



# University of California San Diego

## 2018 Long Range Development Plan

### La Jolla Campus





The founders of UC San Diego aspired to establish an experimental campus, one that would define the future of education and research at a public university. The success of this vision is unparalleled: UC San Diego is recognized as one of the top public research universities in the country and one of the top twenty universities in the world. While our founding vision has served us exceptionally well, UC San Diego is at a critical point in our history. We must think boldly to identify and implement the unprecedented solutions that are necessary to ensure our continued level of excellence and to advance our knowledge in order to address pressing global challenges.

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UC San Diego Chancellor Pradeep Khosla



## SUMMARY

In less than 60 years the University of California San Diego (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 10 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.

The Master Plan for Higher Education in California directs the University of California (UC) to provide instruction in the liberal arts and sciences. UC is also assigned exclusive responsibility for doctoral and professional education in most disciplines and is designated as the primary state-supported academic agency for research. The California Master Plan for Higher Education guarantees access to UC for the top 12.5 percent of California's public high school graduates and qualified transfer students from California Community Colleges.

Currently all UC campuses are addressing demands for higher education and preparing for future growth. Through improved retention, larger numbers of UC eligible students are graduating from high school as witnessed by an increase of college eligible students of 20% since 2005, while the K-12 population has remained relatively steady. In November of 2015, The Regents approved a UC-wide plan to enroll an additional 10,000 California undergraduates over the next several years. To meet this goal, all nine UC campuses that educate undergraduates have been mandated to increase enrollment. In addition to enrollment increases and expanding housing challenges on campus, UC President Janet Napolitano announced in 2016 a housing initiative aimed at supporting current students and future enrollment growth across the UC system. As a result, UC San Diego is updating its long range projections to effectively accommodate growth and need for additional facilities.

The 2018 Long Range Development Plan (LRDP) for UC San Diego provides

a land use plan to guide the physical development of the campus. The LRDP identifies development objectives, delineates campus land uses, and estimates the new building space anticipated to support program expansion through the 2035-36 academic year. The 2018 LRDP updates the previous LRDP, adopted by The Regents of the University of California (The Regents) in 2004.

The 2018 LRDP projects a regular academic year headcount enrollment of 42,400 at UC San Diego by the 2035-36 academic year (the end of the term covered by this update of the LRDP). Accordingly, this growth necessitates that the campus plan for additional facilities to accommodate the programmatic needs of academic, research and other supporting university uses. As of fall 2015, the campus had developed approximately 15.7 million gross square feet (GSF) of space and is on pace to exceed the 2004 LRDP projected need for 19.2 million GSF by the 2020-21 horizon of that plan. The 2018 LRDP update identifies an anticipated space need of approximately 8.3 million GSF of new space to address the anticipated future growth requirements. Because the population and GSF are greater than the projections in the 2004 LRDP, UC San Diego has undertaken the 2018 LRDP update and prepared a new Environmental Impact Report (EIR) in compliance with Section 21080.09 of the California Environmental Quality Act (CEQA).

### KEY OBJECTIVES FOR THE 2018 LRDP

The 2018 LRDP endeavors to support a campus community of faculty, staff, students, alumni, and visitors - contributing to an environment that cultivates the UC San Diego experience. The University is continuously learning, growing, and adapting to provide the appropriate set of supporting physical spaces and facilities. The 2018 LRDP is based on a number of key principles and objectives, briefly described below:

- Provide an efficient yet flexible plan that describes preferred land uses and projects future space needs of to guide up to 8.9M net new GSF of University growth that is responsive to the needs of the campus and can serve as the basis for future decisions concerning land use and capital projects;

- Respond to projected demands for student enrollment, consistent with the Master Plan for Higher Education in California to accommodate 42,400 students by the 2035-36 academic year, or until a new LRDP is approved by the Regents, by providing the capability to expand academic and non-academic programs that support the UC mission and its commitment to excellence in teaching, research and public service;
- Locate uses and development on campus in accordance with the visions expressed in the foundational planning studies (including the 1989 Master Plan Study), UC San Diego Strategic Plan and the LRDP's guiding principles and its required elements;
- Celebrate the remarkable physical location and accentuate those qualities that make the campus a unique place to live, learn, work, and visit;
- 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;
- Promote a healthy campus environment through active transportation, open spaces and recreational opportunities, and through provision of campus-related services;
- Continue to serve the San Diego region through provision of cultural, educational, and other community programs;
- Provide additional housing for the campus and the region by constructing new units and replacing aging units while taking into account affordability, financial feasibility, and physical site constraints;
- Expand multi-modal connections and Transportation Demand Management (TDM) programs to optimize trip reduction benefits of the light rail transit system, reduce automobile commuting and coordinate campus plans with the regional transportation programs;
- 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;

- Recognize the importance of campus open spaces that form a balance with the built environment and continue to be responsible stewards of campus natural and biological resources; and
- Maintain academic excellence and serve as a resource for the campus and the surrounding communities, city, state and nation.

## LRDP ORGANIZATION

The organization of the 2018 UC San Diego LRDP is as follows:

### *Chapter 1: Introduction*

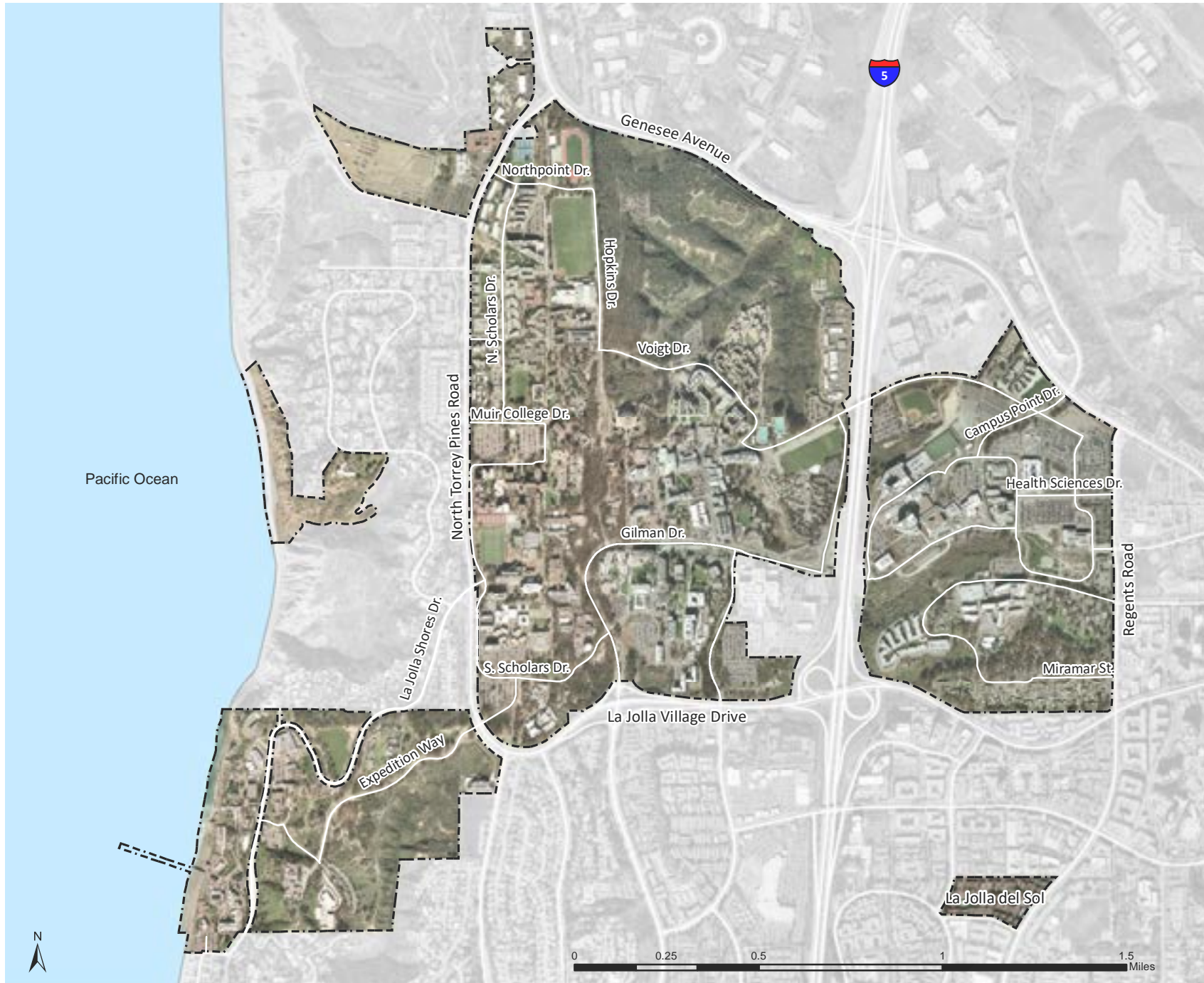
- Introduces the scope and limits of the plan; Discusses aspects of UC San Diego's organization, relationship to the community, and previous LRDPs that are relevant to a full understanding of this document and UC San Diego's foundational plans; and
- Briefly describes the 2018 LRDP guiding principles and plan objectives.

### *Chapter 2: The Planning Context*

- Describes UC San Diego's organizational structure;
- Describes campus history;
- Describes campus population and programs;
- Describes campus strategic planning initiatives;
- Enumerates all properties under the purview of UC San Diego;
- Describes the existing facilities, land uses, and overall environmental setting of the campus; and
- Identifies opportunities and constraints to campus development;

### *Chapter 3: The 2018 LRDP*

- Presents estimates of projected student enrollments, faculty, staff, academic space, housing, parking, etc. needed to fulfill UC San Diego's



**Figure i. Campus Property covered in 2018 Long Range Development Plan**

- academic, research and public service program objectives;
- Describes the urban design concepts and presents refinements to the campus' land use framework;
- Provides goals related to various aspects of the future development of the campus;
- Describes the campus' sustainability and environmental stewardship goals (pursuant to campus objectives and the University of California Sustainable Practices Policy);
- Provides an overview of planning and design processes; and
- Updates UC San Diego's general land use plan.

The 2018 Long Range Development Plan underwent substantial review on campus, with the University Office of the President, with elected officials, and with representatives of the community. With adoption by The Regents of the University of California, the 2018 Long Range Development Plan will guide future land use decisions at the UC San Diego La Jolla campus. Individual future projects will be reviewed to ensure conformance with the Long Range Development Plan and its associated Environmental Impact Report; and substantial divergence would require additional action by The Regents of the University.

# CHAPTER 1 - INTRODUCTION

The Regents of the University of California (The Regents) approved the first Long Range Development Plan (LRDP) for the University of California San Diego (UC San Diego) campus in 1963 with subsequent revisions occurring in 1966, 1981, 1989 and 2004. This update is the fifth plan update for UC San Diego. Like its predecessors, the 2018 LRDP encompasses only the UC San Diego campus properties located in La Jolla (Figure 1-1). The University has set academic year 2035-36 as the planning basis for this revision of its LRDP.

## 1.1. SCOPE

The University of California (UC) requires that each campus maintain an up-to-date LRDP. The process of periodically updating an LRDP provides an opportunity to make certain that physical plans remain solidly based on academic, research, and public service program goals. This document's purpose, is to provide a broad, coherent, and adaptable policy framework to achieve UC San Diego's program goals and to inform decisions concerning land use and capital project development through academic year of 2035-2036. The LRDP thus is an important reference document for the University, Regents and the general public.

The UC facilities and planning policy guidelines state that all LRDPs address four primary elements (these elements amongst other topics are described in more detail in Chapter 3):

- **Land Use:** identifies the location of proposed land uses and provides general guidance for locating future structures and uses while maintaining adequate flexibility for future decision making.
- **Landscape and Open Space:** identifies the role and framework of campus open spaces; including plazas, quads and courtyards, less formal landscaped areas, and undeveloped natural areas.

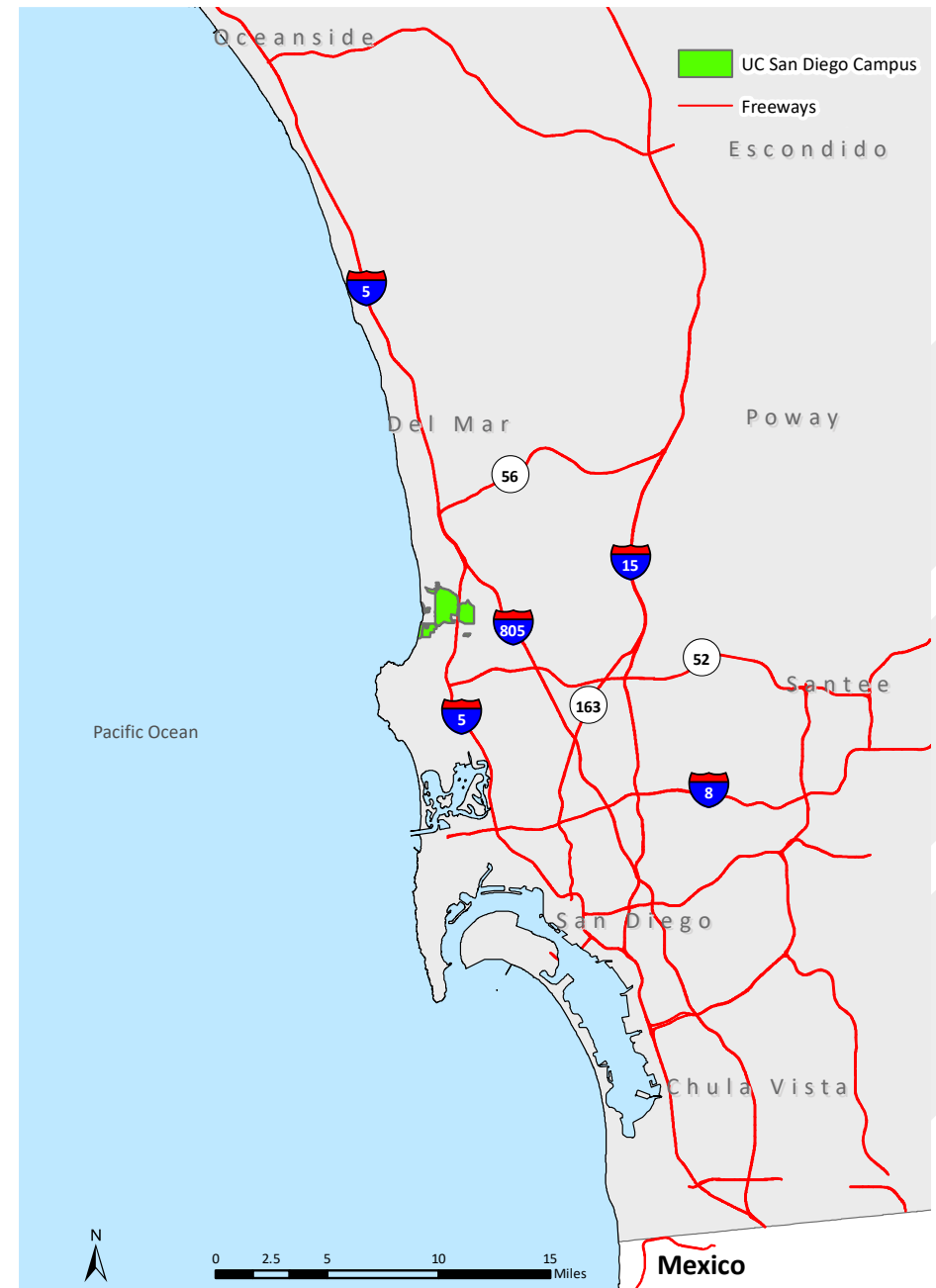


Figure 1.1: UC San Diego Regional Location

- **Circulation:** shows how people move to and through the campus. All forms of travel are considered, and the LRDP indicates which paths and roads are shared by one or more forms of travel and which are segregated. Parking requirements are also identified.
- **Utilities:** focuses on the campus systems for water, waste water treatment, storm drainage, sewers, chilled water and steam, electrical distribution, natural gas, and communications. Each utility system is planned to accommodate the growing campus population and development.

UC San Diego is cognizant of the consequences future campus development would have on the surrounding community. In compliance with California Environmental Quality Act (CEQA), UC San Diego has analyzed the environmental effects it foresees associated with the implementation of the 2018 LRDP in an associated Environmental Impact Report (EIR), presented as a separate document. Wherever possible, the EIR presents ways to avoid or mitigate potential adverse effects arising from implementation of this LRDP.

To assure the full assessment and review of environmental effects resulting from development at UC San Diego, the campus is committed to ongoing, careful appraisal of its development impacts. As such, future project proposals are individually reviewed and approved by the Chancellor, the Office of the President, and, when applicable, The Regents in accordance with University policies and in compliance with the provisions of CEQA. Any substantial divergence from the Plan would require additional action by the University of California Office of the President or The Regents.

### 1.1.1. ROLE IN THE SAN DIEGO REGION

The great hope, enthusiasm, and support that accompanied UC San Diego's founding in 1960 has remained strong over time. In addition to UC San Diego's contributions to San Diego's highly trained workforce, the campus has had a profound impact on the regional economy.

As one of San Diego County's largest employers and contributors to a thriving local economy, UC San Diego's monthly payroll in 2015 exceeded \$142 million (salaries only). UC San Diego faculty, staff, students and alumni have spun-off over 200 local companies; with more than 650 other companies created with ties to the University. The estimated annual sales of active UC San Diego-related companies in San Diego County is \$32.4 billion. The UC San Diego Health enterprise employs 7,500 people, including over 850 physicians, and operates a comprehensive healthcare system (the region's only academic medical center). Even with the wide-ranging benefits stemming from University growth, the wise management of growth will continue to pose a complex challenge for the University. As UC San Diego strives to fulfill its publicly mandated mission, it will remain committed to maintaining and enhancing its working relationship with the community. While the University is not subject to local or City land use controls as described in the next section, the 2018 LRDP takes into consideration plans at the regional, city and community levels.

### 1.1.2. SAN DIEGO REGIONAL PLAN

The San Diego Association of Governments (SANDAG) regularly updates its Regional Plan, which is based on an updated long-range growth forecast, and

#### *The 2018 LRDP is intended to:*

Bring UC San Diego's long range land use planning up-to-date in light of changes in the economic, academic, and environmental landscape;

Equip the campus with a broad, coherent, and adaptable policy framework to achieve UC San Diego's program goals; and

Provide a basis for future decisions concerning land uses and capital projects.

#### *The 2018 LRDP is not intended to:*

Prescribe a detailed or overly prescriptive blueprint for how to carry out the plan; or

Commit either UC San Diego or the UC to specific projects, enrollment targets, implementation schedules, or funding priorities.



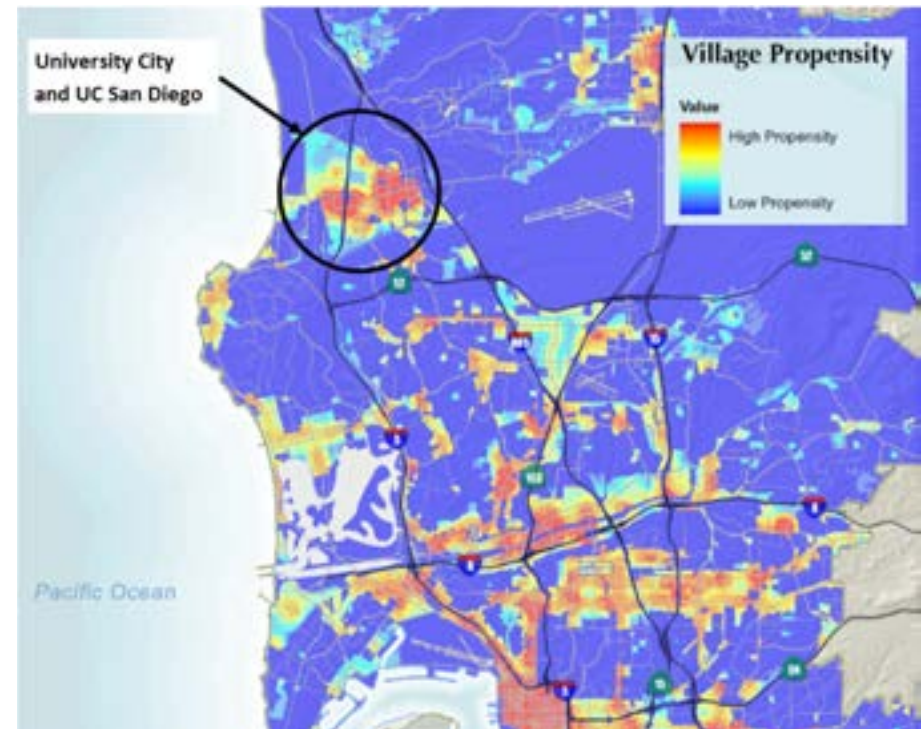
sets forth plans and policies to address transportation, housing, economic development, environmental systems, public health and social equity from a regional perspective. SANDAG's most recently adopted regional plan is titled *San Diego Forward: The Regional Plan*, and was adopted by the SANDAG Board of Directors in October 2015. The Plan projects forward to the year 2050, and identifies a land use strategy that focuses housing and job growth in existing urbanized areas where there is current and planned transportation infrastructure. SANDAG accepted the Regional Transit-Oriented Development Strategy for inclusion as part of its Regional Plan. The strategy recommends actions to assist the region in creating transit-oriented development (TOD) projects in association with the region's existing and future network of public transit that will reduce greenhouse gas (GHG) emissions; increase transit ridership, walking, and biking; and provide a greater mix of housing and employment opportunities for all residents of the region.

The Regional TOD Strategy includes a specific set of recommendations and actions that address a variety of topics. Among the specific strategies identified in the report are the following which are relevant to UC San Diego:

- Coordinate TODs strategically along single corridors or inter-connected networks of transit lines to better connect people to jobs by taking into account the characteristics of stations and surrounding land uses along a corridor.
- Provide a range of housing options in transit-oriented districts as a key to meeting regional housing goals and for reducing GHG emissions and increasing transit ridership.
- Encourage more public-private partnerships and explore emerging tools for financing development projects to help fill gaps in project financing.

### 1.1.3. CITY OF SAN DIEGO GENERAL PLAN

The City of San Diego's General Plan adopted in 2008 (amended in 2015) provides an overall long-range vision and policies that govern future development. The General Plan's "City of Villages" strategic framework is a key component of the City's growth strategy. According to the General Plan, "The City of Villages strategy is to focus growth into mixed-use activity centers



City of San Diego 'Village Propensity' map, showing mixed-use activity centers linked to regional transit.

that are pedestrian-friendly, centers of community, and linked to the regional transit system." Further, the City of Villages strategy is an important component of the City's effort to reduce GHG emissions, because the strategy makes it possible for larger numbers of people to make fewer and shorter auto trips. The City of Villages strategy promotes a land use pattern that will help meet regional GHG emission targets by improving transportation and land use coordination and jobs/housing balance, creating more transit-oriented, compact and walkable communities, providing more housing capacity for all income levels, and protecting environmental resource areas. UC San Diego is located in a City of San Diego sub-region that is identified as a "smart growth opportunity area" in the city and regional plans, due to its density and access to regional transportation systems. This LRDP promotes goals that closely align with the City of San Diego General Plan.

### 1.1.4. UNIVERSITY COMMUNITY PLAN

The 1959 University Community Study, produced by the City of San Diego in conjunction with the University, envisioned a comprehensive research university and described a “University City” or “City of the Mind” and served as the basis of the first University Community Plan. The City amended the University Community Plan in 1961, 1963, 1965, 1971, and 1987. These amendments acknowledged and sought to manage the increasingly urban character of the area. Figure 1.1 depicts the area covered by the University Community Plan. The University City community has become a major employment and residential area within the City of San Diego with a population of over 50,000 residents. Much of the commercial, scientific

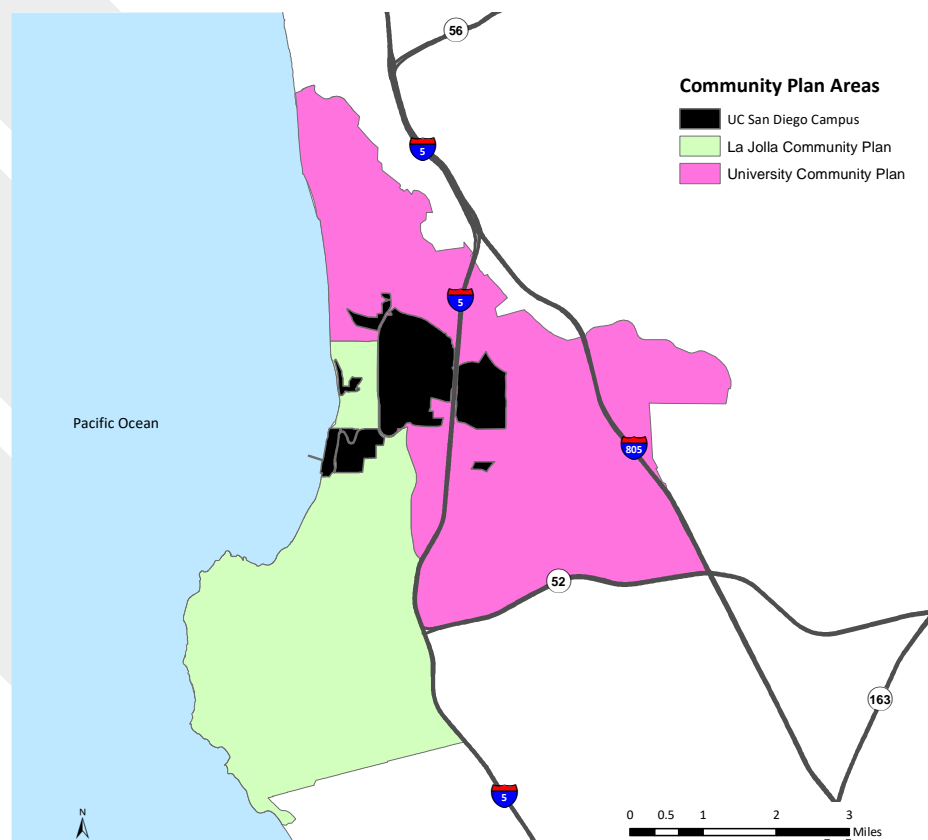


Figure 1.1: City of San Diego Community Plan Areas

research, and residential development programmed in the Community Plan has occurred.

The San Diego City Council adopted an amendment to the University Community Plan in December 2016. The amendment affected the Circulation Element as it removed the Genesee Avenue Widening and Regents Road Bridge projects from the Plan. Currently the City of San Diego is preparing for the next update to the Community Plan and the University will be a key stakeholder in the development of that Plan update. According to city planners the next Plan update is anticipated to be completed by 2021.

### 1.1.5. LA JOLLA COMMUNITY PLAN

In 1967, the City of San Diego City Council adopted the first La Jolla Community Plan as a general master plan to accommodate and guide “community growth both in terms of size and location...” The La Jolla Community Plan and Local Coastal Program Land Use Plan in turn recommended the development of more detailed plans for sub-areas. The La Jolla Shores Precise Plan, adopted in 1972, covers an area that abuts with the southern edge of the campus adjacent to the Scripps Institution of Oceanography. The La Jolla Community Plan was updated in 1976 and 2004. In general, the plans seek to preserve the predominantly single-family residential character of the La Jolla area which has a population of over 30,000 residents.

## 1.2. UC SAN DIEGO LONG RANGE DEVELOPMENT PLANS

UC San Diego has produced six LRDPs, including the 2018 LRDP. This section briefly summarizes the past LRDPs.

### 1.2.1. THE 1963 LRDP

From the outset, campus leaders envisioned building the kind of comprehensive and outstanding instructional and research programs that would require a campus of considerable size. The 1963 Academic Master Plan sought to develop a small number of comprehensive departments complemented by the development of interdisciplinary programs. The

1963 Academic Plan described a system of autonomous liberal arts colleges operating within the context of the research university. Planners envisioned a college system that would provide all students, undergraduate and graduate alike, a choice of educational environment, where each college would offer the intimacy of a small to medium-sized college.

### 1.2.2. THE 1966 LRDP

The 1966 LRDP was based on the 1963 plan and made the same assumptions regarding enrollment and total campus population. In addition, the 1966 LRDP sited the Central Library (now called the Geisel Library).

### 1.2.3. THE 1981 LRDP

Demographic forecasts produced during this era projected a drop in the enrollment potential for the entire University of California through the mid-1990's. The plan sustained the vision of stimulating academic excellence, extending the scope of its instructional and research programs, and further developing the college system. The 1981 LRDP also took a concrete step towards organizing and preserving UC San Diego's open space by

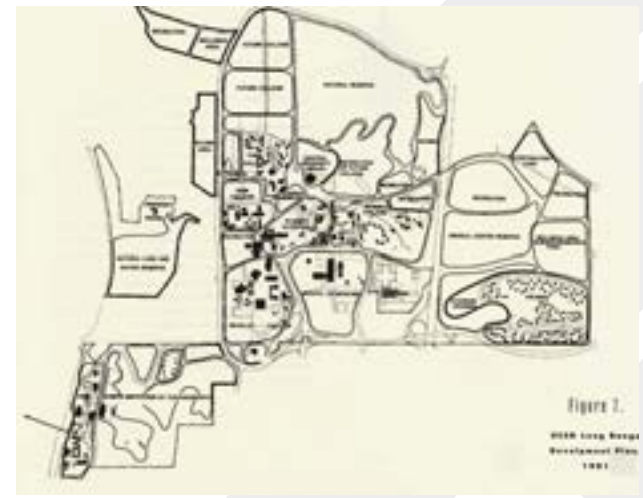
designating two areas where development would be discouraged: one at Scripps Institution of Oceanography and the other consisting of the existing canyons north of Voigt Drive adjacent to the Warren College neighborhood.



The 1966 LRDP map.



The 1963 LRDP map.



The 1981 LRDP map.

### 1.2.4. THE 1989 LRDP

By the mid-1980's it had become evident that the decline in the number of high school graduates was not stemming the flow of students to UC San Diego. As such, the prospect of continued growth in enrollment reaffirmed the comprehensive academic vision of the campus's founders. Thus, UC San Diego undertook a comprehensive examination of campus neighborhoods, open space, and circulation routes, and completed a Master Plan Study that formed the conceptual basis for the 1989 LRDP.

### 1.2.5. THE 2004 LRDP

A key factor that prompted the 2004 LRDP was the prospect of continued increases in enrollment in all segments of California higher education. Demographers attributed that enrollment growth both to an increase in the absolute size of the college-age population and to anticipated increases in overall college eligibility and participation rates. The 2004 LRDP academic plan projected a total enrollment of 29,900 students to the 2020-21 regular academic year plan horizon.

## 1.3. ACADEMIC CONTEXT

The University of California (UC) system was founded in 1868 with just 10 faculty members and 38 students. UC Berkeley, its first campus, opened in 1873. Today, the UC system includes more than 238,000 students (Table 1.3) and more than 190,000 faculty and staff, with more than 1.7 million alumni living and working around the world

Founded in 1960, UC San Diego is one of ten campuses in the UC system. The goals for the campus are to educate the next generation of leaders, provide public service functions and to enhance intellectual, scientific, and technological resources of San Diego, the State of California, the nation and the world. In its brief history, the campus has become one of the most prominent research universities in the nation, with a distinguished faculty and student body. UC San Diego's academic quality is reflected in a range of national rankings; e.g., the number of faculty elected to the National Academy of Sciences, the National Research Council's ratings of the overall quality of its faculty and graduate programs, and the amount of federally funded research



The 2004 LRDP Land Use Plan.

awards. The quality of UC San Diego's instructional programs is reflected by the fact that it received more than 100,000 applications from prospective undergraduates and graduates in 2015-16, and enrolled only 10,000 new students.

As of fall 2015, there were 32,850 students, 1,300 instructional faculty, and 16,000 non-instructional staff (includes general academic staff, healthcare staff, medical residents, researchers, and other non-instructional employees). In order to meet the increasing enrollment demands so that the UC system may fulfill its obligations to the citizens of California, the campus projects student enrollment and total population to increase through the 2035-36 academic year. Accordingly, a strategic capital improvement program will be required to meet the space demands of that anticipated growth. The University will aspire to accommodate this growth without compromising the quality of its faculty, teaching, research, or healthcare programs. The campus is committed to recruit and retain a diverse faculty and student body and to develop programs to encourage students to pursue graduate

and professional training. UC San Diego's unique undergraduate college system, which provides undergraduates with a close-knit intellectual and social environment, independent of their major academic department, is a well-established programmatic component of the overall academic plan in addition to its interdisciplinary approach.

A key factor that prompted this update of the LRDP is to keep pace with student enrollments that have exceeded the projections in the 2004 LRDP. In 2015 the Regents approved a plan to enroll an additional 10,000 California undergraduates, UC system-wide, through the 2018-19 academic year. UC San Diego will absorb its share of those students and further growth is anticipated. As will be described in Chapter 3 of this document, the 2018 LRDP projects a total enrollment of 42,400 students by the 2035-36 academic year.

## 1.4. UC SAN DIEGO HEALTH

In addition to its teaching and research missions, the University operates one of five UC Medical Centers. Collectively known as UC Health, these Medical Centers comprise the fourth largest healthcare delivery system in California and train nearly 50 percent of the state's medical students and medical residents. As part of a public trust organization, UC San Diego Health serves as a safety net provider for individuals in need and nearly 60 percent of UC patients are covered by Medicare or Medi-Cal or lack health insurance.

To fulfill its mission, UC San Diego Health sustains a two-campus strategy, integrating research, teaching, and clinical care at locations in Hillcrest and La Jolla. Each medical complex supports acute in-patient care and a spectrum of outpatient primary and specialty medical and surgical services, and emergency patient care. The 2018 LRDP covers only those UC San Diego Health facilities located at the La Jolla campus – located on the East Campus. Development at the Hillcrest campus, located approximately 13 miles south of La Jolla, is guided by a separate LRDP (currently being updated as of the preparation of this LRDP).

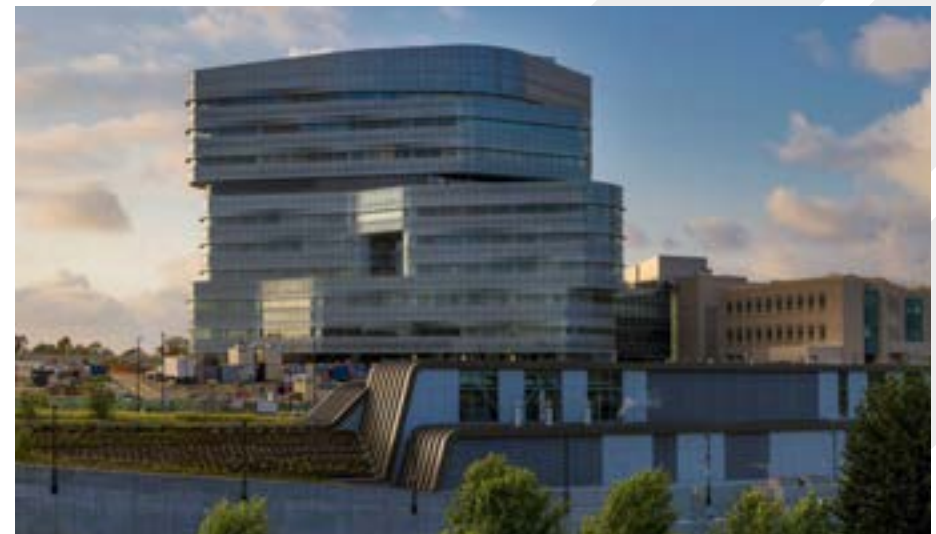


View of North Campus at dusk.

**Table 1.3 UC System  
2015 Fall Enrollment**

UC Campus	Fall 2015 Enrollment
Berkeley	38,200
Davis	36,100
Irvine	31,500
Los Angeles	43,300
Merced	6,700
Riverside	24,650
San Diego	32,850
San Francisco*	4,850
Santa Barbara	23,500
Santa Cruz	17,850

\*No undergraduates



Jacobs Medical Center at UC San Diego Health La Jolla.

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## CHAPTER 2 - PLANNING CONTEXT

In accordance with the California Master Plan for Higher Education, which guarantees access to the University of California (UC) for the top 12.5% of California's public high school graduates, many of the UC campuses are updating their long range planning forecasts in light of increasing demands for higher-education learning.

This section describes UC San Diego's properties, academic and ancillary programs, and the environmental setting.

### 2.1. CAMPUS HISTORY

California established its first public university in 1868 in response to the Federal Morrill Land Grant Act of 1862. The State set the UC system apart within its Constitution as a separate entity and by doing so conferred on UC a degree of autonomy that remains rare for a public institution of higher education. At the time of its establishment, similar to today, the primary mission of UC was to disseminate practical knowledge and skills. As the State grew, and technology and scholarship advanced, expanding the boundaries of human knowledge and skills through basic and applied research became an integral part of that mission of education.

UC San Diego is the direct descendant of the renowned Scripps Institution of Oceanography. In 1903, zoologists from UC Berkeley established a marine research laboratory in a boathouse of the Hotel Del Coronado on Glorietta Bay. The laboratory was soon moved to a facility at La Jolla Cove and, several years later, relocated again, to its present location on a large tract of land in the La Jolla Shores neighborhood. The marine science research station became part of UC in 1912 and in 1913, to honor the support of Ellen B. and Edward W. Scripps, was named the Scripps Institute of Biological Research. Finally, in 1925, UC renamed it the Scripps Institution of Oceanography and it has gone on to establish itself as one of the world's foremost institutions focusing on basic research in the oceans, global geophysics, and atmospheric systems.

In the early 1950's, local leaders in government, business, and education



UC Regent Donald McLaughlin and Roger Revelle reviewing a map of the proposed UC San Diego campus circa 1959 (left). Scripps Pier construction circa 1915 (right).



Campus of "Scripps Institute for Biological Research" circa 1923.

began efforts to establish a research university in San Diego. In 1953, the statewide Study of the Need for Additional Centers of Higher Education in California identified the San Diego region as a prime candidate for a university. In 1955, the San Diego City Council formally committed the City to aiding “in every way” the development of such an institution.

In 1957, stimulated by widespread national and local support for education, especially for expanding the supply of scientists and engineers, The Regents commissioned a study of potential sites for a new campus in the San Diego region. The study narrowed the list of potential sites from twenty-three to three: Balboa Park, Lake Murray, and La Jolla.

In 1958, following extensive discussion, The Regents authorized planning for a “large campus” of the University in the La Jolla area. In response, the San Diego City Planning Commission passed, and the City Council endorsed, the resolution below.

“ *Whereas the Board of Regents of the University of California has indicated an interest in locating a large branch of the University of California at La Jolla, and whereas it is in the best interest of the citizens of San Diego to encourage and assist in the establishment of such a University in the San Diego area, NOW BE IT RESOLVED that the City of San Diego will proceed to prepare a new Master Plan of the areas adjacent to the proposed La Jolla site of the University of California, including a compatible land use plan and a local highway system to adequately serve the proposed University and its environs.*

*Be IT FURTHER RESOLVED that the City of San Diego offers its fullest cooperation to coordinate its planning, zoning and development programs in the vicinity to provide essential services and to provide the desirable community and atmosphere conducive to the University of California at La Jolla, and to this end will consult and cooperate with any representative of the Board of Regents appointed for planning purposes in the development of the University.*

”

That UC chose to establish a comprehensive campus in San Diego is due in no small part to the involvement, enthusiasm, and commitment of the community. Accordingly, UC San Diego strives to maintain a positive and productive relationship with area residents, officials, and agencies.

## 2.2. PROPERTY LOCATIONS

### 2.2.1. CAMPUS PROPERTY (LA JOLLA)

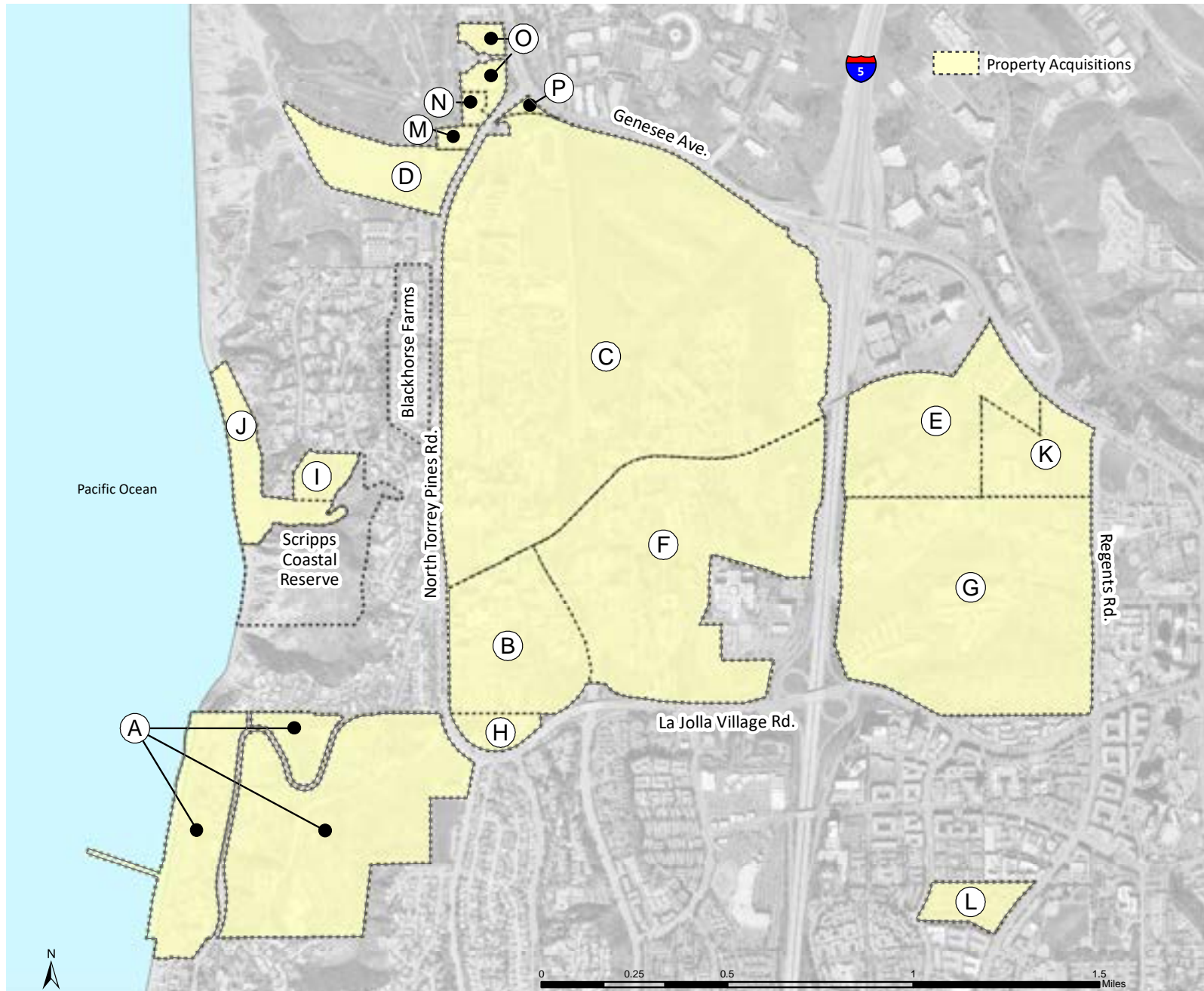
Table 2.2 and the associated map show the location of UC San Diego properties in La Jolla that are within the scope of the 2018 LRDP. Table 2.2 also presents information about the source, acreage, and date of acquisition of UC San Diego property.

Table 2.2: UCSD Property Acquisitions

Parcel	Year Obtained	Obtained From	Acres
A	1913	Marine Biological Association of San Diego	178.7
B	1961	City of San Diego	58.5
C	1963	City of San Diego	408.2
D	1963	City of San Diego	29.5
E	1963	City of San Diego	64.4
F	1964	Federal Government	158.4
G	1966	Federal Government	171.5
H	1967	City of San Diego	8.6
I	1967	Private Party	6.9
J	1967	Private Party	18.9
K	1969	City of San Diego	29.8
L	1988	Private Party	12.0
M	1987	Private Party (Building Only)	--
N	1989	Private Party	2.3
O	2016	Private Party	9.2
P	2016	City of San Diego	1.1
Subtotal (rounded)			1,158



Figure 2.2: Property Acquisition Map





Scripps Institution of Oceanography.

UC San Diego's campus is generally composed of three distinct, but contiguous, geographical entities: the Scripps Institution of Oceanography portion of the campus (178.7 acres), the western area of the campus ("West Campus" 634.8 acres), and the eastern area of the campus ("East Campus" 265.7 acres) (East and West Campus are bisected by Interstate 5). The La Jolla del Sol housing complex (12 acres) is located southeast of these larger geographical areas (La Jolla del Sol is not contiguous to the campus, but is included in the 2018 LRDP). Also included in the 2018 LRDP are the Audrey Geisel University House and an adjacent coastal canyon and beachfront parcel (25.8 acres), and the Gliderport, Torrey Pines Center and recently acquired Torrey Pines Court (41.0 acres). An agreement between the City and University is currently in progress to deed over to the City approximately 0.8-acre parcel of land for a new fire station to be operated and maintained by the City near the intersection of North Torrey Pines Road and Genesee Avenue. In total, the 2018 LRDP addresses campus properties that encompass a total of 1,158 acres:

- The Scripps Institution of Oceanography portion of the campus lies along the coast immediately southwest of the bulk of the campus, and includes a span of approximately 3,000 feet of ocean frontage;
- The West Campus, where UC San Diego's General Campus and Health Sciences schools are located, is bordered by Genesee Avenue on the north, La Jolla Village Drive on the south, North Torrey Pines Road and City of San Diego property on the west, and Interstate 5 (I-5) on the east. The Veterans Administration Medical Center occupies the southeast corner of

this area on land deeded by the University to the Federal government; and

- The East Campus, where many of UC San Diego's public oriented programs are located (including UC San Diego Health La Jolla, Science Research Park, and The Preuss School) is separated from the West Campus by I-5. The approximate boundaries of the eastern area consist of Voigt Drive and Genesee Avenue on the north, privately owned condominiums along La Jolla Village Drive to the south, and Regents Road on the east. The East Campus also includes the Mesa Student Housing neighborhood.
- Other nearby properties not considered as a part of the 2018 LRDP include a 23-acre area adjacent to the West Campus along North Torrey Pines Road shown as Blackhorse Farms, which consists of residential and hotel/conference center facilities and a 46-acre parcel incorporated in the University of California Natural Reserve System known as the Scripps Coastal Reserve.

### 2.2.2. OUTLYING PROPERTIES

The UC Regents own several parcels of land at various distances from the campus which lie outside the purview of the La Jolla campus LRDP. These parcels total 440 acres and include the following:

- **Hillcrest Campus** – Medical Center Hillcrest occupies approximately 60 acres obtained over time primarily from County of San Diego and lies approximately 13 miles south of the campus;
- **Elliott Field Station** – Occupies approximately 324 acres of land obtained in 1965 from the Federal Government about 10 miles east of the campus. It provides opportunities for field research activities and is home to the JSOE Englekirk Center and SOM Animal Care facilities;
- **Point Loma Facilities** – The Nimitz Marine Facility (MARFAC) in Point Loma is an approximately 6-acre home port used to dock and support oceanographic research vessels that was given to UC San Diego in 1975 from the Federal Government;
- **Mount Soledad** – This 10.2 acre property was given by a private party in 1965 to the University and is located in La Jolla on Via Capri; it operates under the auspices of Scripps Institution of Oceanography;

- **Trade Street** – The Trade Street facility, given by a private party in 1990, is located approximately 6 miles east of the campus on approximately 8 acres. The facility is operated by the Receiving and Distribution office for warehousing and distribution services; and
- **Governor Park** – A complex of four office buildings on approximately 12.5 acres, located off Greenwich Drive near Interstate 805, approximately 3 miles southeast of the La Jolla campus. Current occupants of the buildings include Extension and UC San Diego Health.

### 2.2.3. UC NATURAL RESERVE SYSTEM

The UC Natural Reserve System (NRS) is a unique assemblage of protected wildland sites throughout California. Reserves encompass nearly all of the state's major ecosystems and supports University-level research and teaching programs. While the NRS is a UC system-wide program, each of the 34 reserves is assigned to a particular UC campus for day-to-day administration. UC San Diego is assigned the following 565 acres of reserves:

- **Dawson Los Monos Canyon Reserve** – 235 acres of habitat located within the cities of Carlsbad and Vista obtained from private parties in various years;
- **Elliott Chaparral Reserve** – 183 acres obtained from the Federal Government in 1952, located adjacent to the Elliott Field Station, immediately north of Marine Corps Air Station Miramar, seven miles east of campus;
- **Scripps Coastal Reserve** – Encompassing the marine and intertidal zones fronting Scripps Institution of Oceanography obtained from the State of California in 1929, as well as a 46-acre upland portion including the La Jolla Farms "Knoll" property, and the south slope of Black's Canyon, both obtained in 1967 from a private party. Neighboring Sumner Canyon (approximately 18.5 acres) is a privately owned open space area managed by the NRS under a license agreement; and
- **Kendall-Frost Mission Bay Marsh Reserve** – Approximately 20.5 acres of upland and salt marsh on the north shore of Mission Bay.

Except for modest multi-use facilities to support research and instruction, the



Aerial image of UC San Diego.

University maintains these reserves in a predominantly natural state. Because the UC NRS coordinates planning for use of these reserves, planning for these properties is not within the purview of this LRDP.

## 2.3. GROUNDS AND BUILDINGS

The 1,158-acre UC San Diego campus is located within the La Jolla and University City communities of the City of San Diego approximately 12 miles from downtown. Currently 793 acres (68%) of the campus are developed with over 630 buildings totaling 15.7 million GSF, five parking structures and surface parking lots that provide approximately 15,500 parking spaces courtyards and plazas, recreational fields, paved areas, walkways, and roadways. The remaining 365 acres (32%) consist of campus Open Space Reserve (formerly "Park") and other undeveloped lands. Table 2.3 displays the acreage of the campus areas considered in the 2018 LRDP. Figure 2.3 displays existing facilities. Appendix A provides an inventory of UC San Diego buildings in 2015-16.

### 2.3.1. ONGOING DEVELOPMENT UNDER THE 2004 LRDP

Under the 2004 LRDP, a total of about 19.2 million GSF of development was proposed. As of 2015-16 approximately 15.7 million total GSF had been built. Another 3.3 million GSF is currently under construction or has been approved for design and construction (in addition to new parking facilities).

Table 2.3.1 lists major projects in planning, design or construction that have received the necessary approvals but are not yet complete. These projects are tiered under the 2004 LRDP.

**Table 2.3: UCSD Acreage by Area and Development Status**

Area of Campus	Developed Acres	Open Space Preserve	Undeveloped Acres	Total Acres
Scripps Institution of Oceanography	74	75	30	179
West Campus	472	210	17	676
East Campus	212	31	11	266
La Jolla del Sol	12	--	--	12
University House	7	--	--	7
Beach Properties	--	19	--	19
<b>Total</b>	<b>793</b>	<b>335</b>	<b>41</b>	<b>1,158</b>

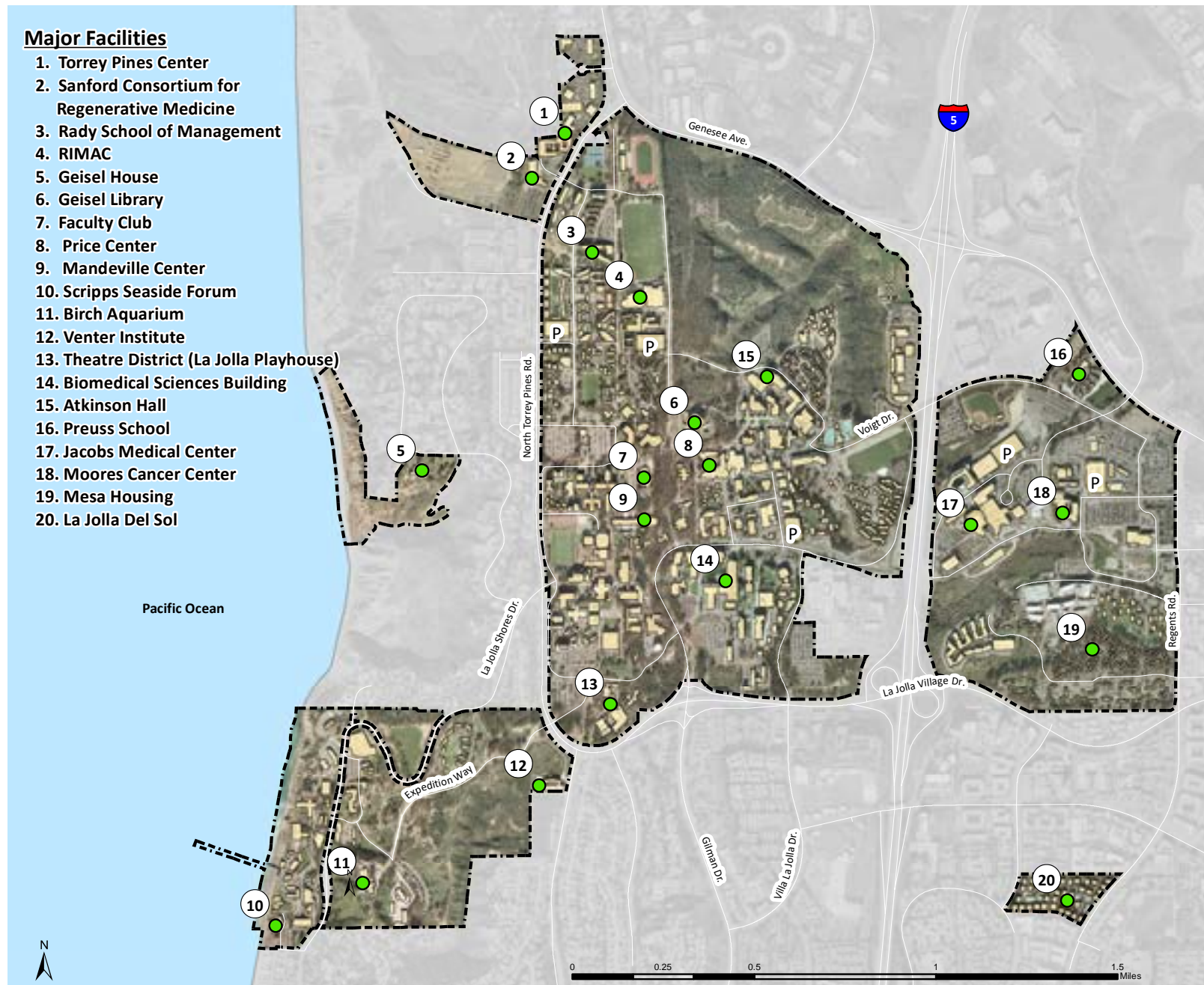
Notes: 1. The Developed area includes areas developed as open space, along with building sites that may be redeveloped.

**Table 2.3.1: Key Near Term Projects (2004 LRDP)**

Project	Location	GSF	Beds Added	Parking Spaces	Completion Date
Mesa Nueva Housing	East	625,000	1,355		2017
Mesa Nueva Parking Structure	East	--		900	2017
Outpatient Pavilion	East	166,000			2018
Tata Hall for the Sciences	West	130,000			2018
Marine Conservation Facility	Scripps Institution of Oceanography	31,000*			2018
Osler Parking Structure	West	--		1,350	2018
Voigt Parking Structure	West	--		850	2019
Center for Novel Therapeutics	East	120,000			2019
Nuevo West Housing	East	435,000	800		2019
Mesa/Health Shared Use Parking Structure	East	--		1,200	2019
Nuevo East Housing	East	700,000	1,375		2020
North Torrey Pines Living and Learning	West	1,050,000	2,000		2020
North Torrey Pines Parking Structure	West	--		1,200	2020
<b>Totals:</b>		<b>3,257,000</b>	<b>5,530</b>	<b>5,500</b>	

\*Renovated space in existing building

Figure 2.3: Major Facilities 2015-16



## 2.4. CAMPUS POPULATION AND STUDENT ENROLLMENT

Student enrollment at UC San Diego is typically discussed in terms of headcount enrollment which is the number of individual students registered. UC San Diego operates year-round including a three quarter regular academic year and a summer session. Headcount enrollment is estimated as the peak enrollment during the year (typically occurring in the fall academic quarter). Enrolled students may be undergraduates (individuals seeking a bachelor's degree) or graduate and professional students (individuals seeking Master's, Doctoral, or professional degrees). Enrollment is further categorized into General Campus, Scripps Institution of Oceanography and Health Sciences programs.

Table 2.4.1 displays fall 2015 headcount enrollment for the regular academic year in comparison with the projections in the 2004 LRDP. Chapter 3 of this 2018 LRDP provides a description of the projected student enrollment and campus population growth through the 2035-36 academic year.

The fall 2015 population, in comparison with the 2004 LRDP projections, is shown in Table 2.4.2. The on-campus population consists of students, academic employees, and other staff employees (including general administrative and healthcare staff). Students make up the largest group, followed by staff, and faculty.

## 2.5. ACADEMIC ORGANIZATION

This section provides an overview of UC San Diego's three major academic areas: the General Campus, Scripps Institution of Oceanography, and the Health Sciences. The General Campus encompasses the undergraduate colleges, professional schools, organized research units, and University Extension; with facilities located predominately on the West Campus. Although Scripps Institution of Oceanography and the Health Sciences primarily offer graduate and professional programs, many faculty in these units enrich the undergraduate educational experience by involvement in undergraduate interdisciplinary programs and by providing undergraduate research experiences. A Vice Chancellor oversees each of these areas and

Table 2.4.1: UC San Diego Regular Academic Year Student Headcount Enrollment

	2020-21 Projected in 2004 LRDP	2015-16 Actual
<b>General Campus</b>		
Undergraduate	21,900	26,600
Graduate & Professional	6,000	4,350
Subtotal	27,900	30,950
<b>Health Sciences</b>	2,000	1,900
<b>Total Enrollment</b>	<b>29,900</b>	<b>32,850</b>

*Notes:*

1. Regular Academic Year Enrollments are rounded to the nearest 25.
2. "Graduate & Professional" includes Masters and Doctoral students.
3. "Health Sciences" includes MDs, Pharmacy and PhD students.

Table 2.4.2: UC San Diego Regular Academic Year Total Campus Population

	2020-21 Projected in 2004 LRDP	2015-16 Actual
<b>Total Campus</b>		
Faculty / Researchers	4,600	1,300
Students	29,900	32,850
Staff	15,200	14,700
<b>Total Campus Population</b>	<b>49,700</b>	<b>48,850</b>

*Notes:*

1. Population data is rounded to the nearest 25.
2. Approximately 900 Health Science students are Medical Residents who are counted in staff numbers.
3. Researchers are included in 2020-21 projected numbers and are excluded in 2015-16 numbers.

each develops its own academic planning consistent with campus strategic goals.

### 2.5.1. ACADEMIC CAMPUS PROGRAMS

At present the General Campus has 24 academic departments organized into five major disciplines: arts and humanities, biological sciences, physical sciences, engineering, and social sciences. A total of 125 bachelor's degree programs are offered. In addition, several other interdepartmental programs are offered. Many of the academic departments are expected to grow during this period to meet anticipated demands. All departments are involved in continuous reevaluation of their undergraduate and graduate programs in view of the changes in student population as well as trends in specific fields.

The campus admits undergraduates to one of six colleges, each of which offers a unique general education program, independent of the major degree requirements set by individual academic departments and programs. Graduate students are admitted by the Dean of Graduate Studies to a department or interdisciplinary program directly through the Graduate Division. The University currently offers 35 masters programs, 47 doctoral programs, five professional programs, and nine joint doctoral programs with San Diego State University and other UC campuses.

There are three existing graduate professional schools (Jacobs School of Engineering, Rady School of Management, and the School of Global Policy and Strategy) and two professional medical schools (the School of Medicine and the Skaggs School of Pharmacy and Pharmaceutical Sciences). While it is not expected that this organizational balance would be altered in the years ahead, there may be new majors and interdisciplinary programs that will provide the students with a rich breadth of choices to meet their educational and professional goals.

#### A. Undergraduate Colleges

UC San Diego views the undergraduate college system as one of its unique strengths. The colleges are intended to be modest-sized, cross-disciplinary units (a student may have any major in any college), each with a distinctive pattern of primarily lower division general education requirements. Each

Table 2.5.A: Undergraduate Colleges

College	Year Established	General Education Focus	Fall 2015 Enrollment
Revelle	1964	Focuses on finding purpose, truth, and vision with an emphasis on the arts, sciences, and humanities.	4,630
Muir	1967	Focuses on celebrating the independent spirit by offering flexible general education requirements from three main areas: Social sciences, math and natural sciences, and fine arts, foreign languages or humanities.	4,430
Marshall	1970	Guides students of all majors and interests to become highly engaged citizens committed to serving and creating a better society.	4,185
Warren	1974	The legacy of Earl Warren is upheld by students in this college through exploring the relationship between leadership and social justice, and creates citizens striving toward a life in balance.	4,465
Roosevelt	1988	Strives to develop world citizens through scholarship, leadership, and service to create students with an international understanding of the modern world.	4,300
Sixth	2002	Focuses on innovation, creativity, and interconnectedness to prepare students to become dynamic and engaged citizens of the 21st century.	4,590



Undergraduates attending lecture.

college has a distinct location on campus that includes both academic support and residential space. The colleges give students and the faculty, each of whom is affiliated with a college, a sense of belonging to a human scale environment within the context of a great research university. The colleges provide a comprehensive array of programs and services that address the intellectual, social, and cultural needs of their students.

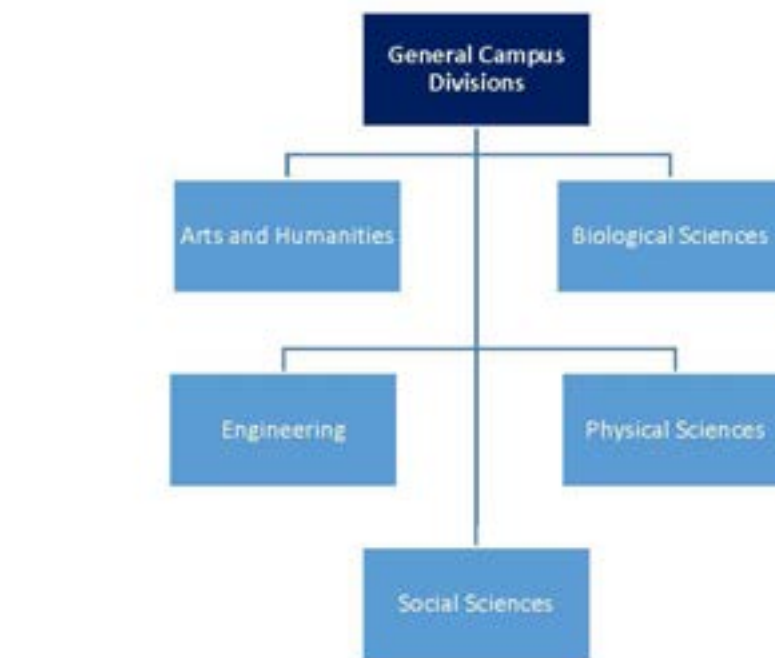
There are currently six undergraduate colleges each headed by its own provost at UC San Diego (Revelle, Muir, Marshall, Roosevelt, Warren, and Sixth). With the ongoing increase in undergraduate students, it has been determined that the existing six colleges are at or over capacity, posing a significant challenge to the colleges' ability to provide a quality academic and social support environment for students; especially for incoming first-year students. The 2018 LRDP anticipates the development of up to two more residential colleges (see more detail in Chapter 3).

### **B. The Five Academic Divisions**

UC San Diego's academic framework consists of five major divisions. A general overview and planning statements for each Division are provided in the sections that follow.

#### **1) Division of Arts & Humanities**

The Division of Arts and Humanities offers more than 100 undergraduate majors and graduate programs and comprises six departments: History, Literature, Music, Philosophy, Theatre and Dance, and Visual Arts. The Division is also home to 19 academic interdisciplinary programs, including African-American Studies, Chinese Studies, Japanese Studies, Judaic Studies, Classical Studies, and Study of Religion. The Division recently launched a new "Institute of Arts and Humanities" that was established to encourage interdisciplinary research, teaching and public dialogue in the Arts and Humanities. This Institute will have its future home in the North Torrey Pines Living and Learning Neighborhood project planned for completion in fall 2020.



**Figure 2.5.B: General Academic Organization**

#### **2) Division of Biological Sciences**

The Division of Biological Sciences consists of four academic sections: Molecular Biology, Cell and Developmental Biology, Neurobiology, and Ecology, Behavior, and Evolution. It supports eight undergraduate majors including Biochemistry & Cell Biology, Bioinformatics, Ecology Behavior & Evolution, General Biology, Human Biology, Microbiology, Molecular Biology, and Physiology & Neurosciences. The Division directs one research center, The California Center for Algae Biotechnology (Cal-CAB) and four Organized Research Units (ORUs) including the BioCircuits Institute, Center for Circadian Biology, Food and Fuel for the 21st Century (FF-21) and Kavli Institute for Brain and Mind.

The Division is currently housed in several different buildings and shares space with the Physical Sciences. A new facility (the Tata Hall for the Sciences)



is currently under construction and will be completed in fall 2018. The facility will provide additional teaching and research space for the Division to meet existing needs.

### **3) The Irwin and Joan Jacobs School of Engineering**

The Division of Engineering was founded in 1981 and in 1998 was named the Irwin and Joan Jacobs School of Engineering (JSOE). The School's rapid rise to academic and research prominence is widely acknowledged. The School is comprised of six academic departments: Bioengineering, Computer Science and Engineering, Electrical and Computer Engineering, Mechanical and Aerospace Engineering, Nano-engineering, and Structural Engineering. In addition to graduate degree programs, the School participates in interdisciplinary initiatives including Engineering and Clinical Medicine, Materials and Energy and Contextual Robotics.

Commensurate with the UC San Diego growth plan, JSOE is expected to continue its growth into the future. In addition to building on the core strengths of the School, there are plans to develop new areas of excellence, largely in non-traditional interdisciplinary fields. A new Interdisciplinary Engineering Building that would be located north of Atkinson Hall is currently in planning that would provide space for collaborative research labs, student workstations, classrooms, faculty offices and other support space to meet increasing demands for teaching and research space.

### **4) Division of Physical Sciences**

Founded by Nobel laureates and members of the National Academy of Sciences, the Division of Physical Sciences Departments of Chemistry and Biochemistry, Mathematics, and Physics have all played a central role in UC San Diego's rapid rise to national and international prominence. The Physical Sciences are fundamental to all disciplines, including engineering, medicine and biology, and the Division contributes to the education of most undergraduate students at UC San Diego. The Division also offers graduate degrees in several programs. The Division supports the California Teach Science and Math Initiative that offers courses geared toward helping meet California's deficit in qualified science and math teachers.

### **5) Division of Social Sciences**

Founded in 1986 with the goal of increasing interdisciplinary collaboration, the Division of Social Sciences is comprised of ten departments: Anthropology, Cognitive Science, Communication, Economics, Education Studies, Ethnic Studies, Linguistics, Political Science, Psychology, and Sociology. The Department of Cognitive Science was the first Cognitive Science Department in the world and provides a focus for the continued evolution of the discipline of cognitive science. Almost half of all undergraduate degrees awarded at UC San Diego are in the Social Sciences. The faculty of the Social Sciences departments participate in a wide range of interdepartmental programs, including Global Health, Human Development, Critical Gender Studies, International Studies, Urban Studies and Planning, and Latin American Studies. The Division is also involved with 21 Research Centers including Centers for Environmental Economics, Urban Economics, Global Justice, Research in Language and African and African-American Research.

Plans are currently underway to consolidate and provide expansion space in the North Torrey Pines Living and Learning Neighborhood project that will include a new facility for Social Sciences programs.



North Torrey Pines Living & Learning Neighborhood (NTPLLN) conceptual rendering.

### C. Professional Schools and Organized Research Units

In addition to providing undergraduate and graduate education, the University provides professional schools that are infused into the research mission of the campus. Given the number of emerging interdisciplinary fields, and the need for increased shared core research facilities, there is expected growth in existing ORUs and the potential to establish new ORUs in the coming years as future opportunities arise.

#### 1) School of Global Policy and Strategy

Founded in 1986, the School of Global Policy and Strategy (GPS; formerly International Relations and Pacific Studies or “IR/PS”) has established itself as a leader in research and policy development in the Pacific region, which includes Asia and the Americas. It is widely recognized for its analysis of public policy and economic markets, as well as its work addressing key issues centered on international conflict and cooperation.

The curriculum combines three professional school traditions: international relations, public policy and management. At the undergraduate level, the School offers a five year bachelor’s-to-master’s degree program. At the graduate level, GPS offers a two-year Master of International Affairs, Master of Public Policy and Master of Chinese Economic and Political Affairs, and an executive Master of Advanced Studies in International Affairs. GPS facilities are located east of Eleanor Roosevelt College along the campus Ridge Walk.

#### 2) Rady School of Management

Established in 2003 and accredited by The Association to Advance Collegiate Schools of Business (AACSB) in 2011, the Rady School’s students and alumni have developed over 150 companies to benefit others and impact the innovation economy. Over 70% of those companies remain in San Diego, contributing over \$2 billion to the local and national economy. The School offers a full-time Master of Business Administration (MBA) program, two Flex-MBA programs for working professionals, a Master of Finance program, a Master of Science in Business Analytics, a Ph.D. program, as well as undergraduate and executive education courses. In 2015, an undergraduate minor in Entrepreneurship & Innovation was launched by the school in



Rady School of Management.

addition to a new Master of Science in Business Analytics, with the first class matriculating in fall 2016. The School occupies 130,000 gross square feet of space located on the northern portion of the West Campus in the Wells Fargo Hall and Otterson Hall facilities. The School responds to the growing need of California industry for personnel with strong management skills in the high technology and biotechnology sectors.

#### 3) Organized Research Units

The Vice Chancellor of Research Affairs helps guide several organized research units (ORUs). ORUs are academic units the University has established to provide



Figure 2.5.C: Other Academic Organization

a supportive infrastructure for interdisciplinary research that complements the academic goals of departments. There are currently 19 General Campus, 8 School of Medicine and 6 Scripps Institution of Oceanography ORUs. In addition, the campus serves as the host for two UC Multi-Campus Research Units. A number of ORUs have core research facilities that are available to faculty across the campus. For instance, the San Diego Supercomputer Center (SDSC), a general campus ORU, is a leader in data-intensive computing and cyber-science research, providing resources, services and expertise to the local, state and national research community.

### 2.5.2. SCRIPPS INSTITUTION OF OCEANOGRAPHY

Founded in 1903, the Scripps Institution of Oceanography is one of the world's oldest, largest, and most important centers for oceanographic research, graduate training, and public service. The Scripps Institution of Oceanography is strategically located to access marine resources, providing seawater for experiments, and marine access via the Scripps Pier.

Research is generally grouped into the three basic academic sections of Biology, Earth Science, and Oceans and Atmosphere, with major research areas in: Applied Ocean Sciences, Biological Oceanography, Climate Sciences, Geosciences, Geophysics, Marine Biology, Marine Chemistry and Geochemistry and Physical Oceanography. In addition, there are several interdisciplinary groups, specialized research units, and institutes. The Center for Climate Change Impacts and Adaptation was recently formed that will join other centers that aid policymakers and resource managers in the arena of climate change by providing access to and interpreting data and forecast information.



Figure 2.5.2.: Scripps Program Organization



Scripps Institution of Oceanography pier.



Birch Aquarium at Scripps Institution of Oceanography.

Scripps Institution of Oceanography offers graduate degrees in oceanography, marine biology, and earth sciences. Graduate students participate significantly in research. The interdisciplinary nature of research in marine and earth sciences is emphasized in Ph.D. curricular areas: applied ocean science, biological oceanography, climate sciences, geosciences, geophysics, marine biology, marine chemistry and geochemistry, and physical oceanography. There are close to 250 current graduate students at the Scripps Institution of Oceanography. In addition, undergraduate courses are also offered covering a wide breadth of earth and marine sciences.

The Birch Aquarium hosts about 435,000 visitors each year, including over 40,000 school children. An important public outreach center, the Aquarium provides ocean science education, interprets research, and promotes ocean conservation. A feasibility study is currently underway to address future programmatic and physical expansion needs for the Birch Aquarium.

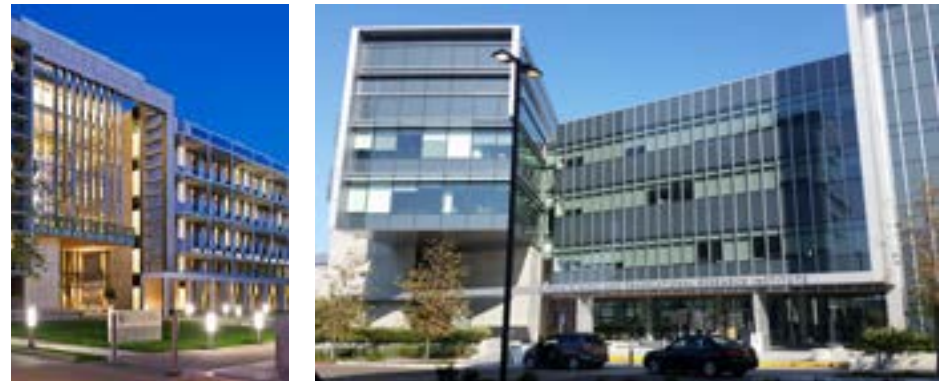
Under the 2004 LRDP, Scripps related programs grew by approximately 250,000 GSF, with new facilities including the Marine Ecosystem Sensing, Observation and Modeling (MESOM) Laboratory and the Scripps Seaside Forum. The 2018 LRDP anticipates a modest amount of growth in Scripps Institution of Oceanography, which aligns with the historic growth rate over the past three decades.

### 2.5.3. UC SAN DIEGO HEALTH SCIENCES

Health Sciences' mission focuses on teaching, research, and patient care. It encompasses the School of Medicine (SOM), the Skaggs School of Pharmacy and Pharmaceutical Sciences (SSPPS), and UC San Diego Health, which includes the Hillcrest Medical Center (located 13 miles south of the campus) and UC San Diego Health La Jolla. The La Jolla location includes the Thornton Pavilion, Jacobs Medical Center, Moores Cancer Center, Sulpizio Cardiovascular Center, Shiley Eye Institute and other centers. As the only academic health system in San Diego, Health Sciences role is to provide leadership in improving health through research, education, and patient care. The Health Sciences serves 520 medical students, 240 pharmacy students, and close to 800 residents and fellow trainees. Alumni have achieved distinction as clinicians and innovators, in private practice, academia, and the public and corporate sector.



Figure 2.5.3: Health Sciences Program Organization



Biomedical Research Facility II (left) and Altman Clinical and Translational Research Institute (ACTRI) facility (right).



Medical Educational and Telemedicine building.

Under the 2004 LRDP, the Health Sciences experienced a tremendous amount of growth in both programs and facilities. Close to 2 million square feet of Health Sciences-related research, clinical, healthcare and support space has been added since 2004. On the West Campus, the Medical Education and Telemedicine Center (2011) and the Biomedical Research Facility II (2014) have been added. On the East Campus, the Moores Cancer Center (2005), East Campus Office Building (2011), Sulpizio Cardiovascular Center (2010), Altman Clinical Translational Research Institute (2015) and the Jacobs Medical Center (2016) are recent facility additions to the campus. Currently under construction is the Outpatient Pavilion, a multi-specialty outpatient services facility located east of the Jacobs Medical Center, which is slated to open in 2018. The Center for Novel Therapeutics located in Science Research Park is under construction and is expected to be completed in 2019. The center will promote creation of new personalized cancer therapeutics through research conducted by UC San Diego investigators and private sector collaborators.

An overview of Health Sciences' School of Medicine, School of Pharmacy and Pharmaceutical Sciences, and UC San Diego Health is given in the sections below.

### **A) School of Medicine**

The School of Medicine (SOM) enrolled its first students in fall 1968 and in a short time has become a world-class institution, recognized as having global leaders in research, technology, translational medicine, education and clinical excellence. It is a premiere resource for education and training of physicians, pharmacists and other allied health professionals worldwide. Its 18 departments include Anesthesiology, Cancer Center, Cellular and Molecular Medicine, Dermatology, Emergency Medicine, Family Medicine and Public Health Medicine, Neurosciences, Neurosurgery, Ophthalmology, Orthopedic Surgery, Pathology, Pediatrics, Pharmacology, Psychiatry, Radiation Medicine, Radiology, Reproductive Medicine, and Surgery.

SOM has many advanced facilities to support its mission. The Medical Education and Telemedicine Building includes the "Center for the Future of Surgery", which is one of the largest centers in the nation to develop novel surgical technologies, techniques and teaching methods. The Biomedical Research

Building II houses a diverse array of programs, including bioinformatics, genomic medicine, pathology, immunology, psychiatry, neurosciences, glycobiology, infectious diseases and gastrointestinal medicine. SOM also offers advanced medical training and has major research activities based at the Veterans Administration Medical Center located adjacent to the campus, and at other affiliated institutions in San Diego. For example, pediatric programs are conducted in partnership with Rady's Children's Hospital - San Diego.

In 2016 Health Sciences opened the Altman Clinical and Translational Research Institute (ACTRI) facility. Strategically located on the East Campus in close proximity to UC San Diego Health inpatient facilities, the facility exemplifies "bench-to-bedside" research and growth of clinical and translational science at UC San Diego. The facility meets a pressing need for research space and includes 359,000 square feet of offices, laboratories and clinical space and houses a multitude of distinct research endeavors.

### **B) Skaggs School of Pharmacy and Pharmaceutical Sciences**

In July 2000, the Skaggs School of Pharmacy and Pharmaceutical Sciences (SSPPS) was established – only the second public pharmacy school to serve the State of California. The SSPPS educates and trains doctor of pharmacy and post-doctoral scholars to become leaders of the profession, rigorously training students with a strong scientific foundation in biomedical education



Skaggs School of Pharmacy and Pharmaceutical Sciences.

combined with an advanced clinical pharmacy practice.

The Pharmaceutical Sciences Building is the home of SSPPS and is located in the Health Sciences neighborhood on the West Campus. The building provides state of the art facilities for pharmaceutical research and instruction, and for interfacing with other universities and institutions. The current enrollment is 240 Doctor of Pharmacy (Pharm.D.) students, 60 Ph.D. students and 30 pharmacy residents. The school accepts 60 Pharm.D. students per year.

### C) UC San Diego Health

The clinical and patient care activities of UC San Diego Health are a vital component of the Health Sciences, providing an environment for training, clinical research, and the practice of medicine by the clinical faculty of the SOM and SSPPS. The UC San Diego Health Hillcrest and La Jolla locations operate under one consolidated license with 808 licensed inpatient beds. The campus is committed to sustaining a patient volume that is diverse and adequate to meet the teaching needs of the Health Sciences educational programs. Patient activity has been steadily increasing over the years, and with San Diego's growing and aging population that trend is expected to continue.

The recently completed Jacobs Medical Center (JMC) is a state-of-the-art 470,000 square-foot, 245-bed medical and surgical specialty hospital that



Outpatient Pavillion

combines renowned physician-scientists and care teams, precision medicine, and clinical trials to provide an extraordinary healing experience for patients and families. As the region's only academic health system, patients have access to leading experts, novel therapies, surgeries and treatment trials.

The 140,000 gross-square-foot Outpatient Pavilion, located between Moores Cancer Center and Thornton Hospital, is currently under construction and scheduled to open in 2018. Programs will include ambulatory surgery, outpatient imaging, physical and occupational therapy, rehabilitation, pharmacy and disease-specific centers for pain, urology, musculoskeletal, breast, apheresis and stem cell treatments.

### 2.5.4. UC SAN DIEGO EXTENSION

As part of its public service mission UC San Diego has had a long-term commitment to serving the lifelong educational needs of the community. As the continuing education and public program arm of the University, UC San Diego Extension (Extension) plays a major role in the quality of life and economic vitality of the San Diego region. This is accomplished through continuing education and degree-related programs; community initiatives supportive of economic and social development; a wide array of public service lectures, forums, and special events; and through print, radio, and television media. Extension International Programs offers opportunities for international students and professionals to study abroad. International Programs include: English language courses and Teaching English as a Foreign Language (TEFL) certificates offered by the UC San Diego English Language Institute; certificates in Business and Project Management; and University credit programs which allow students to take classes within nearly all academic departments on the University campus. As a not-for-profit public service organization Extension operates through income derived from course enrollment fees, grants, memberships, and private foundations.

Extension's academic departments yearly conduct over 5,000 courses and offers close to 100 certificate programs and 12 specialized study areas. For the convenience of working adults, most courses are held evenings and weekends in addition to access to on-line learning options. Extension manages UCSD-TV and UC-TV, which provides similar services for the entire UC-system and nationally reaches about 22 million homes. Extension is also home to the Osher Lifelong

Learning Institute (OLLI) that offers more than 100 classes a year in a broad spectrum of subjects.

At present, Extension has classrooms and administrative centers on the General Campus in La Jolla and in off-campus centers in Mission Valley and University City. The University is currently developing plans to relocate Extension from its current aging and obsolete facilities, located along North Torrey Pines Road near Marshall College, to a proposed mixed-use facility in the University Center campus neighborhood.

The University in 2016 announced plans for a new “Innovative Cultural and Education Hub” in Downtown San Diego that would house Extension related programs geared towards entrepreneurs and others involved in tech-oriented industries. This 40,000 gross square foot facility, which is part of a larger mixed-use development, is planned to open in 2021. This facility is within walking distance to one of the Light Rail Transit stations that would be part of the transit line that is extending to the main UC San Diego campus.

## 2.6. ANCILLARY PROGRAMS

To support its academic, research and public services programs, UC San Diego operates essential ancillary programs including administration services, affiliated units, childcare, housing and dining services, recreation, student services, transportation and parking services, environment health and safety, public programs and arts, and The Preuss School UCSD, a charter middle and high school located on the UC San Diego campus.

### 2.6.1. ADMINISTRATION

General administration provides campus-wide services and operations. It includes business and administrative services, computing and communication services, information technology services, community safety, environmental services, external relations, human resources, resource management and planning, and transportation and parking services.

### 2.6.2. AFFILIATED UNITS

Affiliated units are those that operate under governance that is separate from the campus administration. Affiliated units serving the campus and

community include the undergraduate Associated Students, the Graduate Student Association, student co-operatives, the Faculty Club, the La Jolla Playhouse, and the University and State Employees Credit Union. A number of affiliated research enterprises include: the J. Craig Venter Institute, La Jolla Institute for Allergy and Immunology, National Oceanic Atmospheric Administration (NOAA) Southwest Fisheries Science Center, Sanford Consortium for Regenerative Medicine, the Howard Hughes Medical Institute and the Institute of the Americas.

### 2.6.3. HOUSING AND DINING

UC San Diego’s Housing, Dining and Hospitality provides student, staff and faculty housing and operates various dining and retail facilities on campus.



The Village student housing buildings.



The Village Towers student housing, various views.

Under the 2004 LRDP, approximately 4,400 new beds have been built on campus for a total of just under 14,000 beds as of fall 2015. The majority of undergraduate beds are located on the West Campus in the six residential colleges. The majority of graduate and professional student beds are located on the East Campus (Mesa Housing community) with a small number of beds provided on the West Campus at Rita Atkinson Apartments and Warren College. The campus also offers housing for undergraduate transfer students (non-college affiliated) on the northern portion of the West Campus.

In response to the high demands for on-campus housing, the campus has initiated a series of student housing projects. This additional housing development has been encouraged by the UC Office of the President through a system-wide housing initiative to increase housing supply across all campuses. The current demand for student housing far exceeds the available beds on campus. As of fall 2015, there were approximately 4,000 students (graduates and undergraduates) on the wait list for on-campus housing.

To address these critical housing needs, 1,355 new beds were constructed at Mesa Nueva Graduate and Professional Student Housing, which opened in August 2017, and planning and design has begun for approximately 4,200 more beds to be opened by 2020, which will include 2,000 new undergraduate beds on the West Campus (North Torrey Pines Living and Learning Neighborhood) and 2,200 graduate and professional beds on the

East Campus (Mesa Nuevo West and Mesa Nuevo East). This will bring the total number of beds on campus to more than 18,000 beds for undergraduate and graduate students by 2020.

UC San Diego also owns the nearby La Jolla del Sol complex of 381 apartment units that provides short term housing for faculty, staff, and visiting scholars. However, no other housing on campus is available for staff or faculty.

Under the 2018 LRDP, the University projects continued growth in the student population and resulting increased demand in student housing (see Chapter 3). Under the 2018 LRDP development of additional campus housing is anticipated. The plan will also endeavor to address demand for faculty, staff, and affiliates housing.

#### 2.6.4. STUDENT SERVICES

Reporting to the Executive Vice Chancellor for Academic Affairs, Student Affairs provides an array of programs, services, and educational experiences that promote the academic, personal and social success of UC San Diego students and enhance the quality of life on campus. Student Affairs employs professional staff and student employees who provide a multitude of services, resources, and opportunities for students. The departments include athletics and recreation, enrollment management, student life, student retention and success and student research and information.

In 2007 the Student Services Center was built in the University Center



Keeling Apartments student housing.



Tenaya Hall and Tioga Hall student housing.



Mesa Nueva graduate housing.



neighborhood to provide the amount and type of space needed to ensure the delivery of quality student services. In 2008, a major expansion to the Price Center was completed that added additional student-focused support space. In addition several building additions and renovations to spaces in the Student Center (located south of Mandeville Center) and Student Health Center were completed to provide much needed support space. However as the student enrollments increase additional space will be required to accommodate these varying needs.

### 2.6.5. RECREATIONAL AND SPORTS FACILITIES

The Sports Facilities department, under Student Affairs, manages over 100

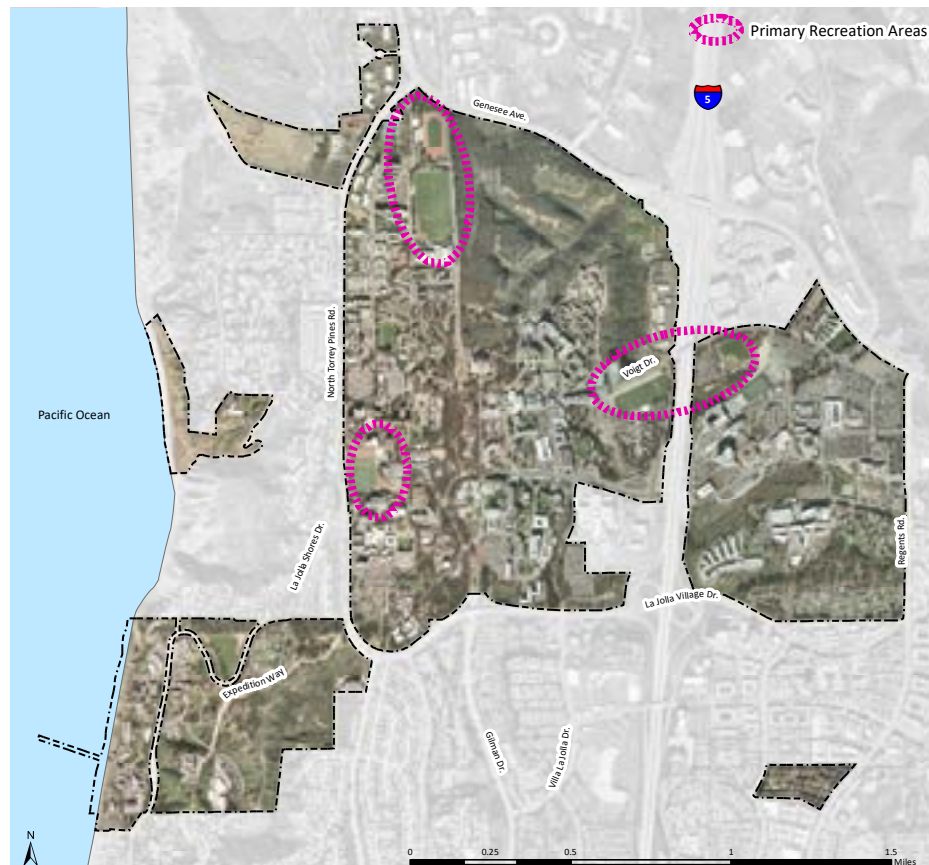


Figure 2.6.5: Major Recreation Areas



RIMAC athletics and recreation facility.

facilities on the campus. Working closely with Intercollegiate Athletics, Recreation, student and staff organizations, and the community, Sports Facilities provides maintenance, scheduling and support services for special events that improve the quality of life on campus. UC San Diego has developed three major clusters of recreational facilities (Figure 2.6.5). One is located between the Revelle and Muir College neighborhoods, and includes two gymnasiums, six tennis courts, a natatorium (indoor pool), and a major playing field (“Muir Field”). A second complex is located southeast of Warren College and links to the East Campus, where there are major playing fields (“Warren Field”), a baseball stadium, two 50-meter pools, a weight room, climbing wall, volleyball courts, basketball courts, and two tennis courts. The third complex is located northeast of the Eleanor Roosevelt College neighborhood and includes gymnasiums, a weight room, a 5,000 seat arena (RIMAC), activity rooms, racquetball courts, fields, softball diamonds, a track and field stadium, a throwing field, and tennis courts. In 2014, a Team Clubhouse and permanent seating were added to the baseball stadium on East Campus and an expansion to the Spanos Athletic Training Facility was completed in 2015 that provides expanded space for training and weight rooms. A new recreation area accommodating a 400-meter track and sports field is planned east of the baseball complex on the East Campus and other

facilities improvements are being considered to address added demands for these uses.

### 2.6.6. PUBLIC PROGRAMS AND ARTS

Cultural programs serve academic endeavors in applied and performing arts and enrich the cultural life of the campus and community. Recognizing that UC San Diego's exceptional public performing and visual arts programs contribute greatly to the cultural climate of the region, the campus continuously seeks ways to make these programs more accessible to the public. The campus is home to the La Jolla Playhouse, a not-for-profit professional theater that offers a number of educational opportunities for children, teens, and adults interested in theatre arts, both as performers and behind-the-scenes. The La Jolla Symphony & Chorus (LJS&C) at Mandeville Auditorium is an independent, not-for-profit performance ensemble comprised of volunteer and professional musicians from all walks of life. The LJS&C offers affordable concerts to the community and provides educational programs regarding music-making to City school children.

The Stuart Art Collection at UC San Diego maintains a unique collection of site-specific works created by leading artists. There are presently 18 individual pieces located on the West Campus with more being planned. The collection results from an innovative partnership between the University and the Stuart



The Stuart Collection art, Sun God (left). Something Pacific (middle). Bear (right).



The Stuart Collection art: Fallen Star.

Foundation. Under this agreement, the entire campus may be considered as a site for commissioned sculpture.

### 2.6.7. MIDDLE AND HIGH SCHOOL - THE PREUSS SCHOOL

Recognized by Newsweek as one of the top transformative high schools in the nation for three years in a row, The Preuss School is a unique charter middle and high school for low income students who strive to become the first in their families to graduate from college. Chartered by the San Diego Unified School District and operated by UC San Diego it is housed in a facility funded entirely by private support. Located on the East Campus, its approximately 850 students (grades 6 to 12) come from throughout San Diego County to take advantage of an environment that encourages intellectual risk-taking while offering an array of academic supports. Its graduates are consistently accepted to four-year colleges and universities at a rate of more than 90%, and almost 100% are going on to some form of higher education. UC San Diego students provide free tutoring assistance as part of the academic program. The school is located on the East Campus between Voigt Drive and Genesee Avenue.

### 2.6.8. CHILDCARE

High caliber childcare is important to the recruitment and retention of students, faculty, and staff. Full-time and part-time programs are offered

that serve approximately 260 children ages 3 months to 6 years. The Early Childhood Education Center and Mesa Child Development Center are located on the East Campus Mesa Housing neighborhood. Both are accredited by the National Association for the Education of Young Children (NAEYC). There is current demand to expand services on campus. The 2018 LRDP envisions new development of childcare services on the East and West Campus in addition to a potential location at Scripps Institution of Oceanography.

### 2.6.9. EMERGENCY, SAFETY AND BUILDING SERVICES

Environment, Health & Safety (EH&S) is dedicated to the reduction of risks and to the promotion of safety as a value in the university culture. Activities involving hazardous materials are subject to numerous federal, state and local laws and regulations. Adherence to these laws and regulations is a standard operation on the UC San Diego campus. Facilities Management (FM) maintains buildings, grounds, and vehicles, provides design and construction services for smaller scale projects, and provides sustainability and building commissioning services.

UC San Diego provides its own police services for the campus. However, joint programs and assistance agreements with local law enforcement, including the San Diego Police Department are in place. The UC San Diego Police Department offers various services and programs to enhance personal safety and safeguard property through education and awareness. The Police Department is located in the Campus Services Complex that is accessible from Voigt Drive just east of Warren College.

UC San Diego relies on the City of San Diego to provide fire and emergency services to the campus. However, the campus does employ a Fire Marshal and staff who are responsible for campus-wide fire prevention, building plan review and construction inspections. Plan review and inspections are performed in accordance with current California building and fire codes.

In 2011, the City of San Diego prepared a Fire Services Deployment Planning Study (later updated in 2016) that concluded there are insufficient fire crews and stations to allow the City to meet its desired services response times in many areas. The study results identified that the northern portions of UC San Diego and areas north of the campus were underserved. As a result, UC San

Diego has been coordinating with the City and the Fire Rescue Department on a Fire Station to be located at the northern part of the campus near the intersection of Genesee Avenue and North Torrey Pines Road. UC San Diego would fund the design and construction of the Fire Station and transfer the approximately 0.8-acre site to the City of San Diego, who would equip, operate, and maintain the facility. The addition of the Fire Station will help address cumulative service demands stemming from additional campus growth anticipated under the 2018 LRDP.

### 2.6.10. TRANSPORTATION AND PARKING SERVICES

#### A. Parking

UC San Diego operates an integrated campus-wide parking system. The UC system prohibits state funding for parking facilities, therefore parking is a self-supporting enterprise. As such, parking permits and fees have historically funded the design, construction, operation, and maintenance of parking facilities. As of fall 2015, the campus had a total of approximately 15,500 spaces, including student, staff, faculty, visitor, accessible and other service-related parking spaces. Parking, in addition to the spaces noted, is also provided at Mesa Housing, Coast Apartments, and La Jolla del Sol, however these are not managed by Transportation Services and are for residents only.

Historically, the availability of land has allowed the campus to provide most parking capacity through relatively inexpensive surface lots. However, with construction of new facilities on existing surface lots, parking structures



UCSD Campus shuttles

have become a necessity. As of fall 2015, five parking structures had been completed on campus (Gilman, Pangea, Hopkins, Campus Point and Athena) and three more are currently in planning, design or construction (Osler, Voigt, and North Torrey Pines Living and Learning Neighborhood).

Regular surveys of parking supply and demand are conducted by Transportation Services and as of fall 2015 total peak parking occupancy was 89%, meaning approximately 1,700 spaces were vacant (peak usage is typically between 10 a.m. and 2 p.m. during the mid-week). The 2018 LRDP's expansion of on-campus housing is expected to reduce the number of commuters while continued support of alternative transportation programs and the completion of the Mid-Coast LRT project in 2021 are expected to further reduce commuting and associated parking demands and increase promotion of active transportation (see Chapter 3 for 2018 LRDP parking assumptions).

### ***B. Alternative Transportation***

To ease demands on the parking system, students, faculty, and staff can choose from several commuting and transportation options. UC San Diego has one of the most comprehensive Transportation Demand Management (TDM) programs in the region. Close to 28,000 (58%) of commuters arrive on campus daily on foot, by bike, vanpool, carpool, bus, or something other than a single-occupant vehicle. Since 2001, the campus has seen a 23% increase in alternative transportation use, reflecting the importance the campus has placed on alternative transportation as a viable option to accessing campus. The campus has earned 13 SANDAG "Diamond Awards" in the last 16 years. This program is based on a points system tied to employer engagement, Rideshare Challenge participation, and shifts in employee transportation choices.

UC San Diego has partnered with the Metropolitan Transit System (MTS) to offer several programs including the ECO Pass, U-Pass, College Student Pass, and Compass Card Special Passes. Such programs are intended to provide the campus community with convenient and cost-effective regional transit access options.

In fall 2014, UC San Diego students instituted a student transportation fee

to provide all students with a UC San Diego "U-Pass." The U-Pass provides for all undergraduate, graduate and professional students unlimited ridership during the fall, winter, and spring quarters on all mass transit bus and light rail routes in the San Diego. In fall 2014 total transit ridership was more than 12,000 boardings per weekday, suggesting over 6,000 unique transit commuters to campus daily.

The MTS SuperLoop, San Diego's first Bus Rapid Transit route, began operation in June 2009. The route provides bidirectional express bus service that connects the campus with key destinations throughout the University City community, including residential neighborhoods with a high concentration of student populations. There are currently three SuperLoop stations on campus.

Presently, there are seven public bus routes serving the campus:

1. MTS Route 30 from Downtown San Diego, via the Pacific Beach and La Jolla communities
2. MTS Route 41 from Fashion Valley, via Clairemont community
3. NCTD Route 101 from North County, south from Oceanside via north coastal communities
4. MTS Route 150 Rapid via Old Town Transit Center
5. MTS Routes 201/202 from University City (SuperLoop)
6. MTS Route 237 from Rancho Bernardo
7. MTS Route 921 from Mira Mesa/ Sorrento Mesa

The campus also operates its own shuttle program and updates the routes as needed. The shuttles allow parking facilities to be located at the periphery of the campus providing a more pedestrian and bike friendly environment in the core areas of the campus. Shuttle ridership for the 2014-15 academic year was close to 2,500,000 total passengers. UC San Diego Transportation Services currently provides nine primary shuttle routes including:

1. Arriba Shuttle: connects campus to University City
2. Coaster Shuttle: connects the east and west sides of campus with the

#### Sorrento Valley Coaster Station

3. East Campus Connector: connects UC San Diego Health – La Jolla, east campus parking areas and UC San Diego Health – La Jolla: Executive Drive
4. Hillcrest Campus: connects East Campus to UC San Diego Health, Hillcrest and the Old Town Transit Center
5. Mesa Nueva Shuttle: connects Mesa Nueva to campus
6. North Campus Shuttle: connects west campus to east campus parking areas
7. Scripps Institution of Oceanography Shuttle: runs in a loop between Mandeville Lane and Scripps
8. South Campus Shuttle: runs in a continuous loop between One Miramar Street and Scripps.
9. West Campus Connector: runs in a continuous loop between Mandeville turnaround and Torrey Pines Center South via Scholars Drive
10. Weekend Campus Loop: runs counterclockwise around campus

UC San Diego also provides incentives, where financially feasible, to encourage the use of carpools and vanpools. For example, carpoolers of three or more may park in reserved carpool spaces located conveniently throughout the campus. The UC San Diego vanpool program is one of the largest in the region with over 350 users. UC San Diego uses Zimride, a carpool-matching service that provides online networking capabilities. Since 2010, over 12,000 rideshare postings have been made on Zimride. In addition, Zipcar, a car sharing network, has 9 vehicles on campus available to faculty, staff, and students. Partnerships with ride-hailing services like Lyft have rolled out on campus and incentivize commuters to use the service instead of driving personal vehicles. Transportation Services also offers on-campus mobility services to accommodate travel between ADA-compliant locations on the campus via a wheelchair-accessible van or cart. As transportation systems evolve (including introduction of the Light Rail Transit on campus) it will be critical to continually reevaluate access options and policies to best serve the campus needs and reduce traffic and congestion impacts.

## 2.7. SUSTAINABILITY AND CAMPUS OPERATIONS

As a major academic and research institution UC San Diego has contributed extensively to the understanding of the implications of growth and climate change on the environment. It was at UC San Diego in 1957 when Scripps Institution of Oceanography Director Roger Revelle warned that greenhouse gases from industrialization could endanger the planet. Scripps Institution of Oceanography's Charles David Keeling was the first to measure and record atmospheric carbon dioxide concentration and developed the 'Keeling Curve' with these measurements in 1958. The Keeling Curve is now considered one of the most important geophysical measurements of the 20th century.

This section contains a brief overview of the sustainability goals and objectives for the campus. A more detailed and comprehensive discussion is contained in the 2018 LRDP EIR, published as a separate document. The LRDP EIR contains an analysis regarding the environmental consequences of implementing this plan pursuant to CEQA and its effects on the environment.

UC's system-wide sustainability program and policy ("UC Sustainable Practices Policy") applies to all 10 campuses and its five medical centers.

The UC Sustainable Practices Policy and its implementation guidelines are designed to create a more sustainable University in the areas of:

- Green Building Renovation
- Climate Protection Practices
- Sustainable Operations



Electric vehicle parking and charging station on campus.

- Recycling and Waste Management
- Environmentally Preferable Procurement
- Sustainable Transportation
- Clean Energy
- Sustainable Water Systems

UC's sustainability commitment began in 2003 with a Regents' action that led to the adoption of a Presidential Policy on Green Building Design and Clean Energy Standards in 2004. In 2006 the Global Warming Solutions Act, or Assembly Bill (AB) 32, was signed into law to address global warming by establishing a comprehensive program to reduce greenhouse gas emissions from all sources throughout the state. Since adoption of the 2004 UC policy and AB 32, the University has expanded the scope to include climate protection, transportation, recycling and waste management, purchasing, food and water. In November 2013, President Janet Napolitano announced the Carbon Neutrality Initiative (CNI), which commits UC campuses to emitting net zero greenhouse gases from its buildings and vehicle fleet by 2025. The initiative builds on UC's pioneering work on climate research and furthers its leadership on sustainable business practices. UC San Diego developed a Climate Action Plan (CAP) in 2008 and expects an updated document in 2018.

UC San Diego was the first California university to join the California Climate Action Registry, a voluntary greenhouse gas (GHG) registry, and is committed to reaching carbon neutrality. The University was an early signatory to Second Nature's Carbon Commitment (SNCC). As part of the Climate Leadership Network, UC San Diego is a member of a network that comprises more than 600 colleges and universities who have committed to take action on climate and prepare students through research and education to solve the challenges of the 21st century. In 2010, UC San Diego received the first annual "Climate Leadership Award for Institutional Excellence in Climate Leadership".

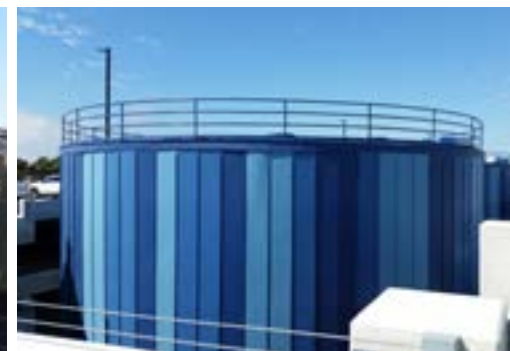
UC San Diego incorporates programs and techniques that create buildings and systems that are environmentally sensitive and help provide for a sustainable environment. The campus is committed to meeting UC system-wide goals of achieving Leadership in Energy and Environmental Design



Central Utilities Plant.



West Campus Cooling Tower.



Thermal energy storage East Campus.

(LEED) Silver Certification or higher for all new buildings as well as LEED Certification for all major renovations. The LEED green building rating system is a national benchmark for the design, construction, and operation of high performance green buildings. The campus currently has 32 LEED accredited buildings, many of which exceed the silver rating. Seven more projects recently completed or in construction are registered for LEED accreditation. In addition to LEED accreditation, all new buildings or major renovation projects are required under the UC Sustainable Practices Policy to outperform California Energy Code Title 24 requirements by at least 20% and strive for 30.

UC San Diego saves millions of gallons of water annually through implementation of a comprehensive Water Action Plan. The campus will continue to incorporate design features, technological adaptations, and/

or planning principles into future campus projects to conserve resources and minimize waste products. The 2018 LRDP promotes the principles of sustainability, such as the efficient use of water, solid waste recycling and reuse, clean energy, encouraging energy efficiency through the use of sustainable building design features, utilization of clean-fuel vehicles to improve air quality, and providing and promoting opportunities for the use of alternative transportation modes to reduce vehicle miles traveled (see the 2018 LRDP EIR that includes a qualified greenhouse gas reduction strategy).

- Over 75% of the campus' energy is generated by the highly efficient, ultra-low emission cogeneration plant.
- Over \$100M in energy efficiency projects have been completed on campus over the last several years, saving more than \$8M in annual energy costs.
- Established a highly innovative, world-class microgrid and "Energy Research Park" that serves as a living laboratory for integrating cutting-edge technology into campus operations.
- Incorporated large-scale thermal energy storage capacity into the chilled water system to reduce peak load and energy costs.
- Installed the largest university electric vehicle charging system in the country, as well as operating a 100% renewably sourced compressed natural gas (CNG) fueling station.
- Converting the University's fleet to more than 60% alternative fuel vehicles.

## 2.8. PHYSICAL SITE CONSIDERATIONS

### 2.8.1. CLIMATE, LAND FORMS, AND VEGETATION

Located on the coast just north of La Jolla, the UC San Diego campus possesses a stunning physical setting with a variety of land forms including gently sloping terrain, sandy beaches, coastal bluffs, and deep canyons. Because of its coastal location, UC San Diego enjoys a relatively mild, temperate climate throughout the year. Annual rainfall is approximately nine inches. Vegetation on the campus includes an extensive eucalyptus grove and coastal sage scrub and chaparral communities. Although human activity has left much of the remaining undeveloped land in a disturbed condition, campus habitats

support a substantial variety of wildlife and native and naturalized plant life. The campus also maintains open areas such as lawns, landscaped grounds, and playing fields.

### 2.8.2. NATURAL OPEN SPACES AND ECOLOGICAL AREAS

Open space, natural areas and landscape features play a significant role in defining the character and quality of the UC San Diego campus in addition to providing environmental benefits. Located at the heart of a regional system of canyons and mesas, on a site with breathtaking views of the Pacific



Skeleton Canyon natural open space.



Natural open space surrounds Warren College housing.

Ocean and the surrounding foothills, the UC San Diego campus is a place of remarkable natural beauty. Given that UC San Diego does not prescribe a specific, campus-wide architectural style, these spaces are used as an important unifying element of the campus. In 2014, the campus developed a comprehensive open space planning study to ensure that a cohesive landscape fabric is implemented, maintained and enhanced for the campus, providing an attractive and functional linkage to the built environment.

The 2004 LRDP identified ecologically or aesthetically important areas wherein development was limited and included these areas as the UC San Diego “Park”. Further the 2004 LRDP EIR established an open space management program and habitat management implementation plan intended to maintain and enhance existing biological values for these areas. These spaces are now collectively identified within the 2018 LRDP as the Open Space Preserve and include Ecological Reserve, Restoration Lands, Historic Grove, and Urban Forest categories (see Chapter 3 for a more detailed discussion). Communities of native flora and fauna throughout these portions of the campus serve important functions as resources for teaching and research. The preservation of sensitive species coupled with the resource-sensitive and appropriate academic use of these areas as a living outdoor laboratory is an important precept for planning on campus. UC San Diego recognizes its stewardship responsibilities in conserving these vital ecosystems.

### 2.8.3. PREVIOUS MILITARY USES

During the first half of the 20th century, the United States Army and Marine Corps operated training bases on most of the area that now constitutes the East and West campus. Evidence of some of these activities still exists and a small number of former Camp Matthews World War II era structures are still used by the University. Although military training activities greatly disturbed the terrain east of Interstate 5, the University has confirmed that the area has been cleared of discarded and potentially dangerous materials at or near the surface. Nevertheless, when construction is proposed on campus lands formerly used by the military, UC San Diego follows a comprehensive soils management policy.

### 2.8.4. CULTURAL AND HISTORICAL RESOURCES

UC San Diego and vicinity has a rich cultural resource past. Traditional home to the Kumeyaay, the La Jolla area and campus is known to contain sensitive archaeological and tribal cultural resources, particularly near the coast. The campus also contains several sites that have been listed on the National Register of Historic Places, including the Scripps Institution of Oceanography Original Director’s Residence, the Old Scripps Building, The University House property and the Gliderport area.

In 2015 the campus prepared a campus-wide historic resources survey of all built resources at UC San Diego’s La Jolla campus that were constructed between the earliest period of campus development and 1985. In total, 277 campus buildings were evaluated as part of the survey, as were several structures, landscapes, planning features, and other elements of the campus’s built environment. The survey identified a total of 40 resources as potentially eligible for listing on the National Register and/or California Register. Identified resources are broken down as follows:

- 32 individually eligible buildings
- 4 historic districts
- 4 non-building resources (structures, objects, and sites)
- 3 landscapes



Original Director’s House at Scripps Institution of Oceanography.



Historic resources are dispersed across the entire campus, although the majority are concentrated in the West Campus. Eight individually eligible buildings and one historic district are located at Scripps Institution of Oceanography, with one historic resource located on East Campus. The LRDP EIR provides more detailed guidance with respect to cultural and historic resources. A thorough understanding of these resources is key to future decision making through the 2018 LRDP plan.

### 2.8.5. VIEW CORRIDORS

Various parts of the campus enjoy magnificent views of the coast to the west and valleys, foothills, and mountains to the east. Views from major pedestrian spaces on campus help establish visual connection to these surroundings. The campus diligently pursues the preservation of important view corridors through project-by-project design. In addition, under an agreement with the California Coastal Commission, height considerations at the campus have been carefully defined to be sensitive to public view corridors along La Jolla Shores Drive.

To help ensure the areas of high visual quality are maintained, key visual sensitive zones and key vantage points throughout campus were identified. In response to public input regarding concerns of view impacts during the 2018 LRDP process, a Development Perimeter Zone was also created. The Development Perimeter Zone is an approximately 100' area along the perimeter of campus that could possibly have visual or aesthetic impacts due to campus buildout. Projects within these zones are given special development and design consideration due to the proximity of existing residential land uses and community character along these edges of campus. Projects would be reviewed by UC San Diego staff and committees as identified in section 3.6.13, Implementation Process Overview, to evaluate compatibility of site design and architecture to reduce impacts to areas adjacent to the campus, and to preserve visually sensitive areas throughout campus.

### 2.8.6. GEOLOGY

The campus has several potentially active faults, some unstable soil conditions, and some steep slopes (25+% grade). As is typical of Southern



The Wedge view corridor.

California, the campus is also subject to the effects of earth movement arising from several geologic fault zones further inland and offshore. The LRDP EIR contains a comprehensive discussion of campus geology.

### 2.8.7. EXISTING BUILT AREAS

The UC San Diego campus is becoming increasingly developed. To meet the development objectives of the 2018 LRDP it is anticipated that many existing built areas will be redeveloped and/or infilled during the timeframe covered by the 2018 LRDP; including existing surface parking lots, temporary modular building complexes, areas of underutilized low-density development, and areas with facilities deemed substandard. These areas and the remaining undeveloped areas provide the framework for future development. Table 2.3. (page 18) summarizes the existing remaining developable/redevelopable lands, and Figure 2.3. (page 19) depicts existing facilities (as of Fall 2015)

### 2.8.8. EXISTING BUILDINGS

Of the nearly 630 buildings on campus, some require renovation and renewal as obsolescence and normal aging of building and utility infrastructure systems become apparent. Disciplines that use sophisticated research methods require technologically modern space to support instruction and

research activities. Many of the buildings serving the general campus are more than 40 years old; a few at Scripps Institution of Oceanography are nearly 100 years old. Long-term underfunding has created a substantial backlog of capital renewal projects in many of these facilities. Through a multi-year facilities condition assessment, the campus has identified renewal and upgrades required to respond to health and safety requirements, obsolescence, and changing academic programs. Without renewal or replacement, many older buildings cannot support modern teaching and research activities effectively. Therefore, planning the renewal and upgrading of existing facilities is an important, ongoing process. In addition, spaces on campus also may be considered for repurposing for other uses if necessary to meet campus space objectives. As the campus matures and becomes more urbanized, opportunities to optimize and renew underutilized or obsolescent space will be a high priority.

### 2.8.9. UTILITIES

The utilities on the UC San Diego campus support a large research university as well as health-care facilities. Campus utilities are served by the City of San Diego for domestic water, reclaimed water, and sewer, the San Diego Gas & Electric Company (SDG&E) for gas and electric, and various service providers for television, internet and other utilities. Connections generally transition to private systems near the campus property boundaries that are owned and operated by the University.

The campus regularly evaluates and upgrades the utility infrastructure and distribution system serving the campus to ensure adequate facilities and services. Ongoing resource conservation programs have reduced campus water consumption, electricity and gas demand, and solid waste generation over the past decade. In addition, thermal energy storage facilities are located on both the West and East Campuses that improve the efficiency

and effectiveness of the campus cooling system by storing chilled water produced during off-peak nighttime hours.

The University operates an electrical “microgrid” system that manages its 42 megawatts of generating capacity, including a central cogeneration plant



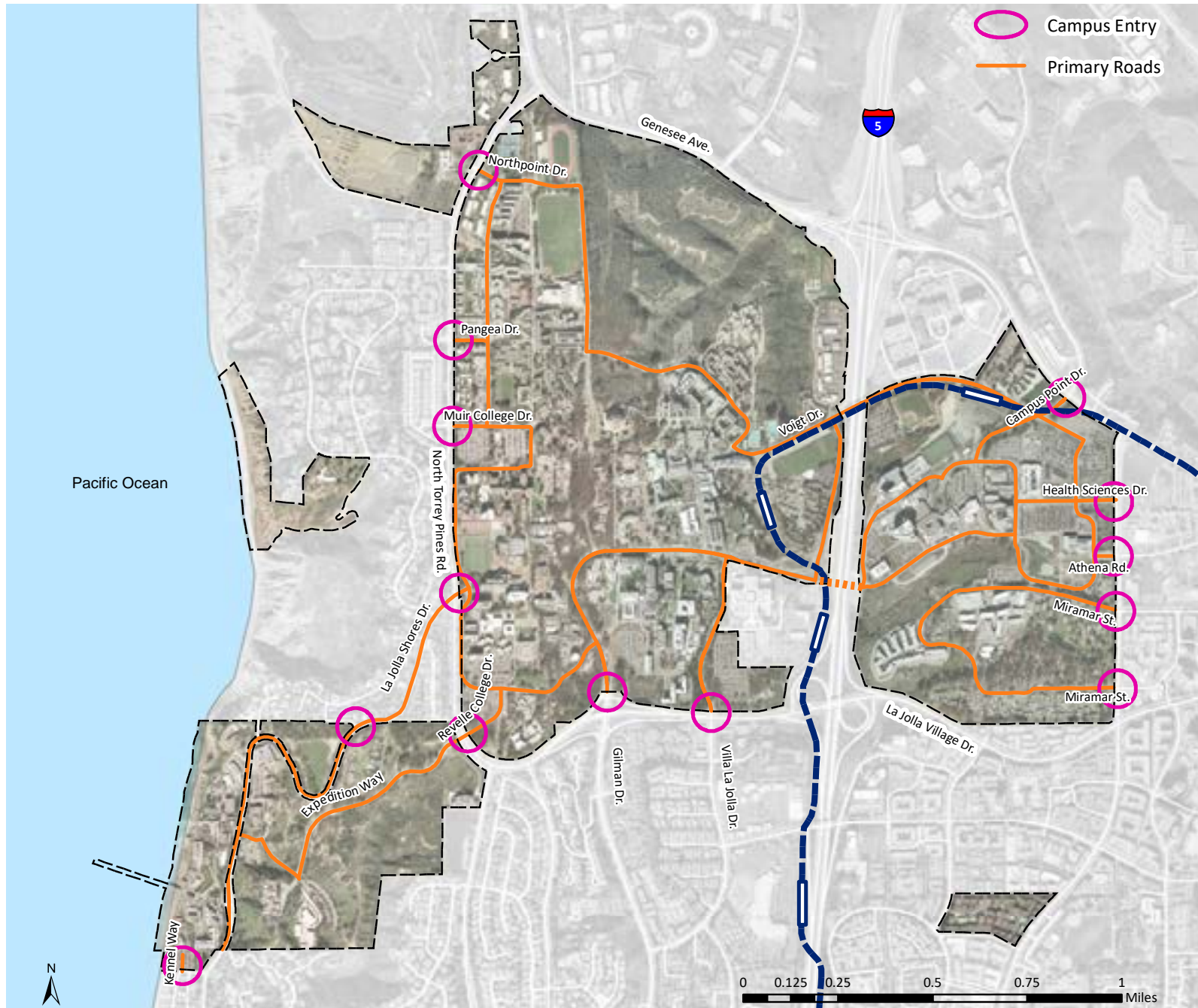
East Campus Energy Park.

on the West Campus, an expanding array of solar photovoltaic installations (currently 1.5 megawatts), and a 2.8 megawatt fuel cell on the East Campus that operates on natural gas reclaimed from a landfill site. The West Campus Central Utility Plant also provides high temperature and chilled water to heat and air condition campus buildings. A standalone central utility plant located south of the Jacobs Medical Center provides electrical and emergency power and chilled and high temperature water to the inpatient facilities (as required by the Office of Statewide Health Planning and Development). Emergency power and chilled water is also provided to East Campus research facilities via a standalone utility plant located northeast of the Shiley Eye Institute. Both utility plants on the East Campus have been designed to allow for subsequent expansion as needs arise.

### 2.8.10. CAMPUS CIRCULATION

The UC San Diego circulation system is organized to separate vehicles from pedestrians (and bicycles where feasible). The system endeavors to concentrate automobile traffic and parking facilities to the peripheral loop road. Roads in the central portions of campus are limited primarily to emergency and service vehicles and to enable access for disabled persons. Well-developed pedestrian pathways throughout the campus help way-finding and safety.

Figure 2.8.10: Campus Circulation Map



Three freeway interchanges along I-5 provide vehicular access to the campus. The northernmost interchange is at Genesee Avenue, and just south is a second interchange at La Jolla Village Drive; both provide access to the western and eastern areas of the campus, and to North Torrey Pines Road. A third freeway exit is at Gilman Drive approximately one mile south of the campus and primarily serves the west side of the campus. Public streets around the perimeters of the western and eastern portions of the campus currently provide 14 primary entry points to the campus.

There are several secondary routes to the campus (Figure 2.8.10). City-owned La Jolla Shores Drive and Expedition Way provide the primary access to Scripps Institution of Oceanography at the southwestern portion of campus.

The UC San Diego campus is divided by the north-south oriented I-5 freeway. The vehicle circulation scheme concentrates automobile traffic to a “peripheral loop” made up of Scholars Drive, Gilman Drive, Voigt Drive, and Hopkins Drive. This loop provides direct access to the majority of the campus’ parking facilities, which are also located along the campus perimeter.

#### *A. Pedestrian Circulation and Bicycles*

UC San Diego’s surroundings and climate make walking and biking a practical and enjoyable way of navigating the campus while also offering some challenges due to the varied topography and canyons. The current pedestrian network includes a combination of paved and unpaved walkways. A pedestrian bridge across La Jolla Village Drive provides safe access for pedestrians to and from the major developments south of the campus. Another pedestrian bridge located at Scripps Institution of Oceanography provides safe access across La Jolla Shores Drive. Campus policies control the use of bicycles and skateboards on specific pedestrian walkways to reduce potential conflicts. In addition, the campus is committed to providing the means by which people with disabilities can fully and independently participate in the comprehensive scope of campus programs, services, and activities. In terms of both facilities access and programmatic accommodation, UC San Diego is required to comply with the Americans with Disabilities Act (ADA).

Bicycle riders currently use campus roadways and paths designated as bicycle routes. To isolate bicyclists from motorists there are over four miles of Class II

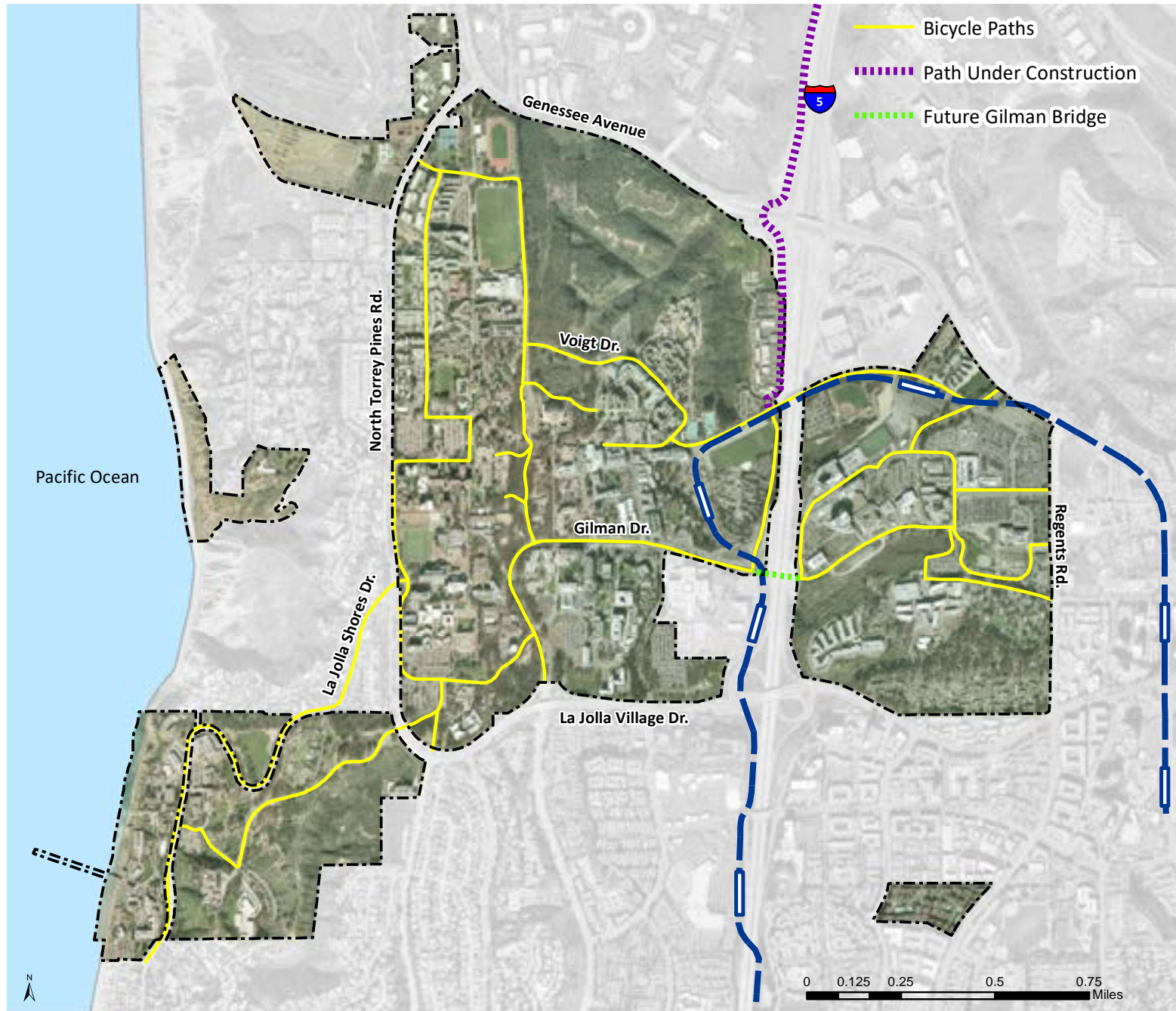
bicycle lanes striped along roadways in and around campus such as Scholars Drive, Hopkins Drive, Gilman Drive, North Torrey Pines Road, and La Jolla Shores Drive (Figure 2.8.10.A). However, given the difficult topography and grades surrounding the campus, and the fact that some of the City streets adjacent to campus are major arterial roadways that lack bicycle paths, bicycle use as a major form of alternative transportation is somewhat limited. Several bike mobility improvements have recently been implemented that greatly improve the accessibility of the campus to bike riders. Several Class I facilities (i.e., isolated multi-use paths) have been implemented at or near the campus core providing ease of access to the central portion of campus around the Library and University Centers. Future projects will seek to better connect these facilities with the regional bike routes that provide connectivity to the adjacent community and desirable access to Light Rail Transit stations in the vicinity of the campus.

#### *B. Transportation Systems*

Regional and local transportation systems play a large role in efforts to ensure connections between UC San Diego and the San Diego community. Since the University and the surrounding community have been growing at a rapid rate, traffic and congestion continue to be a challenge and improvement of local transportation systems is critical to maintaining the quality of life in this area as well as the region.

The San Diego Association of Governments (SANDAG) provides funding administration and planning for public transit in the San Diego region. It shares public transit planning and decision-making responsibilities with the California Department of Transportation (Caltrans), Metropolitan Transit System (MTS), North County Transit District (NCTD), and other transit operators. With the number of residents living in the San Diego region is projected to increase by approximately 1.25 million residents over the next 40 years, SANDAG and its partners continue to look for ways to support and encourage development of sustainable communities that are more conducive to walking and bicycling, provide more access to public transportation, improve regional transportation systems, and reduce GHG emissions. In concert with UC San Diego’s goal of becoming increasingly sustainable, regional and local

Figure 2.8.10.A: Existing Bicycle Circulation





On-campus transit station.

transportation systems are playing an ever larger role in efforts to ensure access to the campus.

SANDAG and Caltrans have been working on two major transportation infrastructure projects along the coastal I-5 transportation corridor – the Mid-Coast Corridor (MCC) Light Rail Transit (LRT) Project and the North Coast Corridor (NCC) Project. These significant regional transportation projects have been designed in the context of campus plans to ensure appropriate integration with the campus. Leadership from UC San Diego, SANDAG, and Caltrans has been working collaboratively over the past several years to ensure that projects are phased efficiently to maximize the collective effort and resources.

The SANDAG LRT (MCC) project is an 11-mile extension of the San Diego

Blue Line Trolley from the Santa Fe Depot in Downtown San Diego north to the University City community. Nine stations are being built as part of the project including two at UC San Diego (one on the West Campus and one on the East Campus) and one at the adjacent VA Medical Center. UC San Diego has worked closely with SANDAG engineers on the project alignment, station locations, design features and operational considerations to ensure this project will be highly integrated into the campus. This includes mobility and active transportation improvements to optimize transit ridership. This project will significantly improve access to the campus, with an elevated guideway design that reduces campus impacts. The project is currently under construction with an anticipated operational date of late 2021.

The NCC project is a comprehensive plan comprised of highway, rail, and coastal access improvements along the I-5 corridor, which stretches 27 miles along the San Diego coastline and connects the cities of Oceanside, Carlsbad, Encinitas, Solana Beach, Del Mar, and San Diego. In the vicinity of UC San Diego, freeway widening (to accommodate high-occupancy vehicle “express lanes”) and other access improvements are proposed. However, as of the preparation of the 2018 LRDP, the funding and timing for these improvements is undetermined, however campus plans will take into account these future improvements.

Several other important local transportation infrastructure improvements on or adjacent to the UC San Diego campus have been completed in recent years or are under construction and include the following:

The Gilman Transit Center was completed in 2015 and is a campus hub for the network of buses that serve UC San Diego. In 2017, nearly 11,500 transit riders arrived or departed via MTS buses at Gilman Transit Center on a daily basis (number excludes shuttle riders). The project provides bus and shuttle turnouts along Gilman Drive in the campus’ University Center neighborhood. The transit center incorporates seating, shelters, and enhanced open space; making public transit a desirable alternative for accessing the campus. Design and implementation of this project was jointly funded by SANDAG and the University.

The City of San Diego is currently widening Regents Road to a four-lane street from the existing two lanes and adding new bike lanes. This widening occurs between Genesee Avenue and Executive Drive. Regents Road provides access to UC San Diego's East Campus including UC San Diego Health facilities, student housing, Moores Cancer Center, and the UC San Diego Science Research Park. In addition, Athena Way, a connector road between Athena Circle and Regents Road has been built by UC San Diego to provide improved access to the Science Research Park. An additional roadway between Miramar Street and Athena Circle is being built to provide an internal connection between the Mesa Housing Neighborhood and the campus, thus reducing the amount of traffic that would need to use Regents Road to access the campus.

The Interstate 5/Genesee Avenue Interchange Project is currently under construction and will improve local traffic circulation and freeway access (projected completion early 2018). The existing six-lane Genesee Avenue overpass is being replaced with a ten-lane structure that will better accommodate current and future traffic demands. This project also will add a dedicated bicycle and pedestrian path that will provide links to transportation, employment centers, hospitals and the campus. At UC San Diego, this dedicated path will run along the east side of the campus Services Complex and will be accessed at the Gilman Drive/Voigt Drive intersection. It will extend to the Sorrento Valley COASTER Station north of campus.

The Gilman Drive/I-5 Bridge is currently under construction and will provide a new secondary internal connection between East and West campuses, completing the internal Campus Loop Road and spanning the freeway in early 2019. This connection will reduce traffic on nearby public streets as it allows campus traffic to remain internal to the campus circulation network. Sidewalks and bicycle lanes will also be included on the bridge. This access will significantly benefit Health Sciences programs, which have collaborating clinical, academic, and research facilities on both sides of campus. To better connect the Mesa Housing community to the West Campus, a new bicycle and pedestrian bridge will be built, spanning an existing canyon, providing a direct connection from that neighborhood to the new Gilman Bridge. With

this, it is expected that many Mesa residents will bike or walk to the West Campus, rather than drive.

These projects will greatly improve regional access to the campus and local circulation and help alleviate local traffic congestion. However, as the campus and community evolve, UC San Diego will continue to collaborate with regional partners and transit service-providers to enhance and expand existing and proposed multi-modal circulation networks near UC San Diego. These integrated improvements are beneficial to UC San Diego, and to the areas of University City, La Jolla, and other parts of the San Diego region to ensure ample access is maintained and traffic congestion is addressed appropriately.



Gilman Bridge and Light Rail under construction.

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## CHAPTER 3 - THE 2018 LRDP

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.

### 3.1. PROGRAM DEVELOPMENT

UC system-wide initiatives, increasing demands for higher education, and UC San Diego's Strategic Plan provide the basis for its enrollment and development objectives. This section of the 2018 LRDP presents:

- Projections of enrollments and the campus population;
- Estimates of the additional academic, research, support and ancillary space needed to achieve the University's strategic goals;
- The goals and objectives that will guide planning for future development; and
- The updated land use plan.

#### 3.1.1. UC SAN DIEGO STRATEGIC PLAN

Recognizing that the University must identify and implement solutions that are necessary to ensure UC San Diego's continued level of excellence and to advance knowledge in order to address pressing global challenges, the campus's Strategic Plan, completed in 2014, establishes a shared mission and vision for its future. The 2018 LRDP supports this vision by providing the blueprint for growth to guide project development through the 2035-36 academic year consistent with the goals set forth in the Strategic Plan. The Strategic Plan's vision is based on five transformational goals and four research themes, as summarized in the adjacent sidebar.

#### Overarching Strategic Plan Goals

- Delivering an educational and overall experience that develops students who are capable of solving problems, leading, and innovating in a diverse and interconnected world.
- Cultivating a diverse and inclusive university community that encourages respectful open dialogue, and challenges itself to take bold actions that will ensure learning is accessible and affordable for all.
- Nurturing and supporting a collaborative and interdisciplinary research culture that advances the frontiers of knowledge, shapes new fields, and disseminates discoveries that transform lives.
- Supporting and promoting just and sustainable forms of economic development, shared prosperity, and social and cultural enrichment regionally and globally.
- Creating an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, people, and financial stewardship.

#### 3.1.2. ACADEMIC FRAMEWORK – FOUR RESEARCH THEMES

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. Under the Strategic Plan the campus has dedicated itself to advancing four research themes. These research themes, discussed in the following subsections, are areas in which UC San Diego has great depth and experience and that have the most potential for positively impacting society.

##### *Research Theme: Understanding and Protecting the Planet*

UC San Diego's roots in climate research, atmospheric chemistry, and marine science are well established. It was oceanographer Roger Revelle, UC San



Revelle College lecture hall.

Diego's "founding father", who helped focus the world's attention on climate change. This pioneering work continues today as the University's world-class marine, earth, and atmospheric scientists are at the forefront of initiatives aimed at addressing global energy, food, and environmental challenges. Ongoing research will focus on explaining and effectively communicating environmental change, engineering economically viable solutions that will enhance the resilience of society, and recommending necessary policy changes to assess their economic impact. Future areas of emphasis under this theme are planned that will focus on innovations in areas such as technology for renewable-fuel energy strategies and sustainability of dwindling natural resources, and creating solutions to predict and respond to natural disasters (e.g., earthquakes, fires, extreme climates, sea-level rise and acidity, drought, famine).

#### *Research Theme: Enriching Human Life and Society*

UC San Diego is at the forefront of improving health and alleviating ailments, and mitigating social disparities through education, resources, historic perspectives, technologies, and communication. Current strengths in this area include leading research and education about how experiments in governance and social institutions can change people's lives, and understanding how the arts and humanities contribute to individual and social well-being. Through "bench-to-bedside" research, UC San Diego Health is transforming patient care through discovery and innovation leading to

new treatments and technologies. For example, efforts will focus on inventing new health-care technologies and research into "smart" materials (e.g., sensors, cheaper diagnostics, better nutrition, wireless health, and use of stem cells for personalized medicines) and advanced manufacturing methods accessible to all the world's populations.

#### *Research Theme: Exploring the Basis of Human Knowledge, Learning, and Creativity*

UC San Diego's interdisciplinary research approach is accelerating new understandings into the neurological and cultural bases of human cognition, communication and expression. Current strengths in this area include pioneering advances in neurosciences, cognitive sciences, and neurobiology. Future areas of focus may include partnering neuroscientists with philosophers and engineers, nano-engineers with visual artists, and computer scientists with musicians to collaborate in mapping and understanding the brain to reveal deeper insights into learning, cognition, creativity, and diseases.

#### *Research Theme: Understanding Cultures and Addressing Disparities in Society*

As a service-oriented public university, UC San Diego is committed to championing a progressive culture of teaching and learning. Faculty, staff, and students are united in exploring, understanding, and addressing diversity, equity, and inclusion issues. The University strives to advocate for social justice that transforms well-being of communities around the globe. Future growth areas include improving literacy and empowerment, developing new modes of global communication, creating "humanistic resources" encouraging the University's students to be emissaries, generating foundational knowledge about human cultures and behavior through in-depth local studies and broad comparative analyses, formulating new public policy and ethical guidelines, and understanding and imagining possible new worlds.

## **3.2. PROJECTED STUDENT ENROLLMENT AND CAMPUS POPULATION**

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. This section describes the projected student enrollment and campus population growth through the academic year of 2035-36. 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. The corresponding overall campus population growth is necessary to support the overall University mission while sustaining the core strengths of the campus.

According to the Public Policy Institute of California, “California’s higher education system is not keeping up with the changing economy. Projections suggest that the state will continue to need greater numbers of highly educated workers. In 2030, if current trends persist, 38 percent of jobs will require at least a bachelor’s degree. But population and education trends suggest that only 33 percent of working-age adults in California will have bachelor’s degrees by 2030 - a shortfall of 1.1 million college graduates.” This research highlights the need for additional capacity in higher education institutions to meet these workforce demands.

Since 2005, the number of UC eligible students has increased 20% through improved retention and graduation of students from high school. Due to the increase in eligible students, UC system-wide undergraduate enrollment is expected to continue to increase over the next decade, even though the population of K-12 students remains relatively steady. In November 2015 a UC system-wide enrollment plan was approved by the Regents to increase the number of undergraduate California students by 5,000 for the 2016-17 school year, and by 2,500 students in each of the 2017-18 and 2018-19 school years. The number of additional students admitted by each campus are determined by the number of applications schools receive, their overall capacity and other factors. UC San Diego received the third most applications among UC campuses with nearly 95,000 in fall 2015. Over the last several years, the total number of undergraduate students at UC San Diego grew by nearly 3,000 from 23,700 in 2010 to 26,600 in 2015. Though annual undergraduate student growth has been more pronounced in recent years, the 2018 LRDP growth projections anticipate lower rates of annual growth as the 2035-36 academic year approaches. An overall objective is to improve the “faculty to student ratio” and increase the proportion of graduate students to



Students at Qualcomm Institute maker space (left). View of faculty and grad student at California Center for Algae Biotechnology (right).

undergraduate students.

Growth in graduate and professional students is expected as it is tied most directly to the University’s research mission, supports undergraduate education, and helps the state meet its academic and professional workforce needs. The majority of students graduating from the UC system stay and work in California, where its sophisticated global economy demands a highly educated workforce. In 2010 the University enrolled approximately 5,500 graduate and professional students, while as of fall 2015 there were 6,250 graduate and professional students, representing a slight increase of 750 students.

For the 2018 LRDP, UC San Diego estimates a total “headcount” enrollment in 2035-36 of 42,400 students. Headcount reflects the actual number of the population and includes both part-time and full-time individuals. Headcount is utilized for purposes of the 2018 LRDP update as it represents an approximation of the “peak” population that may be on campus at any one time, thereby allowing for a more thorough analysis of the potential growth implications. Note also that during the summer, enrollment and overall population is less than during the regular academic year (e.g. fall, winter, and spring academic quarters); total headcount enrollment in summer 2015 was approximately 10,000 students.

The 2018 LRDP strategy for managed growth would increase undergraduate enrollment from 26,600 (fall 2015) to approximately 32,000 students. Total graduate and professional student enrollment would increase from 6,250

(fall 2015) to approximately 10,400 in order to achieve a desired target of 25 percent of total student enrollment (a 4:1 ratio). The rate of graduate student growth is ambitious compared to historical growth, but is deemed necessary to sustain UC San Diego's prestigious research programs and reputation for academic excellence. Table 3.2.A displays projections of the total undergraduate and graduate/professional student enrollment anticipated to occur through the 2035-36 academic year.

Growth in faculty and staff is also anticipated. Consistent with UC system-wide trends campus staff supported by state funds have declined and the majority of staff growth in recent years is related primarily to campus auxiliary operations, healthcare functions and research. At UC San Diego, state-funded staff decreased by approximately 340 between 2007-08 and 2015-16, while other staff increased by approximately 4,000. Under the 2018 LRDP, it is anticipated that 6,300 non-instructional staff positions would be added by 2035-36, for an anticipated total of 22,300 staff (note that this includes non-academic healthcare staff on the East Campus). Instructional faculty (including ladder rank faculty, adjunct professors, etc.) is anticipated to increase from 1,300 to 2,200. The faculty population would represent a targeted 19:1 ratio of students to faculty, which would align with other similarly-sized research universities. This would bring the overall total of faculty and staff to 23,200.

The total campus population as of fall 2015 was 48,850, including 32,850 students and 16,000 faculty and staff (3,000 of which are non-academic healthcare staff on the East Campus). As shown in Table 3.2.B, the total campus population is projected to grow by 16,750 over the 2018 LRDP planning period, resulting in a total headcount population of 65,600 in 2035.

In addition to the students, faculty, and staff who study and work at UC San Diego, on any given day there are other individuals on campus, including patients, visitors, vendors, construction workers, and employees of other affiliated entities. The LRDP Environmental Impact Report (EIR) considers these populations as appropriate for analyses purposes.

UC San Diego recognizes that present and future instructional, research, and employment activities at the University will continue to be influenced by advances in information technology and online learning. The campus

**Table 3.2.A: UC San Diego Headcount Enrollment**

	2015-16 Actual	2035-36 Projected
<b>General Campus</b>		
Undergraduate	26,600	32,000
Graduates, Professionals, and Health Sciences	6,250	10,400
<b>Total Enrollment</b>	<b>32,850</b>	<b>42,400</b>

**Table 3.2.B: UC San Diego Campus Population**

	2015-16 Actual	2035-36 Projected
<b>Total Campus</b>		
Faculty/Researchers	1,300	2,200
Students	32,850	42,400
Staff	14,700	21,000
<b>Total Population</b>	<b>48,850</b>	<b>65,600</b>

offers multiple opportunities for online learning, using a variety of platforms and tools and currently offers online courses through Coursera, edX, UC San Diego Extension, and UC Online, among others. Not only may these advances result in superior academic experiences, they could conceivably result in reduced environmental impacts. UC San Diego will continue to monitor those developments and seek resources to implement warranted innovations.

### 3.3. DEVELOPMENT PROJECTIONS

#### 3.3.1. CAMPUS DEVELOPMENT

Estimates of the development capacity of the campus were derived by considering:

- Program objectives,
- Identifying logical expansion and development areas, and
- Assuming reasonable densities to provide future flexibility as capital opportunities arise.

Under the 2018 LRDP, new space will be necessary to accommodate the projected expansion of UC San Diego's academic, clinical, housing,

administrative, and service programs. Replacement of obsolete facilities, repurposing of existing buildings, and construction of additional facilities will be necessary to meet the demands of the next generations of faculty, researchers, healthcare, and students.

Under the 2018 LRDP, UC San Diego is likely to grow from 18.9 million gross square feet (which includes projects in planning, design, or construction) to approximately 27.8 million gross square feet (for an increase of 8.9 million gross square feet). This projected net increase 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 strategic redevelopment areas. Table 3.3.1 depicts total campus space in gross square feet by geographical area, with projects currently in planning, design or construction, and as projected out to 2035-36.

In collaboration with various UC San Diego stakeholders and through more detailed neighborhood level development studies, the Campus Planning department completed a capacity analysis of the remaining developable areas and has updated the Land Use Plan (Figure 3.5, page 60) to illustrate how the campus intends to generally locate land uses to accommodate the planned increase in the number of students, faculty, and staff.

Efficient utilization and optimization of existing space is an important component to the 2018 LRDP. Accordingly, campus space policies will be enacted to ensure that existing space is optimally allocated, used, and

### 2018 LRDP Development Goals

- 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;
- Where appropriate, future development will be programmed for multiple uses to make more efficient use of resources and infrastructure; and
- 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 areas of high visual quality, key visual sensitive zones and key vantage points throughout campus are maintained

managed for its stated purpose in alignment with UC San Diego's strategic priorities. The campus will look to renovate outdated spaces, and repurpose vacant and underutilized spaces where feasible. Increased space efficiency will help "create" space for some of the 2018 LRDP's projected growth, which would in turn decrease the amount of gross square feet needed in new facilities.

The University also considers property acquisition as opportunities arise and where strategically advantageous. For example, the University recently acquired the 9.24 acre Torrey Pines Court office complex north of the Torrey Pines Center complex as well as the Governor Park office property. While future acquisitions are unknown at this time, these opportunities allow the campus to obtain additional spatial resources.

Given the competing demands for limited financial resources, the campus must look to new and innovative financing and implementation strategies in

**Table 3.3.1: UC San Diego Existing and Estimated Development  
Gross Square Feet by Location**

By Location	2015-16 Actual	Planned or in Construction	2035-36 Projected
Scripps Institution of Oceanography	1,018,000	31,000	2,011,000
West Campus	11,099,000	1,180,000	16,046,000
East Campus	3,075,300	2,046,000	9,358,300
Nearby	471,000	--	471,000
<b>Total Gross Square Feet</b>	<b>15,663,300</b>	<b>3,257,000</b>	<b>27,886,300</b>

*Notes:*

1. GSF data is rounded to the nearest 100.

2. Nearby includes University House, La Jolla del Sol, and various leased properties within close proximity to the campus.



The Warren Mall leading to Geisel Library from Warren College demonstrates quality urban design principles.

order to achieve its development goals. This may include project development through public-private-partnerships (P3) that would help address financial constraints of campus development. All development proposed under the 2018 LRDP update is subject to funding availability.

### 3.4. URBAN DESIGN 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 few decades, the manifestation of this planning framework has become more evident. That study presented five conceptual planning principles to guide physical development: Neighborhoods, University Center, Academic Corridors, the Park (renamed “Open Space Preserve”), and Connections.

Furthermore, the campus has extended these conceptual planning principles through a series of more focused neighborhood-level studies that incorporate site-specific design guidelines. These neighborhood-level studies establish design guidelines for building heights, setbacks and relationship to open

space and circulation. The guidelines within the studies allow the campus to achieve planned development objectives and to maintain appropriate scale and balance between developed and open spaces. A general description of each planning principle follows, along with a discussion of some specific planning and design considerations that guide the implementation of each concept.

#### 3.4.1. PRINCIPLE 1: NEIGHBORHOODS

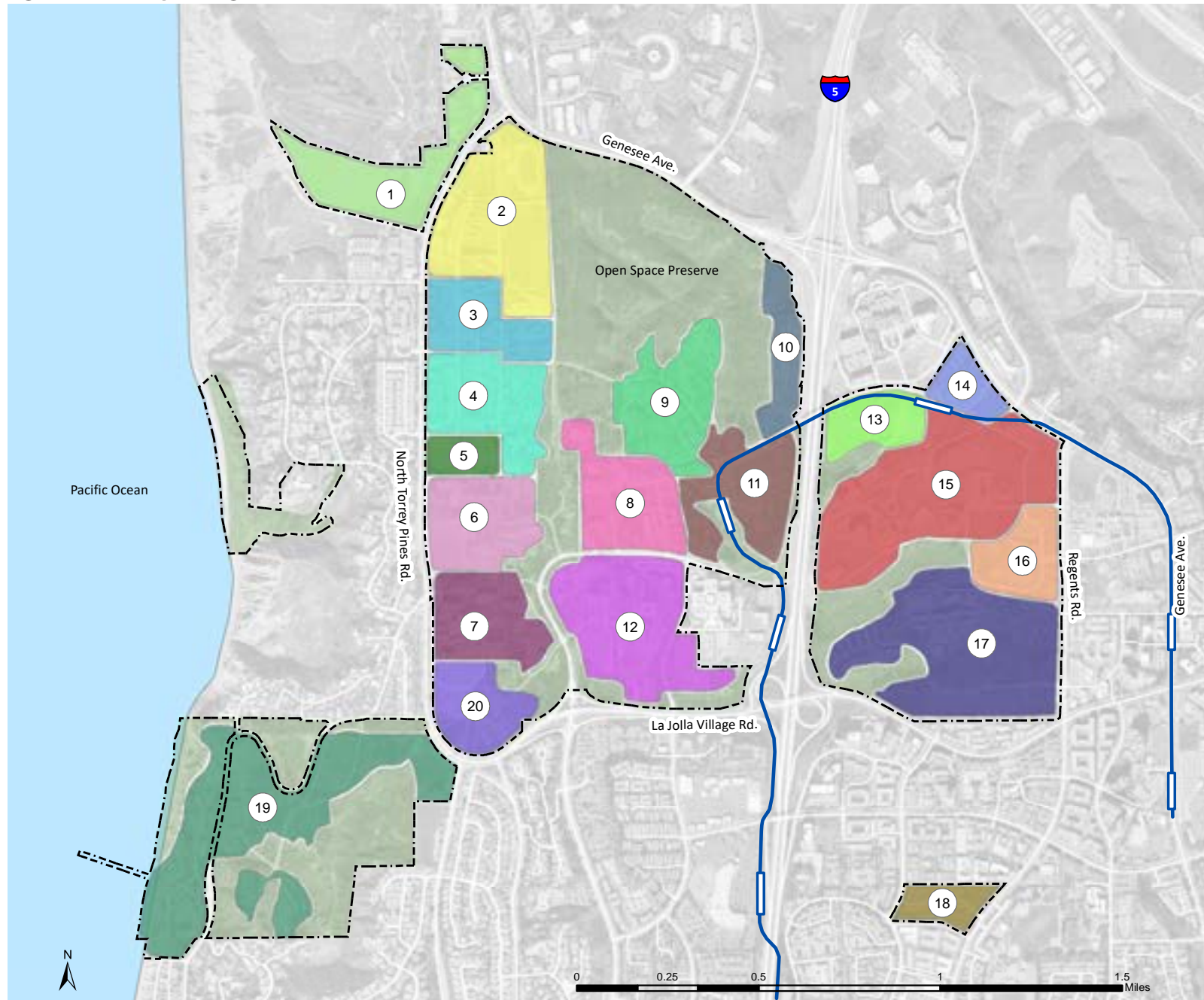
The term “neighborhood” describes UC San Diego’s distinct geographical districts. Compact, clearly demarcated neighborhoods will ensure the efficient use of land and provide an opportunity to imbue each neighborhood with a distinctive character. The following considerations will guide neighborhood development:

- Neighborhoods should comprise compact clusters of buildings, courts, plazas, quadrangles, and open spaces, and have distinct edges and entries;
- Neighborhoods collectively should contribute to the “whole of the University”;
- Each neighborhood should follow specific architectural and landscape design guidelines; and
- The siting and massing of buildings within a neighborhood will preserve

Table 3.4.1: Campus Neighborhoods

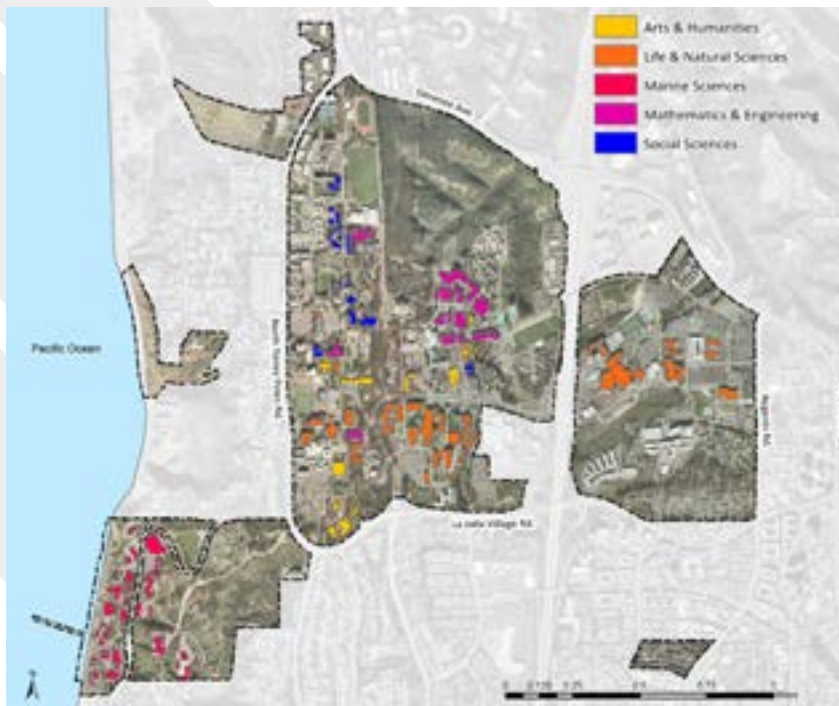
Neighborhood		Neighborhood	
1.	Torrey Pines	11.	Pepper Canyon
2.	North Campus	12.	Health Sciences West
3.	Roosevelt	13.	Recreation East
4.	Marshall	14.	Preuss School
5.	North Torrey Pines Living and Learning	15.	Health Sciences East
6.	Muir	16.	Science Research Park
7.	Revelle	17.	Mesa Housing
8.	University Center	18.	La Jolla del Sol
9.	Warren	19.	Scripps Institution of Oceanography
10.	Campus Services	20.	Theatre District

Figure 3.4.1: Campus Neighborhoods





University Center vision.



Academic Corridors.

view corridors and open space for the campus and community whenever possible.

### 3.4.2. PRINCIPLE 2: 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.

The following planning considerations will guide the continued development of UC San Diego’s University Center:

- The University Center will have an urban character and will incorporate transit-oriented development (TOD) concepts;
- As UC San Diego’s “downtown,” the University Center will have a variety of uses, including academic facilities, classrooms, administrative and student services, campus-oriented retail and commercial uses, eating establishments, entertainment offerings, performance venues, galleries, museums, and gathering areas;
- In general, buildings will be oriented to pedestrians, with open and inviting ground level facades and active uses, including retail, at the ground floor.

### 3.4.3. PRINCIPLE 3: ACADEMIC CORRIDORS

To ensure that faculty and students in related academic departments have easy access to one another and to provide a corresponding basis for locating academic facilities, the campus has developed the concept of “Academic Corridors.” The idea of Academic Corridors (Figure 3.4.3.) is used to guide the process of selecting sites for new buildings and new programs. Each corridor is related to academic discipline clusters, and each includes adequate land to accommodate projected space needs for those disciplines. Five corridors, cutting across neighborhood precincts, have been identified:



- The **Arts and Humanities corridor** extends east from the Muir neighborhood to the University Center neighborhood;
- The **Mathematics and Engineering corridor** encompasses Mathematics in Muir and Engineering spanning Warren and Sixth neighborhoods and, the University Center;
- The **Life and Natural Sciences corridor** extends south from Muir College to Revelle College, through the School of Medicine (SOM) Neighborhood, alongside the Veterans Administration Medical Center, and ends at the UC San Diego Health La Jolla on the eastern area of the campus;
- The **Social Sciences corridor** extends north from Muir College to Eleanor Roosevelt College; and
- The **Marine Sciences corridor** extends from the Scripps Institution of Oceanography's oceanfront facilities northeast to Revelle and Muir Colleges.

#### 3.4.4. PRINCIPLE 4: OPEN SPACE PRESERVE

The "Open Space Preserve" (OSP) (formerly "Park") provides an integrated system of open spaces and contributes significantly to the campus' identity and character. It is planned as a permanent campus feature to preserve these



Skeleton Canyon Ecological Reserve

natural resources. Designation of the OSP land use is intended to ensure management of these natural resources as a cohesive and integral open space system. Thus, limitations on development activities are associated with this land use. The construction of buildings, facilities, roads, driveways, utility infrastructure, and other improvements that would disturb the natural setting are restricted and, in some cases, prohibited within the OSP.

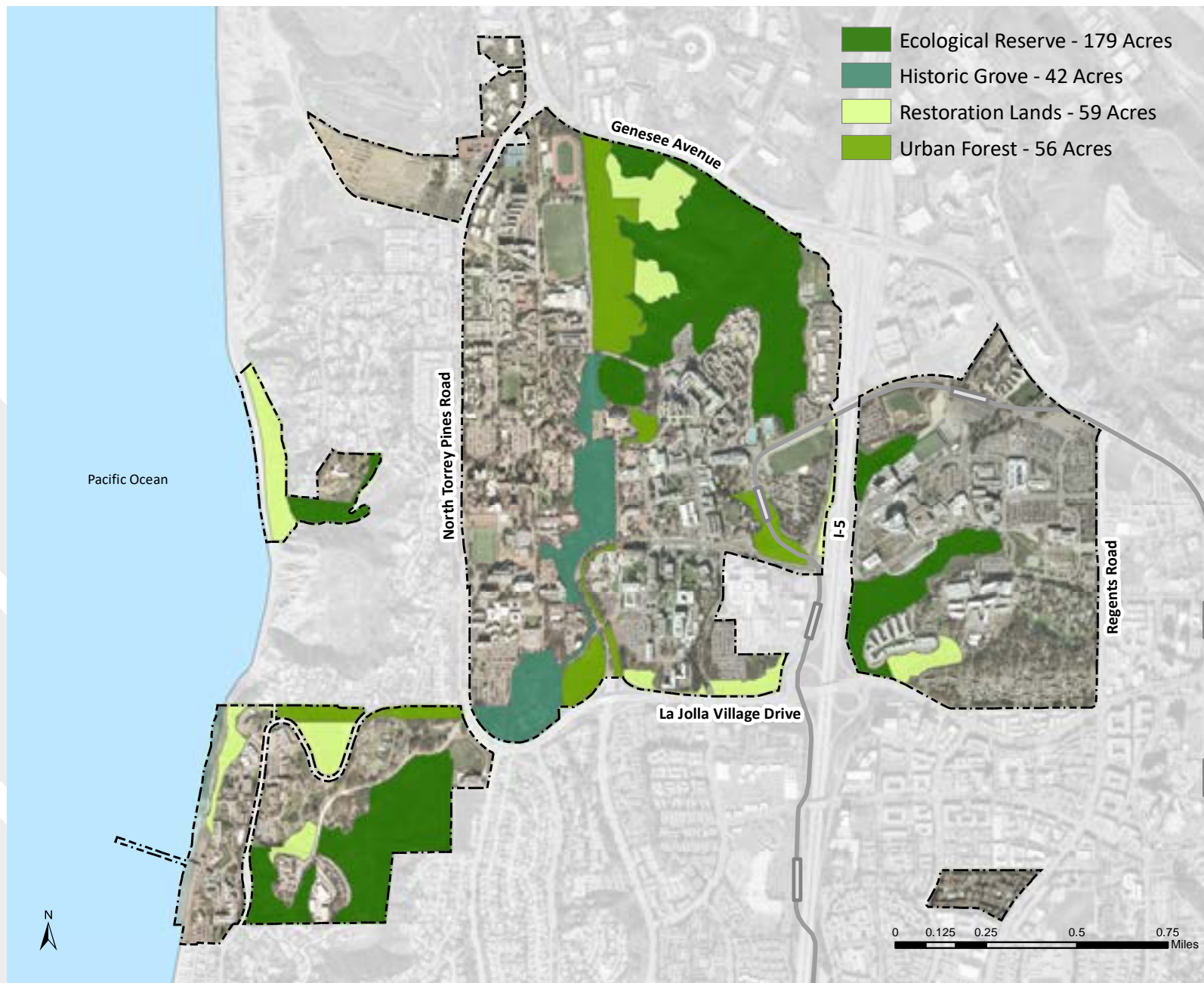
The OSP consists of four types of open spaces with distinct qualities of vegetation, topography, and geography. These areas are the Ecological Reserve, the Urban Forest, the Historic Grove, and the Restoration Lands. All together the OSP represents 335 acres of the overall campus footprint (note that this is nearly 25 more acres than was identified in the 2004 LRDP; 309.4 Acres).

##### *A) Ecological Reserve*

The Ecological Reserve areas of the OSP contribute to UC San Diego's unique setting and include the canyons north and south of Voigt Drive on the West Campus, Skeleton Canyon and the sloped areas adjacent to La Jolla Shores Drive at Scripps Institution of Oceanography, and the Central and North Canyons on East Campus. The Ecological Reserve resources within the OSP land use category are biologically sensitive and boundary adjustments may only be considered on a case-by-case basis if compelling circumstances warrant such consideration. No buildings, roads or driveways will be permitted in this area of the OSP. Essential utility infrastructure improvements may be considered, but may be implemented only with appropriate mitigation of potential biological impacts. Implementation of a pedestrian trail (or campus meander) along perimeters of the Ecological Reserve will be allowed. Further, because the Ecological Reserve lands include most of UC San Diego's stands of native vegetation, this area, when appropriate and sensitive to the Ecological Reserve function, can serve as an important resource for teaching and research.

The UC San Diego Open Space Management Program is intended to maintain and enhance the existing biological values within the OSP Ecological Reserve. The program is focused in this area of the OSP due to the higher

Figure 3.4.4: LRDP Open Space Preserve



level of sensitivity of those habitats. Key components of the program include mitigation management, maintenance, and monitoring activities.

### **B) Restoration Lands**

The Restoration Lands include slopes along the west frontage of Interstate 5 and the South Canyon on East Campus, between the Ecological Reserve and Urban Forest south of Genesee Ave, slopes north of La Jolla Village Drive, north of La Jolla Shores Drive and the coastal bluffs west of Scripps Institution of Oceanography. These areas have been disturbed by erosion and invasive vegetation. Efforts to restore these lands are defined in the EIR for the 2018 LRDP and generally include the restoration of these lands to a native or Ecological Reserve condition. Development in these areas is restricted but may move forward if the proposed improvements have a net benefit to the OSP (i.e. creating interpretative opportunities or repairing erosion problems).

### **C) Historic Grove:**

The Historic Grove areas of the OSC include the eucalyptus stands, stretching south from the intersection of Hopkins and Voigt Drive through the core of the campus to the intersection of North Torrey Pines and Revelle College Drive. The mature eucalyptus groves are a valuable cultural landscape and aesthetic resource to the campus. These trees have defined much of the landscape character of UC San Diego over the past 50 years and are widely valued by the UC San Diego community. The “campus within the grove” is a defining aesthetic character to many who have studied and worked at UC San Diego over the years. The Historic Grove provides a rustic landscape character that creates an important sense of place for the campus. Sustainable management of this resource is fundamental to its long term success. Future expansion of existing and new facilities will be restricted in these areas and, wherever possible, efforts should be made to reduce building footprints and restore the eucalyptus groves to enhance the integrity of this open space. Development of suitable bicycle and pedestrian paths in the Historic Grove is encouraged but tree health and location should be paramount in the design and implementation of these projects.

The Historic Grove has been impacted by prior development, drought, disease, and aging of the original stands of eucalyptus, many of which



Historic Grove near the center of campus.

were planted around the turn of the last century. In an effort to provide a sustainable approach to the management of the campus landscape, it must be understood that campus utility needs, public safety, and fire management require that care and thoughtful planning provide for the replenishment, proper care, and reforestation of these areas as required to provide an attractive, healthy, and at times, flexible environment.

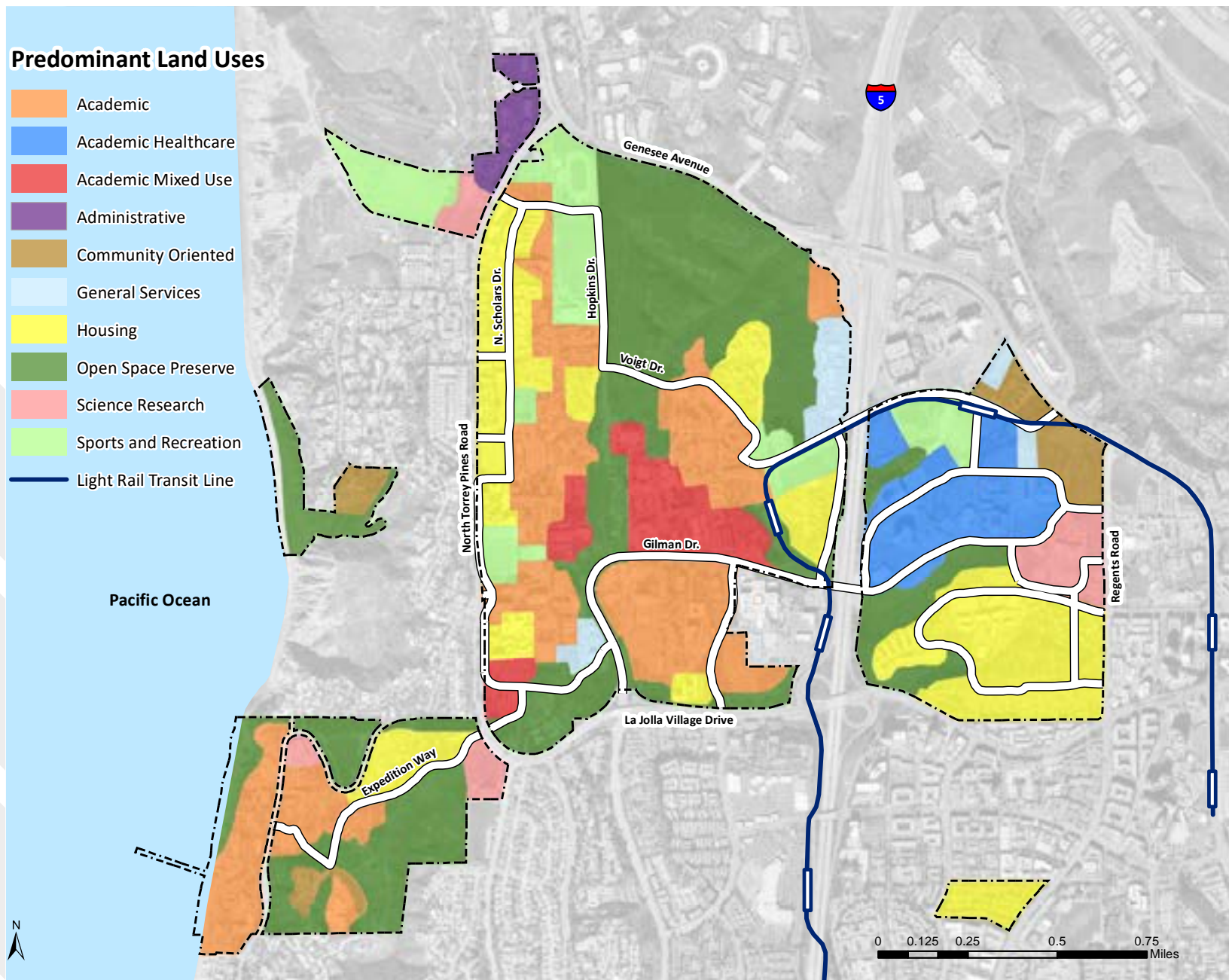
### **D) Urban Forest:**

The Urban Forest consists of areas previously identified as “Park Grove Reserve” and includes the large stands of eucalyptus trees adjacent to Hopkins Drive, east of Geisel Library, within Pepper Canyon, south of Scholars Drive and the Central Utility Plant, and westward from the intersection of Expedition Way and North Torrey Pines Road to the Scripps Institution of Oceanography at the coast. In these areas, the University seeks to introduce a diversity of tree species. Torrey Pines would be most appropriate at more prominent public entries where space allows but other trees native to the Mediterranean, Australia and California should also be planted. Future expansion of existing facilities and new facilities will be restricted in these areas and, wherever possible, efforts should be made to reduce building footprints and replenish the Urban Forest to enhance the integrity of this open space. Development of suitable bicycle and pedestrian paths in the Urban Forest is encouraged but tree health and location should be paramount in the design and implementation of these projects.

## **3.4.5. PRINCIPLE 5: CONNECTIONS**

An integrated system of roads, paths, public entries, landmarks, view corridors,

Figure 3.5: LRDP Land Use Plan



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.

### 3.5. LAND USE PLAN

Consistent with previous LRDPs, the 2018 LRDP describes functional land use categories that reflect those activities that will be predominant in any given area (Figure 3.5). Predominant uses are 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. For example, parking and administrative uses may be included in academic use areas.

- **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. As the campus continues to develop opportunities to combine compatible uses to optimize land usage will be pursued wherever appropriate.
- **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 areas may also include 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 typically 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, Venter Institute, 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 and are anticipated to be pursued under the 2018 LRDP.
- **Housing** land uses primarily denote residential areas intended to accommodate students, faculty, staff and other campus affiliates. The West Campus predominantly houses undergraduates while the majority of graduate and professional student housing is located within the Mesa Housing Neighborhood on East Campus. Growth of the housing

**Table 3.5. UC San Diego Land Use Acreages**

Land Use Category	Total Acreage	Percentage
Open Space Preserve	335	28%
Academic	240	21%
Housing	215	19%
Sports and Recreation	105	9%
Academic Healthcare	75	6%
Academic Mixed-Use	54	5%
Science Research	50	4%
Community-Oriented	42	4%
General Services	25	2%
Administrative	25	2%
<b>Total Acreage</b>	<b>1,158 Acres</b>	



Ecological Reserve in the Open Space Reserve.

supply is anticipated through redevelopment of existing housing, infill development and development of new housing projects. In addition, where compatible with other land uses, housing may also be considered as part of mixed-use developments.

- **Academic Healthcare** land uses primarily include clinical and medical research, teaching facilities and patient care associated with UC San Diego Health Sciences and UC San Diego Health.
- **Administrative** land uses primarily involve general administrative and institutional support functions that typically occur in office facilities.
- **General Services** 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. Many of these functions are located at the Campus Services Complex located north of Voigt Drive just west of I-5. The campus central utilities plant is located east of the Reville neighborhood and on the East

### 2018 LRDP Instruction and Research Goals

- Locate instruction and research facilities along “Academic Corridors” to enhance interdisciplinary relationships;
- Continue to provide and expand classroom, teaching, and study spaces to meet student growth projections;
- Seek to renovate and modernize existing facilities where appropriate to meet growing and changing demands for research space; and
- Continue to pursue research partnerships that benefit University programs.

Campus is the non-hospital utilities plant and the 69kV substation located south of Genesee Avenue near The Preuss School.

- **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 high biological value and/or sensitive species and restoration lands that consist of slopes, canyons, and bluffs. The natural landscape of UC San Diego has been recognized as a unique asset that distinguishes the campus from other universities. The Open Space Preserve provides an integrated system of open spaces which contributes significantly to the campus’ identity and character and is planned to be a permanent campus feature to preserve these natural resources.

Note that parking structures and surface lots are located throughout the campus. These parking areas are included in the land use areas characterized by the predominant use; e.g., Academic, Housing, Administrative, etc.

## 3.6. DEVELOPMENT OBJECTIVES

The following sections provide an overview of development objectives and goals that will guide the physical development of the campus under the 2018 LRDP.

### 2018 LRDP Housing Goals

- Expand on-campus housing to create a more vibrant living-learning campus, with a goal of providing housing for a minimum of 65% of total eligible students;
- Flexibly plan and allocate future housing inventory to meet the most pressing campus needs;
- Align housing strategy with regional goals that are focused on addressing housing shortages and reducing environmental impacts (e.g. reduction in commuter vehicular trips to and from the campus);
- Seek to redevelop older, lower density areas in addition to developing infill housing sites to optimize land usage;
- Develop faculty and staff housing to remain competitive with peer academic institutions in attracting top talent;
- Expand and enhance campus services, programs and amenities to support a growing residential community on campus; and
- Accommodate up to two additional undergraduate residential colleges to meet the needs of a growing student population.



Additional housing allows for a reduction in vehicle trips to campus.

### 3.6.1. INSTRUCTION AND RESEARCH FACILITIES

Academic and research programs are expected to increase in the future. Growth is based on increased student enrollment, the UC mandate to provide research, and the need to provide adequate facilities to support these activities. In addition, existing facilities that are in poor condition due to age or obsolescence are planned to be replaced or renovated over time to provide modern facilities to accommodate expected growth needs. The campus will continue to monitor classroom and teaching space usage to proactively address growing demands.

### 3.6.2. CAMPUS HOUSING

Campus housing is a vital resource supporting the recruitment, transition, personal growth and development, academic achievement, and retention of students. UC San Diego's 2018 LRDP vision is to become a living-learning community, of which on-campus housing is a critical component. On-campus housing provides many benefits by expanding opportunities to fully integrate undergraduate as well as graduate and professional students into the academic and social life of the campus. Part of the attraction is the community setting as well as adjacency to academic, research, social support, and recreation facilities.

Providing an adequate supply of on-campus housing has been a priority in UC San Diego's previous LRDPs and remains an integral element of the 2018 LRDP. The high cost and shortage of available housing in the San Diego region has created a high demand for on-campus housing. There is also a strong desire for students to live on campus. As a result, demand for housing far exceeds the available supply. In fall 2015, the waitlist for campus housing reached well over 4,000 students.

Students living off-campus are commuting further from campus in order to find affordable housing. Providing on-campus housing is a key part of the 2018 LRDP's sustainability strategy because it reduces vehicle trips to and from the campus (the 2018 LRDP EIR contains an analysis of anticipated reduction in vehicle miles traveled). Additional housing also contributes to

regional and City of San Diego goals to expand housing supply in existing urban cores, combining mixed-use activity centers with transit access. Finally reduced parking demands are anticipated as the numbers of commuters to campus is decreased. Those residing on campus are more likely to utilize an integrated network of campus shuttles, public transit, improved pedestrian and bicycle routes and access to the future light rail transit as alternatives to a personal vehicle.

For entering undergraduate students, on-campus housing helps ease the transition to university life by providing numerous benefits in addition to convenience and affordability. Existing on-campus undergraduate housing is primarily focused around the six residential colleges. The 2018 LRDP enrollment growth projections would result in the need to develop two additional residential colleges to accommodate the projected 32,000 undergraduates. For planning purposes, this equates to approximately 4,000 students per college (see Chapter 2, Table 2.4.1. for fall 2015 college enrollments). Development of more housing within the existing colleges is anticipated through redevelopment and infill projects where feasible. Finally, development of non-college affiliated undergraduate housing, such as transfer and upper division student housing, will be also considered to further expand opportunities for all eligible students to live on campus.

Expanded graduate and professional student housing is anticipated to be provided at the Mesa Housing Neighborhood. With the completion of Mesa Nueva, 1,350 beds were added to the housing stock. Nuevo East and Nuevo West will add a net of over 1,800 new beds.

To further enhance the living-learning community, UC San Diego aspires to develop housing for faculty, staff and other campus affiliates. These populations are also affected by housing affordability challenges and low availability in the San Diego region. Faculty and staff housing will improve the recruitment and retention of high-quality faculty, researchers and staff thus ensuring the campus will continue to maintain excellence in its academic, research and public-service missions.

The 2018 LRDP identifies campus land capacity to expand to nearly 30,000 total residential beds. This would provide additional housing to meet the

needs of undergraduates, graduate and professional students, faculty, and staff in addition to other campus affiliates. The new housing plan proposed under the 2018 LRDP excludes approximately 5,000 beds already approved for development under the 2004 LRDP (see chapter 3, Housing Projections). Overall, this would ensure that over 65 percent of the eligible student population would have access to affordable on-campus housing.

### 3.6.3. ADMINISTRATIVE AND SUPPORT FUNCTIONS

Many of UC San Diego's administrative, support and ancillary functions will experience increased demand for services resulting from the anticipated enrollment and population growth. Administrative units, student services, retail services, health and wellness services, police and emergency services, conferencing facilities and childcare will also face increased demands, some

#### *2018 Administrative and Support Program Goals*

- Modernize and renovate existing administrative spaces on campus to improve utilization;
- Monitor effects of growth on campus support services to ensure adequate levels of service are provided;
- Continue to promote flexible work schedules and telecommuting policies to reduce commuting impacts; and
- Develop additional childcare facilities on campus to meet existing and future demand.

of which may translate into future development proposals.

### 3.6.4. HEALTHCARE AND CLINICAL PROGRAMS

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 health-care delivery network to efficiently serve patients through next-generation technology and multidisciplinary expertise, and to continually provide demonstrably superior clinical care. At the La Jolla campus, this may translate into the development of more outpatient care facilities, clinical research opportunities, and other support functions; specifically on the East Campus where primary healthcare programs currently exist. While changes in healthcare are expected to remain

### *2018 LRDP Healthcare and Clinical Programs Goals*

- Provide flexibility for future development needs in a rapidly changing healthcare environment;
- Improve access to healthcare facilities with a focus on the patient experience;
- Continue to provide high-quality, patient-oriented services that respond to the needs of the community and attract patients from around the world; and
- As the region's only academic medical center, expand and enhance state-of-the-art research and teaching facilities and core support services.



Pedestrians, bicycles, vehicles, and buses all utilize Myers Drive to access UC San Diego Town Square.

dynamic, the 2018 LRDP provides land to accommodate this potential growth and is accounted for in the development projections.

### **3.6.5. CIRCULATION, TRANSPORTATION, AND PARKING**

#### *A) Pedestrian and Bicycle Circulation*

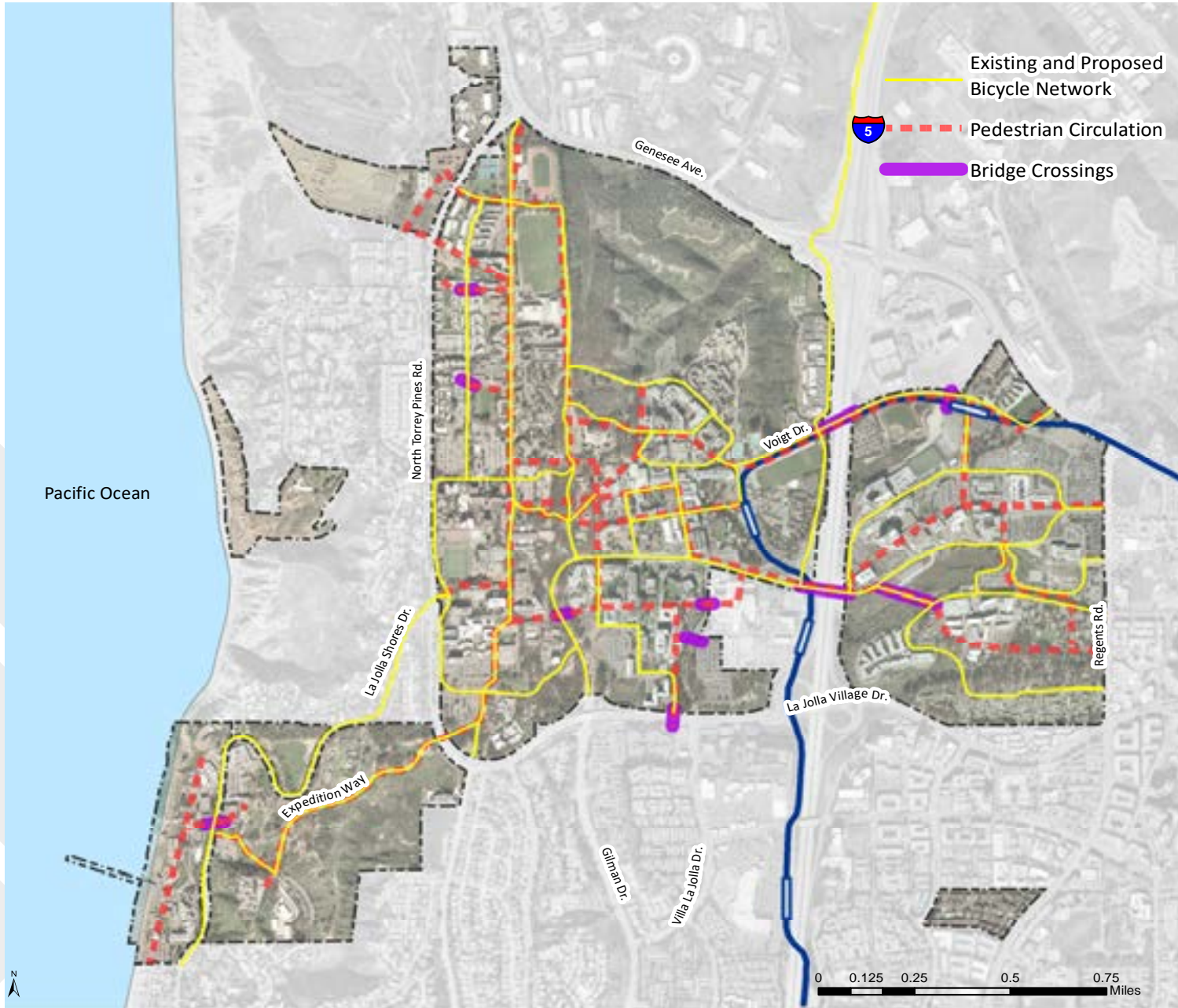
Building upon existing circulation routes, the 2018 LRDP promotes an expanded framework for pedestrian and bicycle routes that has been designed to create a desirable physical environment, support health and wellness, reduce automobile dependency, and link with mass transit stations including the Light Rail Transit system extension to the campus, which is currently under construction.

UC San Diego will continue to encourage the use of bicycles for commuting and on-campus transportation. Many bicycle and pedestrian improvements have been made in recent years and more are underway or in design. With the completion of the Light Rail Transit system and the growth in the number of residents living on campus, demands on the pedestrian and bicycle network

#### *2018 LRDP Pedestrian and Bicycle Goals*

- Encourage increased active-transportation use and improve pedestrian and bicycle infrastructure on campus;
- Locate vehicle parking at the perimeter of the campus, except where proximate access is necessary, to create a more pedestrian-oriented urban core;
- Improve safety by reducing conflicts between vehicles, bicycles, and pedestrians through thoughtful design and clarity in circulation;
- Collaborate with local agencies to enhance and improve pedestrian and bicycle access to/from the campus and within the surrounding communities; and
- Design new buildings to enhance pedestrian connections to adjacent sites and provide appropriate bicycle connections and infrastructure.

Figure 3.6.5: Existing and Proposed On-Campus Bicycle and Pedestrian Connections





Dedicated bicycle and pedestrian path improvements.

will intensify. Consequently, UC San Diego will continue to emphasize pedestrian and bicycle connectivity by adding bicycle facilities throughout the campus.

To guide this planning, UC San Diego in collaboration with the City of San Diego, prepared a Bicycle and Pedestrian Planning Study in 2012 that provides guidance for the implementation of mobility infrastructure and programs. The study envisions a campus where the majority of its students, staff, faculty and visitors commonly walk, bike or use public transit to get to and around the campus instead of a single occupancy vehicle, thereby reducing traffic congestion and parking demands. Figure 3.6.5. identifies the existing and proposed major pedestrian and bicycle circulation routes on campus.

### **B) Alternative Transportation**

To accomplish its long-standing goals of easing access and improving mobility on the campus while minimizing the impacts of growth on the surrounding community, UC San Diego will continue to emphasize the importance of alternative transportation and TDM strategies, including campus-operated shuttles, bus transit, light rail transit, carpools, vanpools, and walking and bicycling. Alternative transportation usage at UC San Diego rose from 34 percent in 2001 to 58 percent in 2015. In fall of 2015, according to Transportation Services data collected, of the approximately 53,800 total people who entered the campus, 31,800 entered via alternative transportation modes (versus 22,000 single-occupant vehicles).

UC San Diego has been working closely with the San Diego Association of Governments (SANDAG), the California Department of Transportation (Caltrans) and the Metropolitan Transit System (MTS) to identify and implement transportation system improvements to effectively serve the campus via light rail, public transit, and bus rapid transit systems. Additionally, to increase the convenience and attractiveness of non-drive alone modes, UC San Diego will continue to coordinate deployment of its campus shuttles with the improved public mass transit operations.

The University is currently working with local ridehailing providers (such as Uber and Lyft) to create a comprehensive campus-wide rideshare program. This program will be designed to support commute, business travel, events and general transportation needs for students, staff, faculty, and other members of the community.

### **2018 LRDP Alternative Transportation Goals**

- Continue collaborative partnerships with local transit agencies to enhance and effectively coordinate services provided to the UC San Diego campus and surrounding community;
- Collaborate and partner with local agencies to improve off-campus bicycle and pedestrian infrastructure;
- Continue to support and encourage alternative modes of travel including Light Rail Transit to further reduce single-occupant vehicle traffic;
- Regularly evaluate campus shuttle routes to provide last mile connections and enhance intracampus mobility and optimize integration with other public transit operations;
- Encourage walking and bicycle usage on campus through continued infrastructure improvements and implementation of supporting programs and policies; and
- Monitor advances in transportation technologies and be prepared to adapt to changes that provide benefits to the campus and community.



MTS bus stops for pick up at Gilman Transit Center.

Finally, campus planners are monitoring the future of transportation including the development of autonomous vehicles (AVs). Recently, the California Department of Motor Vehicles (DMV) released proposed regulations to establish a path for testing and future deployment of AVs. AVs offer the promise of increased safety for users and greater efficiency in systems operations. The rapid development of emerging automation technologies means that partially and fully automated vehicles are nearing the point at which widespread deployment is feasible. AVs are expected to be the catalyst that fundamentally changes ridehailing services and microtransit options. The following implications for planning purposes are expected of AVs:

- Through unique navigation capabilities and efficient self-parking, AVs are expected to enable narrower and fewer traffic lanes, and potentially allow for repurposing of structures or surface parking areas;
- AVs are expected to create demand for drop-off areas that are as close as possible to the entrances of destinations, and because they are self-parking, proximate parking may not be needed and AVs can remain available at peripheral areas to await their next rider;
- Traffic information can be transmitted to AVs wirelessly in real time, requiring less physical signage and reduced need for traffic signals.

The Computer Vision and Robotics Research laboratory, a research unit within JSOE, operates the Laboratory for Intelligent and Safe Automobiles (LISA), which is a multidisciplinary effort to explore innovative approaches

to making future automobiles safer and “intelligent”. Their research considers issues in sensing, analysis, modeling, and prediction of parameters associated with drivers, occupants, vehicle dynamics and vehicle surroundings as well as transportation infrastructures. This may lead to testing and implementation of AV research on the campus.

### C) Vehicular Circulation

The UC San Diego campus is well served with multiple access points, including access to Interstate 5, a major regional connector. With the anticipated completion of the Gilman Drive vehicular bridge in early 2019, the campus will have completed its internal campus “Loop Road” element that will further

#### 2018 LRDP Vehicular Circulation Goals

- Support the existing ‘park once’ strategy that reduces the use of private automobiles for circulation within the campus;
- Create more clarity in the circulation and parking systems and a stronger sense of orientation around the campus to improve access and reduce congestion;
- Reduce internal circulation associated with parking space search by improving parking predictability and guidance;
- Strategically locate parking facilities to ease access and reduce vehicular traffic in the central campus core where pedestrian and bicycle mobility and safety is a priority;
- Strengthen public entries with effective landscaping and selective signage to provide attractive, visible gateways and make it easier to navigate the campus;
- Ensure the visitor experience is improved through convenient access to visitor parking and improved wayfinding;
- Implement traffic circulation improvements as required by supporting analyses to mitigate campus traffic impacts;
- Provide intuitive and convenient patient access to healthcare facilities; and
- Ensure efficient service and emergency vehicular access.



Gilman Bridge visualization.

reduce the need to access city streets to circulate around campus. The campus loop road, along with several other streets, provides circulation around the campus academic core area, including circulation to and from most of the major parking facilities. As described in Chapter 2 several circulation improvements are being implemented on campus or in proximity that will provide added capacity for vehicular access. Key goals of the vehicular circulation system are to ensure adequate service and emergency vehicular access, and strengthen public entries to provide attractive, identifiable gateways, and provide clarity for those accessing the campus.

#### D) Parking

The UC San Diego campus serves a variety of population groups including patients, visitors, staff, faculty, students, and vendors. The parking needs of each of the groups present challenges in planning the campus parking facilities. Through the development of the 2018 LRDP capacity analysis

**Current per capita ratio of parking to campus population:**

(comprised of students, staff, and faculty)

**0.32**

15,500 total parking spaces

This ratio results in an **approximate peak parking occupancy** of:

**90%**

which represents the minimum number of spaces needed to operate at optimal efficiency.



Athena Parking Structure on East Campus.

appropriate parking locations have been identified to meet projected needs. The vast majority of future parking will be constructed in multi-level structures and/or underneath buildings to optimize the usage of available campus land resources. For planning purposes, the current per capita ratio of parking to campus population (see sidebar) is expected to continue while anticipating a parking demand reduction as a result of the LRT service on campus (estimated at 10% overall reduction to parking demand). While a key campus objective is to better manage parking supply and reduce commute trips to campus, the 2018 LRDP provides for future flexibility in the event more parking is necessary to address unforeseen changes in parking demand. Transportation Services regularly monitors supply and demand to ensure parking needs are met on campus. It is also important to note that community concerns regarding parking overflow into the local neighborhoods can be managed by providing an adequate supply of on-campus parking.

Parking facilities for residential development, which includes graduate/professional housing and staff/faculty/affiliates housing, will also be necessary (note that this excludes on-campus undergraduate housing which does not provide dedicated parking). These parking facilities are provided specifically for residents. Residential parking is currently provided at Mesa Housing, Coast Apartments, and La Jolla del Sol. These parking areas are managed by campus Housing, Dining, and Hospitality rather than Transportation Services, however usage of these space are monitored to ensure an adequate supply is available.

Finally, parking for clinical and healthcare facilities is an important

### 2018 LRDP Parking Goals

- Develop parking facilities only as needed and after careful consideration of anticipated demands to accommodate the long-range population growth of the campus;
- Implement parking policy changes to manage the anticipated parking demands associated with projected campus growth;
- Reduce parking intrusion into local neighborhoods by providing an adequate supply of on-campus parking, and continue to monitor the effects of parking policies to minimize impacts on the surrounding communities;
- Carefully consider opportunities to co-locate parking structures with other facilities (e.g., housing, office, academic);
- Implement technological advancements such as sensors, automated data collection, dynamic signage to reduce parking search time, reduce congestion, and increase overall utilization efficiency with app-based or in-car parking guidance;
- Consider shared-use parking strategies where feasible to maximize parking utilization, thus decreasing amount of new structured spaces needed;
- Continue to provide parking for disabled persons in close proximity to buildings throughout the campus to ensure compliance with the Americans with Disabilities Act (ADA);
- Monitor and reexamine parking demands after opening of light rail transit (anticipated to be operational in 2021) and consider policies that maximize its usage;
- Support community efforts to manage off-campus parking and reduce neighborhood parking by commuters;
- Ensure adequate parking and patient access to Healthcare facilities that elevates the patient experience; and
- Consider location of parking allocations on campus that effectively meets needs of varying user groups.



Athena parking structure sign with parking sensors and real-time availability information.

consideration as efficient patient access is a high priority for the campus. Parking demands associated with these uses are also tracked regularly and may result in additional parking facilities as necessary.

#### 3.6.6. OPEN SPACE AND LANDSCAPE

The campus landscape reflects the University's commitment to sustainable practices and creates a strong sense of place. As the University continues to urbanize, it will become increasingly important that these spaces be multifunctional; not only providing the foundation for roads, walks, courts, and plazas, but also further supporting environmental systems such as water conveyance and bio filtration, among other environmental benefits.

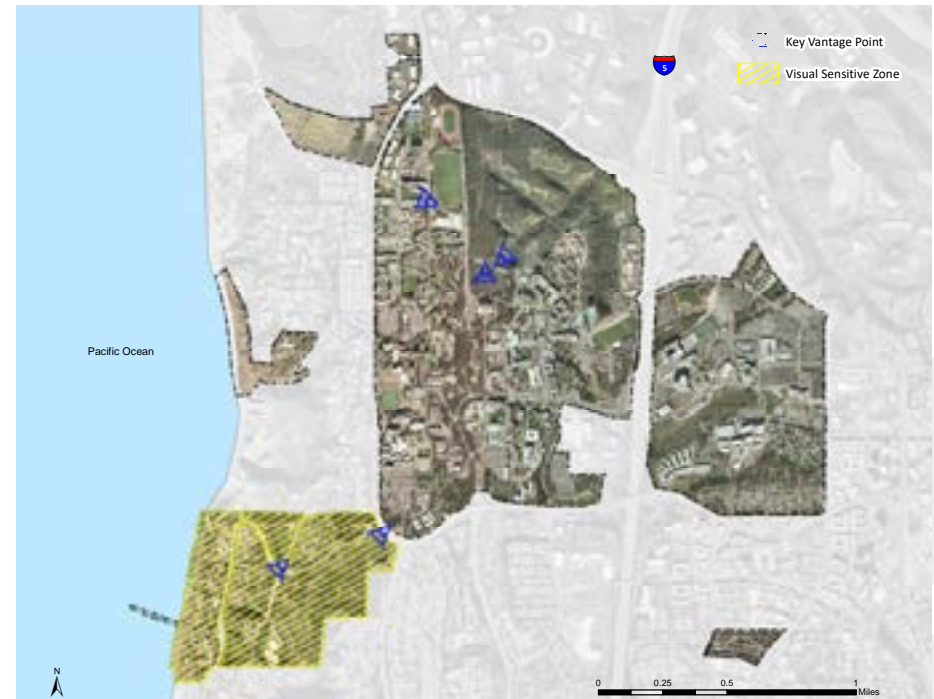
The campus derives much of its character from its many formal open spaces, view corridors, plazas and courtyards that have been developed over the course of the University's development. These open spaces include areas such as: Library Walk, Warren Mall, Health Sciences Walk, Ridge Walk, Reville Plaza, Matthews Quad, The Wedge, Town Square, and Pawka Green. Through the 2018 LRDP, these spaces will be enhanced and revitalized as appropriate to sustain these important campus features that serve various purposes

### 2018 LRDP Open Space and Landscape Goals

- The campus open space should convey a positive image of the University to support its mission as a student-centered, research-focused public university;
- Maintain and enhance historic places and open spaces that contribute to the University's unique campus identity;
- Enhance and incorporate outdoor places for gathering, collaboration, meeting, and entertainment that offers students and faculty the opportunity to interact around research, academics, and for the general enjoyment of the campus experience;
- Incorporate resiliency into open space planning through implementation of conservation and landscaping management strategies that address climate change;
- Continue to provide areas for campus community gardens as a unique resource to student, staff and faculty;
- Ensure that the habitat functions and values of the Open Space Preserve are maintained and protected;
- Continue to encourage a low water use, drought tolerant landscape palette; and
- Emphasize the importance of campus open spaces that form a balance with the built environment of the campus.

including wayfinding, student activities, informal gatherings, and campus events. Opportunities to create a variety of new open spaces, both formal and informal, will be important as the campus continues to develop and increase in population.

Due to topography and proximity to the ocean, the campus offers a variety of visually sensitive areas and key vantage points. The entirety of Scripps Institution of Oceanography has been identified as a visual sensitive zone. Campus visual resources establish connections with the ocean, foothills, nearby canyons and the mountains to the east. These remain an important



Visual resources identified on campus.



Open space and landscape features are intertwined throughout the campus. Revelle Plaza (left) and Pawka Green (right).

consideration both for landmark identification and maintaining the campus's image.

As part of the campus's 1989 Master Plan Study, UC San Diego's natural resources (the eucalyptus groves, canyons, hillsides, and bluff areas) were conceptualized collectively as the "Park" (now referred to as "Open Space Preserve"). These protected open spaces are fundamental to the campus character and provide a regional connection and place making that balances increased campus urbanization with preservation of natural open space. The Open Space Preserve consists of Ecological Reserve, Restoration Lands, Historic Grove and Urban Forest (see pages 55-57). Through continued planning efforts these natural open spaces are being further defined with this update to the LRDP.

UC San Diego has developed exterior signage guidelines to ensure that signage is consistent and reflects the campus' high visual quality. These guidelines include entry signs, pedestrian oriented and vehicular wayfinding signage. In addition, digital signage will be implemented at strategic locations on campus where appropriate.

The 2018 LRDP open space planning goals serve as broad guidelines that can be applied to the creation, maintenance, and preservation of all open spaces on campus.

### 3.6.7. UTILITY INFRASTRUCTURE

Projected utility demands have been analyzed to ensure the growth contemplated under the 2018 LRDP can be adequately supported and to identify new infrastructure needs. The University maintains and operates most of its infrastructure and service systems independent of local jurisdictions. This provides the campus with a higher degree of control over the operation of these systems allowing the campus to be strategic with its systems management to further reduce infrastructure needs and address sustainability objectives. Land has been designated in the 2018 LRDP to accommodate potential expansion necessary to provide additional infrastructure services to support campus growth.

### 2018 LRDP Utility Infrastructure Goals

- Ensure infrastructure services and demands are regularly monitored and expanded to meet the needs of planned campus expansion;
- Infrastructure projects shall be coordinated with future planned development to minimize campus impacts including construction, operational noise, service access, maintenance, etc.;
- Consider life cycle costs, including replacement costs, energy costs, operations and maintenance costs, and regulatory costs;
- Seek opportunities to reduce infrastructure service demands through innovative design and compliance with the UC Sustainable Practices Policy;
- Pursue mixed-use and compact development and infill projects that optimize infrastructure services;
- Pursue green infrastructure systems including designing roadways, parking, landscape and other physical improvements to filter storm water runoff; and
- Minimize water use by further expanding existing reclaimed water infrastructure and through innovative water capture techniques.

### 3.6.8. ENVIRONMENTAL STEWARDSHIP AND SUSTAINABILITY

As part of UC San Diego's commitment to responsible stewardship of its physical resources and compliance with the UC Sustainable Practices Policy, campus project proposals will be evaluated for their environmental sustainability. A number of strategies will be implemented to achieve the goal of reducing UC San Diego's greenhouse gas (GHG) emissions over the life of the 2018 LRDP through 2035-2036, with an emphasis on sustainable growth and operations. This includes continuation and enhancement of Transportation Demand Management (TDM) measures, embracing the Light Rail Transit opportunities, and providing additional campus housing. As part of the 2018 LRDP, UC San Diego is updating its portfolio of GHG reduction strategies. These GHG reduction strategies will augment the UC San Diego



### 2018 LRDP Sustainability Goals

- Continue to meet objectives of the UC Sustainable Practices Policy and implement greenhouse gas reduction strategies;
- Optimize the use of existing facilities, sites, and campus space through repurposing, renovation, infill, and consolidation where appropriate;
- Embrace sustainable facility designs and encourage “green” operations where appropriate;
- Continue to provide and expand on-campus housing opportunities to reduce vehicle miles traveled to/from campus, thus reducing the campus’ carbon footprint; and
- Model and promote a campus living laboratory, leveraging the many innovative sustainability research solutions for which UC San Diego is known.



Photovoltaic panels on top of Hopkins Parking Structure provide energy and shade.

Climate Action Plan that was first prepared in 2008 and is currently being updated. These strategies include the following: campus infrastructure improvements, renewable energy facilities construction, renewable energy purchase, equipment retrofits, operational energy efficiencies, new construction energy efficiency, and measures that can be applied to individual projects with the goal of incrementally reducing UC San Diego’s overall GHG emissions over the life of the 2018 LRDP plan.

### 3.6.9. COMMUNITY PLANNING

As part of the development of the 2018 LRDP, the campus has collaborated with its neighbors to prepare community planning goals. In 2016, the University, working with neighboring community groups, formed a Community Advisory Group (CAG) to provide input into the development of the 2018 LRDP. The community planning goals were jointly developed in collaboration with the CAG and the UC San Diego Campus Planning office, as well as others.

UC San Diego will continue to consult with the community as plans for new buildings and facilities arise through the ongoing implementation of the 2018 LRDP. UC San Diego will also continue to regularly participate in and

### 2018 LRDP Community Planning Goals

- Coordinate with local and regional agencies in areas of mutual interest and contribute to regional solutions;
- Continue to provide community oriented services and offerings that provide opportunities for community engagement;
- Expand on-campus housing opportunities as a benefit to the campus and community;
- Endeavor to provide and closely monitor infrastructure needs to ensure planned growth does not outpace these critical services;
- Ensure campus-community communication is provided through a variety of means and methods and establish recurring Community Advisory Group meetings;
- Be sensitive to the integration of the campus edges with the surrounding neighborhoods;
- Encourage a campus environment that is more easily accessible to the community; and
- Endeavor to respect and preserve the unique campus features for enjoyment by the community and campus population alike.

conduct community meetings and outreach regarding upcoming projects to ensure issues of potential neighborhood concern are made known and considered during the planning process of future development. Through the development process for new projects the campus strives to be sensitive to the surrounding neighborhood context, taking into account use, scale, aesthetics, construction impacts, potential noise generation, and density, particularly as it relates to development along the campus edges.

### 3.6.10. IMPLEMENTATION PROCESS OVERVIEW

The LRDP is a plan to guide development; however, it is not an implementation plan. Adoption of the 2018 LRDP does not constitute a commitment to any specific project. Each development proposal must be approved by The Board of the Regents of the University of California by the University of California Office of the President (UCOP), and /or by the Chancellor, as appropriate. At the campus level, the review of campus projects is informed by a review process that involves input from staff, faculty and students (and the local community as necessary). Given competing demands for financial resources and limited funding from the State, the campus must look to new and innovative financing and implementation strategies that will require a focus on strategic and cost-effective integration of programmatic needs, funding sources, infrastructure delivery and more mixed land uses.

### 3.6.11. PHYSICAL PLANNING & DESIGN PROCESS

With the goal of developing land use and building project plans that balance aesthetics and functionality, and advance the development of the campus' environs and facilities to meet campus strategic goals, UC San Diego relies on a number of planning processes that actively engage faculty, students, and staff on a variety of consultative committees.

#### A) Advisory Committees

The development and implementation of land use and capital improvement plans at UC San Diego is overseen by three standing committees: the Campus/Community Planning Committee(C/CPC), the Open Space Committee, (OSC) and the Design Review Board (DRB). In addition planning and building advisory committees are formed to advise campus leadership on individual

planning studies and building projects.

#### 1. Campus/Community Planning Committee:

This group serves an advisory role on issues pertaining to the physical development of the campus. The membership is comprised of faculty members, staff administrators, and undergraduate and graduate student representatives. This Committee oversees the preparation of long range physical planning studies, provides comments to the Design Review Board (DRB, see below) regarding building design and major landscape projects, and evaluates potential sites for new facilities. The Marine Sciences Physical Planning Committee (MSPPC) is comprised of Scripps Institution of Oceanography affiliates and is a sub-committee to the C/CPC that provides an advisory role for projects germane to that part of the campus.

#### 2. Open Space Committee:

This group is a subcommittee to the Campus/Community Planning Committee and provides counsel and advisory recommendations with respect to open space planning and landscape design. Open space planning includes the advocacy and oversight of all campus open spaces including the Open Space Preserve. In this capacity, the Committee guides efforts to ensure the development of a holistic system of open space that is attractive, functional and sustainable and provides for a unifying foundation to the campus architecture and community.

#### 3. Design Review Board\_:

In conformance with Regent policy, this group advises the Chancellor on facility design and architectural guidelines, and the designs of new buildings and major landscape projects to ensure consistency with applicable planning guidelines. The membership includes three peer recognized architects from the private sector, one landscape architect from the private sector, the academic and administrative co-chairs of the Campus/Community Planning Committee, an at-large representative of the Academic Senate, and the Vice Chancellor of Resource Management & Planning.

#### 4. Planning Advisory Committees:

The preparation of campus-wide or neighborhood level physical plans

is overseen by a committee of faculty, students, administrative leaders, and senior planning and design staff. These studies identify sites for new academic, administrative, housing, recreation, parking and support facilities; define vehicular and pedestrian circulation improvements; develop design guidelines that define neighborhood site characteristics and building attributes; and provide phasing plans to enable orderly growth.

### 5. Building Advisory Committees:

For each major building and/or open space project, programmatic and design coordination is overseen by a committee of faculty, students, administrative leaders, and senior planning and design staff. These committees are formed on a project-by-project basis and work closely with the appointed design professionals and architects so that each project meets the predefined program goals and design objectives, as established by campus leadership. In addition, various campus units (Campus Planning, Capital Programs Management, and Real Estate) collaborate to complete required project documents, including project description and justification analyses, environmental impact assessments, site plans, design documents, a construction schedule, and a budget. Other campus consultants from Environment, Health and Safety, Facilities Management, Telecommunications, etc., also provide technical assistance and advice to Building Advisory Committees.

### B. Associated Project Implementation Processes

#### 1. California Environmental Quality Act (CEQA):

CEQA requires state and local agencies to identify the potential environmental impacts of their actions and to avoid or mitigate significant impacts. As part of the project approval process, UC San Diego adheres to the requirements under CEQA by evaluating the potential environmental effects of the project and disclosing them to the public, applicable agencies, and project decision-makers. UC San Diego prioritizes the avoidance of significant environmental impacts through project design and, if impacts cannot be avoided, seeks to reduce impacts through mitigation. The University makes public notifications regarding the availability of environmental documents, public review periods, anticipated project approvals, and other opportunities for input on projects through website postings, newspaper ads, and physical and electronic



California Coastal Zone bisects the campus.

mailing lists that are maintained by Campus Planning.

#### 2. California Coastal Zone:

Approximately half of the campus is located within the California Coastal Zone, including the entirety of Scripps Institution of Oceanography and the northern half of the West Campus. Campus development within the coastal zone generally will not commence until a coastal development permit (CDP) has been issued by the California Coastal Commission. CDPs are the regulatory mechanism by which proposed developments in the Coastal Zone are brought into compliance with the policies of the Coastal Act.

#### 3. Architect Screening and Selection Committees:

UC San Diego complies with The Regents policy, which requires that

selection of Executive Architects be done through a two-step process. First, after a request for qualifications (RFQ) is advertised, a Screening Committee prepares a “shortlist” of firms to be interviewed, and a Selection Committee then interviews the firms and makes recommendations to the Chancellor. Typically one of the consulting architect/landscape architect members on the DRB serves on each Screening Committee and Selection Committee as a non-voting advisor.

#### **4. Development Standards and Building Codes:**

Finally, numerous building codes, standards, federal and state legislation, and federal, state, and local agency regulations may affect University projects. The University is its own enforcement agency for all code requirements except certain requirements of the fire code, access compliance with respect to State funded projects, and certain medical facilities. For these code requirements, University projects are subject to plan approval and enforcement authority by three state agencies: Office of the State Fire Marshal, Division of the State Architect/Access Compliance, and for healthcare facilities the Office of Statewide Health Planning and Development (OSHDP).

Additional development standards the University considers include to the Open Space Management Plan, which provides planning and design guidelines for the creation of a system of open spaces, and the Historic Resources Survey document that lists the campus’ resources, both of which are carefully considered when development sites are chosen.

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