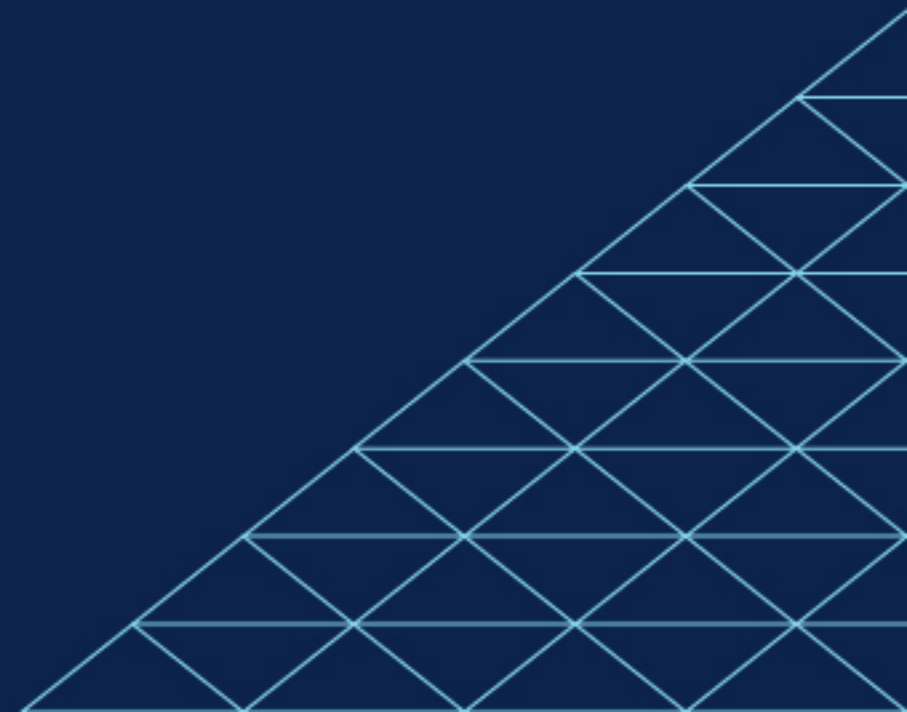


# MASTER PLAN INTRODUCTION

UNIVERSITY OF ARIZONA – SIERRA VISTA

**COLLEGE OF APPLIED SCIENCE  
& TECHNOLOGY (CAST)**

AYERS SAINT GROSS INTRODUCTION / APRIL 12, 2022



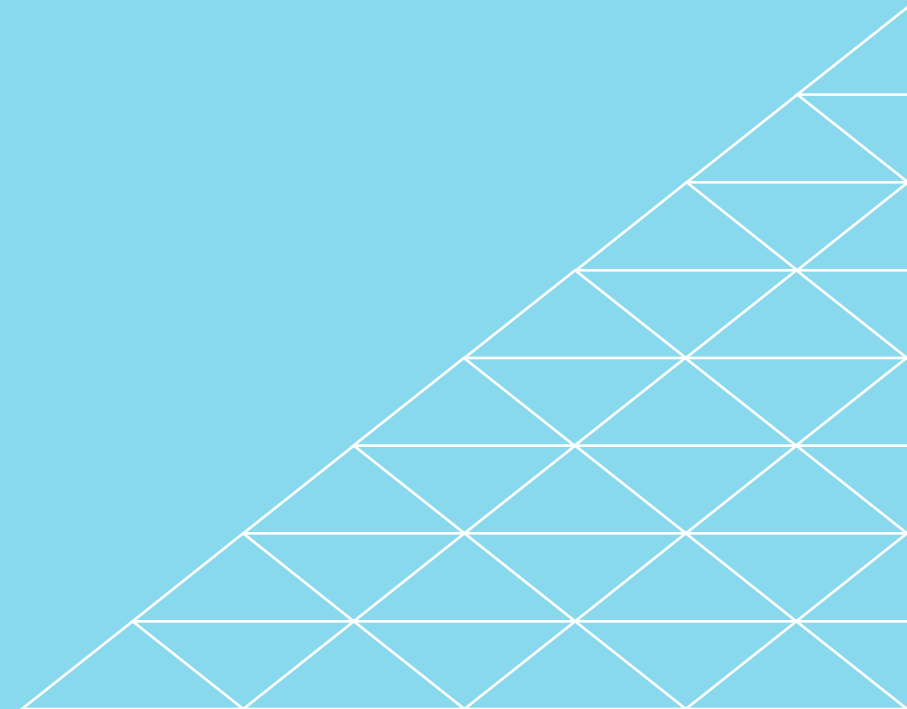
# Agenda

- Team
- Process
- Workshop 01 Recap
- Strategic Plan
- Campus Analysis
- Next Steps

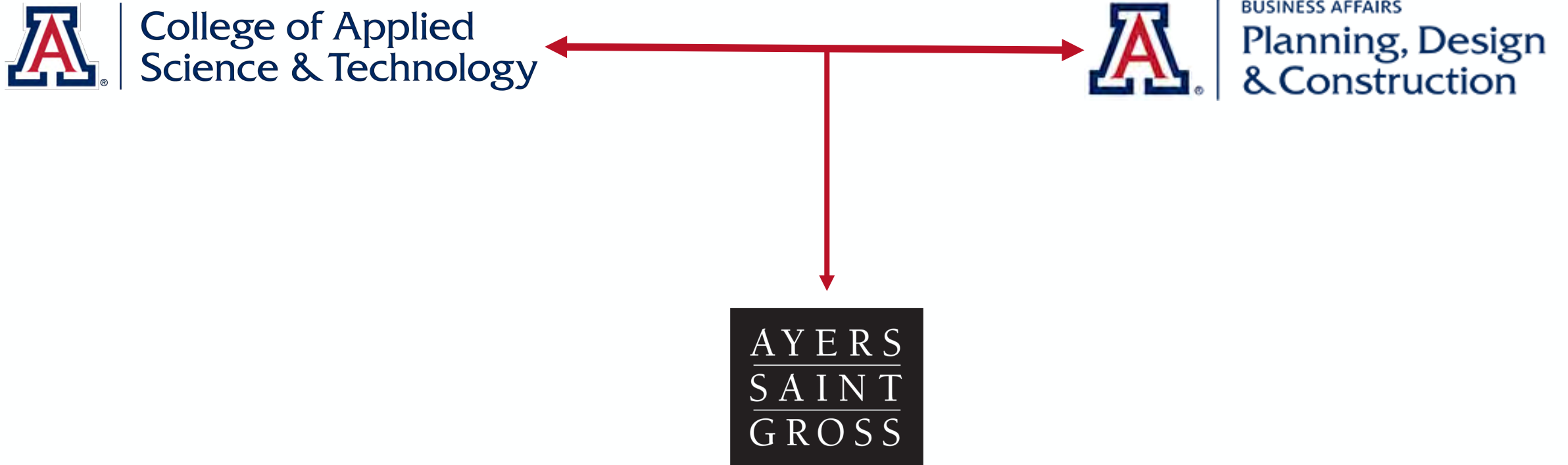
# Meeting Objectives

- Introduction, Start Master Planning Process for CAST
- Introductions of Team, Work Group Structure
- Overview of Planning Process
- Review of CAST Strategic Plan
- Aligning Campus Resources to Objectives
- Review High Level Input on Physical Characteristics of CAST and Folklore
- Assess and Discuss Next Steps, Meeting Plans

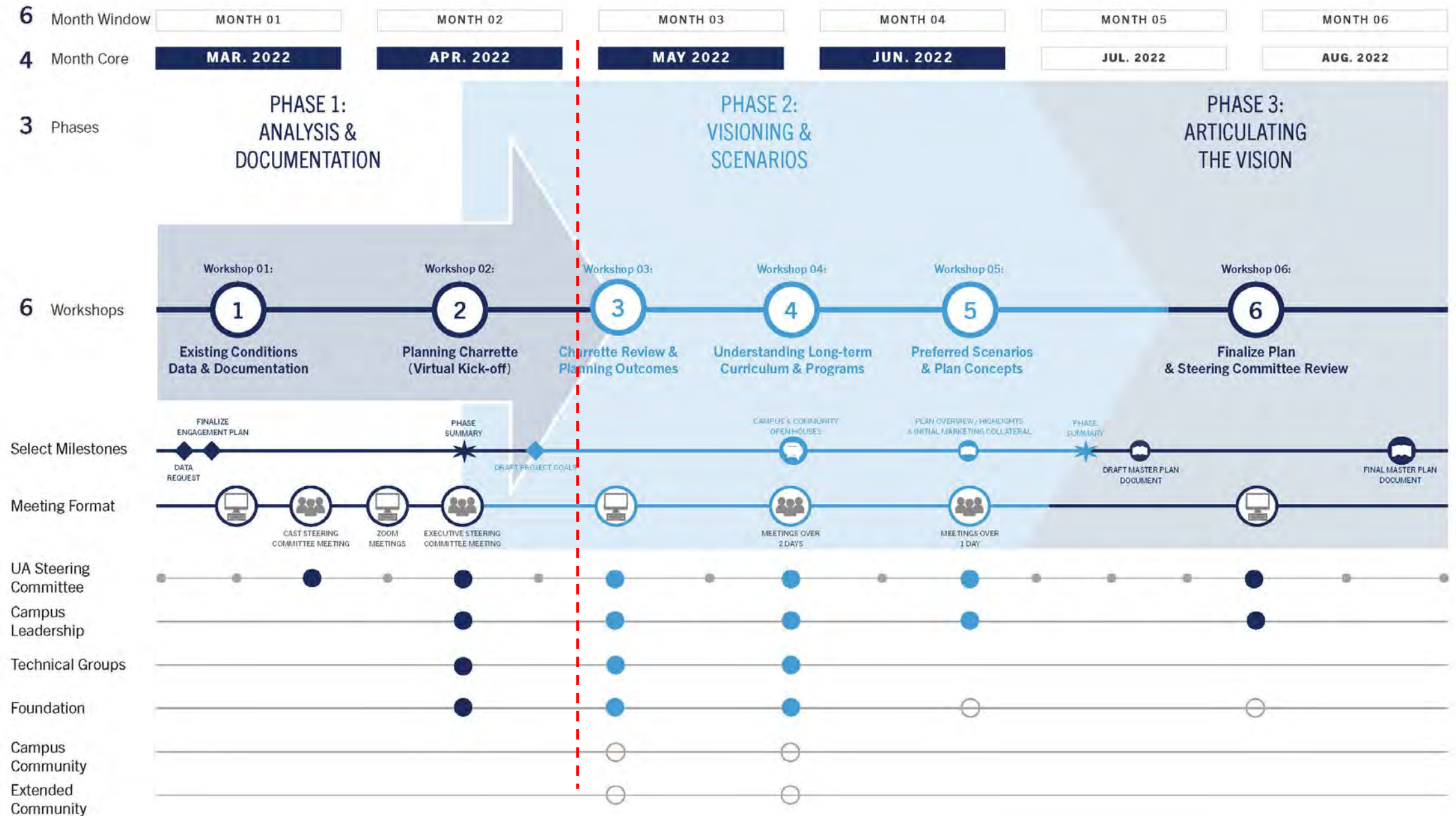
# PROCESS



# Process Protocols

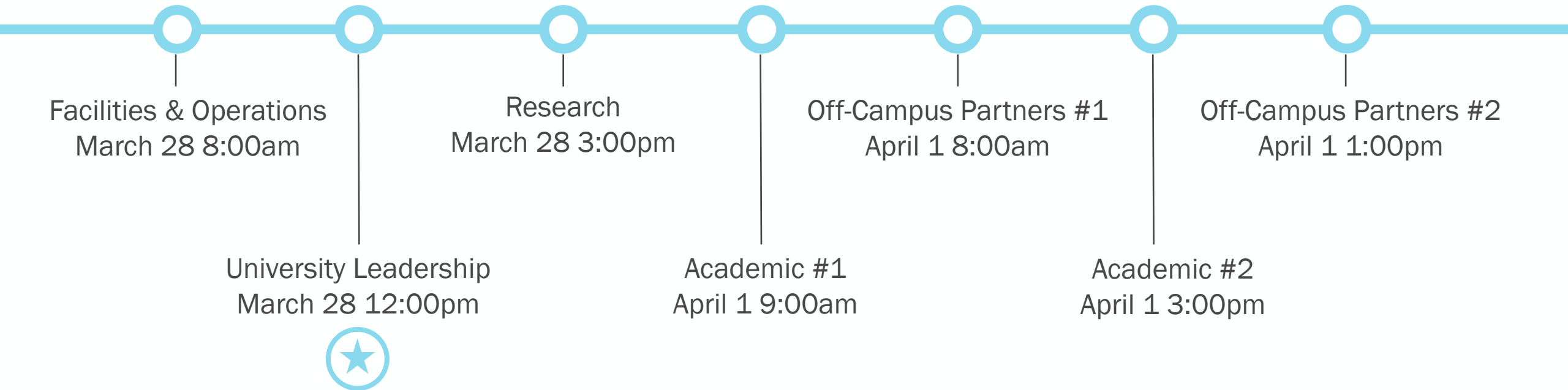


# Proposed Process Schedule

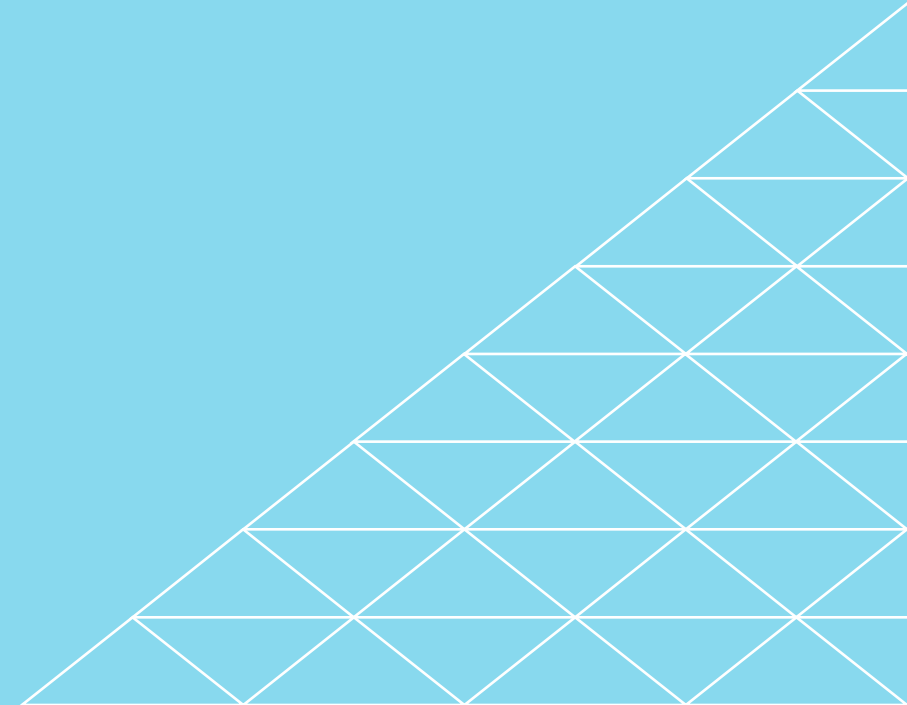


# Focus Group Sessions

Recent Meetings



# WORKSHOP 01 - RECAP



# Steering Committee

## Attendees:

- Victoria Meyer
- Shane Burgess
- Guy Reed
- Carmala Garzione
- Nancy Pollock-Ellwand
- Craig Wilson
- Tom Koch
- John O'Neil
- Paul Wagner
- Linda Denno
- Nic Rae
- Gary Packard
- Jason Denno
- Eric Mapp
- Chuck Smith
- Melody Dugie
- Brian Bates
- Sarah Weiland
- Susan Peter
- Michael Boardman

## Previous Meeting Recap:

- Current campus condition & boundary assessment
- Alignment of programs and facilities
- On-campus resources vs off-campus resources
- Strategic Plan initiatives and implications conversation
- Emerging future topics
- Develop models for Research space and describe typologies
- Discuss and develop parameters for community support – both allied on-campus and off-campus shared interests
- Advance specifics of mutually beneficial resources and programs with Cochise Community College



# Facilities and Operations

## Attendees:

- Mike Boardman
- Chuck Smith
- Kory Mccaw
- Brian Bates
- Tony Hebblewaite
- Vincent Natale
- Erik Reinold
- Drew Lutz
- Bruce Overland
- Chris Kopach

## Big Takeaways:

- Current projects
  - 10 Yr Capital Plan
  - ADA Upgrades
  - Extension between Building B & C
- Define role of the University South Foundation
  - Consider near-term & long-term role of the foundation
  - Attempt to align the foundation strategic plan with CAST strategic plan
- Robotics to take on a bigger role on the campus
- Access and campus visibility is a big issue on campus
- Develop opportunities for incubator research programs & technologies

# Research

## Attendees:

- Nic Rae
- Jason Denno
- Eric Mapp
- Paul Wagner
- Mark Van Dyke
- Bryan Carter
- Austin Yamada
- Cody Nichols
- John Grant

## Big Takeaways:

- Hiring more tenure eligible faculty
- UA ARC – 501©3 organization by the university; classified works
- Explore research space concepts
  - IoT labs – consists of 30 IoT devices
  - Tech courtyards ongoing work
  - Lab spaces
    - Human factors lab
    - digital access labs
    - cloud lab
    - global access
    - 3D/VR/AR/Human Experience
  - Multi-college initiative for digital twinning
- Planning for growth in general in research
- Grants determine the type of research so place needs to be flexible to allow for plug and play

# Off-Campus Partners

## Attendees:

- Susan Pater
- Rick Mueller
- Melany Edwards Barton
- Chuck Potucek
- Ed (Docent)

## Big Takeaways:

- Need for Incubator Spaces - Opportunities for business, economic development
- Bridging the gap between cyber security and smaller businesses
- Arizona Folklore Preserve
  - Small venue – 65 seating capacity
  - 44 weekend sessions a year
  - Intention is to make it a quality venue
  - Budget and marketing constraints
  - Needs an upgrade in technology
- Campus needs a strategy to bring the market and people together
- Partnership between CAST and Other institutions needs to be detailed to advance specific pathways or agreements

# Academic Partners

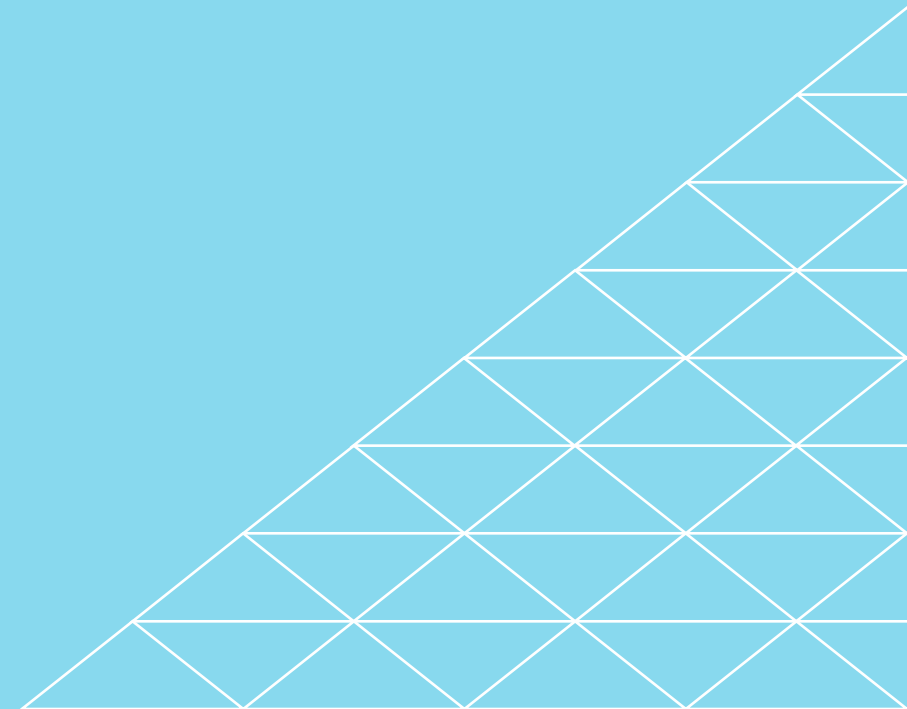
## Attendees:

- Verlyn Fick
- Eric Mapp
- Nicol Rae
- Romi Wittman
- Nicole Young Randy Norton Craig Wilson
- Linda Denno
- Jacqui Clay
- JD Rottweiler

## Big Takeaways:

- Continuity of tracks need better planning
- Very strong consensus about shared interests and goals
- Develop and document a full model from high school to Cochise Community College to CAST via programs or other specific resources
- Continuing Ed resources from degree-based programs for clarity
- Gen Ed process and its implications to the potential addition
- Shared facilities – Makerspaces/AR/VR labs
- Small businesses can be supported through the Co-op
- Opportunities for employment with workforce accelerator model with Fort Huachuca
- Opportunities with K-12 system in the county
- Better unification of CAST-USF to
- Drop-out accommodation – building a sense of community

# STRATEGIC PLAN



# Dr. Packard's Vision for the Campus

## CAST's Five Year Plan: 2021 - 2026



PAST



PRESENT



FUTURE

- Mission, Vision, & Values
- Our Flywheel
- Annual Review and Process
- Alignment to UArizona's Strategic Pillars

"...rooted in the best traditions of the past, taught in the context of the present, and continually reexamined in the light of the future needs."

- Lt Gen James E. Briggs, U.S. Air Force Academy's 2<sup>nd</sup> Superintendent.

# Values, Vision, & Mission

## VALUES

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**UArizona Values:** Integrity, Compassion, Exploration, Adaptation, Inclusion, Determination

**CAST Values:** Respect for Human Dignity, Teamwork, Ethical Digital Citizenry, Applied Education For the Work Force, Applied Student-Powered Research, Community Impact

## VISION

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The Nation's leader in accessible, 21st Century applied science and technology education & research for post-traditional transfer students who will lead our future

## MISSION

---

Work at the convergence of social science and technology to deliver rigorous, 4th Industrial Revolution applied education & research to our region and our world



THE UNIVERSITY OF ARIZONA

College of Applied  
Science & Technology

# Achieving the Objectives in the Strategic Plan

One of the biggest, and most common, strategic mistakes lies in failing to aggressively and persistently make the most of victories.

Collins, Jim. *Turning the Flywheel (Good to Great)* (p. 6). Harper Business. Kindle Edition.

## Desired End State




*Develop intellectually fertile ground to infuse the workforce with future thinkers delivering cutting edge breakthroughs in technological, socio-cultural, and training domains.*





























# Achieving the Objectives

RECRUIT AND HIRE DIVERSE FACULTY AND STAFF WHO ARE PASSIONATE ABOUT OUR VALUES

	PROGRAM	PHYSICAL	PROTOCOL
<ul style="list-style-type: none"> <li>Hire Faculty and Staff to keep up with growth and diversify               <ul style="list-style-type: none"> <li>Increase full time faculty by 50% over first two years, then grow at the pace of student growth in years 3 -5</li> <li>Hire staff &amp; administrators to keep up with growth</li> <li>Increase Tenure Track Faculty to 25% -30% of permanent faculty lines</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>Publish College Promotion, Evaluation, Mentoring, &amp; Onboarding Policy</li> </ul>			
<ul style="list-style-type: none"> <li>Publish College hiring policy and fund hiring outreach to increase diversity and qualifications of applicants in hiring pools</li> </ul>			
<ul style="list-style-type: none"> <li>Complete a position review to ensure equity and alignment to mission</li> </ul>			
<ul style="list-style-type: none"> <li>Pursue at least two Strategic Priorities Faculty Initiative (SPFI) hires</li> </ul>			

# Achieving the Objectives

BUILD WORLD CLASS INFRASTRUCTURE AND EFFECTIVE ORGANIZATIONAL STRUCTURE

	PROGRAM	PHYSICAL	PROTOCOL
<ul style="list-style-type: none"> <li>Coordinate with the University CFO to establish a distinct accounting line to track legislative allocation to support activity at the Sierra Vista Branch Campus</li> </ul>			
<ul style="list-style-type: none"> <li>Publish Campus Master Plan in coordination with main campus, University South Foundation, Cochise CC, &amp; the City of Sierra Vista</li> </ul>			
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<ul style="list-style-type: none"> <li>Renovate Groth Hall by summer of 2023 to align with 30th Anniversary</li> </ul>			
<ul style="list-style-type: none"> <li>Complete construction of new applied research building</li> </ul>			
<ul style="list-style-type: none"> <li>Renovate Arizona Folklore Preserve to include Digital Humanities</li> </ul>			
<ul style="list-style-type: none"> <li>Refresh technology infrastructure to keep pace with CAST's innovative online teaching and Virtual Learning Environment</li> </ul>			
<ul style="list-style-type: none"> <li>Reinvigorate community and regional partnerships</li> </ul>			

# Achieving the Objectives

MENTOR, RETAIN AND MOTIVATE FACULTY WHO DELIVER WORLD CLASS, 4<sup>TH</sup> IR EDUCATION AND UNDERGRAD RESEARCH

	PROGRAM	PHYSICAL	PROTOCOL
• Elevate the work of the DEI Committee to continuously improve our inclusive culture benefiting a diverse faculty and student population	○		○
• Complete and implement college mentoring program	○		○
• Prepare college on-boarding program for upcoming hiring surge	○	○	○
• Update and fund faculty awards process	○	○	○
• Pursue Endowment for CAST's first named professor	○	○	○
• Hire Associate Dean for Applied Research & Development			○








# Achieving the Objectives

RECRUIT, ADVISE AND INSPIRE DIVERSE, POST-TRADITIONAL TRANSFER STUDENTS TO IMPACT OUR REGION AND THE WORLD

	PROGRAM	PHYSICAL	PROTOCOL
• Complete MOA with Vice Provost for ODCE			○
• Reach 5,000 students (certificates, minors, BAS, PSM) by the end of the five-year plan	○	○	
• In-person advisor/recruitment specialist in Sierra Vista, Pima East, Chandler, and Yuma	○	○	○
• Building on the success of the BashaHigh School/Chandler-Gilbert CC/CAST pipeline in Cyber Ops, pursue similar partnerships in Cyber and other programs throughout AZ	○	○	○
• Further our partnerships with DoD Community Colleges and Education	○	○	○
• Grow partnerships with Federal & regional LE agencies	○	○	○
• Expand student awards and scholarships to increase accessibility	○		○
• Grow partnership with Global Direct & pursue educational partnerships with Mexico	○		○

# Achieving the Objectives

DEVELOP & DELIVER RIGOROUS AND RELEVANT EDUCATION AND RESEARCH THEN ASSESS OUR PROGRESS THROUGH REGULAR PROGRAM REVIEW

	PROGRAM	PHYSICAL	PROTOCOL
<ul style="list-style-type: none"> <li>Launch 6 –9 Professional Science Masters Degrees over 5 years               <ul style="list-style-type: none"> <li>Start with an educational technology focused degree in Fall of 2022</li> <li>Built with stackable Masters Certificates</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>Establish innovation guidelines and encourage sustainable creativity</li> </ul>			
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# Summary

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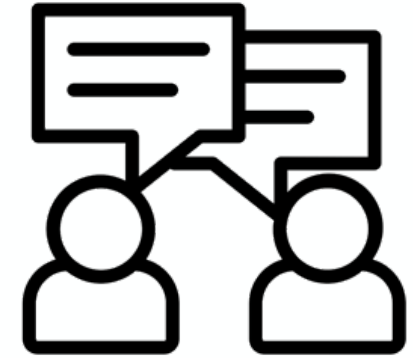
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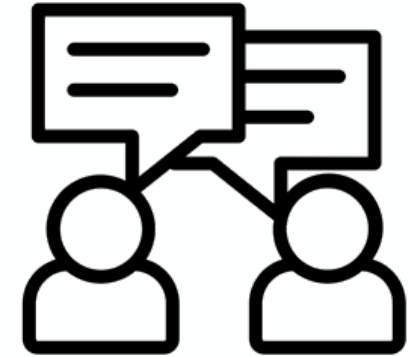
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- How do we align these physical needs into the existing or future facilities?



**Discussion  
Point**

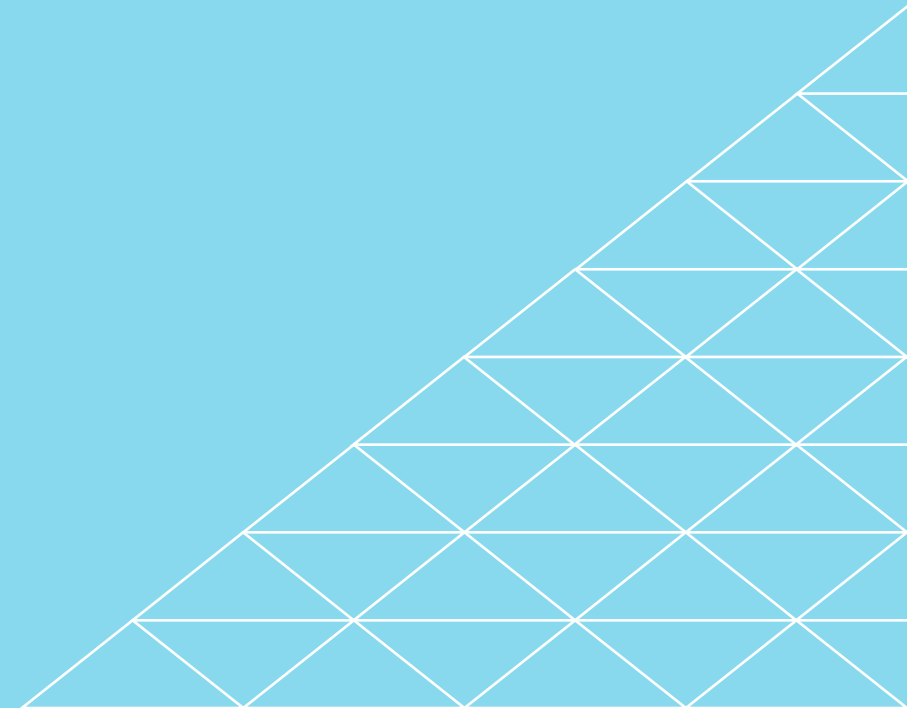
- Can we develop enrollment profiles for each program?
- How do we support instruction & applied research on campus?
- How do we better support faculty and staff on campus? And online?



**Discussion  
Point**



# CAMPUS ANALYSIS



# CAST Community (Spring 2022)

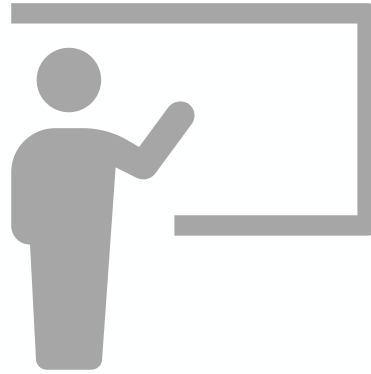
University of Arizona College of Applied Science & Technology



**2,133**

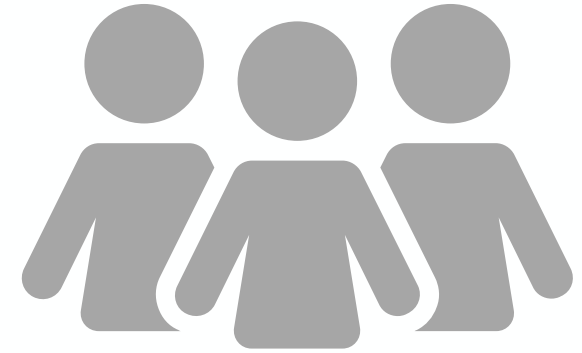
**Students**

24% increase Spring  
2021 to Spring 2022



**92**

**Faculty**



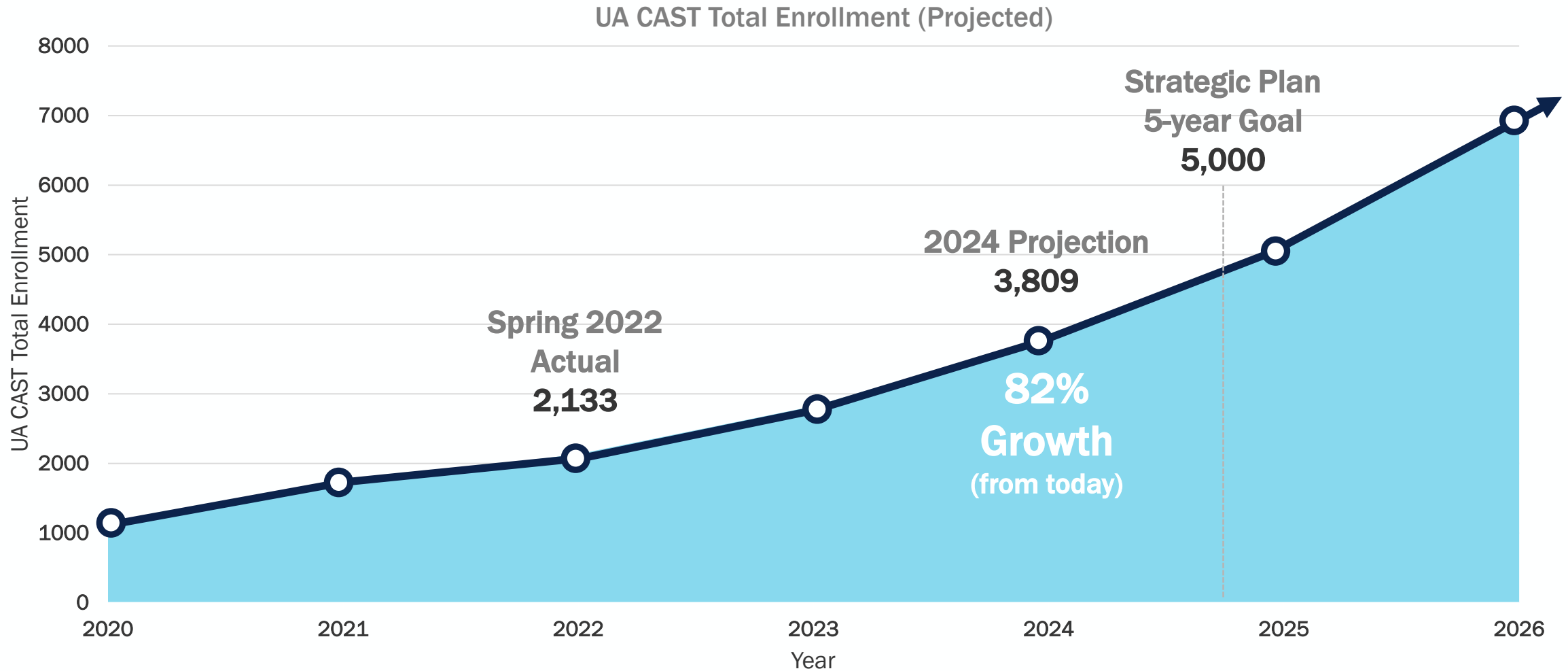
**48**

**Staff**

5 – Administrators  
8 – Student Workers  
35 – Staff

# Forecasted Growth

University of Arizona College of Applied Science & Technology



# Sierra Vista

Regional Context

**FORT  
HUACHUCA**

**HUACHUCA MOUNTAIN  
RANGE**

**70 MILES TO  
TUCSON**

HWY 90

**UA  
CAST**

Accessed by  
Charleston Rd.,  
Colombo Ave., or  
Campus Dr.

Fry Blvd.

**SIERRA  
VISTA**

HWY 92

HWY 90

7th St.

Buffalo Soldier Trail

**FOLK  
LORE**

**12.5 MILES TO  
US-MEXICO  
BORDER**



# Folklore Center

District Context

**RAMSEY  
CANYON  
PRESERVE**

**NATURE  
CONSERVANCY**  
Hamburg Trail #122

**CANYON  
INN**

*E Ramsey Canyon Rd*

**FOLK  
LORE**

**CANYON  
CABINS**

*E Folklore Trail*



# Local Context

- Access
- Wayfinding
- Community
- Identity
- Branding



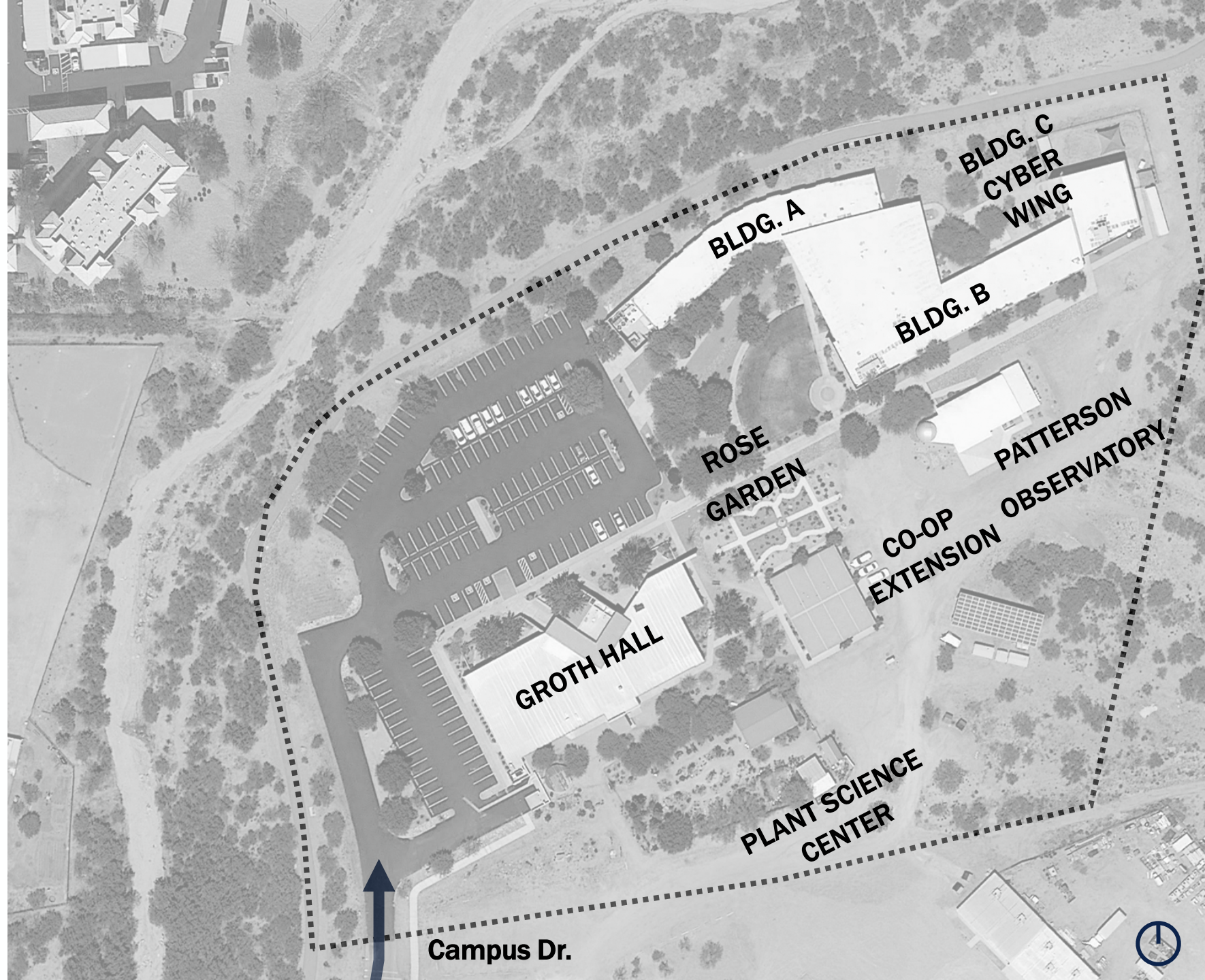
# UA CAST CAMPUS

Campus Site\*: ~8.25 Acres

Facilities\*: ~40,000 NSF

- Access
- Campus
- Framework
- Elements
- Service

\*Note: Values vary by source



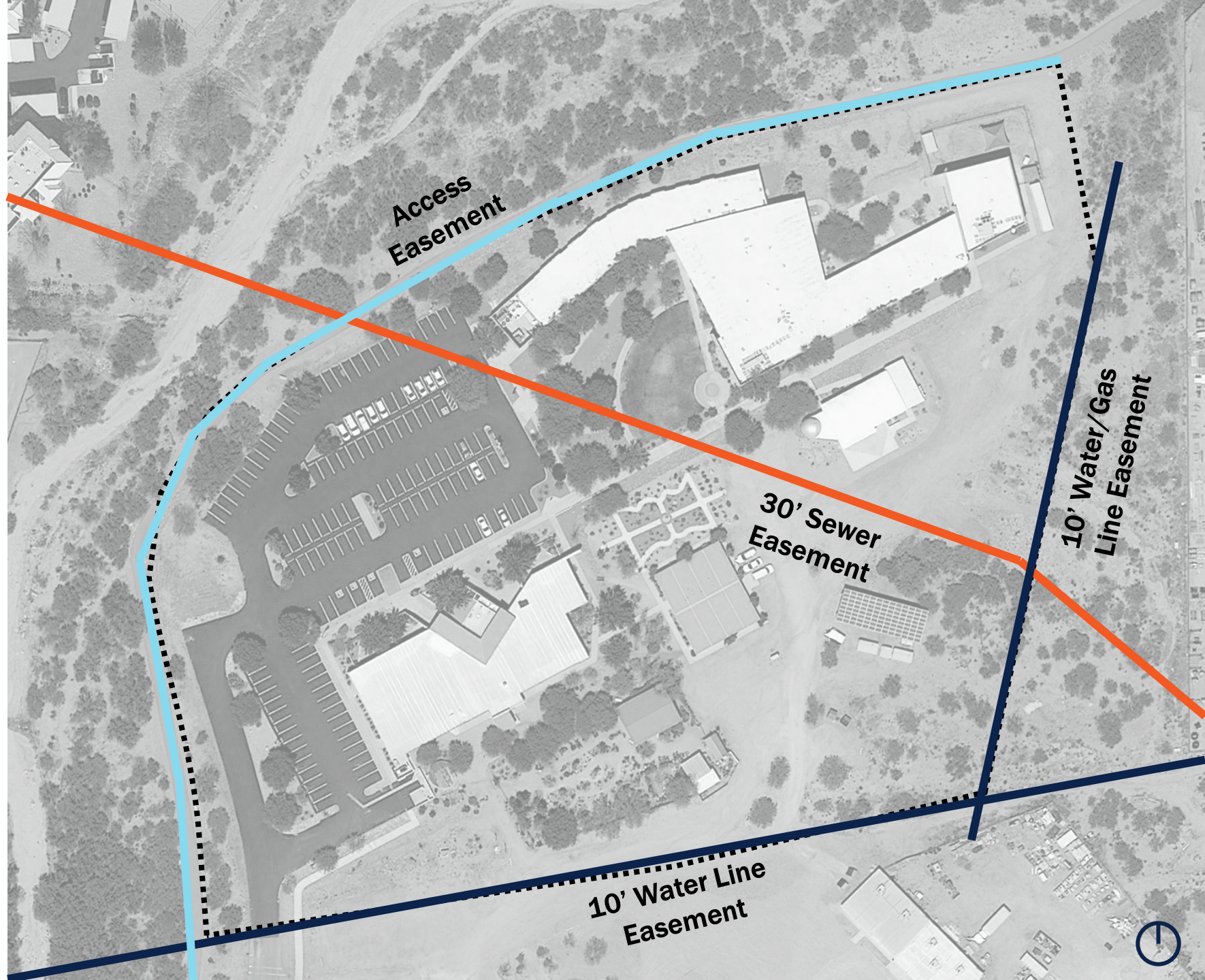
# UA CAST EASEMENTS

Campus Site\*: ~8.25 Acres

Facilities\*: ~40,000 NSF

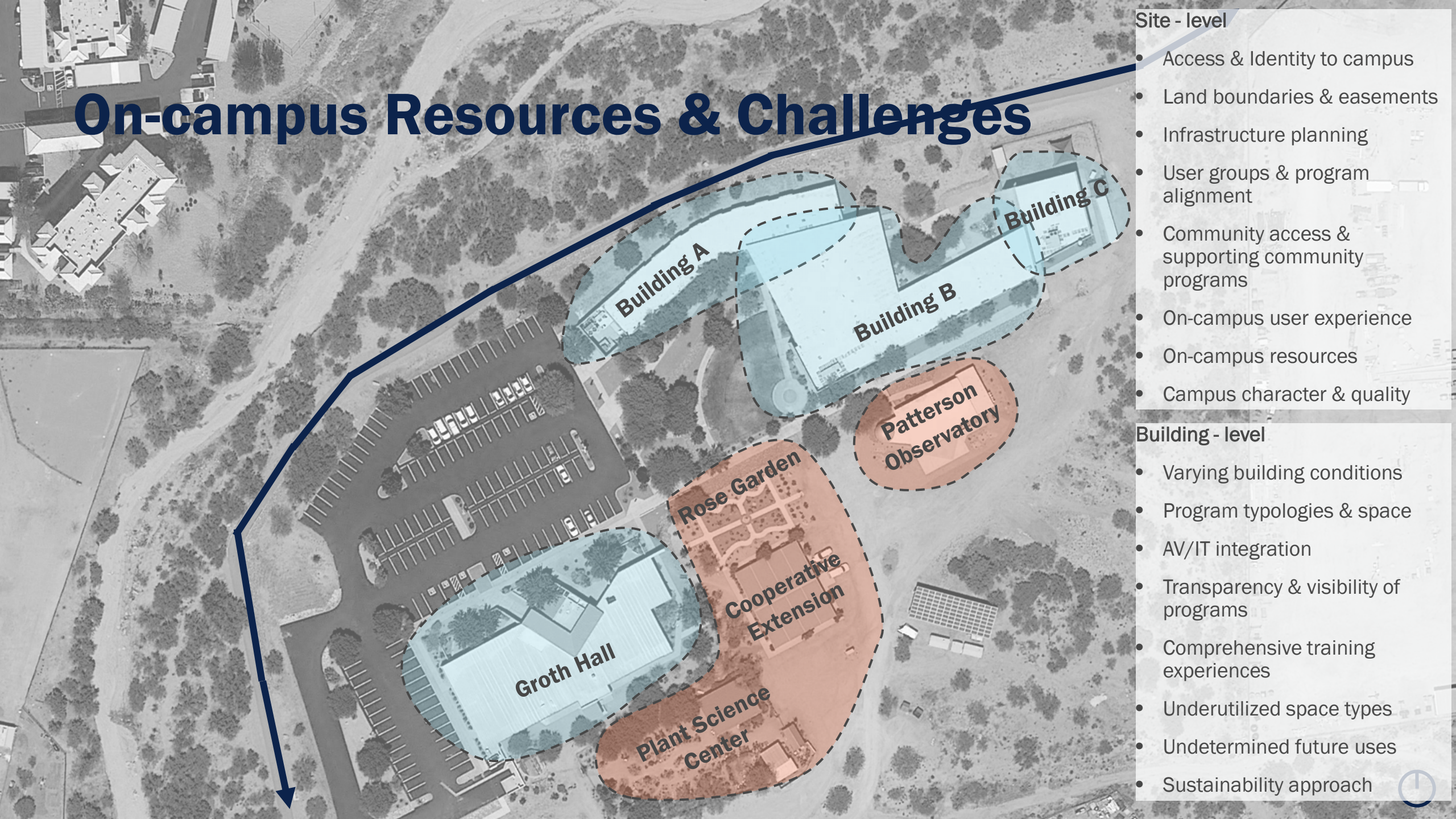
- 30' Sewer Easement
- 10' Water Line Easement
- 10' Water / Gas Line
- Access Easement

\*Note: Values vary by source





# On-campus Resources & Challenges



Building A  
Building B  
Building C

Groth Hall  
Rose Garden  
Cooperative Extension  
Plant Science Center  
Patterson Observatory

## Site - level

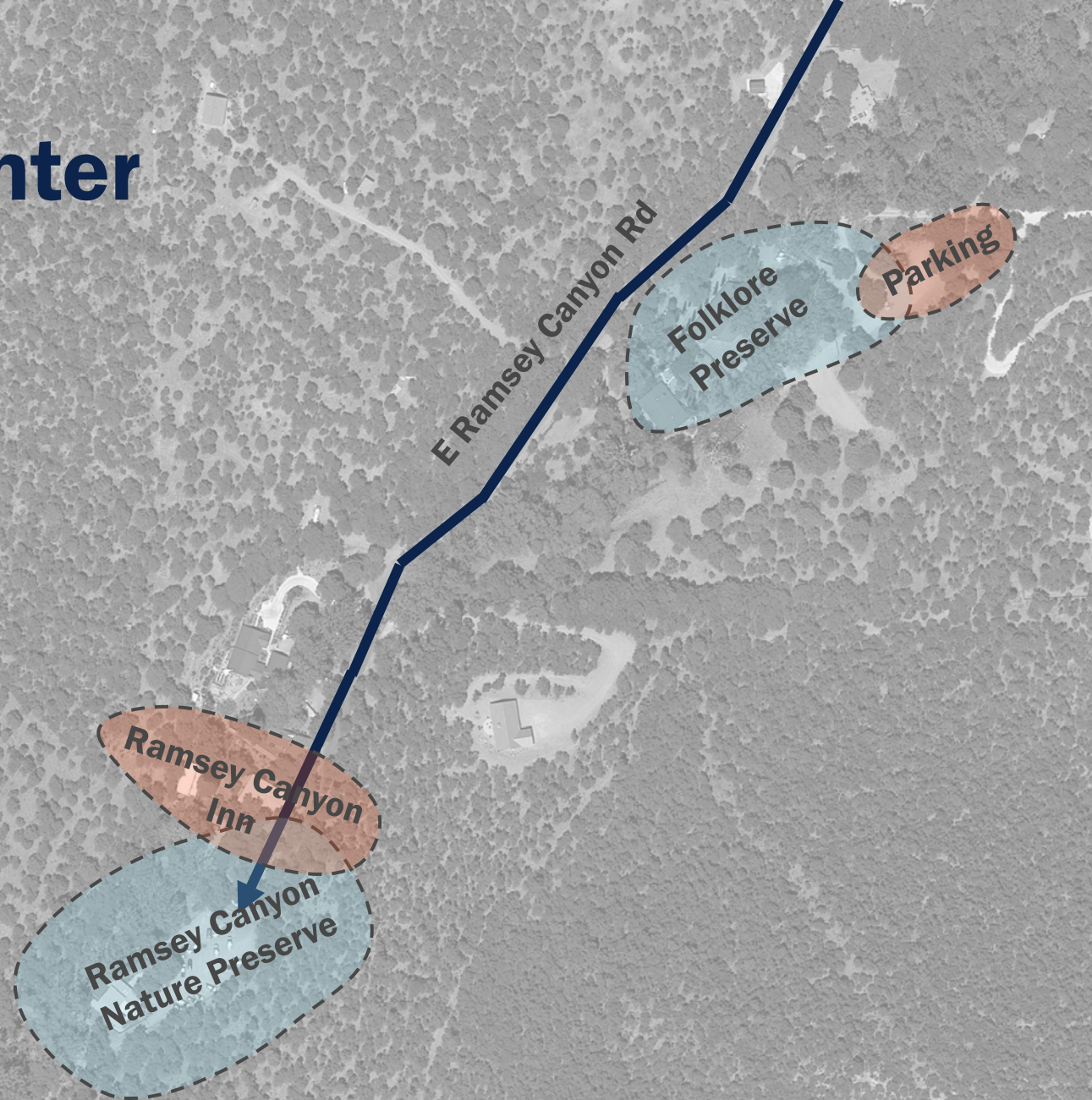
- Access & Identity to campus
- Land boundaries & easements
- Infrastructure planning
- User groups & program alignment
- Community access & supporting community programs
- On-campus user experience
- On-campus resources
- Campus character & quality

## Building - level

- Varying building conditions
- Program typologies & space
- AV/IT integration
- Transparency & visibility of programs
- Comprehensive training experiences
- Underutilized space types
- Undetermined future uses
- Sustainability approach



# Folklore Center



## Site - level

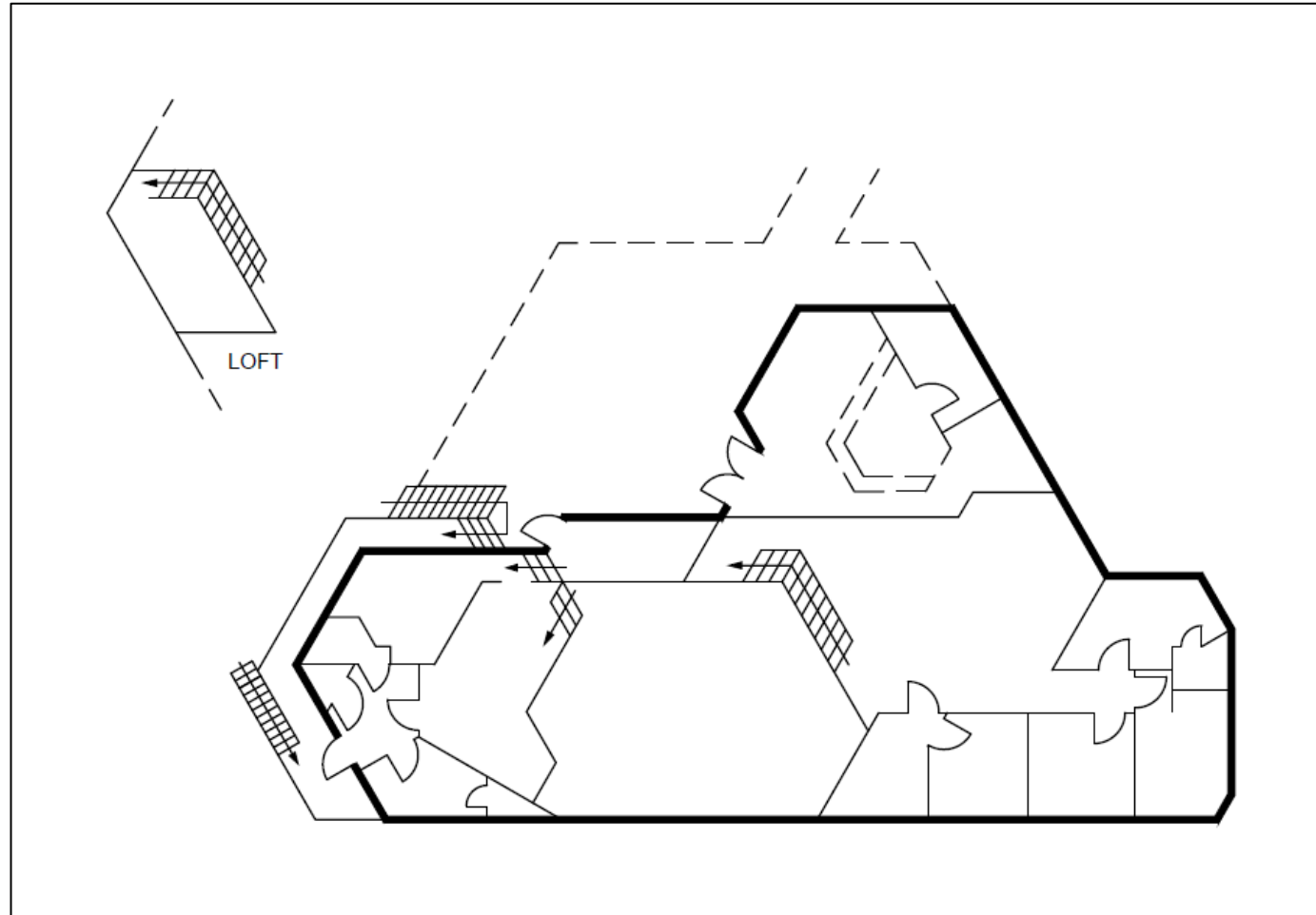
- Access & Identity to folklore
- Land boundaries
- Infrastructure planning
- User groups & event alignment
- Community access & supporting community programs
- On-campus user accessibility
- Event resources
- Preserve character & quality

## Building - level

- Varying building conditions
- Event typologies & space
- AV/IT integration/lighting
- Creatively scheduled
- Undetermined future uses
- Sustainability approach
- FF&E issues
- Site & building ADA issues



# Folklore Center



4,312 NSF

# Next Steps

- Consolidate & advance focus group information
- Technical assessment of the campus – Ongoing
- Provide progress update to Master Plan Executive Steering

Committee - April 22

**THANK YOU!**

