



## Comprehensive Facilities Plan Update

100% Submittal  
November 12, 2019

Prepared by  
**292**DesignGroup

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November 11, 2019

Brian Yolitz  
Associate Vice Chancellor for Facilities  
Minnesota State System  
30 East 7<sup>th</sup> Street, Suite 350  
St. Paul, MN 55101-7804

Dear Associate Vice Chancellor Yolitz

I am pleased to submit Minnesota West Community and Technical College's 2020 Comprehensive Facilities Plan. The Plan is a culmination of professional guidance, intense effort, and collaboration. There was active involvement of the entire campus community – faculty, staff, students and administration as well as community members. This process was led by Pam Anderson of 292 Design Group Architects that provided professional guidance to a team of Minnesota West employees from all bargaining units serving on a Comprehensive Facilities Planning taskforce.

The Comprehensive Facilities Plan will serve to guide the College in making critical decisions to improve the College's facilities in the coming years. I am confident the Plan lays a firm foundation for the immediate and long-term future of Minnesota West to fulfill its mission and vision.

We look forward to working with the System Office to move toward achieving the goals based on the fundamental concepts set forth in the plan. Please contact me if you have questions or require future information.

Sincerely,

A handwritten signature in black ink, appearing to read "Terry Gaalswyk".

Terry Gaalswyk, Ph.D.  
President

November 12, 2019

Dr. Terry Gaalswyk  
President  
Minnesota West Community & Technical College  
1450 Collegeway  
Worthington, MN 56187

**RE: Minnesota West Community & Technical College**  
Comprehensive Facilities Plan  
292 Project No. 18035.00

Dear President Gaalswyk:

We are pleased to submit to you, the final Comprehensive Facilities Plan for Minnesota West Community & Technical College.

The attached document has been prepared in accordance with Minnesota State Colleges and Universities guidelines and requirements under direction of Minnesota West Community & Technical College and in consultation with the System Office. The scope of our work for this project has been to provide professional planning services to confirm facility needs and establish a strong rationale for future campus development, including Higher Education Asset Preservation and Repair, Campus-funded Improvements and Capital Bonding Requests.

We would like to thank you, the members of the Comprehensive Facilities Planning Committee, and the faculty and staff who participated in a collaborative effort to analyze the existing campus site and buildings, discuss academic goals and priorities, and develop a framework for future development. We were honored to work with the campus in this process and look forward to seeing the growth of Minnesota West Community & Technical College and assisting with future projects.

Sincerely,

292DesignGroup



Pamela Bakken Anderson, AIA, CID, LEED AP  
Partner  
MN Registration No. 21241

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# PROJECT PARTICIPANTS

## **COMPREHENSIVE FACILITIES PLAN STEERING COMMITTEE**

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Dawn Gordon – MWCTC Dean of Science & Nursing  
Gordy Heitkamp – MWCTC Maintenance Supervisor  
Tish Kalla – SWWC, Director of Educational Learning Centers  
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Jeff Linder – MWCTC Coach and Physical Education Faculty  
Trevor McMartin – MWCTC Safety Director  
Bruce Peterson – MWCTC Dean of Energy Industry  
Greg Raymo – Chairman, MWCTC President’s Advisory Council  
Kip Thorson – MWCTC LARC Coordinator and Faculty  
Brian Tonsager – MWCTC IT Network Administrator  
Becky Weber – MWCTC Dean of Student Services

## **MWCTC ADMINISTRATION**

Jeff Williamson – MWCTC Provost  
Jodi Landgaard – MWCTC VP of Finance & Facilities

## **PLANNING TEAM**

Pamela Bakken Anderson, AIA – Project Manager/Planner – 292 Design Group  
Maria Manion – Project Coordinator – 292 Design Group



## EXECUTIVE SUMMARY

Minnesota West Community and Technical College (MWCTC) is a member of the Minnesota State College and Universities System (Minnesota State) serving the southwest region of the state. The two-year college offers a wide range of educational opportunities across five campuses (Canby, Granite Falls, Jackson, Pipestone and Worthington) and two learning centers (Luverne and Worthington), and serves nearly 2,000 FYE students annually. The geographic distance between MWCTC campuses and their respective, unique communities, histories, traditions, philosophies, and cultures distinguish MWCTC from all other colleges in the state.

### CAMPUS OVERVIEW & MISSION

#### MWCTC Vision

Minnesota West is the regional college of choice.

#### MWCTC Mission

Minnesota West prepares learners for a lifetime of success.

#### MWCTC Values

Community Engagement	Courage
Diversity & Inclusion	Innovation
Integrity	Student Success

### STRATEGIC OBJECTIVES

#### MWCTC Strategic Plan

A series of strategic directions were generated in the 2017 strategic planning process. These strategic outcomes of that process will be reassessed annually and guide work plans for the college.

#### 1. Implement Comprehensive Program Management

- Implement an improved comprehensive program review and process map to strategically innovate, revitalize, or eliminate programs and courses to better meet student, community, and industry needs.
- Create a new program development process to streamline idea to implementation in 12 months or less.
- Invest financial resources to align with distinctive high-quality programs.

#### 2. Improve Curriculum Delivery Options

- Create 10% increase in hybrid programs and courses by May 2019.
- Increase foot traffic/enrollment on each campus by 10%.
- Increase number of online course offerings by 3%.
- Develop and implement competency-based adult online education program.
- Upskill faculty and staff in use of innovative approaches through 10% increase in professional development.

#### 3. Develop College Resources Beyond State Allocations

- Increase employee participation in Foundation giving to 80%.
- Increase the Foundation endowment to \$3 million by 2019.
- Increase alumni giving by 10% in participation and contributions.
- Generate 5% of general funds in federal grant dollars annually.

#### 4. Increase Partnerships

- Increase overall regional/community partnerships for advancing career education.
- Add 15 new employer signed agreements for equipment or scholarships.
- Acquire 15 MOUs with K-12 partners.
- Acquire 15 MOUs with partners in the health care industry.

#### 5. Strengthen Awareness of Minnesota West Identity

- Assess awareness of brand identity using industry analytics.
- Bolster brand identity recognition by 20% from initial baseline.
- Align Minnesota West branding and identity with Minnesota State branding initiatives.
- Implement consistent Minnesota West identity standards.

#### 6. Improve Enrollment Management

- Re-engineer and implement updated enrollment management practices.
- Increase number of admitted students to registered students by 15% for FY 19.
- Increase retention of current students by 1% and graduation/completion rates by 4% by FY 21.
- Increase enrollment of under-represented populations to 25% of student body by FY 21.

### Master Academic and Student Services Workplan

The Academic and Student Services Plan incorporates the vision and goals of the instructional, student services, technology, and academic support programs as they are integrated with the mission of Minnesota West, its Strategic Plan, the President's Workplan, and the Minnesota State Colleges & Universities (Minnesota State) Chancellor's Workplan. Strategic directions include the following:

1. Minnesota West Community & Technical College will provide access and learning opportunities leading to success for the citizens of southwest Minnesota.
2. Minnesota West Community & Technical College will provide innovative and accountable programs and services to ensure the growth of our students.
3. Minnesota West Community & Technical College will deliver programs and services to enhance the economic competitiveness of the state, the region, and its people.

*(See the Appendix for a copy of the full plan including performance indicators, and strategies and actions.)*

### Enrollment Management Outreach Plan 2015-2020

MWCTC is dedicated to serving the varied educational needs of the college's diverse populations in affordable, accessible and supportive settings. The Marketing Plan is intended to focus on a strategic direction to support the goals on marketing the college. The primary audience is under 20 years old and reside in counties within MWCTC locations. Special target audiences include 1) students of color, 2) non-traditional adults interested in technical education, and 3) online students.

Media strategies to increase and sustain a healthy enrollment at Minnesota West in support of the workforce needs of the region and state include:

1. Redesign web presence.
2. Centralize and coordinate innovative broad advertising strategy.
3. Increase # of traditional (15 – 22 years) students, with a special emphasis on underrepresented populations
4. Increase # of non-traditional students (24 and older, underemployed, unemployed, partial credit earners, incumbent work force) enrolled in credit and non-credit programs.
5. Create coordinated plan to “tell our story” in collaboration with the MN West Foundation.
6. Develop and implement a coordinated integrated communications methodology.

### PLANNING PROCESS

This Comprehensive Facilities Plan (CFP) was initiated under the requirement by the Minnesota State System Office for campuses to update their facilities plan. The approach to this work reflects updated planning requirements and a much broader and more comprehensive development process built on previous planning work.

The CFP update process began in January 2018 with a kick-off meeting with the MWCTC CFP Steering Committee at the meeting center in Marshall, MN. Tours of each campus were completed at that same time and subsequent meetings were held with the committee to gather additional input. Stakeholder meetings were also held on each campus. The resulting facilities update is the result of information gathered from previous plans, site visits, and CFP Steering Committee and stakeholder meetings.

### DEMOGRAPHIC & ENROLLMENT SUMMARY

FY2019 - Enrollment Unduplicated Headcount	4,782
FY2019 - Enrollment FYE Total	1,965
FY2019 - Online FYE Total	832
FY2019 - PSEO Students FYE	392
Students of Color	22%
Female to Male Student Ratio	52% to 48%
Average Age	26.0
Students 22 and Under	52%
Full-Time Students	55%
Part-Time Students	45%

Even though the demographics in the region do not show population growth, MWCTC had increases in enrollment over the past two years. MWCTC attributes this to some key factors such as working to serve the growing immigrant populations and marketing strategies that focus on their border communities. MWCTC has also grown regional partnerships with the business and industry to be the college of choice for their training and educational needs. Updating MWCTC facilities to meet these needs is a strategic decision in development of the facility plan.



## CAMPUS USE SNAPSHOT

Use Type	Canby		Granite Falls		Jackson		Pipestone		Worthington	
	SF	%	SF	%	SF	%	SF	%	SF	%
Classroom	5,500	7%	10,900	12%	9,700	9%	10,800	11%	16,500	11%
Labs	4,400	5%	5,200	6%	6,300	6%	6,100	6%	11,500	8%
Technical Lab	30,600	37%	21,900	24%	39,600	38%	15,200	16%	4,000	3%
Library & Study Areas	2,700	3%	4,500	5%	2,500	2%	4,200	4%	8,400	6%
<b>Subtotal Academic Area</b>	<b>41,900</b>	<b>52%</b>	<b>42,500</b>	<b>48%</b>	<b>58,100</b>	<b>55%</b>	<b>36,300</b>	<b>38%</b>	<b>40,400</b>	<b>27%</b>
Offices	7,600	9%	7,200	8%	4,000	4%	6,100	6%	14,400	10%
Conf/Meeting	1,200	1%	0	0%	3,000	3%	4,100	4%	0	0%
Rec/Athletics	1,400	2%	1,600	2%	1,100	1%	1,800	2%	22,000	15%
Stud Support/Other	0	0%	0	0%	0	0%	0	0%	1,600	1%
Arts Area	0	0%	0	0%	0	0%	0	0%	5,700	4%
Cafeteria/Bookstore	4,600	6%	3,000	3%	4,200	4%	3,200	3%	6,000	4%
Kitchen	800	1%	1,200	1%	2,000	2%	1,300	1%	700	0%
Leased Space	0	0%	6,200	7%	3,000	3%	14,000	15%	1,400	1%
Support & Mech./Maint. Space	9,900	12%	5,900	7%	7,700	7%	8,200	9%	18,300	12%
Circulation	13,900	17%	21,800	24%	22,000	21%	21,000	22%	39,300	26%
<b>Total Net Area</b>	<b>82,600</b>	<b>100%</b>	<b>89,400</b>	<b>100%</b>	<b>105,100</b>	<b>100%</b>	<b>96,000</b>	<b>100%</b>	<b>149,800</b>	<b>100%</b>

## UTILIZATION SUMMARY

Space utilization across the five campuses is primarily very low to low. Exceptions include the Diesel Technology lab on the Canby campus, an ITV classroom on the Granite Falls campus, and the gym and ITV classrooms in the classroom building on the Worthington campus. Room scheduling inconsistencies may not reflect the true usage rate of these spaces. Scheduling procedures are under review/refinement. (The current usage reflects reports generated prior to the refinement/review process.)

## MINNESOTA WEST: SUSTAINING CAMPUSES

In addition to enrollment increases, MWCTC has also increased their student success measures as a college. They evaluate the success of programming on each campus and make decisions about opening/closing programs based on the demand and viability. MWCTC is closely knitted with the Southwest Initiative Foundation's "Grow our Own" model. Through the Launch Your Future Today (LYFT) grant MWCTC has many local high school partnerships and the programming requires access to MWCTC classrooms/labs. This helps to generate more traffic and awareness of the college and what it provides.

MWCTC also has strong partnerships with the communities and businesses in their service area and are committed to maintaining these partnerships and providing services to students in the region. MWCTC has opened up their space to partners in the region, such as Southwest West Central Service Coop in Pipestone, Puddle Jumpers Daycare in Granite Falls, SW Mental Health in Jackson, and Nobles County Integration Collaborative in Worthington. Through these partnerships under-utilized space on the campuses becomes a source of revenue and increases exposure to other organizations. MWCTC believes it can maintain presence in the communities it serves by keeping the campuses alive and vital. MWCTC graduated 709 students in 2019 with the graduates coming from communities in the region as well as outside the normal service area.

## PLANNING CHALLENGES

Across all campuses, there are common issues and themes regarding space needs and campus community.

### Site

- Signage and wayfinding: Campus signage does not adequately direct people to the facilities, or highlight what events are happening at the campuses. Wayfinding can be challenging. For example, the main entry to Granite Falls is opposite the main vehicular thoroughfare; the Pipestone campus is isolated from the downtown area; Canby's main entry is confused with secondary entries; Jackson is located in a residential area at the crest of a hill; and the main campus entry at Worthington is confused with an adjacent entry to the YMCA.

### Building

- Transparency of program spaces: Spaces are closed off and the activities inside are not visible to students or visitors. Programs are "hidden" behind corridor walls.
- Campus community: Students do not spend a lot of time on campus or in student gathering spaces. Food service is limited at most campuses so many leave the campus for lunch instead of spending time at the student commons or lounge areas. In most cases, the commons areas are not heavily used.
- Brand awareness: MWCTC programs are not highlighted, either visually in the building or through signage across campus. Exterior signage does not highlight what is happening on campus; local communities are not aware of what is going on at MWCTC.
- Dated interiors: Interiors are well-maintained but dated. Spaces are in need of a refresh to remain appealing to students.
- Fragmented space: Classrooms and other program spaces are fragmented; spaces and programs needs should be realigned to make the most of available facilities.
- Unused kitchen spaces: Only the Canby campus continues to offer food service. Kitchen and food prep areas at the other campuses remained unused, except for infrequent functions or storage.

## PLANNING GOALS

In developing the framework plans, themes and goals were identified to guide and prioritize future facility development.

### Site issues across all campuses

- Define campus borders: Clearly define the perimeters of the campus through signage or landscape elements to increase visibility of MWCTC in the community.
- Enhance campus entry: Delineate the campus entry drives and the location of main doors through signage or landscape elements so that it's easier for people to find the main entry and for an improvement to the overall aesthetic experience.
- Improve signage and wayfinding: Create clear, consistent signage across all campuses to increase visibility of MWCTC in the community and to improve wayfinding.
- Define outdoor gathering spaces: Create or enhance outdoor gathering spaces for students, faculty, visitors and community use.

### Building framework goals across all campuses

- Improve space utilization by reconfiguring existing space and clustering similar programs for more efficient use of space.
- Update general aesthetics to enhance a collegiate environment, strengthen the MWCTC brand and support learning and community.
- Strengthen the campus identity and brand to showcase programs.
- Update and right-size common spaces to create a collegiate environment.
- Create strong, consistent, marquee building entries across all campuses.

**CAPITAL INVESTMENT PROJECTS**

The planning priorities stemming from the planning process are reflected in the following capital improvement projects.

- ✓ Short Term
- Mid Term
- ✦ Predesign
- ◆ Long Term

	Short		Mid Term				Long Term				Funding				
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029 and later	G.O. Bonds	HEAPR	College	Private/Grants
<b>CANBY</b>															
C-C1 Technical Space Renovation	✓														
C-C2 Public Safety Initiative: Key Fobs & Cameras	✓	✓													
C-H1 Restroom Accessibility Renovations		✓													
C-S1 Campus Signage		✓													
C-S2 Student Housing Gathering Space			●												
C-C3 Commons Renovation			●	●											
C-H2 Tech Building 1: Roof Replacement				●											
C-H3 Tech Building 2: Roof Replacement				●											
C-H4 Tech Building 1: Upgrade Geothermal/HVAC					●										
C-H5 Tech Building 2: HVAC Replacement					●										
*C-C4 Main Entry Renovation					●	●									
*C-S3 Building Entry Plaza						●									
C-C5 Classroom, Offices & Dental Waiting Area Renovation							◆	◆							
**C-B1 Technical Programs Addition & Demo									◆	◆					
**C-S4 Drive Extension, Parking & Pavement Removal										◆	◆				
<b>GRANITE FALLS</b>															
G-S1 Pole Field Installation (COMPLETED)	✓														
G-S2 Campus Signage (COMPLETED)	✓														
G-C1 Public Safety Initiative: Key Fobs & Cameras	✓	✓													
G-H1 Restroom Renovations		✓													
G-C2 Technical Program Relocations/Renovation		✓													
G-C3 Commons & ITV Renovation			●												
G-H2 HVAC System Upgrade				●											
G-C4 Faculty Office Suite Renovation				●											
*G-C5 Child Development Reno. & Daycare Relocation					●										
*G-S3 Playground Relocation						●									
G-B1 Nursing/Allied Health Renovation							✦	◆							
G-C6 Classroom Renovation								◆							
**G-B2 Entry and Student Support Renovation									✦		◆	◆			
**G-S4 Building Entry Plaza/Parking Lot Connection										◆	◆				
<b>JACKSON</b>															
J-H1 Steam Boiler Replacement	✓														
J-C1 Commons Kitch. & Tech Lab Exp. (COMPLETED)	✓														
J-S1 Pole Field Relocation	✓														
J-S2 Enhance Campus Borders	✓	✓													
J-C2 Public Safety Initiative: Key Fobs & Cameras	✓	✓													
J-H2 Restroom Renovations		✓													
J-C3 Technical Program Renovation		✓													
J-C4 Cosmetology Reception Reno. (COMPLETED)		✓													
J-C5 Computer Tech. Classroom Renovation		✓													
J-C6 Rec./Art Classroom Renovation		✓													
J-S3 Campus Signage		✓													
J-C7 ITV Renovation			●												
*J-B1 Entry, Cosmetology, Nursing Renov./Add.							✦	◆	◆						
*J-S4 Building Entry Plaza									◆	◆					
<b>PIPESTONE</b>															
P-H1 Restroom Renovation (COMPLETED)	✓														
P-C1 Public Safety Initiative: Key Fobs & Cameras	✓	✓													
P-C2 Commons/Fitness/Student Senate Reloc./Reno. (COMPLETED)		✓													
P-S1 Campus Signage		✓													
P-S2 Landscape Buffer near Superintendent's House		✓													
P-C3 Maintenance Relocation			●												
P-C4 Office Renovation				●											
*P-C5 Entry/LARC/Student Services Renovation							◆								
*P-S3 Building Entry Plaza							◆								
P-S4 Storage Buildings & Pavement Removal								◆							
P-B1 Emerging Industries/Technical Renovation								✦	◆	◆					
<b>WORTHINGTON</b>															
W-H1 LARC Roof Replacement (COMPLETED)	✓														
W-H2 CEE Boiler Replacement	✓														
W-C1 Public Safety Initiative: Key Fobs & Cameras	✓	✓													
W-H3 LARC Fire Suppression System		✓													
W-H4 Fine Arts Fire Suppression System		✓													
W-S1 Enhance Campus Borders		✓													
W-S2 Sports Complex (Baseball & Football) Upgrades			●												
W-S3 Skills Course Relocation			●												
*W-C2 Commons/Campus Store Renovation			●												
*W-S4 Commons Landscape Enhancement			●												
W-C3 Art Studio Renovation			●												
W-B1 Nursing & Faculty Offices Renovation						●									
W-C4 Administration Relocation				●											
W-C5 Student Services Renovation					●										
W-B2 LARC Renovation		✦	●	●											
W-S5 Campus Entry															
**W-B3 Arts & Cultural Center Renovation & Addition				✦	●	●	◆								
**W-S6 Theater/Link Expansion Landscape								◆							
W-B4 Link/Law Enforcement Add. & Rec. Facility							✦	◆	◆						

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# 1 CAMPUS PROFILE

## 1.1 CAMPUS HISTORY & CHARACTERISTICS

### MWCTC HISTORY

Minnesota West Community and Technical College (MWCTC) is a member of the Minnesota State Colleges and Universities System (Minnesota State), serving the southwestern region of the state. As a two-year college with five campuses and two learning centers, MWCTC offers a range of educational opportunities. The geographical distance between MWCTC campuses and their respective, unique communities, histories, traditions, philosophies, and cultures distinguish MWCTC from all other colleges in the state.

MWCTC was established in 1995 as a result of the merger between Worthington Community College and Southwestern Technical College. Worthington Community College was established in 1936; Southwestern Technical College had been created in 1985 via the merger of four technical institutes in Canby, Granite Falls, Jackson and Pipestone. Both Southwestern Technical College and Worthington Community College had been established under the jurisdiction of the local school districts, offering programs to serve the local and regional economy.

While most other Minnesota colleges who merged campuses had long-standing relationships prior to consolidation, MWCTC campuses were relatively isolated from each other—with the exception of the Worthington and Jackson campuses who began cooperating for some associate degree programs in the late 1980s. Even though MWCTC's four technical campuses were merged administratively as Southwestern Technical College in 1985, they continued to function with relative autonomy and competed with each other for students until they became part of MWCTC.

### CANBY CAMPUS:

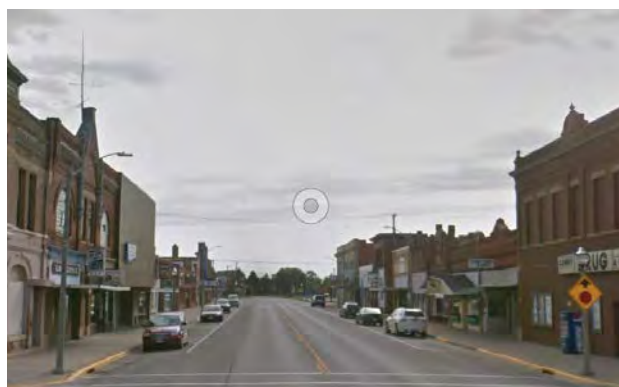
#### HISTORY & COMMUNITY

The Canby campus of MWCTC was established in 1965 and initially a technical institute—under the jurisdiction of the local school district—that offered programs to serve the local community. In 1985 it merged with other technical institutes in Granite Falls, Jackson and Pipestone to form Southwestern Technical Institute. In 1989 the state legislature renamed all technical institutes and in 1995 Southwestern Technical College became part of the Minnesota State (then MnSCU) system.

The Canby campus continues to evolve to meet ever-changing program needs and goals. Facilities include numerous buildings built or renovated from 1965 through 1989. Since the 2011 facilities plan update, two metal frame buildings have been demolished and replaced with green space or left as exposed slab. A 12-unit housing facility is located on campus and is run by the Minnesota West Foundation.

The Canby community is the westernmost city in Yellow Medicine County and considers itself gateway to the prairie. It is sited below Buffalo Ridge in Minnesota with views to the Coteaux des Prairies in South Dakota. After the railroad line reached it in the late 1870s, Canby grew rapidly. It was incorporated as a city in 1905. Prairie fires and plagues were concerns for the community. One fire, started not on the prairie but from refilling of a kerosene lamp in town, destroyed a large portion of the downtown. Canby rebuilt the wood structures with stone and brick; the downtown area is now a National Historic site.

Population: 1,795 at the 2010 census



### GRANITE FALLS CAMPUS: HISTORY & COMMUNITY

The Granite Falls campus of MWCTC was established in 1965 as a technical institute—under the jurisdiction of the local school district—that offered programs to serve the local community. In 1985 it merged with other technical institutes in Canby, Jackson and Pipestone to form Southwestern Technical Institute. In 1989 the state legislature renamed all technical institutes and in 1995 Southwestern Technical College became part of the Minnesota State (then MnSCU) system.

The Granite Falls campus has one main building, the A.G. Bush Building. The A.G. Bush Building is a masonry classroom building built in the mid-1960s. It contains liberal arts classrooms, ITV classrooms, technical labs and administrative and student services spaces.

The Granite Falls campus is on the western edge of Granite Falls, a small town in Chippewa and Yellow Medicine counties. Granite Falls is the county seat of Yellow Medicine County and named for deposits of granite rock in the area. The Minnesota River runs through town.

The Granite Falls economy is based around manufacturing, government administration, and the tourism industry.

Population: 2,897 at the 2010 census



### JACKSON CAMPUS: HISTORY & COMMUNITY

The Jackson campus was established in 1964 as the seventeenth post-secondary vocational school in Minnesota. In 1985 it merged with other technical institutes in Canby, Granite Falls and Pipestone to form Southwestern Technical Institute. In 1989 the state legislature renamed all technical institutes and in 1995 Southwestern Technical College became part of the Minnesota State (then MnSCU) system.

The original campus building was constructed in 1964 and a series of additions were constructed in 1974, 1983, 1989, 1978 and 2016. The original building and majority of additions are of masonry construction. The building contains liberal arts classrooms, ITV classrooms, technical labs and administrative and student services spaces.

The Jackson campus is located on the western edge of Jackson, the largest city and county seat of Jackson County. Jackson is situated in a valley of the West Fork of the Des Moines River, which runs along the eastern edge of the city, and at the intersection of Interstate 90 and U.S. Hwy 71.

Local industries include manufacturing, agriculture, forestry, fishing and hunting, retail trade, transportation and warehousing and construction.

Population: 3,299 at the 2010 census





### PIPESTONE CAMPUS: HISTORY & COMMUNITY

Minnesota West's Pipestone campus was built on the site of the former Pipestone Indian Vocational School, which was established on February 2, 1893. That institution provided vocational training to Native American students until 1958 when the campus, comprised of 56 buildings, was closed. In 1957, the federal government ceded the property to the City of Pipestone. The Pipestone Area Vocational-Technical Institute enrolled its first students at the site in 1967. In 1985 it merged with other technical institutes in Canby, Granite Falls and Jackson to form Southwestern Technical Institute. In 1989 the state legislature renamed all technical institutes and in 1995 Southwestern Technical College became part of the Minnesota State (then MnSCU) system.

The Pipestone campus is approximately two miles north of downtown Pipestone and adjacent to the Pipestone National Monument. The main building was constructed in 1966 with subsequent additions ranging from 1969 to 1988. The building is masonry construction and contains classrooms, ITV classrooms, technical labs and administrative and student services spaces. A significant portion of the building is leased to outside organizations.

Pipestone is the county seat of Pipestone County and adjacent to the Pipestone National Monument. The city's name refers to the pipestone that is quarried there by Native American tribes such as the Dakota and Lakota.

Local industries include healthcare, education, manufacturing, retail and tourism.

Population: 4,317 at the 2010 census



### WORTHINGTON CAMPUS: HISTORY & COMMUNITY

The oldest institution in the Minnesota West family began admitting students as Worthington Junior College in 1936. Worthington Independent School District 518 established the two-year liberal arts college, and it was accredited by the Minnesota Department of Education. The institution continued this accreditation until 1973, when the Worthington campus received its first accreditation from North Central Association of Colleges and Schools (NCA). Worthington Junior College became Worthington State Junior College on July 1, 1964, when it affiliated with the Minnesota State Junior College System. In 1974, that system changed its name to Minnesota Community College System and Worthington State Junior College became Worthington Community College.

The Worthington campus of Minnesota West is located in the northwest corner of Worthington on the north shore of Lake Okabena. Campus buildings include the Classroom, Student Services and Administration building; the Center for Health and Wellness; the Center for Performing and Fine Arts; and the Academic and Technology Resource Center.

The Worthington community is in the center of—and the county seat of—Nobles County. In addition to agriculture, the community's major industries include food processing, manufacturing of mobile homes and plastic products, and research and development of veterinary medicines.

Population: 12,764 at the 2010 census



### PREVIOUS COMPREHENSIVE FACILITIES PLANS

The following Master Plan document is the third update to the original Campus Master Facilities Plan completed in 2000 by Paulien & Associates, Inc. Hay Dobbs was retained to complete a Campus Facilities Master Plan in 2005, and an update to that plan in 2011. 292 was retained to complete this 2018 Comprehensive Facilities Plan Update.

MWCTC administration, faculty, staff and students participated in data collection, work sessions and meetings in the completion of this update. Their contribution was instrumental in disseminating the present-day key issues on each campus and the future goals of the College.

### ROLE WITHIN MINNESOTA STATE

MWCTC's role within the Minnesota State system is to provide access to a quality learning environment for the citizens of southwest Minnesota where wind turbines stand tall amongst surrounding farm fields. Fittingly, MWCTC is a leader in renewable and sustainable energy programs in addition to other programs such as agriculture, biofuels technology, mechatronics, wind energy technology, powerline technology, nursing law enforcement, cosmetology, computer engineering technology, diesel technology and more.

MWCTC highlights within the Minnesota State system include:

- State leader in online, distance delivery and technology
- First of the Minnesota State Colleges and Universities to erect an on-campus wind tower used for both learning and power generation
- Leader in allied health programming
- Accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools
- Numerous transfer agreements with state and private colleges and universities allow for easy transition to the next step

This Comprehensive Facilities Plan Update is in response to the Board of Trustees' principles identified in the Strategic Framework—to ensure access to an extraordinary education for all Minnesotans; be the partner of choice to meet Minnesota's workforce and community needs; and to deliver to students, employers, communities and taxpayers the highest value/most affordable option.

The Comprehensive Facilities Plan Update will help the College manage its physical assets to make the highest and best use of the academic, academic support, and student

auxiliary facilities currently located on each campus. It will also provide a road map for existing facility upgrades and expansions through the development of recommended capital improvement projects. The plan will balance the need to:

- Respond to changing academic programming and mission
- Take care of what we have
- Leverage and upgrade existing space
- Invest in strategic opportunities
- Integrate sustainability principles into overall campus development
- Leverage and integrate technology in a strategic manner

The system-wide goal of Minnesota State facilities planning is to create a clear incremental approach for facilities development over a short, medium and long time horizon. Because change in higher education is happening at greater speeds, the planning is focused on a 5-10 year window.

### SOUTHWEST REGIONAL PLANNING

The Southwest Regional Planning Workgroup—led by presidents from MWCTC and Southwest Minnesota State University—is a campus-based workgroup with ongoing affiliations and partnerships and recent institutional strategic and or facilities planning activities. The purpose of the workgroup was:

*"To advance the system strategic framework and other system goals as a more unified system by providing a framework for guiding and elevating collaborative programs and initiatives emerging from campus interest and regional and state need."*

Planning principles and recommendations have been developed (see the appendix) to provide a framework and possible next steps for collaborative and regional planning.

### CAMPUS PHYSICAL CHARACTERISTICS

As mentioned, the geographical distance between the five MWCTC campuses (and learning centers) and the campuses' unique communities distinguish MWCTC from all other colleges in the state. The following is a summary of the physical characteristics of each MWCTC campus.

### CANBY CAMPUS: PHYSICAL CHARACTERISTICS

1011 1st St W, Canby, MN 56220

The Canby campus is located nine miles from the South Dakota border and roughly 30 miles north of Marshall. It is bordered by County Road 3 (220th Street) and agricultural fields to the north; First Avenue South, public storage, high school ball fields, and agricultural fields to the south and west; and city single-family housing to the south and east.

The buildings are surrounded by open green space and adjacent parking. The main campus entry is off of First Avenue South.

The campus encompasses 23.28 acres of land and includes five buildings:

1. The main building, Englund Hall
2. Technical Building 2
3. Technical Building 4
4. Technical Building 1
5. Carr Residence Hall





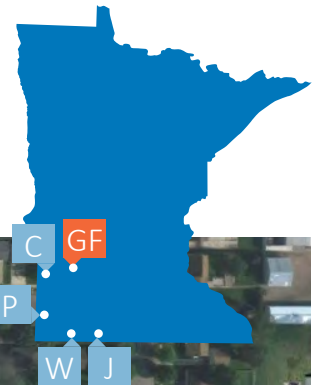
**GRANITE FALLS**

1593 11th Ave, Granite Falls, MN 56241

The Granite Falls campus is bordered by 11th Avenue and single-family housing to the north; US Highway 212 and open fields to the south; commercial and light industrial to the east; and light industrial to the west.

The campus encompasses 13.60 acres of land and includes one main building, the A.G. Bush Building and ballfield. The A.G. Bush Building is a masonry classroom building built in the mid-1960s. It contains liberal arts classrooms, ITV classrooms, technical labs, and administrative and student services spaces.

The A.G. Bush Building is surrounded by open green space and adjacent parking. The main campus entry is off of 11th Avenue to the north, although the primary vehicular traffic runs to the south along US Highway 212.



## JACKSON

401 West St, Jackson, MN 56143

MWCTC has two sites in Jackson: the main campus building located in town, and the Line Worker Property located along the Des Moines River. The Line Worker Property provides on-site training for the powerline technology program. All other programs are run at the main campus building, the General Academic and Student Services Building.

The main campus encompasses 11.57 acres of land and the Line Worker Property encompasses 35.40 acres of land.

The Line Worker Property is bordered by the Des Moines River to the south and Riverside Drive to the north.

The General Academic and Student Services Building is bordered by Grant Street and assisted-living residential facilities to the north; open fields and trails to the south; West Street and single-family housing to the east; and open fields and trails to the west.

The General Academic and Student Services Building is surrounded by adjacent parking, city streets and open space. The main campus entry is off of West Street.





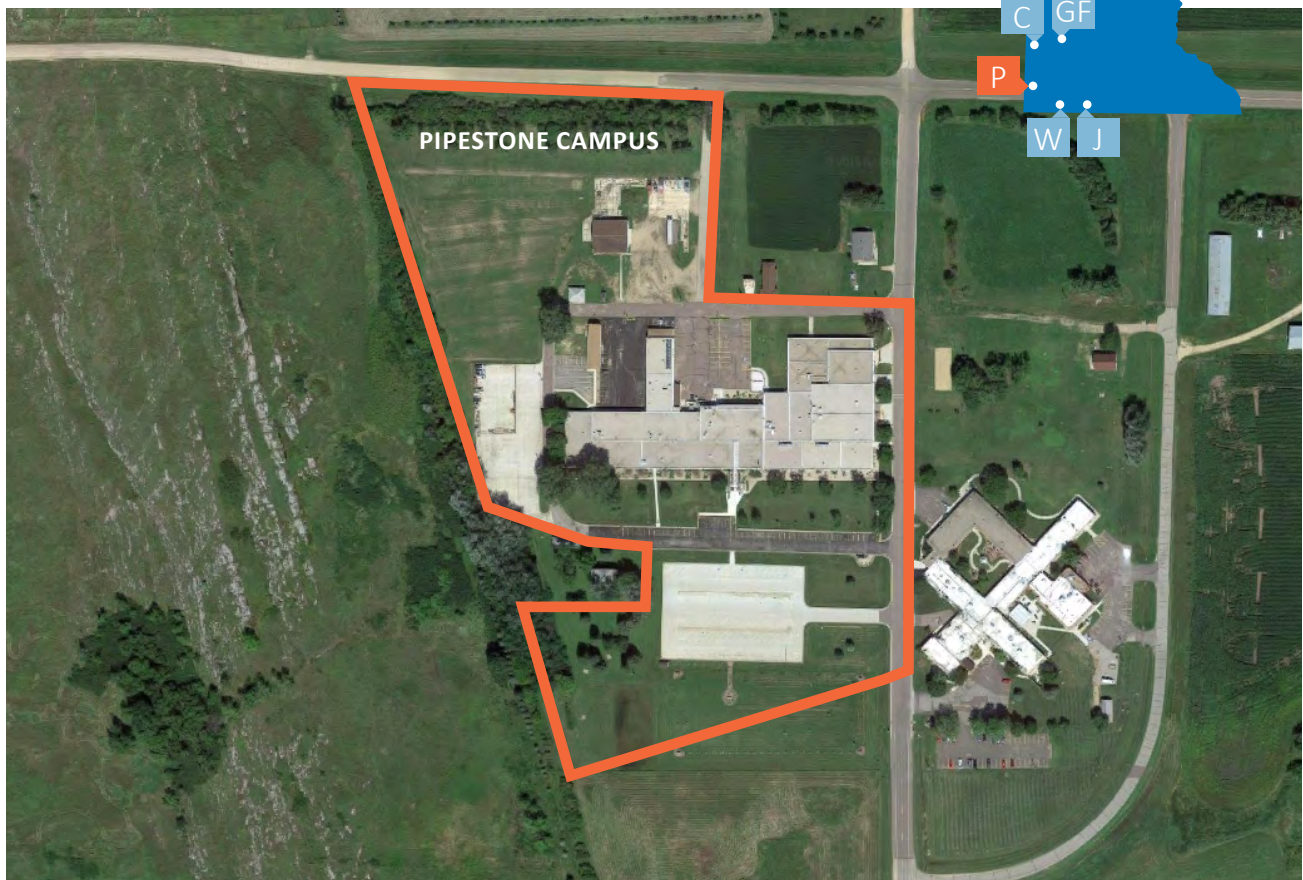
**PIPESTONE**

1314 North Hiawatha, Pipestone, MN 56164

The Pipestone campus is bordered by 121st Street and agricultural fields to the north; Pipestone National Monument and agricultural fields to the south; North Hiawatha Avenue, assisted-living residences and agricultural fields to the east; and Pipestone Indian State Wildlife Area and Pipestone National Monument to the west.

The campus encompasses 25.20 acres of land and includes the main building, an unused building that once housed a daycare program, and two storage buildings.

The main building is surrounded by open green space and adjacent parking. The primary entrance is off of North Hiawatha Avenue.





### WORTHINGTON

1450 College Way, Worthington, MN 56187

The Worthington campus is bordered by College Way, multi and single-family housing and a golf course to the north; single-family housing, a park and Okabena Lake to the south; Thompson Avenue and single-family homes to the east; and North Crailsheim Road and agricultural fields to the west.

The campus consists of 67.96 acres and includes five buildings: the Center for Health and Wellness, the Classroom/Administration Building, the Center for Performing and Fine Arts, the Academic and Technology Resource Center, and a garage.

The cluster of campus buildings are surrounded by green space, parking and ballfields. A portion of the campus is leased to the YMCA which has a center adjacent to the Health and Wellness building. The primary entrance to the campus is off of College Way.

Student housing, owned and operated by a private developer, has recently been constructed on campus property at the west side of the campus. Apartments will be occupied in August 2018.



## EMPLOYMENT & ECONOMIC TRENDS DRIVING ACADEMIC PROGRAMS

### Minnesota Workforce & Education

The Minnesota Department of Employment and Economic Development (DEED) estimates that nearly one in three new jobs projected to be created between 2010 and 2020 will require education beyond high school, as will more than one-fourth of replacement job openings. To meet such projected workforce demands given changing demographic trends, Minnesota's K-12 and higher education systems together must identify and implement effective strategies to increase postsecondary completion rates for underserved populations.

Minnesota's key challenge moving forward is to successfully prepare and support underserved populations to certificate or degree completion while meeting future workforce demands in a period of changing demographics.<sup>1</sup>

In 2016 in Minnesota, Certificates below Bachelor's degrees comprised 21 percent of all undergraduate awards. A postsecondary certificate is the highest education needed to enter several high-demand, high-wage careers, including jobs in the healthcare, manufacturing and construction sectors. At the certificate level, programs in health care dominated (40 percent) followed by manufacturing and transportation (14 percent), business (11 percent), human services (10 percent), construction trades (8 percent). *See Table below.*

<sup>1</sup> *Minnesota Measures: A 2017 Report on Higher Education Performance; Minnesota Office of Higher Education.*

Top 10 Certificates Below Bachelor's Conferred, 2014-2015

PROGRAM	CAREER CLUSTER	NUMBER	PERCENT
Nursing Assistant	Health Science	1,811	12%
Licensed Practical/Vocational Nurse Training	Health Science	1,134	8%
Cosmetology	Human Services	921	6%
Welding Technology	Manufacturing and Transportation	493	3%
Criminal Justice	Law and Corrections	414	3%
Medical/Clinical Assistant	Health Science	409	3%
Medical Insurance Coding Specialist	Health Science	355	2%
Carpentry	Architecture and Construction	313	2%
Massage Therapy	Health Science	287	2%
Accounting Technology	Business Management	263	2%
All Others		8,410	57%
<b>Total</b>		<b>14,810</b>	<b>100%</b>

Top 10 Associate Degrees Conferred, 2014-2015

PROGRAM	CAREER CLUSTER	NUMBER	PERCENT
Liberal Arts and Sciences	Liberal Arts	6,862	34%
Registered Nursing	Health Science	2,083	10%
Business Administration and Management	Business Management	778	4%
Criminal Justice	Law and Corrections	505	2%
Accounting	Business Management	451	2%
Licensed Practical Nurse Training	Health Science	389	2%
Veterinary Animal Health Technology	Health Science	319	2%
Health Information/Medical Records Technology	Health Science	302	1%
Medical Clinical Assistant	Health Science	300	1%
Medical Administrative	Health Science	248	1%
All Others		8,116	40%
<b>Total</b>		<b>20,353</b>	<b>100%</b>

SOURCE: U.S. Department of Education, IPEDS Completion Survey

**Occupations In Demand**

According to DEED’s Occupations in Demand tool, there are over 290 occupations showing high demand in Southwest Minnesota, with training and education requirements ranging from short-term on-the-job training to postsecondary education to advanced degrees: <sup>2</sup>

Occupations in Demand by Typical Required Education in Southwest Minnesota, 2017 <i>with (Median Hourly Wage)</i>			
High School or Equivalent	Voc. Award or Assoc. Degree	Bachelor’s Degree	Graduate/Advanced Degree
Heavy & Tractor-Trailer Truck Drivers (\$18.30)	Nursing Assistants (\$12.73)	Elementary School Teachers (\$51,552/yr)	Physician Assistants (\$51.40)
Personal Care Aides (\$12.18)	Registered Nurses (\$27.92)	Secondary & Middle School Teachers (\$53,928/yr)	Family & General Practitioners (\$96.72)
Retail Salespersons (\$10.22)	Licensed Practical & Licensed Vocational Nurses (\$19.78)	Accountants & Auditors (\$28.57)	Child, Family, & School Social Workers (\$24.10)
Teacher Assistants (\$12.85)	Heating, Air Conditioning, HVAC & Refrig. Mechanics (\$22.72)	Human Resources Specialists (\$24.58)	Physical Therapists (\$40.08)
Cashiers (\$9.68)	Police & Sheriff’s Patrol Officers (\$25.33)	Medical & Health Services Managers (\$35.86)	Nurse Practitioners (\$52.03)
Janitors & Cleaners (\$12.48)	Automotive Service Technicians & Mechanics (\$17.65)	Financial Managers (\$46.85)	Education Administrators, Elem. & Secondary (\$96,449/yr)
Sales Representatives, Wholesale & Manufacturing (\$28.11)	Industrial Machinery Mechanics (\$22.21)	Industrial Engineers (\$36.20)	Clinical, Counseling, & School Psychologists (\$30.38)
Stock Clerks & Order Fillers (\$11.31)	Emergency Medical Technicians & Paramedics (\$14.66)	Mental Health Counselors (\$22.67)	Dentists, General (\$78.48)
Laborers & Freight, Stock, & Material Movers, Hand (\$15.71)	Machinists (\$18.33)	Network & Computer Systems Administrators (\$29.35)	Pharmacists (\$57.92)
First-Line Supervisors of Retail Sales Workers (\$16.54)	Electricians (\$27.06)	Mechanical Engineers (\$35.29)	Healthcare Social Workers (\$21.42)
Social & Human Service Assistants (\$18.67)	Industrial Engineering Technicians (\$22.25)	Market Research Analysts & Marketing Specialists (\$24.88)	Lawyers (\$41.18)
Secretaries & Administrative Assistants (\$17.35)	Electrical & Electronics Engineering Technicians (\$25.21)	Industrial Production Managers (\$39.49)	Internists, General (>\$100.00)
Office Clerks, General (\$15.20)	Mobile Heavy Equip. Mechanics, Except Engines (\$25.21)	Construction Managers (\$40.24)	Marriage & Family Therapists (\$22.31)
Farmworkers, Farm, Ranch, & Aquacultural Animals (\$9.79)	Farm Equipment Mechanics & Service Technicians (\$21.87)	Sales Managers (\$45.74)	Education Administrators, Postsecondary (\$44.62)
Slaughterers & Meat Packers (\$13.66)	Surgical Technologists (\$23.54)	Purchasing Agents (\$26.42)	Veterinarians (\$36.15)

At Minnesota West, program offerings and majors reflect many of occupations in demand in the region. Across the five campuses, programs are offered that can lead to each of the high demand professions listed above requiring a vocational or associate degree.

<sup>2</sup> *The Path to Workforce Success: SW DEED Labor Market Office.*

**Top Majors At Minnesota West**

Top majors by enrollment at each campus include:

**CANBY**

Construction Electrician  
 Computer Small Business  
 Computer Science  
 Dental Assisting  
 Diesel Technology

**GRANITE FALLS**

Child Development  
 Accounting  
 Computer Support  
 Administrative Support  
 Fluid Power

**JACKSON**

Admin Support  
 Auto Mechanics  
 Welding  
 Construction Electrician  
 Line Worker

**LUVERNE (Leased Space)**

Surgical Technician  
 Radiology Technician

**PIPESTONE**

Carpentry  
 Cosmetology  
 Admin Support  
 Lamb & Wool  
 Practical Nursing

**WORTHINGTON**

Agriculture  
 Business  
 Nursing LPN  
 Nursing AD  
 Farm Business Management

**Meeting Employment Trends**

As part of the master academic planning, Minnesota West Community and Technical College has set the following strategic directions:

- Provide access and learning opportunities leading to success for the citizens of southwest Minnesota.
- Provide innovative and accountable programs and services to ensure the growth of our students.
- Deliver programs and services to enhance the economic competitiveness of the state, the region, and its people.

Goals and strategies to accomplish this include developing new programs, modifying existing programs and increasing student access through online and hybrid offerings to meet regional workforce needs.

*Additional discussion of academic strategic goals and action plans are included in section 1.4.*