

University of California, Santa Cruz
Long-Range Development Plan
2005–2020

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FIRST DRAFT

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Executive Summary

The *University of California, Santa Cruz, Long-Range Development Plan 2005-2020* (2005 LRDP) provides a comprehensive framework for the physical development of the UC Santa Cruz campus. The 2005 LRDP supports UCSC's academic, research, and public service mission while maintaining the campus's strong traditions of environmental stewardship and sustainability.

This document is UCSC's first LRDP update since 1988, and it accommodates a projected fall-winter-spring enrollment of up to 21,000 full time equivalent (FTE) students over the 2020 planning horizon. This is an increase of approximately 6,600 (approximately 45 percent) over the 2003-04 enrollment and 6,000 over enrollment projected in the 1988 LRDP, with associated increases projected for faculty and staff. This projection is based UC Santa Cruz's plans to expand its academic, research, and professional programs and increase its graduate student enrollment. It also reflects the projected higher education needs of California's population.

The 2005 LRDP includes an overview of the context in which it has been prepared, including a discussion of UCSC's academic history and vision; physical setting; planning history; and planning principles. The Long-Range Development Plan 2005-2020 section of the document articulates a program of development and stewardship including a land-use plan that meets the projected needs of campus expansion.

Under the 2005 LRDP, UCSC will continue to maintain significant portions of the campus as natural areas and open space. The plan projects that approximately 65 percent of new development will occur in the already developed portion of the campus through continued carefully sited infill projects, with the remainder allocated primarily to specified areas to the north. Sustainability of resources continues to be a major underlying principle in planning, development, and operations.

The 2005 LRDP continues UCSC's configuration of a concentrated academic core surrounded by the residential colleges, other housing, recreation facilities, and support programs. The projected building program allows for nearly 3,000,000 assignable square feet of additional building space to accommodate the academic, research, and public



service mission as enrollment grows.

The 2005 LRDP promotes a walkable campus by identifying locations for new consolidated parking facilities at the perimeter of the academic core; strengthening pedestrian corridors; and proposing pedestrian bridges to connect new and existing development. Improvements to east/west campus circulation between Heller Drive and Coolidge Drive are also identified to reduce the number of private vehicles in the core and promote shuttle and transit ridership. The 2005 LRDP proposes new circulation improvements, including a road to the north to serve academic and support programs and a new entrance on Empire Grade.

The 2020 planning horizon of the 2005 LRDP intentionally matches the horizon of the City of Santa Cruz's new General Plan. This will allow for better campus-city coordination and underscores the interrelatedness of UCSC and the greater community.

2. Introduction

- a. Purpose and Scope
- b. The LRDP Process
- c. Academic and Research Vision



2a. Purpose and Scope

Long-Range Development Plans (LRDPs) are planning documents that serve as "general plans" for University of California campuses. They are updated periodically to meet changing needs and conditions. This process ensures that campus development supports academic, research, and public service goals, while at the same time taking into account UC systemwide policies and projected enrollment demand.

The *UC Santa Cruz Long-Range Development Plan 2005-2020 (2005 LRDP)* provides a comprehensive framework for the physical development of the UC Santa Cruz campus over a 15-year period. It includes a building program and land-use map to guide capital construction, infrastructure development, and land use. The 2005 LRDP accommodates a projected student enrollment of up to 21,000 through 2020 (an increase of approximately 6,600 over the 2003-04 enrollment), with associated increases in faculty and staff.

The 2005 LRDP has been developed in cooperation with the City of Santa Cruz, which is in the process of updating its General Plan. The LRDP's 2005 through 2020 planning horizon was selected, in part, to coordinate UCSC's planning horizon with that of the new City of Santa Cruz General Plan.

The 2005 LRDP is accompanied by the *2005 LRDP Environmental Impact Report (2005 LRDP EIR)*, as required by the California Environmental Quality Act. The 2005 LRDP EIR is a detailed discussion of UCSC's existing environmental setting, the potential environmental impacts of the 2005 LRDP program, proposed mitigation measures, alternatives, and the cumulative effects of projected campus and regional growth. The 2005 LRDP (as well as a mitigation monitoring program) will be adopted following certification of the 2005 LRDP EIR by The Regents of the University of California.

UCSC's 2005 LRDP does not constitute a mandate for growth, nor is it a detailed implementation plan for development. It does not commit the campus to carrying out development on any given timeline. Each specific capital project proposal will be analyzed individually for consistency with the 2005 LRDP and 2005 LRDP EIR.

The 2005 LRDP addresses only the development of the main UC Santa Cruz campus and the property at 2300 Delaware Avenue, Santa Cruz. It does not include field and research locations off the main campus site, such as Mt. Hamilton Lick Observatory or the Marine Science Campus (which includes the Joseph M. Long Marine Laboratory).

2b. The LRDP Process

The *UC Santa Cruz Long-Range Development Plan 2005-2020* is the product of a multi-year process that involved the faculty, administration, staff, and students of UC Santa Cruz, as well as local and regional officials and interested members of the community.

The process was initiated in fall 2003, with the appointment of the Strategic Futures Committee (SFC), which included a broad spectrum of faculty and academic administrators from across UCSC's divisions. The committee was charged with examining various possible enrollment scenarios for the next 15 years, based on the needs of UCSC's academic, research, and student-life programs and State of California enrollment projections.

At the same time, a 2005 Long-Range Development Plan Committee was appointed and charged with overseeing the development of UCSC's updated Long-Range Development Plan. Reflecting UCSC's broad constituency, the LRDP Committee was made up of faculty, administrators, staff, and students, as well as representatives of the City of Santa Cruz, the County of Santa Cruz, the UC Office of the President, the UCSC Alumni Association, and the UC Santa Cruz Foundation.

Collaborating with the SFC, the 2005 LRDP Committee discussed campus land-use options related to various enrollment scenarios, including implications for the surrounding community. Throughout this process, the committee's work was informed by a strong sense of stewardship for UCSC's distinctive natural environment.

The work of these two committees was supported by Cooper, Robertson & Partners, a firm of architects and campus planners, and a team of subconsultants selected by UCSC to assist in updating the campus's LRDP.

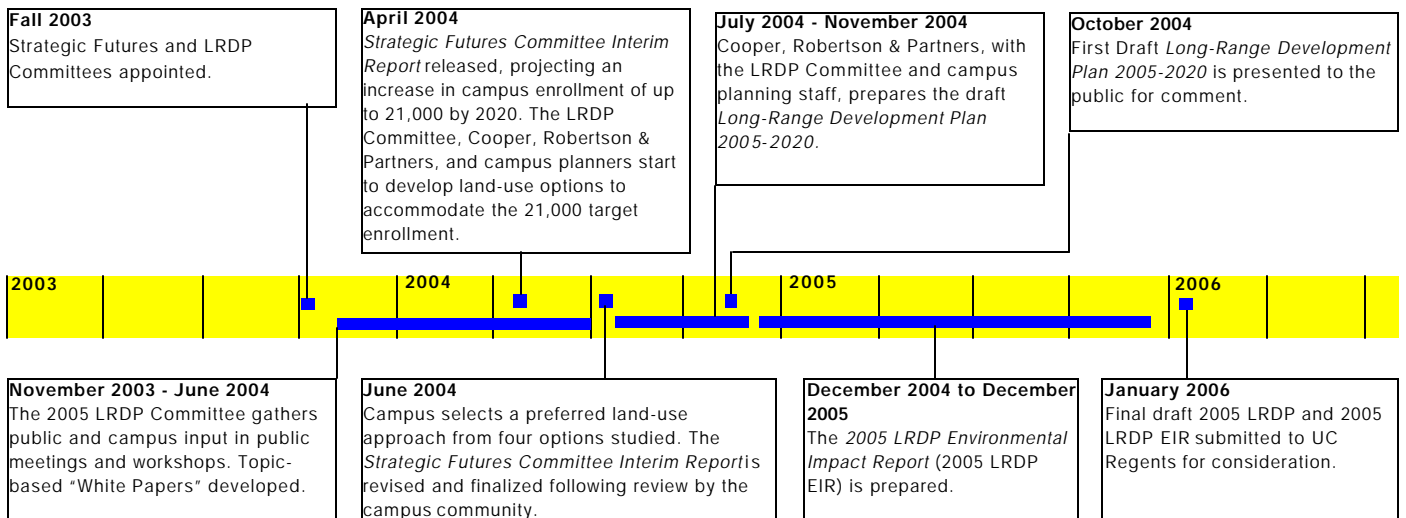
The 2005 LRDP Committee held a series of well-publicized public workshops¹ during the 2003-04 academic year, and also consulted with UCSC students, faculty, and staff through a series of meetings, presentations, and town hall gatherings. Topic-based committee work groups prepared white papers² addressing the following key issues:

- Campus and Community
- Housing and Student Life
- Infrastructure and Technology
- Land Use and Environment
- Transportation and Circulation

The purpose of the white papers was to provide four- to five-page summaries of relevant conditions in the 1988 LRDP, existing conditions, key physical issues, and possible approaches for addressing these issues. The *Campus and Community White Paper*, covering a broader range of issues, had a modified format. In addition, a group of students met informally and developed a *Student Involvement White Paper*, which was presented to the 2005 LRDP Committee.

Throughout this process, regular press releases kept the campus and broader community informed of opportunities to become involved in campus planning, and periodic updates were posted on UCSC's Long-Range Development Plan website.³ The major milestones in UCSC's 2005 LRDP process are reflected in the following timeline.

2005 LRDP TIMELINE



1. Refer to Appendix for a list of public workshops.
 2. The White Papers are available at <http://planning.ucsc.edu/lrdp/cmte/>
 3. <http://planning.ucsc.edu/lrdp/>

2c. Academic and Research Vision

For the 2005 LRDP to be a realistic and effective planning tool, it must support the teaching, research, and public service goals of the campus and reflect the integration and synergy of these key elements of the University of California's mission. UCSC's 2005 LRDP produces a physical planning framework to support the following campus objectives:

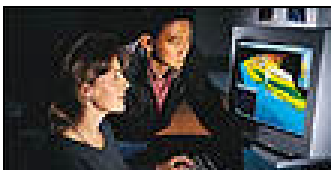
- Develop the breadth and depth of undergraduate academic programs
- Build a fully developed range of focused graduate programs and appropriate professional degree programs
- Expand high-quality, internationally recognized research programs, which emerge from and partner with campus academic and professional programs
- Serve California by providing outstanding educational opportunities for an increasingly diverse population
- Contribute to the state and nation through research and education programs that creatively bridge disciplinary boundaries to address pressing societal issues
- Work in collaboration with the surrounding community to support campus and communitywide goals through public education and outreach; academic and cultural events; and direct service programs



As part of the LRDP planning process, the Strategic Futures Committee (SFC) recommended that the 2005 LRDP accommodate a total on-campus three-quarter-average enrollment of 21,000 full time equivalent (FTE). This projected enrollment includes an increase in the proportion of graduate and professional students to 15 percent of overall campus enrollment.



In developing this enrollment scenario, the SFC identified an appropriate rate of growth to balance the needs of UCSC's academic and research vision with the ability of the campus and to reasonably accommodate growth. The SFC recommended that increased enrollment and campus physical growth:



- Serve UCSC's core academic and research vision, including a strong commitment to excellence in undergraduate education
- Emerge from the needs and priorities of the campus's academic and research programs
- Foster higher education access for a diverse pool of applicants and address UCSC's responsibility to help accommodate of the state's eligible students
- Continue UCSC's tradition of environmental stewardship and sensitive architecture, respecting the unique qualities of the campus lands
- Respect the needs and resources of the surrounding community, working closely with UCSC's neighbors to seek practical solutions to the challenges of growth
- Remain flexible, fostering innovative and effective responses to changing demographics, societal needs and values, and technological developments, as well as to economic conditions and employment opportunities

