

Office of the President

TO MEMBERS OF THE FINANCE AND CAPITAL STRATEGIES COMMITTEE:

DISCUSSION ITEM

For Meeting of July 18, 2018

UC SAN DIEGO 2018 LONG RANGE DEVELOPMENT PLAN, LA JOLLA, SAN DIEGO CAMPUS

EXECUTIVE SUMMARY

The 2018 Long Range Development Plan (LRDP) for the San Diego Campus in La Jolla provides an updated land use plan to guide future physical development. The LRDP identifies population growth targets and development objectives and principles, delineates campus land uses, and estimates the new building space to support program growth and expansion through the 2035-36 academic year. The 2018 LRDP updates the previous LRDP, approved by the Regents in November 2004.

Prompted by the creation of its first Strategic Plan in 2014 that established a shared vision and mission for UC San Diego, the campus is in the midst of a momentous transformation. UC San Diego's strategic goals are focused on enhancing the student experience, cultivating an inclusive and diverse community, expanding the campus' research prowess and impact, improving the delivery of advanced healthcare, and enriching the campus community. The campus is physically transforming to meet its evolving needs, as well as those of the San Diego region, the State of California, and beyond. A key focus of ongoing growth at UC San Diego is to transform the campus into a vibrant living-learning community that will enhance and elevate both academic and social experiences on the campus.

The 2018 LRDP plans for a projected regular academic year student headcount enrollment of 42,400 at UC San Diego by the 2035-36 academic year (an increase of approximately 6,600 students over the campus's current enrollment). This anticipated growth necessitates that the campus plan for additional facilities to accommodate the programmatic needs of academic, research, and other supporting university uses. UC San Diego has undertaken the 2018 LRDP to update enrollment and population projections and is preparing an Environmental Impact Report (EIR) in compliance with Section 21080.09 of the California Environmental Quality Act (CEQA). Table 1 summarizes the key growth parameters of the 2018 LRDP:

TABLE 1

	Total Student Headcount	Total Campus Population	Total Gross Square Footage	Student Housing Beds
Approved Under 2004 LRDP	29,900	49,700	19,159,000	13,300
Anticipated Under 2018 LRDP	42,400	65,600	27,886,300	25,850
Existing (Fall 2017)	35,800	51,800	18,920,300 ¹	19,450 ²
Net New Projected Under the 2018 LRDP (Existing Fall 2017 to 2035)	+6,600	+13,800	+8,966,000	+6,400

¹ Existing Gross Square Footage (gsf) includes projects (3,257,000 gsf) approved under the 2004 LRDP.

² Undergraduate and graduate student housing; includes 5,530 beds approved under the 2004 LRDP (Mesa Nueva, Nuevo East and West, and North Torrey Pines Living and Learning).

BACKGROUND

In less than 60 years, UC San Diego has grown to encompass six undergraduate colleges and eleven divisions and schools. Named in the top 15 research universities worldwide and regularly recognized among the top ten public universities in the nation, UC San Diego fosters a culture of collaboration that sparks discoveries, advances society, and drives economic impact. The campus vision is to be a student-centered, research-focused, service-oriented public institution that provides opportunity for all.

Currently many of the UC campuses are addressing demands for higher education and preparing for future growth. Through improved high school graduation rates, larger numbers of college-eligible students are graduating from high school as witnessed by an increase of college-eligible students of 20 percent since 2005. As a result of this increased demand, in November of 2015, the Regents approved a plan to accept an additional 10,000 California residents systemwide for undergraduate enrollment over a three-year period. UC San Diego specifically increased its enrollments significantly under this initiative to help meet these systemwide targets (approximately 2,000 net new undergraduate students were added between fall 2015 and fall 2017; an eight-percent increase). In addition, President Napolitano announced a student housing initiative in 2016 aimed at supporting students and future enrollment growth across the UC system. In alignment with this initiative, UC San Diego is in the process of delivering over 5,000 new student housing beds in the near term with more housing planned as part of the 2018 Long Range Development Plan (LRDP). Accordingly, UC San Diego is updating its long-range projections to effectively accommodate growth and the need for additional facilities and space.

The 2018 LRDP is not intended to be a detailed implementation plan and does not constitute a commitment to enrollment targets, specific development projects, construction schedule, or capital funding request. However, future projects proposed under the 2018 LRDP are expected to be consistent with the space and population projections contained in the LRDP, and with the land uses proposed for the campus. In addition, future projects will be evaluated for consistency with UC San Diego's Physical Design Framework (which will be updated with conforming changes following approval of the 2018 LRDP), with the Ten-Year Capital Financial Plan (which is updated annually), and would require subsequent project level environmental review pursuant to the California Environmental Quality Act (CEQA).

PROJECT DESCRIPTION

Academic Context - The instruction and research programs at the San Diego campus are organized into three major areas: the General Campus, the Health Sciences, and Scripps Institution of Oceanography. The General Campus, comprising 24 undergraduate and graduate departments and three graduate professional schools, is responsible for all undergraduate and most of the graduate education in the academic disciplines. The Health Sciences include the School of Medicine, the School of Pharmacy, and UC San Diego Health. The Health Sciences' departments engage in research, clinical/patient care activities, and instruction through its professional medical and pharmacy programs and its graduate academic programs. Scripps Institution of Oceanography is home to an interdisciplinary program that conducts research and education in oceans and atmospheres, marine biology, and earth sciences for both graduate and undergraduate students.

UC San Diego's academic programs continue to evolve and advance as knowledge unfolds, new fields emerge, and societal needs are redefined. Academic planning at UC San Diego views the collaborative, interdisciplinary symbiosis of research and teaching as a tremendous competitive edge upon which to build the campus future. Recognizing that the University must identify and implement solutions that are necessary to ensure UC San Diego's continued level of excellence, the campus completed its first Strategic Plan in 2014, establishing a shared mission and vision for the campus's future. Under the 2014 Strategic Plan, the campus has dedicated itself to advancing four research themes: 1) *Understanding and Protecting the Planet*, 2) *Enriching Human Life and Society*, 3) *Exploring the Basis of Human Knowledge, Learning, and Creativity*, and 4) *Understanding Cultures and Addressing Disparities in Society*. These research themes apply across many disciplines and are areas in which UC San Diego has great depth and experience and that have the most potential for positively affecting society.

UC San Diego Health - UC San Diego operates one of the five UC Medical Centers, with facilities on the East Campus in La Jolla and at Hillcrest. In order to adapt to and thrive in a rapidly changing healthcare environment, UC San Diego Health developed a comprehensive clinical strategic plan in 2013. As the region's only academic medical center, the clinical strategic plan sets a goal to develop an integrated healthcare delivery network to efficiently serve patients and to continually provide demonstrably superior clinical care. At the La Jolla campus, this may translate into the development of expanded healthcare services, clinical research opportunities, and other support functions. A separate LRDP is currently under development for

the Hillcrest Campus – located approximately 13 miles south of the La Jolla Campus. While physically separated, these two locations function under a complementary two-campus strategy that also incorporates other strategically located services throughout the San Diego region.

2018 LRDP Development Objectives - The 2018 LRDP considers projected student enrollment, overall campus population growth, and the anticipated space needs and land uses associated with expansion of UC San Diego’s academic, research, public-service, and ancillary programs through the 2035-36 academic year. The 2018 LRDP is intended to provide a general land use and capacity plan to achieve the best possible balance between aesthetics, sustainability, and functionality, to guide stewardship over the development of UC San Diego’s spectacular location, and to attain appropriate integration with the surrounding community. The following key growth targets are discussed in the LRDP:

- Accommodate student enrollment growth up to 42,400, while allowing flexibility to adapt to enrollment priorities; under the 2018 LRDP undergraduate student enrollment would increase from 21,900 (2004 LRDP) to 32,000 students and graduate and professional student enrollment would increase from 8,000 (2004 LRDP) to 10,400 (in order to achieve a desired target of 25 percent of total student enrollment);
- Increase in total campus population up to 65,600 (includes staff, students and faculty);
- Expand on-campus housing to accommodate up to 65 percent of total eligible students, provide housing for staff, faculty, and affiliates and develop two new colleges; and
- Construct up to 8.9 million gross square feet (gsf) of net new space (approximately half of this would be attributable to housing expansion).

UC San Diego’s academic and research direction will emphasize and balance the demand to meet the instructional needs of students, fulfill the research mission critical to academic excellence, and strengthen the University’s public service responsibilities. Enrollment growth is driven by a directive to absorb a reasonable proportion of the increasing enrollments in the UC system as a whole, as mandated by the State of California under the Master Plan for Higher Education. The corresponding growth is necessary to support the overall University mission while sustaining the core strengths of the campus. Key LRDP development goals include the following:

- Optimize existing campus building space and improve utilization through renovations, repurposing, and modernization efforts;
- Recognize land as a limited and valuable resource and optimize usage of the few remaining development areas;
- Target future development in areas that strengthen programmatic relationships, allowing resources and support to be shared;
- Activate and enliven the campus through strategic mixed-use and transit-oriented development, improved public spaces, expanded campus services, and additional on-campus housing to facilitate a living-learning campus environment;

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- Expand multi-modal connections and Transportation Demand Management (TDM) programs to optimize trip reduction benefits of the light rail transit system (operational in 2021), reduce automobile commuting and coordinate campus plans with the regional transportation programs;
- Recognize the importance of campus open spaces that form a balance with the built environment and continue to be responsible stewards of natural and biological resources;
- Ensure that areas of high visual quality, key visual sensitive zones, and key vantage points throughout campus are maintained;
- Minimize impacts of campus growth on surrounding neighborhoods and ensure that campus-community communications are effectively maintained and enhanced; and
- Minimize environmental impacts of growth through the implementation of sustainable development practices related to campus planning, design, construction, and operations in accordance with the UC Sustainable Practices Policy, campus Design Guidelines, and other policies.

Physical Planning Principles - Physical expansion of the campus will require UC San Diego to manage its evolving urbanization so that aesthetic and functional considerations are properly balanced. In 1989, UC San Diego completed a comprehensive urban planning analysis called the Master Plan Study that provided the urban planning framework for the 1989 and 2004 LRDPs. As the campus has developed over the last three decades, the manifestation of this planning framework has become more evident within the built environment. The 2018 LRDP continues to build upon this framework and embraces the following five complementary planning principles:

- *Neighborhoods*: The geographic and architectural building blocks of the campus are defined as Neighborhoods. The continued development of compact, clearly demarcated neighborhoods will facilitate efficient land use and give the campus a human scale.
- *University Center*: UC San Diego is not located in or adjacent to a traditional “college town.” Thus, to achieve the services and atmosphere of a college town, the campus has developed one of its neighborhoods as a “town center.” This area, designated as the University Center, comprises approximately 30 acres within the geographic center of the campus. The University Center affords a location within walking distance of many neighborhoods in the western area of campus, and will be conveniently accessible from the future light rail transit (LRT) station in Pepper Canyon.
- *Academic Corridors*: To facilitate the physical integration of the campus’s academic programs and to provide a consistent basis for locating future academic facilities, “academic corridors” are designated. Each of the five corridors is related to existing disciplinary clusters.
- *Open Space Preserve*: The campus’s natural resources comprise an integrated open space system called the Open Space Preserve (OSP). The OSP consists of four types of land preserves with distinct qualities of vegetation, topography, and geography. These are ecological reserve, urban forest, historic grove, and restoration lands.

- *Connections*: An integrated system of roads, paths, public entries, landmarks, view corridors, and landscape features ties the campus together in a manner compatible with the smaller scale and distinct atmospheres of the neighborhoods. To further enhance these connections, improvements to campus signage and wayfinding will be implemented to ensure efficient and intuitive access to facilities on the campus. With the introduction of light rail transit in 2021, including two stations on campus, these connections will be even more critical; specifically with respect to improved pedestrian and bicycle connections.

Land Use Designations - The land use plan will guide the siting of new campus facilities. Consistent with the approach taken in preceding plans, the LRDP focuses on UC San Diego's three main geographical areas: Scripps Institution of Oceanography and the portions of the campus west and east of Interstate 5. The LRDP describes land use categories that reflect those activities that will be predominant in any given area; i.e., the primary programs, facilities, and activities in a general geographic area. In addition, other associated or compatible uses are allowable within any given area defined by a predominant use. Ten land use categories distributed among UC San Diego's 1,158 acres of land are identified below:

- *Academic* use areas primarily include classrooms, class and research laboratories, and ancillary support facilities (such as administrative, housing and dining facilities, parking, and facilities supporting academic operations), graduate programs, and professional schools. Academic and research facilities reside primarily within the core of the West Campus and Scripps Institution of Oceanography portions of the campus where the majority of undergraduate and graduate student teaching occurs.
- *Academic Mixed-Use* land areas primarily include facilities for academic and administrative activities that generally serve the campus community as a whole; e.g., campus-wide classrooms, admissions, registration, University Extension, student services, etc. Housing may also be a use included in this category.
- *Community-Oriented* use areas primarily contain facilities that are associated with or support academic, research, community partnerships or public-service programs that also are regularly used by the general public and support UC San Diego's public service mission; e.g., the Birch Aquarium at Scripps, The Preuss School, and the La Jolla Playhouse. These land use areas may also include campus-serving conference facilities, hotels, housing, commercial and retail services, wellness facilities, etc.
- *Science Research* signifies a land use primarily intended to accommodate research partnerships with entities whose activities are compatible with University-based research programs and entail collaboration with UC San Diego faculty and researchers. Current facilities in this land use category include the La Jolla Institute for Allergy and Immunology, the J. Craig Venter Institute, the Center for Novel Therapeutics (under construction) and the Sanford Consortium for Regenerative Medicine. Strategic opportunities for future research partnerships with private entities are beneficial to the

campus and local research community.

- *Housing* land uses primarily denote residential areas intended to accommodate students, faculty, staff and other campus affiliates. The West Campus predominantly houses undergraduate students. The majority of graduate and professional student housing is located within the Mesa Housing Neighborhood on East Campus; however, a small percentage of graduate student housing is located at Scripps Institution of Oceanography and on the West Campus.
- *Academic Healthcare* land uses primarily include clinical and medical research, teaching facilities and patient care associated with UC San Diego Health. The majority of these facilities are located on the East Campus and include the Jacobs Medical Center, Moores Cancer Center, Altman Clinical and Translational Research Institute, Sulpizio Cardiovascular Center and the recently completed Koman Family Outpatient Pavilion. The 2018 LRDP identifies areas for potential future expansion of these uses on the East Campus.
- *Administrative* land uses primarily involve general administrative and institutional support functions that typically occur in office facilities.
- *General Service* includes operations, security and safety, and maintenance of University facilities; e.g., central garage and shuttle fleet maintenance, shops supporting general maintenance activities, materials handling, police and security, utility plants, service yards, recycling areas, storage, etc.
- *Sports and Recreation* denotes major playing fields and other sports and athletic facilities and recreational open space.
- *Open Space Preserve* denotes open spaces areas that have ecological or aesthetic value and are subject to special constraints on development; e.g., canyons determined to have biological or habitat value, the eucalyptus grove that winds through the campus, and restoration lands that consist of slopes, canyons, and bluffs.

The following table summarizes the 2018 LRDP Land Use Plan acreages:

<i>Land Use Category</i>	<i>Total Acreage</i>	<i>Percentage</i>
Open Space Preserve	335	28%
Academic	239	21%
Housing	215	19%
Sports and Recreation	100	9%
Academic Healthcare	75	6%
Academic Mixed-Use	54	5%
Science Research	50	4%
Community-Oriented	40	4%
General Services	25	2%

Administrative	25	2%
Total Acreage:	1,158 Acres	

The campus has analyzed development capacity of the remaining developable areas for LRDP planning purposes based on known program objectives, identification of logical expansion and development areas, and assuming reasonable densities to provide future flexibility as capital opportunities arise. Based on this analysis under the 2018 LRDP, the campus has the physical capacity to accommodate the approximately 27.9 million total gross square feet. This projected amount of total development accounts for the potential removal of approximately 1.2 million gross square feet of buildings that are beyond their useful life and/or are located in low-density strategic redevelopment areas.

Although the 2018 LRDP maintains the basic land uses described in the 2004 LRDP, a few changes are noteworthy (as summarized below):

- The prior Medical land use has been renamed Academic Healthcare;
- The elimination of the Surface Parking category as parking is an ancillary use permitted within all land use categories (except Open Space Preserve). The 2018 LRDP proposes continuing the phased transition away from reliance on land-intensive surface parking lots to structured parking served by shuttles, and within walking distance of selected campus facilities;
- The existing Mixed Use land use category has been updated to Academic Mixed Use to allow for future mixed use developments on West Campus;
- In the 2004 LRDP an overarching housing goal was to house up to 50 percent of eligible students. In the 2018 LRDP that goal has been increased to 65 percent to address UC initiatives and to align with regional housing and smart growth objectives in the San Diego region;
- The prior Academic/Science Research Park has been updated to Science Research;
- The prior Park land use has been renamed Open Space Preserve; and
- The 2018 LRDP includes two new Mid-Coast Trolley light rail transit stations on campus that are currently under construction on the West and East Campus. Land uses near the stations will allow for transit-oriented development consistent with smart growth/sustainability policies.

Transportation, Circulation, and Parking - UC San Diego has one of the most comprehensive transportation demand management (TDM) programs in the region. Close to 58 percent of existing commuters arrive on campus via alternative transportation (a 23-percent increase since 2001). To accomplish its long-standing goals of diminishing the use of single-occupancy vehicles, achieving maximum use of alternative modes of transportation, and reducing the impacts of campus growth on the community, the campus plans to continue to encourage the use of alternative modes of transportation, including campus-operated shuttles, public transit, ride sharing, carpooling, ride hailing, and bicycles. Construction has begun on the light rail transit (trolley) blue line, with stations located on both the West and East Campus that will further

expand regional access to the campus. Emphasis on last mile connections between key campus destinations and the trolley stations will be important. Further, the campus has set aside land for future construction of freeway direct access ramps from Interstate 5 to Voigt Drive that would provide direct high-occupancy-vehicle access to the campus from future express lanes to be developed within the Interstate 5 corridor.

Greenhouse Gas Reduction Strategy - Under the UC Sustainable Practices Policy, which includes the President’s Carbon Neutrality Initiative, UC San Diego is committed to reducing its Greenhouse Gas (GHG) emissions. A GHG Reduction Strategy is being prepared to ensure that the 2018 LRDP is implemented in alignment with the UC Sustainable Practices Policy and the UC San Diego Climate Action Plan and is included in the 2018 LRDP EIR. The GHG Reduction Strategy sets forth a framework for determination of future individual projects’ consistency with the Strategy, establishes a process for ongoing monitoring and revision, and enables streamlining of subsequent CEQA documents. The Strategy includes specific GHG reduction measures organized around energy use associated with campus operations and construction. Approval of the 2018 LRDP and certification of the 2018 LRDP Environmental Impact Report (EIR) by the Regents indicates endorsement of the GHG Reduction Strategy.

Outreach and Community Planning – In addition to extensive outreach efforts including campus/community presentations and open houses, discussions with agencies (local, State and federal), local elected officials, and maintaining an LRDP project web site, the 2018 LRDP includes a section on community planning principles. These were produced in collaboration with UC San Diego’s Community Advisory Group (CAG) to reinforce the campus’s commitment to work and communicate with local communities regarding its future development. The CAG was formed in 2015 to provide a focus on potential community concerns that may arise from implementation of the 2018 LRDP. The 2018 LRDP proposes that CAG meetings would occur on a regular basis to facilitate effective campus-community communications.

Project Schedule

The campus anticipates submitting the UC San Diego 2018 LRDP for approval by the Regents at an upcoming meeting following certification of the 2018 LRDP EIR prepared pursuant to CEQA.

ATTACHMENTS

Attachment 1:	UC San Diego Existing Conditions/Major Facilities
Attachment 2:	UC San Diego Draft LRDP Land Use Plan
Attachment 3:	2018 UC San Diego Draft Long Range Development Plan: https://ucsdcloud-my.sharepoint.com/:b:/g/personal/lkahal_ucsd_edu/EYOR0u0mt9hEkuu4TtPQnmsB4khr1JqYLjV6Rsxt50o74A

