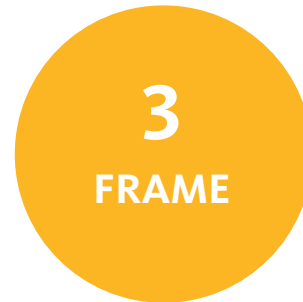
**Step 1** began with defining the project goals and measures of success. A cross-constituent Planning Task Force was identified as the lead governance group to guide the plan.

A timeline for the project and key stakeholders were identified to ensure maximize participation, activities were designed to include broad inclusion of the voices and perspectives representative of the Barstow Community College internal and external communities.



**Step 2** included the analysis of all conditions that impact the College, such as enrollment and program review data, student success data, analysis of existing planning documents and meetings with key stakeholders broadly across all communities.

This step also included the analysis of existing site and facilities to understand challenges and identify opportunities. Meetings in the community, and with campus constituent groups garnered ideas and began the framing of goal areas for the college.



**Step 3** used the analyses and broad feedback from the previous step to shape the College Goals and Strategic Directions. At the all-college in-service in August 2023, the college as a whole weighed in on the planning to date and gave valuable feedback. Throughout the fall semester the planning team met with multiple groups to collect and incorporate additional feedback to inform the plan's framework.

The framework offered the opportunity for BCC to crosswalk their current planning processes to the new plans' strategies and goals, aligning resource planning, communication and expectations for the campus and community.



**Step 4** utilized all of the previous input and offered the college the opportunity to apply the framework and explore opportunities to develop the physical campus to support goals and strategies.

A series of discussions took place in this step to engage the BCC community, discuss ideas and develop preliminary recommendations.



**Step 5** included presenting the draft recommendations to the Planning Task Force, College Governance Council, the Board of Trustees, and key stakeholders to finalize the plan. An anticipated approval of the plan by the Board of Trustees in early 2024 gives BCC the opportunity to utilize the plan to impact the 2024-2025 planning and resource development cycles.

# Revisiting Mission, Vision, Values

Early in the planning process, the college identified the need to update Barstow Community College's Mission, Vision, and Values statements. Concurrently, in collaboration with the Institutional Effectiveness Committee (IEC), the team developed a timeline to assess, revise, and recommend these statements. In April and May 2023, Gensler presented these opportunities to the IEC, College Governance Council, and an all-college meeting, emphasizing how these updates contribute to effective planning and accreditation progress. The college used the following definitions to guide its efforts:

## 2024 Accreditation Standards Definitions

### *Mission*

The mission of the college is the core purpose. It's why the college exists. The mission really defines the "why?" behind what the organization does, for whom it does its work, and its reason for doing it.

### *Vision*

A vision is aspirational and inspirational. It's a statement of where the institution wants to be in the future. A great vision looks ahead, is ambitious and realistically expansive.

### *Values*

The values are the important principles, important beliefs, way of behaving and seeing the world that connect everyone. They represent how the college does its work collectively, and its commitment to one another to achieve the vision and mission.



# Revisiting Mission, Vision, Values

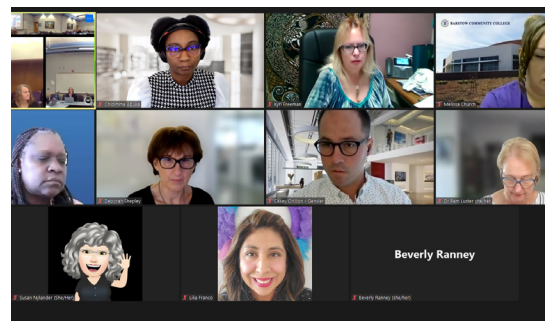
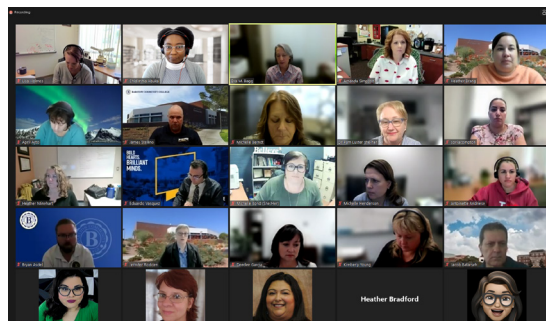
## THE PROCESS

To guide discussions on the review of the Values statements, the following questions were employed during sessions held in the Spring term and at the college In-Service in August 2023.

1. What is our current and then desired reputation in the community?
2. When reflecting on our college work together:
3. Can you think of at least 3 values that you practice when performing your work at this institution? Would you share those with us?

These questions elicited outstanding feedback and led to the identification of a list of priorities, outlined below:

EQUITY	HONESTY	ACCOUNTABILITY
INTEGRITY	SERVICE/ SUPPORT	COLLABORATION
KINDNESS	RESPECT	EMPATHY
COMPASSION	INNOVATION	





# ***Vision***

Barstow Community College will be a hub of innovation and educational excellence, fostering a culture of growth, partnership, and inclusion as the premier college of the California High Desert.

# ***Mission***

Barstow Community College is committed to providing an equitable, accessible, and affordable education to its diverse student body, including local, military, distance education, and historically marginalized student populations. Through a variety of high-quality and comprehensive degree, certificate, and job skills training programs, we provide holistic student support with clear and diverse educational pathways that provide students with life-long learning and networking opportunities, critical thinking skills, and success in a globalized world.

# ***Values***

We are **VIKINGS!**

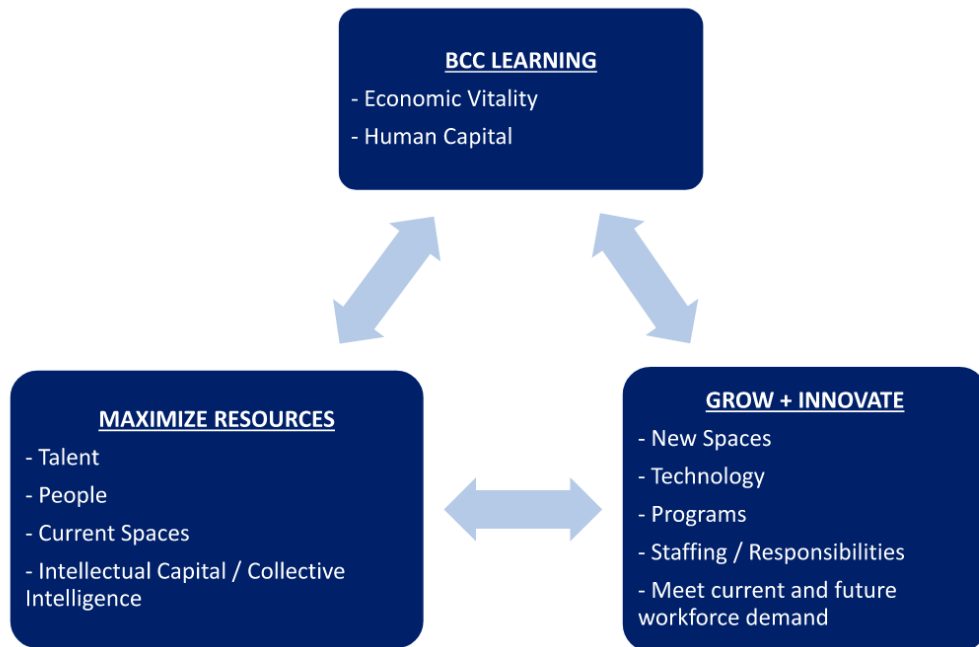
- V** *Vision for the Future*
- I** *Innovation and Collaboration*
- K** *Kindness and Integrity*
- I** *Inclusivity and Equity-minded Action*
- N** *Nurturing Community*
- G** *Growth and Improvement*
- S** *Superior Service and Support*



# College Goals

To co-create the College Goals, the Gensler team returned to campus after synthesizing all of the feedback gained from spring listening sessions, surveys and guidance from the college planning task force to present a set of draft goals. These were then shared with a larger group through April and May to include the College Governance Council, with a promise to bring these goals and new strategic directions to the college at its August In-Service day. In August, the following goals and strategies were presented with opportunities for feedback.

## LISTENING SESSIONS SUMMARY



## DRAFT GOALS



# College Goals

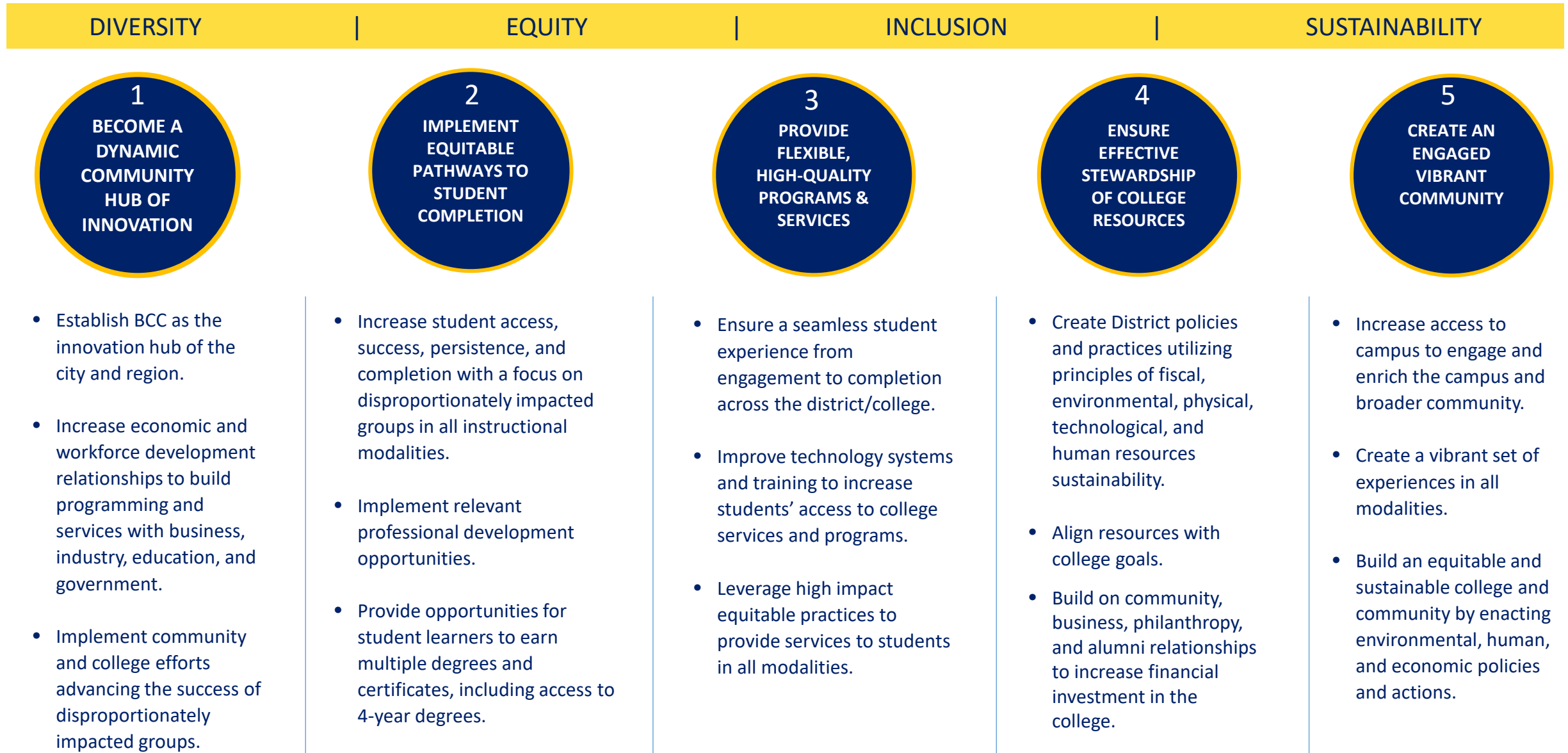
*In listening sessions and surveys, the college repeatedly demonstrated its deep commitment to diversity, equity, inclusion and sustainability. Rather than see these as individual goals, the Gensler team recommended and the planning task force agreed that these critical elements would be embued across the work of the institution. Thus, each goal will have in its measures of accountability these four important outcomes.*

*The college held an in-service meeting that focused on strategic priorities developed from insights shared at the In-Service. The Gensler team gathered input on the Mission, Vision, and Values, which helped advance the work of the goals and strategies.*



# Goals + Strategies

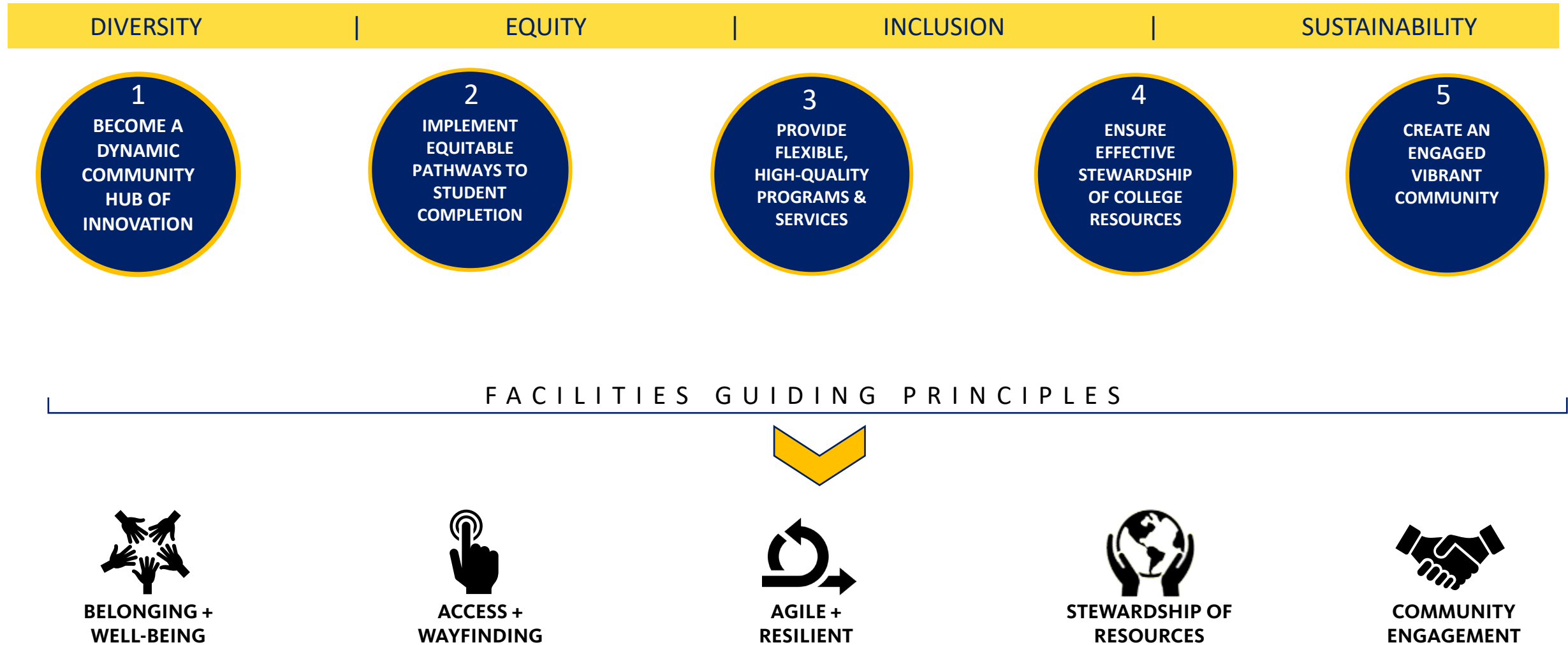
In September through November, the planning team presented this framework and provided opportunities to review and revise. Some minor grammatical changes were made along the way, and the final result can be found in the graphic below. In November the College Governance Council endorsed the goals and strategies and they will now go the Board of Trustees with anticipated review in January and February 2024.





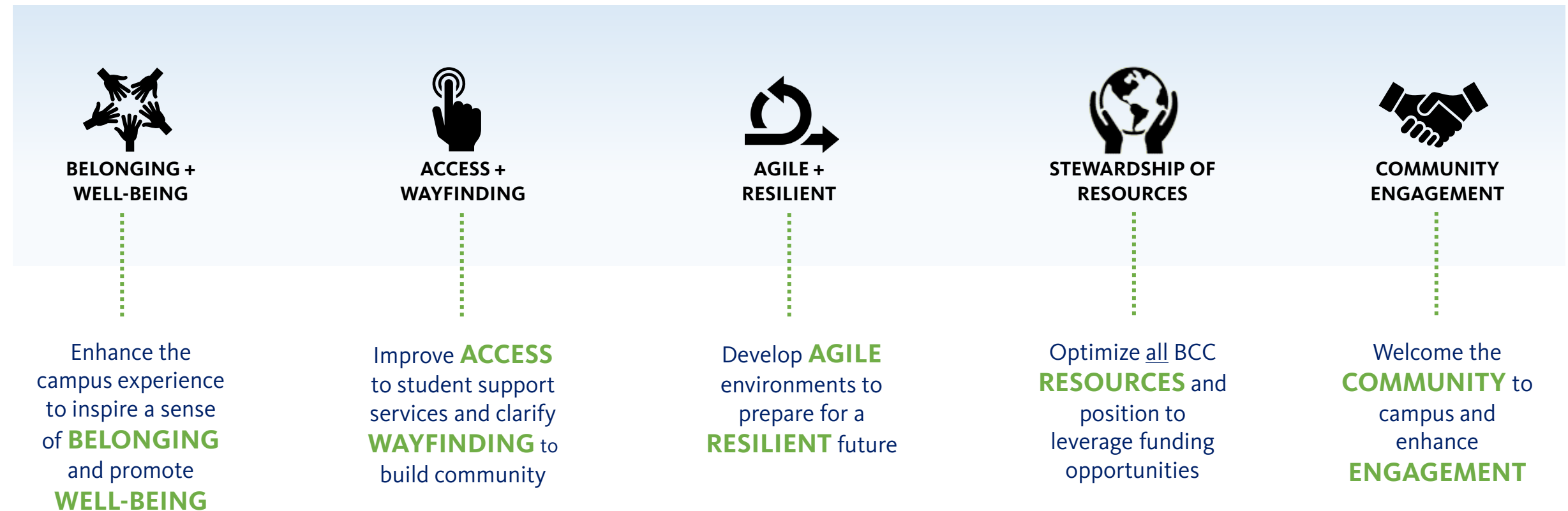
# BCC Framework

The goals and strategies informed the development of the five facilities guiding principles.



# Facilities Guiding Principles

Facilities Planning Principles are the key drivers that led to the development of the BCC Site and Facilities recommendations and serve as a guide for the future development of the campus. They provide a framework for identifying proposed improvements to the campus environment to support college goals.



# 4

Campus Context  
Existing Campus  
Development History  
Facilities Condition Index  
Arrival Experience  
Pedestrian Experience

## CAMPUS TODAY



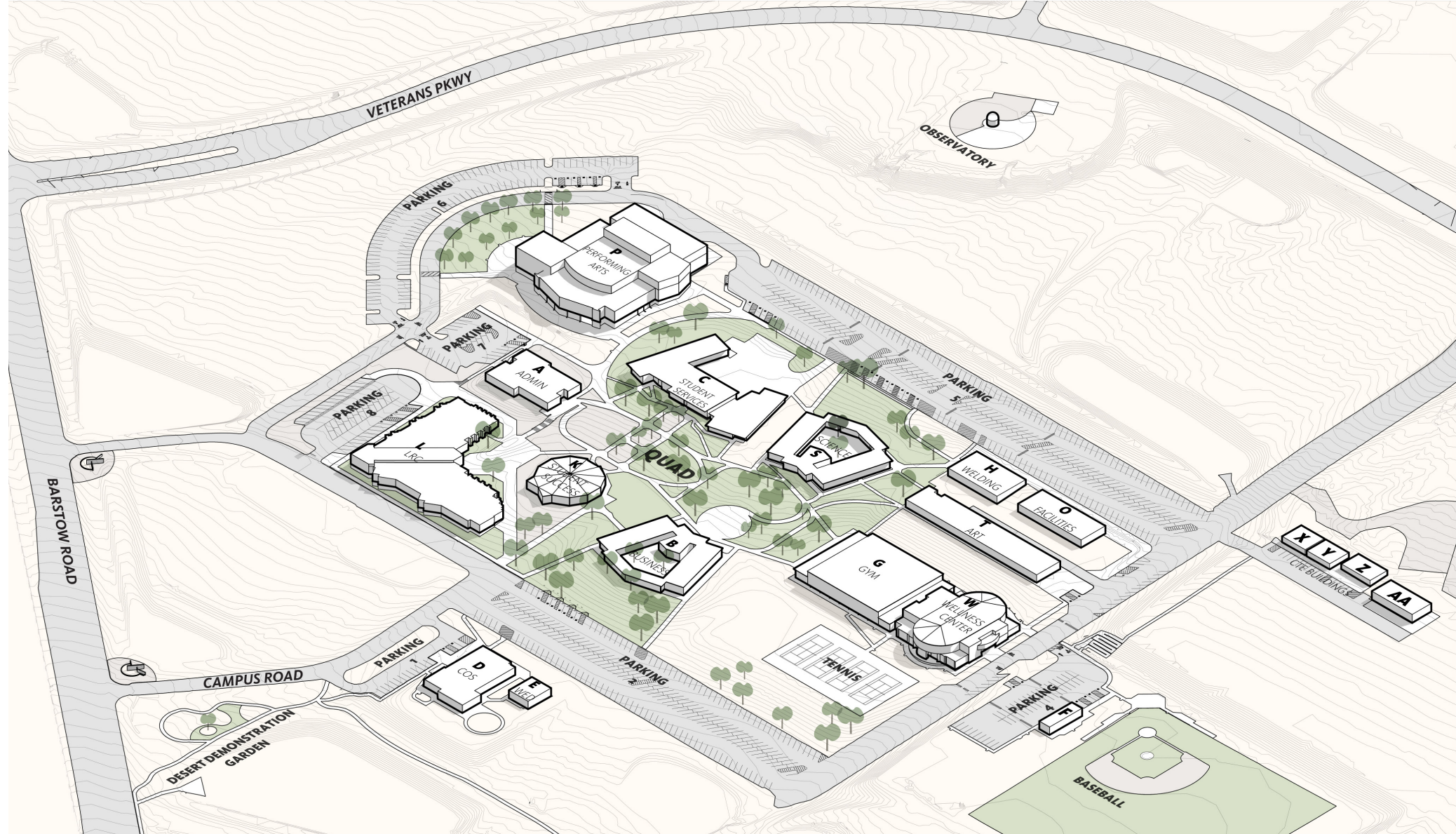
# Campus Context

Barstow Community College is located in the Mohave Desert of San Bernardino County, CA along State Route 247 and is about 120 miles from Los Angeles and Las Vegas. The District services area extends from the Nevada state line and is bounded by the Kern, Inyo counties, and the San Bernardino mountains. The college serves Barstow, Lenwood, Newberry Springs, Daggett, Yermo, Hinkley, Ludlow, and Baker. The District is bordered by Antelope Valley, Ridgecrest, Victorville, and Joshua Tree.

The closest major freeways to Barstow Community College are the I-15 and 40 freeways. It is the last college on the I-15 before the Nevada Stateline and is the northernmost community college in the San Bernardino County.



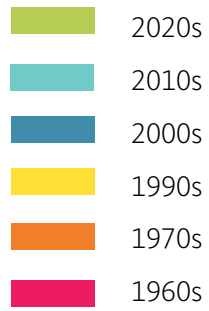
# Existing Campus



The planning process included the analysis of existing conditions in order to identify the key planning issues to address. The information was based on meetings with college staff, campus tours, forums, and discussions with the Planning Task Force. The findings are summarized in a series of graphics that illustrate patterns and characteristics to guide future development.

The existing campus plan shown in the graphic above illustrates the 2023 baseline conditions for planning.

# Development History

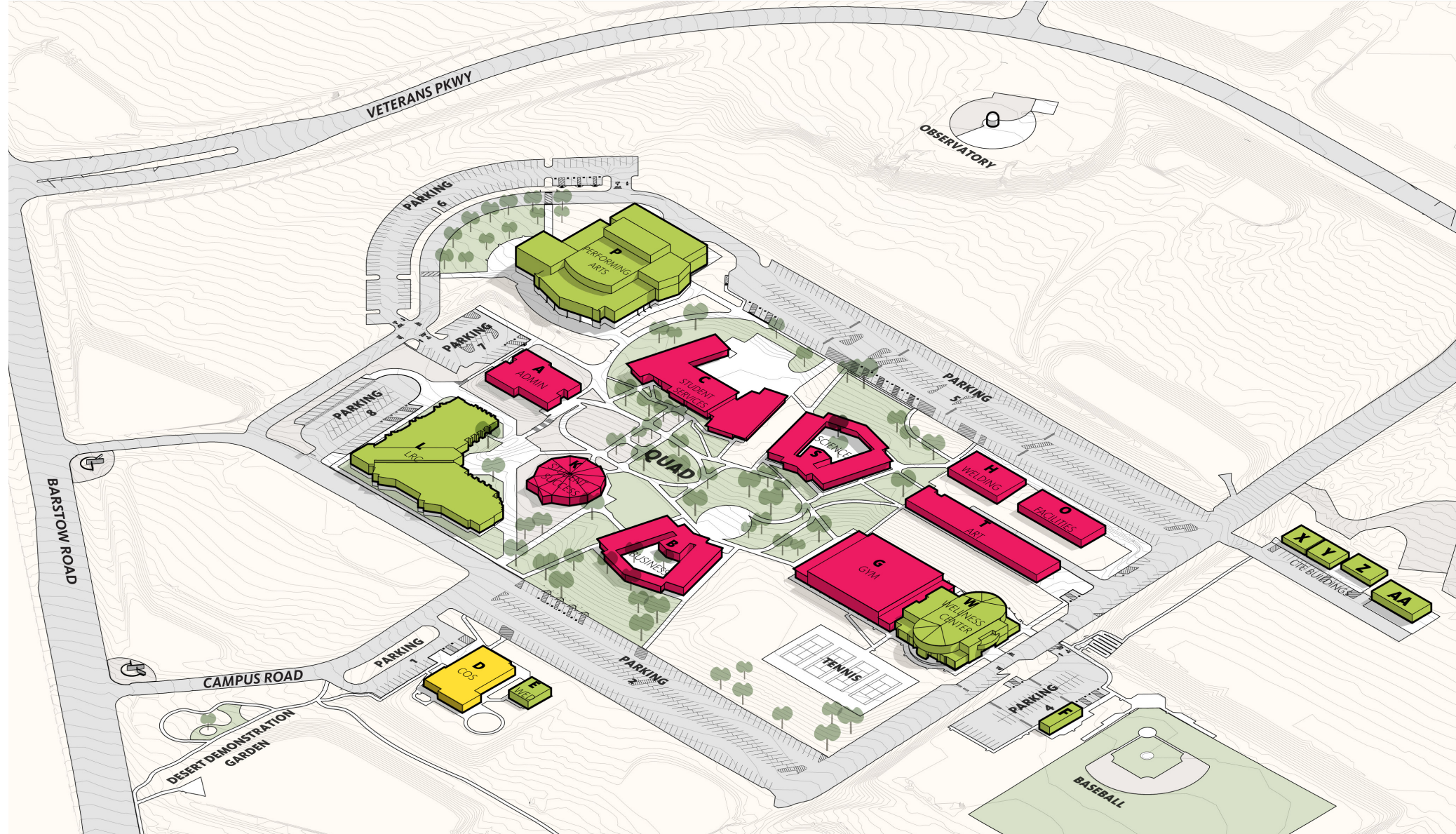


The Barstow Community College district was established in September 1959, and the original campus buildings were constructed in 1964 at its current location on Barstow Road. This graphic illustrates the development of the campus with buildings color-coded to indicate the decade of original construction.

- Many of the original campus buildings are over 60 years old and have had no significant renovations.
- Over the years, campus development has extended beyond the original campus core resulting in some isolated zones.

# Facilities Condition Index








- LOW (GOOD)
- MEDIUM (FAIR)
- HIGH (NEEDS ATTENTION)

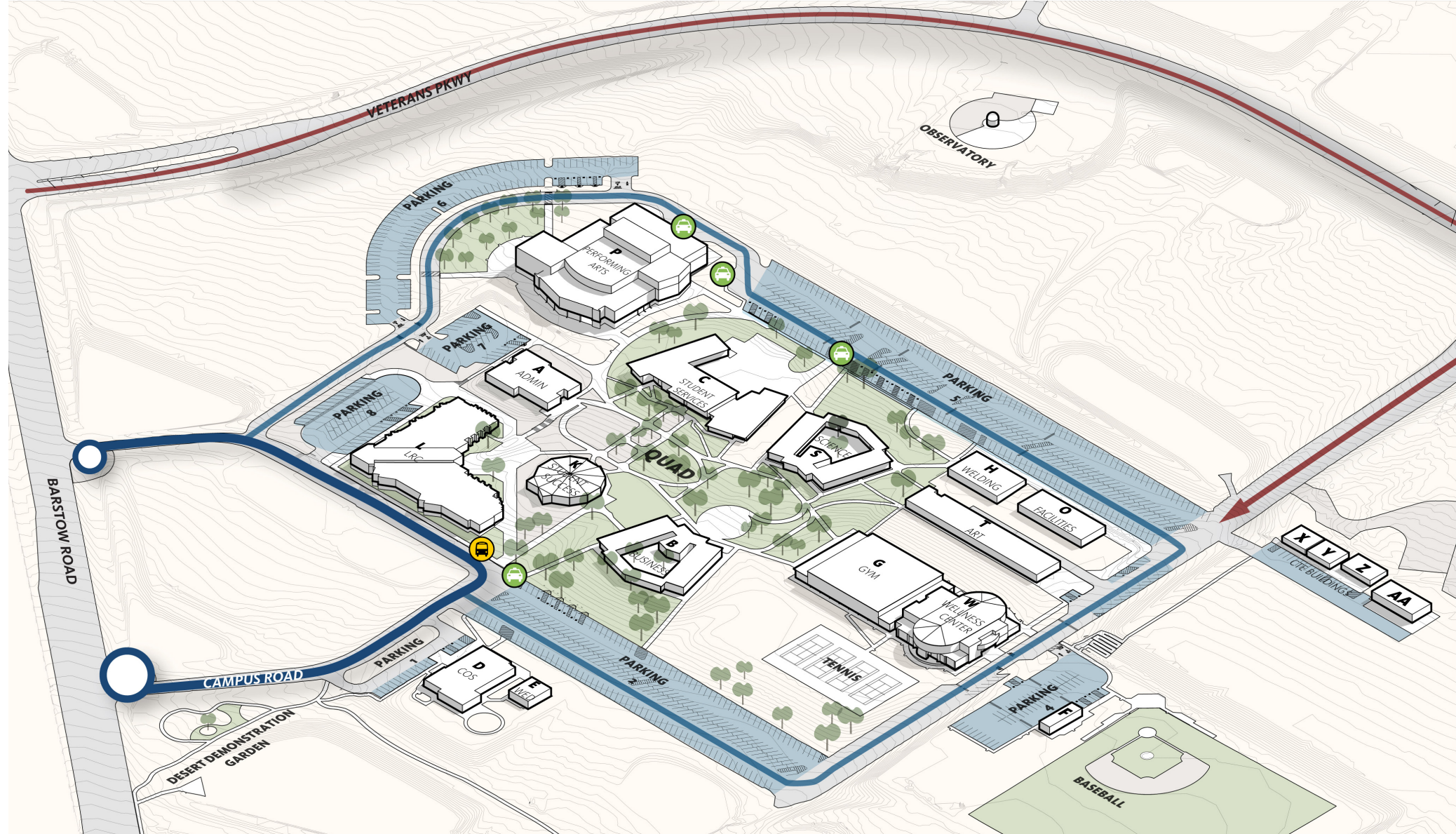


The California Community College Chancellor’s Office (CCCCO) conducts surveys of college campuses at regular intervals and assigns Facilities Condition Index (FCI) scores to buildings. The FCI is a ratio of deferred maintenance dollars to replacement dollars and provides a straightforward comparison of the campus’ building assets. This diagram summarizes the scores reported on FUSION.

The majority of original buildings constructed in the 1960’s through 1980’s have high FCI numbers indicating that cost to renovate would be very high and replacement should be considered. This information was used to inform the planning discussions related to renovating versus replacing underperforming buildings to support program needs.

# Arrival Experience

-  SERVICE
-  BUS STOP
-  DROP-OFF
-  PARKING
-  SECONDARY
-  PRIMARY
-  ENTRY



Vehicular circulation patterns and campus entry points are illustrated on the graphic above.

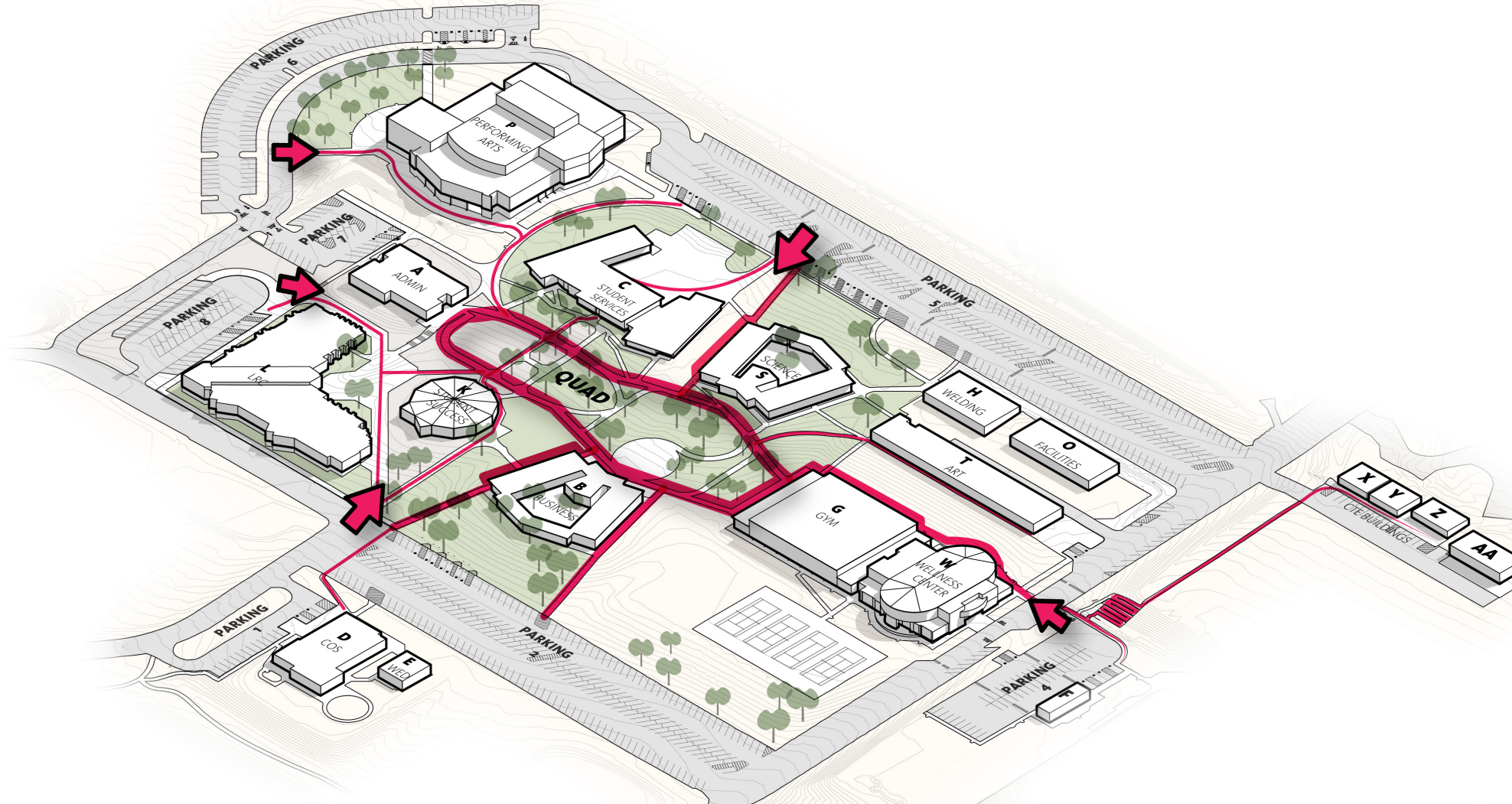
- The main campus entry off Barstow Road into Campus Road leads into a drop-off and bus stop at the entrance of the quad, used by both public and private vehicles.

- A secondary entrance provides direct access to the LRC and Performing Arts.
- Campus entries are far from the Student Services Building.



# Pedestrian Experience

-  CIRCULATION
-  ENTRY



Pedestrian circulation patterns are illustrated on the adjacent graphic.

- The primary pedestrian path circulates around the main quad and branches off into secondary circulation that leads to the rest of the campus.
- There are several primary and secondary pedestrian entries off the parking lots into the campus that are poorly defined and lack appropriate signage.

- The campus slopes from the northeast to the southwest, with significant grade changes across the campus.
- The campus frequently experiences heavy amounts of wind speed throughout the day due to its climate and large amounts of open space.
- Pedestrian access across campus can be challenging due to topography changes.

# 5

Development Concepts  
Long-Range Vision  
Project Descriptions  
Project Linkages

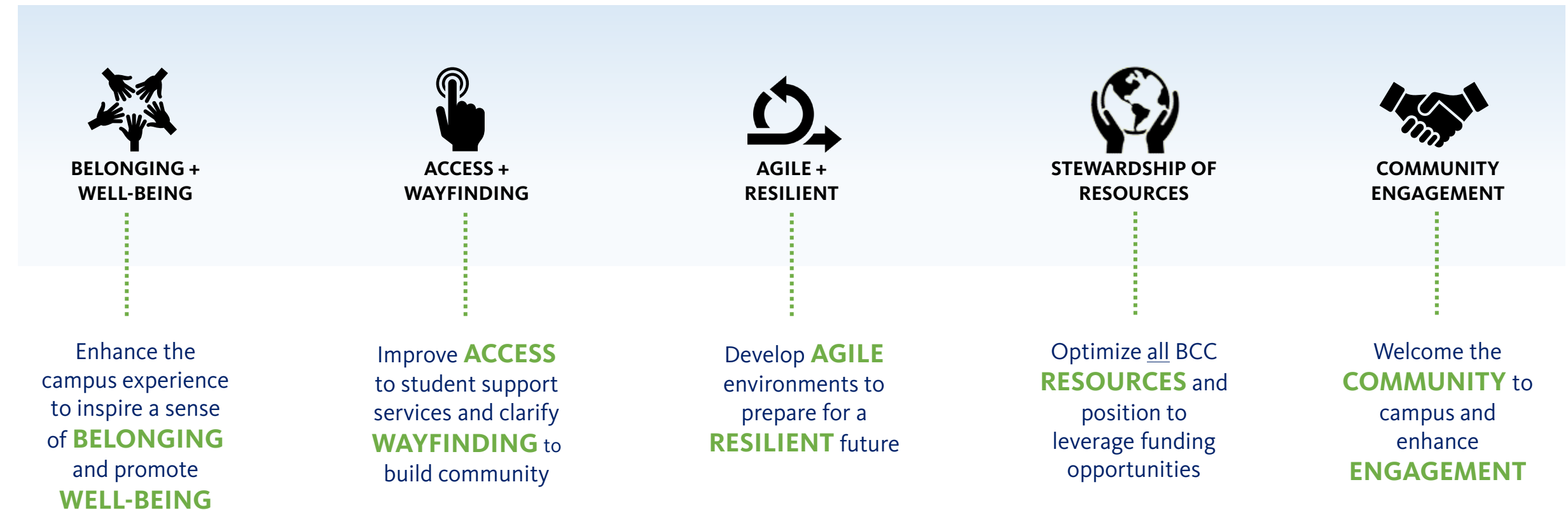
## LONG-RANGE VISION



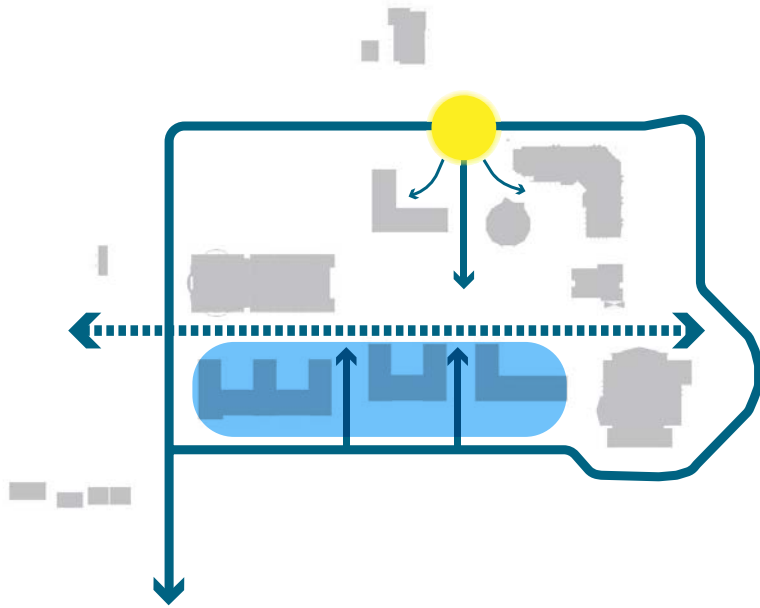
# Long-Range Vision

The 2024 Facilities Vision Plan recommendations present an overall picture of the future developed campus and is informed by the College's Strategic Plan, the analysis of existing conditions and discussions with the campus community. It includes recommendations for new construction, building reconstruction and site development projects.

Facilities Planning Principles are the key drivers that led to the development of the BCC Site and Facilities recommendations and serve as a guide for the future development of the campus. They provide a framework for identifying proposed improvements to the campus environment to support college goals.

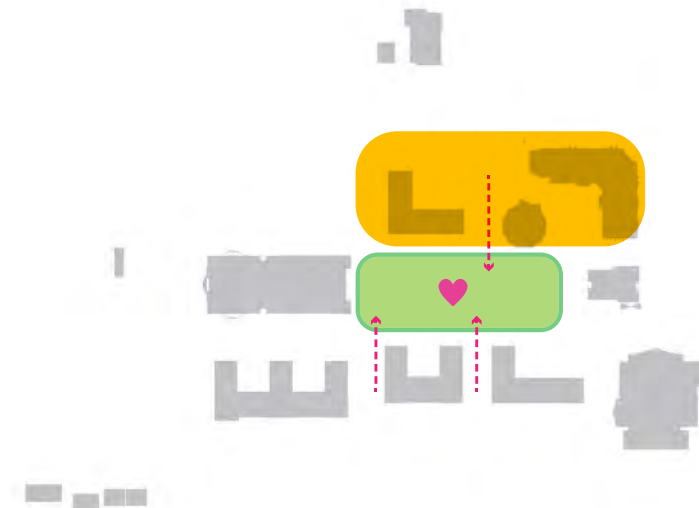


# Development Concepts



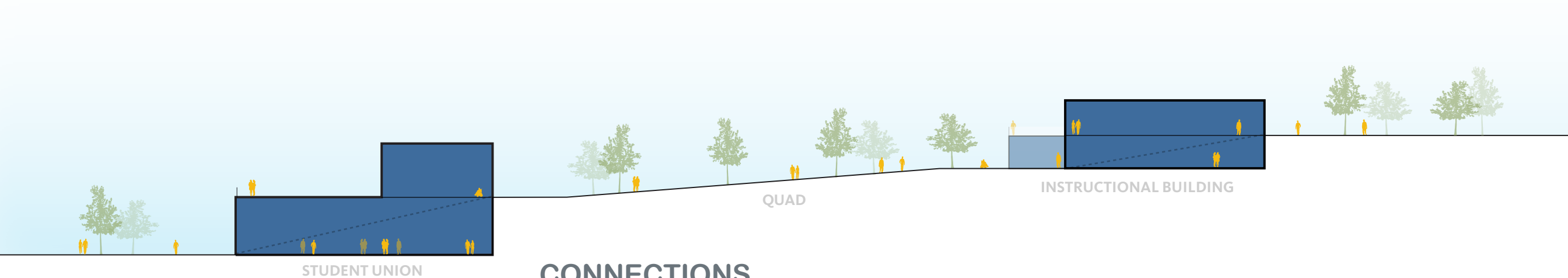
## CLARITY

A new “front door” creates a welcoming arrival experience, orients the visitor and leads to a “Welcome Plaza” that is connected to core support services.



## COMMUNITY

The campus quad is enhanced to promote collaboration, provide spaces for gatherings and build a sense of community.



## CONNECTIONS

Welcoming and accessible pedestrian pathways are developed through new multi-story facilities to connect the campus levels.

# Long-Range Vision

The BCC Long-Range Vision presents a framework to guide campus development. It includes recommendations for a series of site and facilities projects that are described on the pages that follow.

While drawings in the plan appear specific, the forms are conceptual sketches intended to highlight the location and purpose of proposed improvements. The design for each project will take place as projects are funded and detailed programming and design take place with a designated user group.



## LEGEND

- NEW CONSTRUCTION
- RECONSTRUCTION

# Project Descriptions



## WELCOME CENTER

A reconstruction of the existing Learning Resource Center is proposed to shift student services to a front door location. The integration of student and academic support services, including the Library, and the Teaching and Learning Support Center, will create a seamless experience for students, increase access and enhance student success.

## STUDENT RESOURCE CENTER

The existing Student Success Center will be renovated and serve as an extension to the Welcome Center, providing essential resources to students in a central location. The renovation will preserve the original architectural character and enhance the quad experience.

## STUDENT UNION

A new Student Union is proposed to complete the trio of buildings at the campus entry, surrounding the Welcome Plaza. Core functions planned for the new facility include food services, student activities, collaboration areas, the bookstore and Maker Space (relocated from Building D).

## CHILD DEVELOPMENT CENTER

The existing Building D is proposed to be renovated and repurposed to become a new Child Development Center. This important service will address a growing need within the BCC community.

## INSTRUCTIONAL BUILDING 1

Following the shift of student services functions to Building L, the existing Student Services Building will be removed and a new multi-story instructional building will be constructed. The building will be designed to support the instructional programs located in the existing Science Building including academic support. The new facility will provide enhanced learning environments designed for flexibility and adaptability.

## INSTRUCTIONAL BUILDING 2

Following the construction of Instructional Building 1, a second multi-story Instructional Building will be constructed to replace programs currently housed in aging facilities and will create new learning environments designed for flexibility and adaptability.



# Project Descriptions

## CTE COMPLEX

A new CTE Complex is proposed to replace aging facilities, bring core academic programs to the campus core and create improved learning environments to support programmatic needs. Functions currently located in Buildings X, Y, Z and AA will shift to the campus core to enhance collaboration and build community.

## FACILITIES, MAINTENANCE + OPERATIONS

Following the shift of CTE programs to the campus core, Buildings X, Y, Z and AA will be repurposed to house Facilities, Maintenance and Operations. This location includes the infrastructure needed to support this new use, provides the needed access and leverages existing resources.

## NEW PEDESTRIAN PATH

A proposed pedestrian path that connects the new CTE complex and Instructional Buildings will be extended across the road towards the fields, establishing a clear connection for students between the academic and athletic zones of campus.

## NEW MULTI-PURPOSE PRACTICE FIELD

A new multi-purpose practice field will be located near the softball and baseball fields to allow for future flexibility and athletic programs.

## NEW VEHICULAR ACCESS + PARKING

A new road and parking area is proposed to improve access to the athletic fields for campus and community members.

# Project Linkages

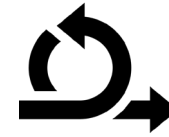
Proposed projects identified in the Long-Range Vision is linked to multiple facilities planning principles as highlighted in this chart.



**BELONGING + WELL-BEING**



**ACCESS + WAYFINDING**



**AGILE + RESILIENT**



**STEWARDSHIP OF RESOURCES**



**COMMUNITY ENGAGEMENT**

<b>LONG-RANGE VISION PROJECTS</b>					
Student Union	●	●	●	●	●
Child Development Center (CDC)	●			●	●
Student Resource Center	●	●		●	●
Welcome Center	●	●	●	●	●
Instructional Building 1	●	●	●	●	
Instructional Building 2	●	●	●	●	
CTE Complex	●	●	●		
Facilities, Maintenance + Operations		●		●	
Future Building Site			●		
Pedestrian Path Development	●	●			●
Multi-purpose Practice Field	●		●		●
Vehicular Access and Parking		●		●	●