



# UNIVERSITY OF CALIFORNIA SANTA CRUZ

## 2021 Long Range Development Plan

September 2021





**UNIVERSITY OF CALIFORNIA  
SANTA CRUZ**

2021 Long Range Development Plan

September 2021

# TABLE OF CONTENTS

## 1

### **INTRODUCTION** **13**

---

- 1.1 Purpose and Scope** **17**
- 1.2 Process and Participants** **18**
- 1.3 Content and Organization of the Document** **32**

## 2

### **PLANNING CONTEXT** **35**

---

- 2.1 Campus Planning History** **37**
- 2.2 UCSC Main Residential Campus** **46**
- 2.3 UCSC Westside Research Park** **82**

## 3

### **BASIS FOR PLANNING** **85**

---

- 3.1 Key Planning Considerations** **86**
- 3.2 LRDP Objectives** **92**
- 3.3 Population Projections** **95**
- 3.4 Building Program** **100**

# 4

## **LONG RANGE DEVELOPMENT PLAN** **107**

---

4.1 Introduction	108
4.2 Physical Planning Principles and Guidelines	110
4.3 Land Use Plans	119
4.4 Integrated Transportation Strategy	128
4.5 Infrastructure and Utilities Framework	147

# 5

## **LAND USE AREA CONCEPTS** **161**

---

5.1 Introduction	163
5.2 Academic Core South	164
5.3 Steinhart Way	168
5.4 Academic Core North	172
5.5 Athletics and Recreation	176
5.6 Housing near Cowell and Stevenson Colleges	180
5.7 Southwest Housing	184

---

## **APPENDIX** **188**

A1 Campus and Community Engagement	188
A2 Bibliography and Photos Credits	192
A3 Acknowledgments	193

# LIST OF FIGURES

## 1

### **INTRODUCTION** **13**

---

Figure 1.1 LRDP Process Timeline 18

Figure 1.2 Land Use Test Scenarios from Fall 2018 25

## 2

### **PLANNING CONTEXT** **35**

---

Figure 2.1 1963 LRDP Illustrative Plan 40

Figure 2.2 1963 LRDP Functional Use Diagram 41

Figure 2.3 1971 LRDP Land Use Plan 42

Figure 2.4 1978 LRDP Land Use Plan 42

Figure 2.5 1988 LRDP Land Use Plan 42

Figure 2.6 2005 LRDP Land Use Plan 42

Figure 2.7 UC Santa Cruz Context 44

Figure 2.8 UC Santa Cruz Network 45

Figure 2.9 Jurisdictional Boundaries 46

Figure 2.10 Climate Projections 48

Figure 2.11 Wildfires and Climate Change 49

Figure 2.12 Main Residential Campus - Vegetation 52

Figure 2.13 Main Residential Campus - Wildlife Habitat 56

Figure 2.14 Main Residential Campus - Essential Connectivity Areas 57

Figure 2.15 Main Residential Campus - Topography 58

Figure 2.16 Main Residential Campus - Geology 60

Figure 2.17 Main Residential Campus - Karst Exposure 62

Figure 2.18 Main Residential Campus - Waterways 64

Figure 2.19 Existing Development - Academic Core 66

Figure 2.20 Existing and Planned Development - Student Housing 70

Figure 2.21 Existing Development - Employee Housing 74

Figure 2.22 Existing Development - Other Areas 76

Figure 2.23 Westside Research Park - Context 82

Figure 2.24 Westside Research Park - Site 83

## 3

### **BASIS FOR PLANNING** **85**

---

Figure 3.1 UCSC Student Enrollment FTE and Faculty and Staff FTE 98

Figure 3.2 Existing and Proposed Campus Space 101

Figure 3.3 Academic and Support Program 103

# 4

## LONG RANGE DEVELOPMENT PLAN 107

---

Figure 4.1 Respect and Resiliency	112
Figure 4.2 Culture and Connectivity	113
Figure 4.3 Growth from Within	114
Figure 4.4 The Expanded Ring	115
Figure 4.5 Walkable Core	116
Figure 4.6 Web of Pathways	117
Figure 4.7 Main Residential Campus Land Use Plan	118
Figure 4.8 Westside Research Park Land Use Plan	126
Figure 4.9 Roadways and Primary Mobility Hubs	130
Figure 4.10 Westside Research Park - Transportation	133
Figure 4.11 Transit and Shuttle Routes	134
Figure 4.12 Current and Proposed Bicycle Facilities	136
Figure 4.13 Current and Proposed Pedestrian Pathways and Bridges	140
Figure 4.14 Water Supply	148
Figure 4.15 Sanitary Sewer	152
Figure 4.16 Natural Gas	154
Figure 4.17 Electrical Network	156

# 5

## LAND USE AREA CONCEPTS 161

---

Figure 5.1 Land Use Area Concepts Key	162
Figure 5.2 Academic Core South - Enlarged Land Use Plan	165
Figure 5.3 Academic Core South - Land Use Concepts	165
Figure 5.4 Steinhart Way - Enlarged Land Use Plan	169
Figure 5.5 Steinhart Way - Land Use Concepts	169
Figure 5.6 Academic Core North - Enlarged Land Use Plan	173
Figure 5.7 Academic Core North - Land Use Concepts	173
Figure 5.8 Athletics and Recreation - Enlarged Land Use Plan	177
Figure 5.9 Athletics and Recreation - Land Use Concepts	177
Figure 5.10 Housing near Cowell and Stevenson Colleges - Enlarged Land Use Plan	181
Figure 5.11 Housing near Cowell and Stevenson Colleges - Land Use Concepts	181
Figure 5.12 Southwest Housing - Enlarged Land Use Plan	185
Figure 5.13 Southwest Housing - Land Use Concepts	185

# LIST OF TABLES

## 3

<b>BASIS FOR PLANNING</b>	<b>85</b>
<hr/>	
Table 3.1 Population Summary	95
Table 3.2 Existing and Proposed Campus Space	101
Table 3.3 Academic and Support Program	103

## 4

<b>LONG RANGE DEVELOPMENT PLAN</b>	<b>107</b>
<hr/>	
Table 4.1 Land Use Designations and Proposed Acreages - Main Residential Campus	125
Table 4.2 Land Use Designations and Proposed Acreages - Westside Research Park	126





## EXECUTIVE SUMMARY

The 2021 UC Santa Cruz Long Range Development Plan (LRDP) envisions a comprehensive framework to guide future physical planning on the Main Residential Campus and at Westside Research Park. The LRDP integrates UC Santa Cruz's academic mission with environmental stewardship and sustainable growth strategies to guide campus evolution and integrity. UCSC strives to be a valuable community partner and is committed to mutually advantageous growth.

The 2021 LRDP replaces the previous long range development plan, designating proposed land uses supported by an integrated transportation strategy and a utilities and infrastructure framework. This LRDP addresses academic and administrative space needs, housing, open space, circulation, parking, infrastructure, and other land uses that ultimately facilitate the appropriate siting of capital projects.

The LRDP is organized to orient the reader first to background information about the campus, starting with campus planning history and site context, which includes environmental conditions and existing development. This information is then used to establish the basis for planning, which describes key planning considerations, plan objectives, population projections and a building program, as well as key strategies to accommodate growth. The contents of this LRDP are:

### 1.0 Introduction

### 2.0 Planning Context

### 3.0 Basis for Planning

### 4.0 Long Range Development Plan

- Introduction
- Physical Planning Principles and Guidelines
- Land Use Plans
- Integrated Transportation Strategy
- Infrastructure and Utilities Framework

### 5.0 Land Use Area Concepts

In order to plan ahead, the LRDP presents a horizon year which provides the basis for identifying the facilities and infrastructure needed to accommodate estimated enrollment and potential campus population projections in a specific timeframe. The campus is planning for the next twenty years, through 2040. The LRDP prepares the campus for the potential addition of 8,500 students above the 19,500 student enrollment projection in the 2005 LRDP, for a total projected on-campus, three-quarter average, full-time equivalent (FTE) student enrollment projection of 28,000. This potential projected population represents a planning envelope, used to determine the facilities and infrastructure that would be needed to support this growth projection figure and to provide a basis for evaluating physical environmental impacts associated with it. In addition to students, an additional 2,200 FTE on-campus faculty and staff are projected to support on-campus growth, for a total employee projection of 5,000.

The population projection of 28,000 was determined by a number of factors. First, it reflects the campus's commitment to expand opportunity for California's residents – enhancing diversity, producing more college graduates to fuel economic growth, and continuing to provide a path for social mobility. Second, demand for a UC Santa Cruz education is high. Application numbers have doubled over the last fifteen years; in Fall 2019 for example, over 48 percent of applicants were turned away. Third, it is projected out using the actual enrollment growth rate at UC Santa Cruz over the last twenty years. Finally, it reflects the original vision for the campus described in the 1963 LRDP, which anticipated accommodating 27,500 students by 1990.

The LRDP balances development to support the University's academic mission with a commitment to environmental stewardship in order to chart an innovative and resilient course for the campus. The LRDP proposes a tight developable boundary, creating a compact footprint by continuing to build in clusters adjacent to existing development, thereby preserving the natural environment and open space for research, recreation, contemplation and wildlife habitat. While the plan proposes adding approximately 5.6 million ASF, the developable footprint for academic, support, and housing is only slightly larger than that of the 2005 LRDP. The plan seeks to activate key pedestrian corridors and densify the core, allowing students, staff, and faculty to benefit from multiple resources in close proximity, surrounded by an expanded ring of colleges and student housing. The plan is complemented by an integrated transportation strategy, envisioning convenient access and reduced reliance on single-occupant vehicles, minimizing trips off-campus and contributing to reduced emissions, and an infrastructure and utilities framework that increases capacity and performance.

When the current LRDP planning process started in 2017, there was an understanding that this plan would be driven by a responsibility to meet ambitious sustainability goals and address long-term resilience, continue to support a diverse and evolving student body, and embrace environmental stewardship. The events of 2020, which include the global covid-19 pandemic and associated economic recession, widespread protests against racial injustice, and the west coast wildfires, further magnified these priorities and deepened the campus's commitment to climate adaptability, social justice and inclusion, and equity and access to guide a responsible planning approach.

It is within this context that the campus has prepared a plan to guide its physical development for the next 20 years. In the course of three years of conversations during the planning process with faculty, staff, students, and community members,

four key planning considerations have informed the 2021 LRDP: (1) supporting the academic mission, (2) recognizing and connecting to the local and regional context, (3) guiding campus evolution and integrity and (4) establishing a framework of planning resilience and long-term sustainability. While the ripple effects and long-term changes that may emerge from the last year are still unknown, the campus's founding vision is still alive and relevant for campus planning. One of the most enduring ideas from the initial planning of our campus included the notion of striving to be a first class research institution while providing a close-knit academic and social support structure at an intimate scale through the colleges. The 2021 LRDP expands upon this idea to address the evolving needs of the student body and prepare the campus for the challenges to come. We echo the sentiment from Dean McHenry in 1963, when presenting the first LRDP:

*We have tried to plan ahead ... but the future is dimly seen at best, and changes will undoubtedly be made from time to time. We think the plan has elements of flexibility that will make it possible to adapt to changed conditions and to further refinement of program as better methods of imparting instruction are discovered.*

Dean E. McHenry, Founding Chancellor  
of UC Santa Cruz



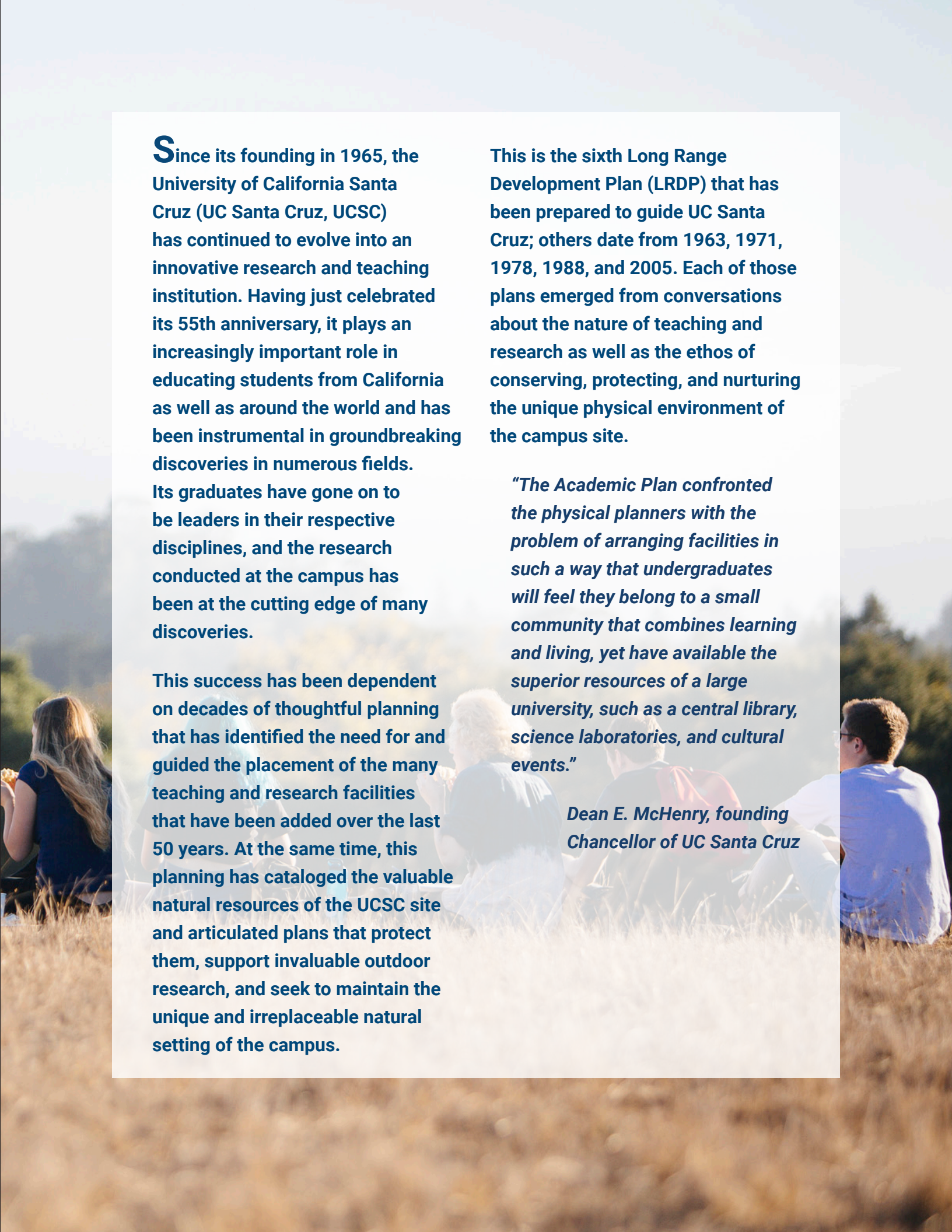
# 1.0

## INTRODUCTION

---

- 1.1 Purpose and Scope
- 1.2 Process and Participants
- 1.3 Content and Organization of the Document





**S**ince its founding in 1965, the University of California Santa Cruz (UC Santa Cruz, UCSC) has continued to evolve into an innovative research and teaching institution. Having just celebrated its 55th anniversary, it plays an increasingly important role in educating students from California as well as around the world and has been instrumental in groundbreaking discoveries in numerous fields. Its graduates have gone on to be leaders in their respective disciplines, and the research conducted at the campus has been at the cutting edge of many discoveries.

This success has been dependent on decades of thoughtful planning that has identified the need for and guided the placement of the many teaching and research facilities that have been added over the last 50 years. At the same time, this planning has cataloged the valuable natural resources of the UCSC site and articulated plans that protect them, support invaluable outdoor research, and seek to maintain the unique and irreplaceable natural setting of the campus.

This is the sixth Long Range Development Plan (LRDP) that has been prepared to guide UC Santa Cruz; others date from 1963, 1971, 1978, 1988, and 2005. Each of those plans emerged from conversations about the nature of teaching and research as well as the ethos of conserving, protecting, and nurturing the unique physical environment of the campus site.

*“The Academic Plan confronted the physical planners with the problem of arranging facilities in such a way that undergraduates will feel they belong to a small community that combines learning and living, yet have available the superior resources of a large university, such as a central library, science laboratories, and cultural events.”*

*Dean E. McHenry, founding  
Chancellor of UC Santa Cruz*



---

“

*The land on which we gather is the unceded territory of the Awaswas-speaking Uypi Tribe. The Amah Mutsun Tribal Band, comprised of the descendants of indigenous people taken to missions Santa Cruz and San Juan Bautista during Spanish colonization of the Central Coast, is today working hard to restore traditional stewardship practices on these lands and heal from historical trauma.”*

UC Santa Cruz Land Acknowledgement



## 1.1 Purpose and Scope

A LRDP is a comprehensive plan intended to provide long term guidance to a campus as it plans for new facilities, infrastructure, and the maintenance of grounds and buildings. Required of all UC campuses by statute (Public Resources Code Section 21080.09), it is defined as a “physical development and land use plan to meet the academic and institutional objectives for a particular campus or medical center of public higher education.” It considers projected academic, administrative, housing, and related space needs as well as the supporting circulation, parking and other systems.

The LRDP is intended to aid the campus in achieving its education, research, and public service mission and goals while informing capital plans to manage resource expenditures. Preparation of a LRDP is also an opportunity to update campus strategies in an ever-changing world, to focus thinking around sustainable development and resource conservation, and to enhance the resilience of the campus in the face of current and predicted challenges of all kinds.

This LRDP lays out the land use patterns to guide the location of new facilities as well as areas to be retained as open space or natural resource areas. As the basis for this planning, the LRDP typically looks at a specified time frame and potential growth. The proposed LRDP includes a horizon year of 2040 and projected student enrollment of 28,000 Full Time Equivalent (FTE), which is the on-campus, three-quarter average from Fall, Winter, Spring quarters (FWS). The plan does not mandate development or growth, nor is it a commitment to a specific enrollment level or pace of growth, although a “horizon year” is typically specified to provide a basis for estimating development requirements. A LRDP does not expire and is in effect until replaced.

Consistent with the California Environmental Quality Act (CEQA), each University of California campus is required to prepare an Environmental Impact Report (EIR) for its LRDP.

The EIR evaluates the potential environmental impacts associated with implementing the LRDP, including a broad (i.e. program level) evaluation of future campus development.

Specific environmental impacts of individual projects would also be evaluated pursuant to CEQA requirements at the time those projects are proposed. The Regents of the University of California consider the approval of the LRDP and accompanying EIR for each campus. Adoption by the Regents of a LRDP does not imply approval of specific projects referenced in the LRDP. Capital projects undertaken by the campus within its boundaries must be determined to be in general compliance with the LRDP and EIR.

## 1.2 Process and Participants

Students, faculty, staff, and community members have been integral partners in the planning process since work began in the Fall of 2017. Creating a comprehensive long range plan requires participation and collaboration from multiple perspectives—vital components for a healthy process to which UC Santa Cruz is committed. To ensure a holistic process, numerous committees and work groups were assembled and met throughout the planning phases to provide feedback and shape the vision. Campus and community workshops were also conducted on multiple occasions. In addition, nearly 50 individual stakeholders, a mix of campus and community leaders, were interviewed during 2017 and early 2018 in order to gain an understanding of their issues and concerns and any concepts they hoped to see explored during the planning process.

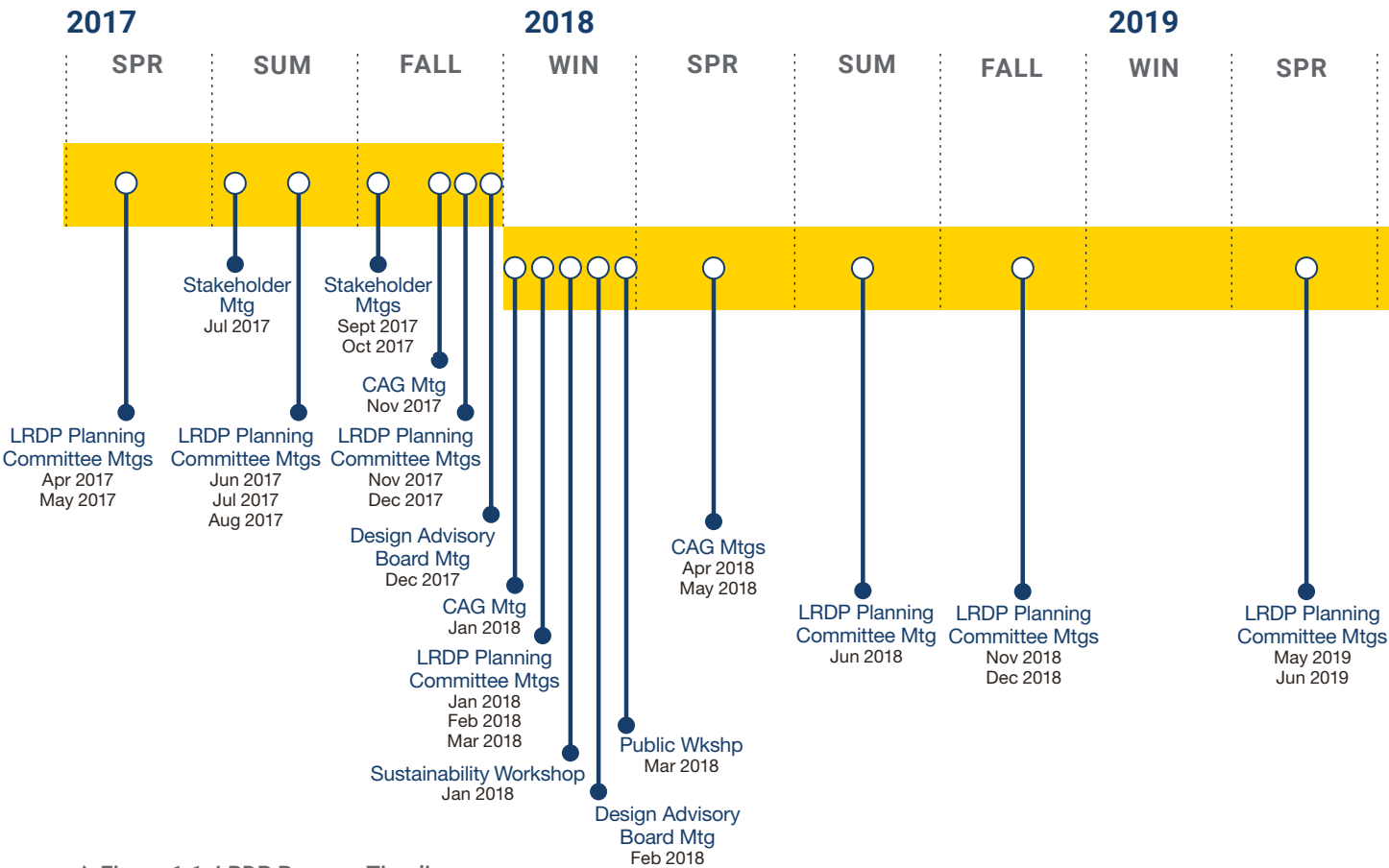
The process was overseen by the LRDP Planning Committee with the assistance of campus staff and the consultant team. A Community Advisory Group (CAG) was formed to advise on critical community perspectives, and Expert Work Groups focusing on specific technical areas collaborated to identify key goals and strategies in the areas of transportation, energy, housing, and ecology.

Open community forums held at critical milestones sought broader engagement from the public, with content focused specifically on issues, ideas, and priorities. This inclusive approach framed the work and influenced the direction of the final plan.

For a full list of campus and community outreach and participation see Appendix A1.

### Phase 1 - Discovery

### Phase 2 - Exploration

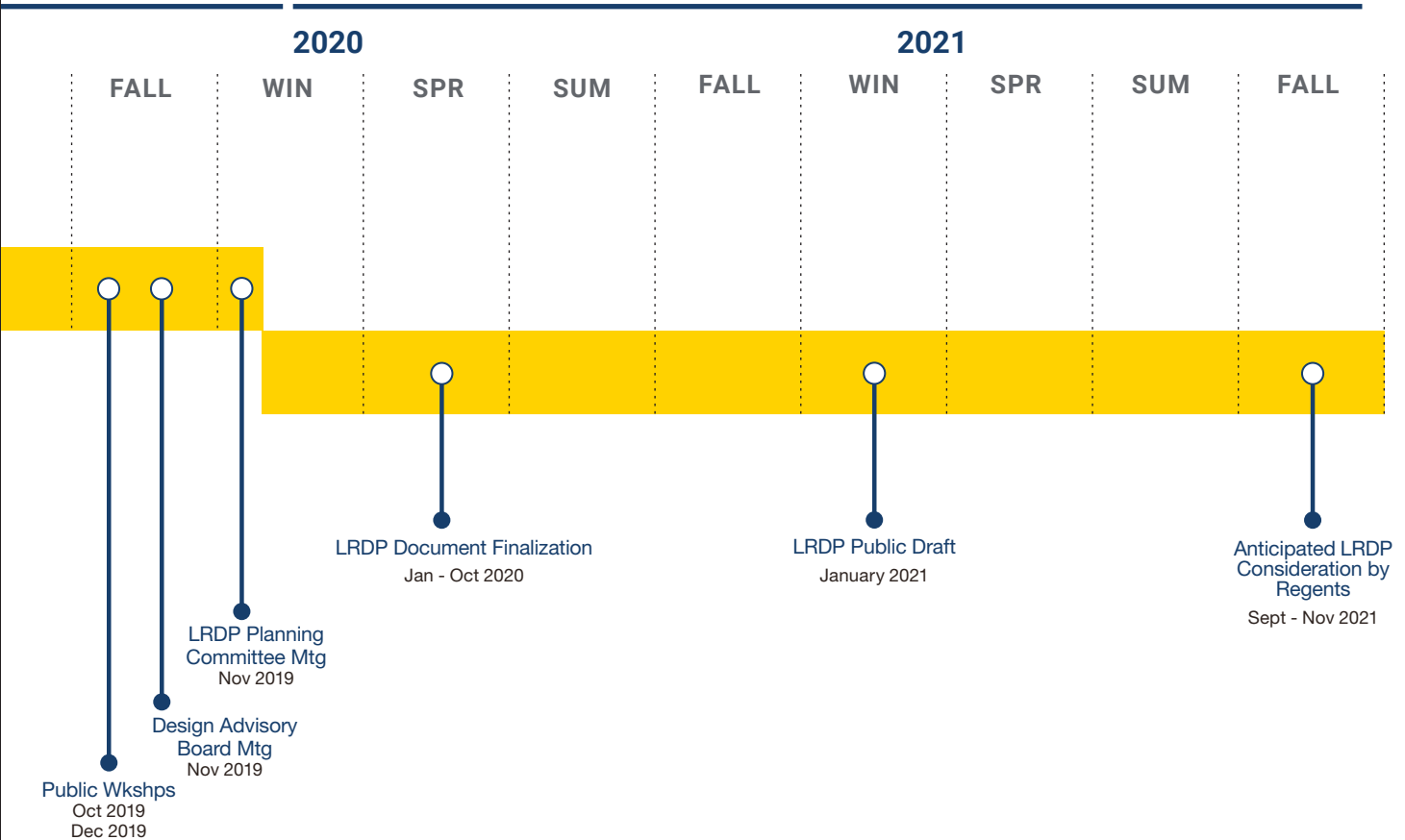


▲ Figure 1.1 LRDP Process Timeline



▲ Chancellor Larive discussing the Long Range Development Plan with the community

### Phase 3 - Synthesis



## LRDP Planning Committee

The LRDP Planning Committee included faculty, students, staff, and community members and was chaired by the Vice Chancellor for Business and Administrative Services and the Chair of the Academic Senate. This committee met over 20 times from Spring 2017 through Fall 2019. The committee was charged with advising on the planning process and with providing guidance as the process of exploring options for the future of the campus unfolded.

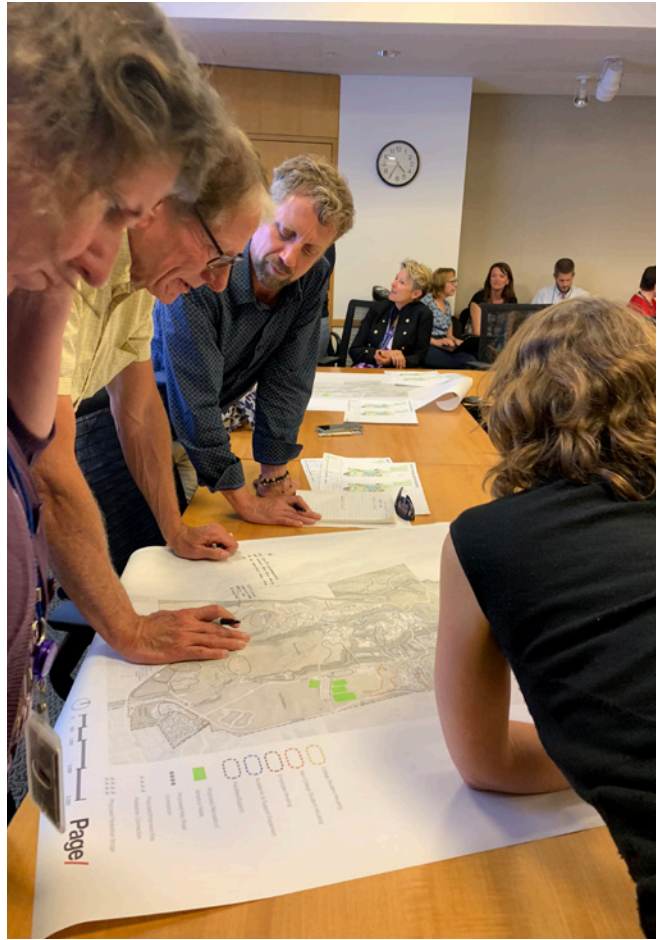
The committee was presented with analysis and plans as they emerged throughout this period in order for them to provide their feedback and input, and to take issues and concepts back to their own constituents and colleagues for additional comments. Initially, the committee was asked to confirm the issues facing the campus and their particular constituents, including challenges associated with existing facilities and daily campus operations.

Of particular importance were several occasions on which the committee worked to generate land use alternatives. Working with a variety of maps representing academic, housing and support uses, the committee members proposed locations for envisioned development and identified those areas they felt required long-term protection for outdoor research and other conservation efforts.

## LRDP Executive Committee

The LRDP Executive Committee met bi-monthly throughout the planning process and was represented by the campus's shared governance, including the chair of the Student Union Assembly (SUA), the chair of the Graduate Student Assembly (GSA), and the chair of the Academic Senate, as well as other campus interests, in order to oversee the LRDP process.





## Community Advisory Group

Throughout the planning process, the campus also engaged regularly with a Community Advisory Group consisting of city, county, and community representatives, to maintain an ongoing exchange of ideas and information and explore common goals and responses to issues that confront both the campus and the surrounding communities. Engagement began in Fall 2017 and concluded in Spring 2020. Based on their conversations in the meetings and with Chancellor Larive and former Chancellor Blumenthal, the committee drafted a series of advisory recommendations as follows:

- Principle 1: Providing on-campus housing is beneficial for student success and removes some of the pressure on the local rental housing market; therefore, the Long Range Development Plan (LRDP) will include a binding commitment to housing 100 percent of net new on-campus student enrollment (i.e. the three quarter average enrollment).
- Principle 2: Some new employees will prefer on-campus housing and others will want to enjoy living within the communities of Santa Cruz County; therefore, the Long Range Development Plan (LRDP) will include a binding commitment to housing at least 35 percent of net new on-campus employee demand (new employees calculated at 30 percent of enrolled students).
- Principle 3: Having infrastructure in advance of additional growth is preferred; yet recognizing the constraints of requirements by the Legislature, Regents, and UCOP, we know that this is not entirely within our control. We will commit to consistently advocating with Legislators, the Regents, and the Office of the President to secure resources to provide the needed infrastructure required to support the growth, ideally prior to the growth, and we will oppose additional enrollment growth when the needed infrastructure is not provided.

- Principle 4: Having the campus's Capital Financial Plan utilize the LRDP as a guiding document to identify facilities needed (in a ten year planning horizon) will give clarity and transparency to the needed facilities and their timing, and we commit to including in the LRDP provisions identifying the timing of needed infrastructure related to enrollment growth levels as well as cost estimates for this infrastructure at least for the first ten years of the Plan.
- Principle 5: The campus's leadership in reducing water consumption is strength to be developed further, therefore we will commit to maintaining or reducing its water use per capita.
- Principle 6: The campus's leadership in reducing traffic impacts is a strength to be developed further; therefore, we will commit to continuing our efforts to promote and pursue alternative forms of transportation.
- Principle 7: Fully mitigating adverse off-campus impacts of University growth authorized by the LRDP, and recognizing the profound effects of this growth on the almost fully built out Santa Cruz community, is a critical outcome of the LRDP process.



## Expert Workgroups

Expert workgroups were engaged early in the planning process to provide feedback on planning efforts at critical milestones and concluded their work in Fall 2019. Topic areas were focused on the technical issues that relate to the unique conditions found on the UCSC campus, as well as certain operational areas.

Four primary work groups focused on the areas of Ecology and Environment, Housing and Campus Life, Circulation and Access, and Sustainability and Infrastructure. Work groups included subject matter experts in each field, comprised of staff, faculty, and public agency representatives. Additional meetings occurred with key campus stakeholders, including but not limited to Athletics and Recreation (formerly OPERS), Emergency Services, Campus Natural Reserve, Transportation and Parking Services (TAPS), the Arboretum, the Center for Agroecology and Sustainable Food Systems (CASFS), college administrators, and Housing and Education Services (CHES). Collectively, these groups met 23 times and were instrumental in validating many of the final plan strategies.



## Design Advisory Board

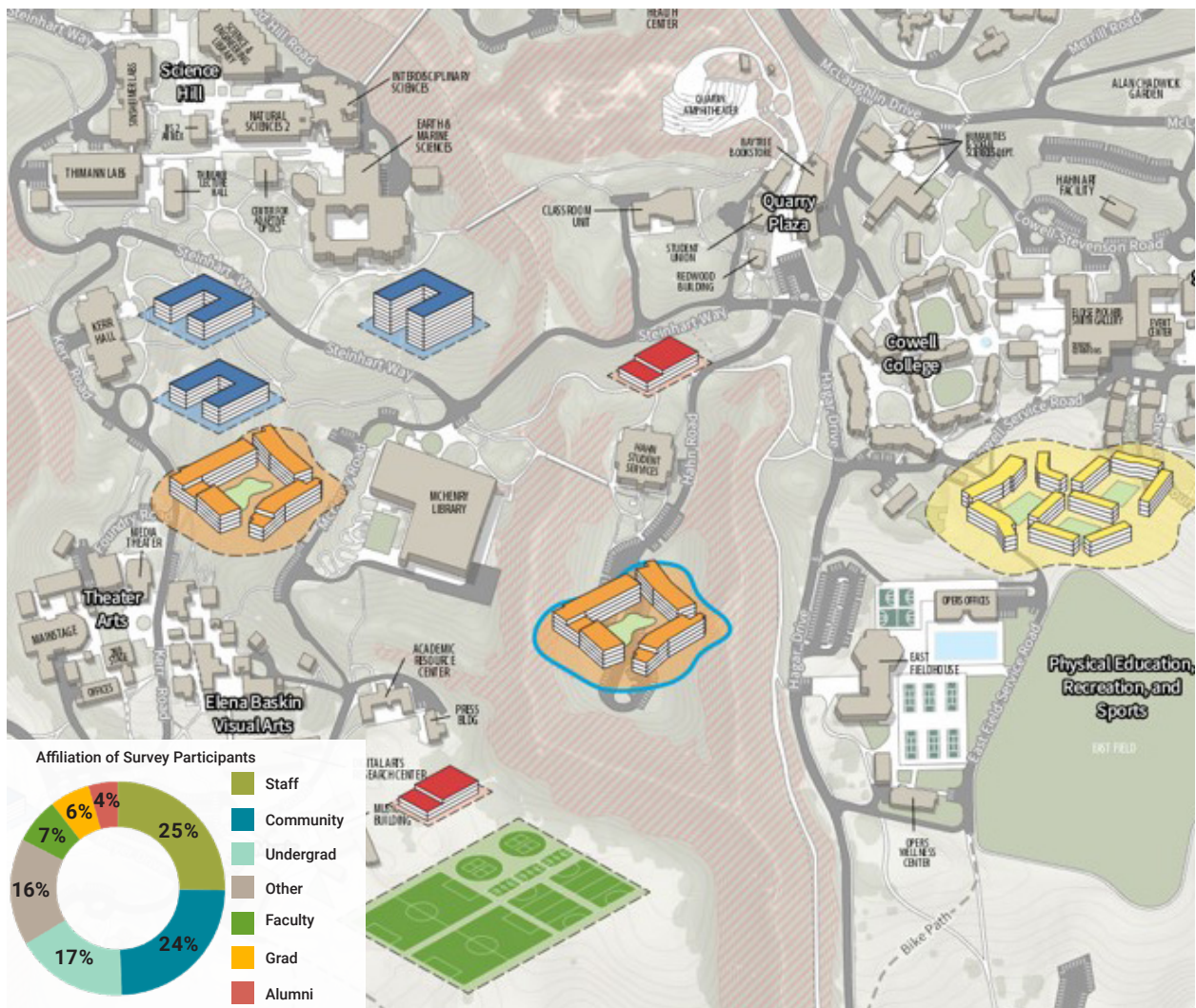
The LRDP was presented to the Design Advisory Board several times throughout the process, in December 2017, February 2018 and November 2019; their feedback tangibly influenced the final land use plan.

## Public Workshops

Throughout the planning process, workshops on campus and in the surrounding communities were held to solicit input from students, faculty, staff, neighbors, and community members throughout Santa Cruz County.

In Spring 2018, public workshops were held on campus and in downtown Santa Cruz and Watsonville, focusing on explaining the planning process and offering opportunities for attendees to provide comments on current concerns around the topics of housing, water, transportation, infrastructure, and sustainability. The campus shared current thoughts on these topics and sought feedback to help shape the approach to the LRDP.

In Fall 2018, the campus developed three initial conceptual land use scenarios, providing an important opportunity for initial feedback from the campus and surrounding communities. A

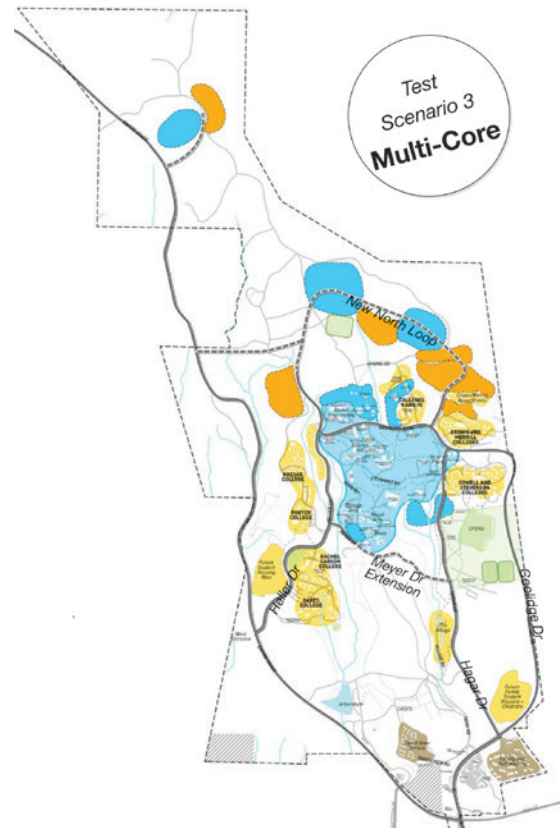
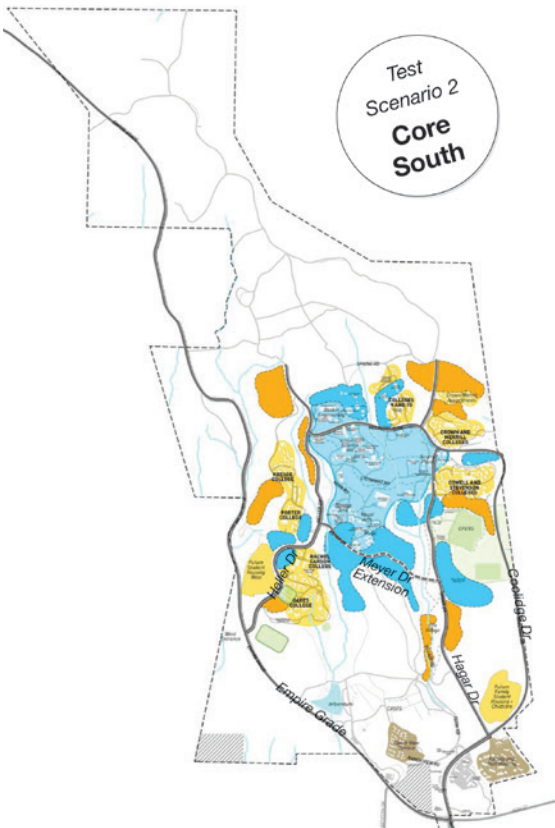
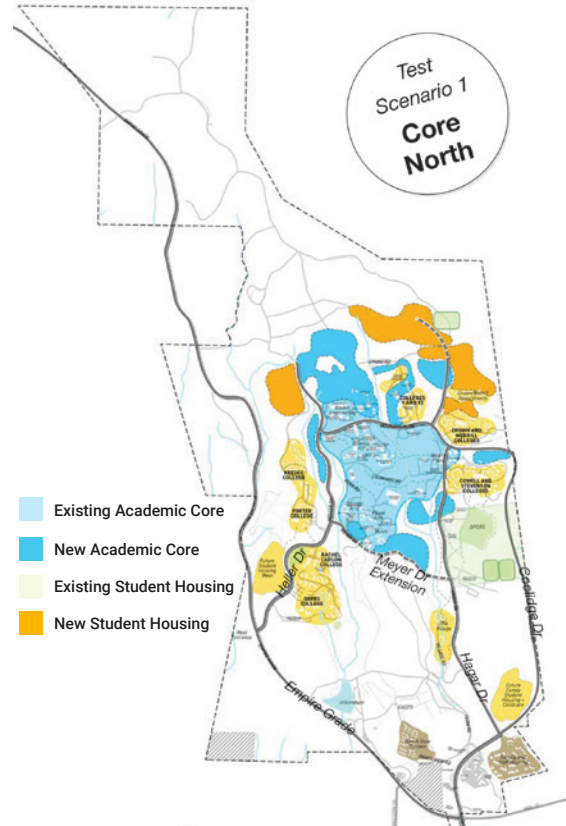


▲ Digital Visioning Survey 2018



digital visioning survey, an online engagement tool, was sent to faculty, students and staff to elicit information about the campus and identify ideas about desired future uses. This included a mapping exercise designed to allow participants to propose areas for development, including envisioned density, for a variety of uses and facilities.

Following more detailed analysis of the initial land use scenarios, three campus and community workshops were held in October 2019 to receive feedback on two revised land use plan variations, which represented different strategies as to the locations of future academic and housing uses on campus.

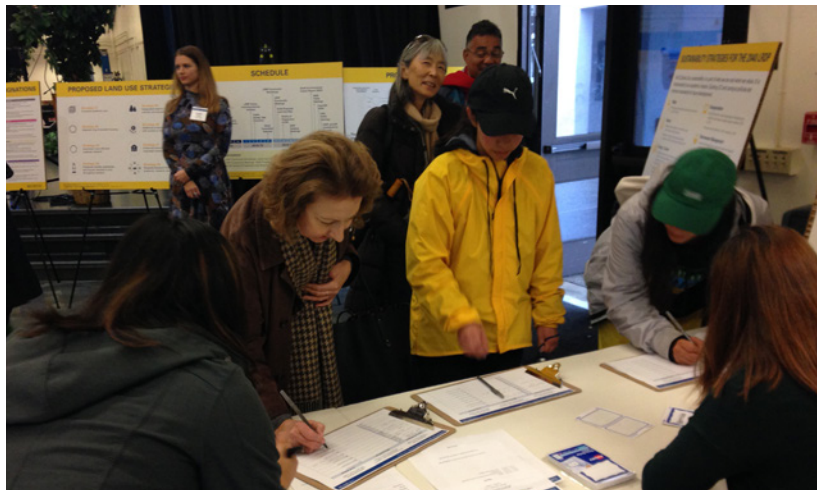


▲ Figure 1.2 Land Use Test Scenarios from Fall 2018

Following presentations of the current studies, attendees conferred with staff and consultants to offer comments and suggestions at breakout stations on Circulation, Housing, Sustainability, and Campus and Community Amenities.

Following the October community meetings, the University met with various campus stakeholders and identified a preferred land use scenario, which incorporated the interests of both on and off campus participants. In December 2019, UC Santa Cruz held three campus and community meetings to present the draft preferred land use map.

UCSC maintained a website throughout the LRDP planning process describing the schedule, upcoming events, and informational resources.





## Participants

The planning phase of the 2021 Long Range Development Plan spanned approximately two and a half years. Below is a comprehensive list of participants who contributed to the process. Their thoughtful engagement and insightful feedback shaped the goals, strategies, and objectives of the LRDP. In some cases, multiple people fulfilled specific roles; we have included everyone in the process.

### Executive Committee

The LRDP Executive Committee met bi-monthly throughout the planning process, with the notion of overseeing the LRDP process. Membership included the chair of the Academic Senate, the chair of the SUA (Student Union Assembly), the chair of the GSA (Graduate Student Assembly), as well as other campus interests.

Sarah Latham - Co-Chair & Vice Chancellor, Business & Administrative Services (BAS)

Kimberly Lau - Co-Chair, Professor of Literature, and Vice Chair of the Academic Senate

Chair of Academic Senate - Kim Lau, David Brundage

Chairs of Student Union Association (Presidents of Student Union Association): Shivika Sivakumar, Grace Shefcik, Maxine Jimenez

Chairs of Graduate Student Association (President of Graduate Student Association Executive Board): Yulia Gilichinskaya, Tony Boardman Literature, Randy Villegas, Adrienne Ricker, Nicole VanderMeer

Margaret L Delaney, Vice Chancellor Planning and Budget

Anna Finn, Associate Chancellor and Chief of Staff

## Long Range Development Plan (LRDP) Planning Committee

Co-Chair & Vice Chancellor - Business & Administrative Services (BAS) - Sarah Latham

Co-Chair, Professor of Literature, & Vice Chair of the Academic Senate - Kimberly Lau

Vice Chancellor - University Relations - Keith Brandt, Jeff Shilling

Committee on Planning and Budget Appointed Representative - George Brown

Community Member - Ceil Cirillo

Community Member - Don Lane

Student Representatives - Amah Mutsun Tribal Band, Julisa Lopez

Student Union Assembly Appointed Representatives - Ami Gonzales, Maxine Jimenez

Graduate Student Assembly Appointed Representative - Adrienne Ricker

Vice Provost & Dean of Graduate Studies - Tyrus Miller, Quentin Williams

Interim Dean of Students Representative - Lucy Rojas

Assistant Vice Provost for the Division of Student Affairs and Success - Gwynn Benner

Director, Student Success Initiatives and Communications Representative - Denise Onitsuka

University Librarian - Elizabeth Cowell

Alumni Association Appointed Representative - Charlie Eadie

Faculty Representative - Karen Holl

Faculty Representative - Daniel Press

Dean's Representative and Dean of Arts - Susan Solt

Dean's Representative and Dean of Engineering - Alexander Wolf

Staff Advisory Board Representative - Angela Steele, Fiona Weigant

Associate Vice Chancellor - Colleges, Housing & Educational Services - Sue Matthews

Associate Vice Chancellor of Enrollment Management - Michelle Whittingham

### **Community Advisory Group**

Santa Cruz City Council

Santa Cruz City Manager's Office

Santa Cruz County Board of Supervisors

Coalition for Limiting University Expansion

Santa Cruz Chamber of Commerce

Santa Cruz Neighbors

Monterey Bay Economic Partnership

Association of Monterey Bay Area Governments

Rural Bonny Doon Association

LRDP Planning Committee Community Representatives

Santa Cruz County Workforce Development Board

United Way Community Assessment Project

City of Watsonville

City of Scotts Valley

Community Action Board

County Office of Education

### **Work Groups**

#### **Ecology and Environment Work Group**

Don Croll, Professor, Ecology and Evolutionary Biology Department

Ingrid Parker, Professor, Ecology and Evolutionary Biology Department

Alex Krohn, Assistant Director, Ken Norris Center for Natural History, Environmental Studies Department

Gage Dayton, Administrative Director, Natural Reserve System

Alex Jones, Manager, Campus Natural Reserve

Alisa Klaus, Former Senior Environmental Planner, Physical Planning, Development and Operations (PPDO)

Martin Quigley, Executive Director, Arboretum

Greg Gilbert, Professor, Environmental Studies Department

Frank Perry, President of the Board of Directors, Friends of the Cowell Lime Works

#### **Housing and Campus Life Work Group**

Deana Slater, Senior Director, College Student Life - Colleges 9 and 10

Julie Hawkins, Former Senior Educational Facilities Planner, Capital Planning and Space Management (CPSM)

Alex Belisario, Senior Director, College Student Life - Crown and Merrill Colleges

Todd Hammonds, Director of Athletics and Recreation, Physical Education, Recreation and Sports

Dustin Smucker, Associate Director of Recreation, Physical Education, Recreation, and Sports

Dave Keller, Director for Housing Services, Colleges, Housing and Educational Services (CHES)

Gwynn Benner, Assistant Vice Provost and Managing Director, Student Success Equity Research Center, Student Affairs and Success Division

Steve Houser, Director, Employee Housing and Capital Planning, CHES

### **Circulation and Access Work Group**

Cathy Crowe, Transportation Planner, Transportation and Planning Services (TAPS)

Teresa Buika, Senior Transportation Planner, TAPS

Rhonda Tramble, Former Principal Electrical Engineer and Interim Campus Engineer, PPDO

Alisa Klaus, Former Senior Environmental Planner, PPDO

Lisa Ehret, Director of Emergency Management, Office of Emergency Services

Eli Mowbray, Senior Civil Engineer, PPDO

Adam Millard-Ball, Associate Professor, Environmental Studies

Phil Boutelle, Project Manager, PPDO

Ginger Dykaar, Senior Transportation Planner, Santa Cruz County Regional Transportation Commission

### **Sustainability and Infrastructure Work Group**

Rhonda Tramble, Former Principal Electrical Engineer and Interim Campus Engineer, PPDO

Elida Erickson, Sustainability Director, Sustainability Office

Alisa Klaus, Former Senior Environmental Planner, PPDO

Kristen Lee, Sustainability Programs Manager, Sustainability Office

Courtney Trask, Stormwater Manager, Environmental Health and Safety (EHS)

Matt DeMonner, Senior Mechanical Engineer, PPDO

Felix Ang, Campus Architect, PPDO

Brent Haddad, Professor of Environmental Studies

Sue Carter, Associate Dean of Graduate Studies, Professor of Physics

Zachary Teske, Interim Campus Engineer, PPDO

Toby Goddard, Water Conservation Manager, City of Santa Cruz

Ellen Vaughan, Water and Climate Action Manager, Sustainability Office

Patrick Testoni, Campus Energy Manager, PPDO

Chrissy Thomure, Educational Facilities Planner, CPSM

Traci Ferdolage, Former Associate Vice Chancellor, PPDO

## **Campus Stakeholders and Contributors**

### **Planning and Budget**

Chrissy Thomure, Educational Facilities Planner,  
Capital Planning and Space Management

Linda Flaherty, Former Educational Facilities  
Planner, Capital Planning and Space Management

Julie Hawkins, Former Educational Facilities  
Planner, Capital Planning and Space Management

Karen Smith, Director, Capital Planning and Space  
Management

Peggy Delaney, Former Vice Chancellor Planning  
and Budget

Galen Jarvinen, Special Assistant

Julian Fernaund, Director, Institutional Research,  
Assessment, and Policy Studies

### **Athletics and Recreation (formerly OPERS)**

Sue Harriman, Director of Athletics and Recreation,  
Physical Education, Recreation and Sports

Todd Hammonds, Associate Director of Athletics  
and Recreation Facilities, Physical Education,  
Recreation and Sports

Dustin Smucker, Associate Director of Recreation,  
Physical Education, Recreation, and Sports

### **Emergency Services**

Lisa Ehret, Former Director of Emergency  
Management, Office of Emergency Services (OES)

Nick Otis, Lead Designated Campus Fire Marshal,  
OES

### **TAPS**

Larry Pageler, Former Director, TAPS

Dan Henderson, Director, TAPS

Teresa Buika, Senior Transportation Planner, TAPS

Noah Thoron, Analyst, TAPS

### **Physical Plant**

Roger Edberg, Former Senior Superintendent,  
Grounds Services, PPDO

Mike Hanson, Interim Director, Physical Plant  
Services, PPDO

Theo Diamantopoulos, Manager, Fleet Services,  
PPDO

Traci Ferdolage, Former Associate Vice Chancellor,  
PPDO

Jeff Clothier, Planned Maintenance Manager

John Steward, Associate Director, Physical Plant  
Services, PPDO

Julie Sutton, Senior Superintendent, Grounds  
Services, PPDO

### **Colleges, Housing and Educational Services**

Steve Houser, Director, Employee Housing and  
Capital Planning, CHES

Sue Matthews, Associate Vice Chancellor, CHES

### **Business and Administrative Services**

Wendy Wurster, Executive Assistant to the Vice  
Chancellor

## 1.3 Content and Organization of the Document

This LRDP is organized to orient the reader first to background information about the campus and its current operations. This data is then used to establish the basis for planning, to inform the preparation of the plan and strategies within the document. The contents of this LRDP include:

### 1.0 Introduction

### 2.0 Planning Context

- Campus Planning history
- UCSC Main Residential Campus
- UCSC Westside Research Park

### 3.0 Basis for Planning

- Key Planning Considerations
- LRDP Objectives
- Population Projections
- Building Program

### 4.0 Long Range Development Plan

- Introduction
- Physical Planning Principles and Guidelines
- Land Use Plans
- Integrated Transportation Strategy
- Infrastructure and Utilities Framework

### 5.0 Land Use Area Concepts

- Introduction
- Academic Core South
- Steinhart Way
- Academic Core North
- Athletics and Recreation
- Housing near Cowell and Stevenson Colleges
- Southwest Housing





