

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



September 2006

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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.<sup>1</sup> The 2005 LRDP supports UCSC's academic, research, and public service mission while maintaining the campus's strong traditions of environmental stewardship and sustainability.

The draft 2005 LRDP published in January 2005 accommodated a 3-quarter-average enrollment of 21,000 FTE in 2020 and was the basis for the subsequent environmental review. After the distribution of the draft Environmental Impact Report (DEIR) in October 2005 and following an 86-day public comment period, the campus chose to reconsider growth to 21,000 FTE during the 2005-2020 planning horizon and formulated this 2005 LRDP.

The draft EIR analyzed several alternatives to the LRDP project including reduced enrollment alternatives. After careful consideration and review of the comments received from the community and public agencies on both the draft LRDP and draft EIR including discussions with the UC Santa Cruz academic leaders and the UC Office of the President, EIR Alternative 2 ("Reduced Enrollment Growth") is recommended. This 2005 LRDP reflects that alternative which accommodates a 3-quarter-average enrollment of 19,500 FTE on-campus students.

This document updates and supersedes the 1988 LRDP and plans for development sufficient to accommodate a projected fall-winter-spring on-campus enrollment of 19,500 full-time equivalent (FTE) students. This is an increase of 4,500 students in fall-winter-spring over the 15,000 enrollment projected in the 1988 LRDP, with associated increases in faculty and staff. It represents an increase of approximately 5,100 students over the 2003-04 total enrollment. This projection is based on UC Santa Cruz's aspirations to expand its academic, research, and professional programs and to increase its graduate student enrollment. It also reflects the projected higher education needs of California's population.

1. Including the university-owned property at 2300 Delaware Avenue, Santa Cruz.



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 needs of proposed campus growth.

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 carefully sited infill projects, with the remainder allocated primarily to specified areas to the north of the developed campus. Sustainability of resources and of the site's ecological function continues to be a major underlying principle in campus planning, development, and operations.

The 2005 LRDP continues UCSC's development configuration which concentrates academic facilities at the campus center surrounded by the residential colleges, other housing, recreation facilities, and support programs. The 2005 LRDP allows for about 3,175,000 gross square feet of additional building space to accommodate UCSC's academic, research, and public service mission as enrollment grows.

The 2005 LRDP promotes a walkable campus by strengthening pedestrian corridors, proposing pedestrian bridges to connect new and existing development, and by identifying locations for new consolidated parking facilities at the perimeter of the academic core. 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, extension of Meyer Drive, and a new access road from Empire Grade.

The 2020 planning horizon of the 2005 LRDP was chosen to match the original horizon of the City of Santa Cruz's new General Plan, underscoring the interrelatedness of UCSC and the greater community.



**ILLUSTRATIVE PLAN:  
EXISTING CENTRAL AND  
SOUTH CAMPUS**

## 2. Introduction

- a. Purpose and Scope
- b. Planning Process
- c. 2005 LRDP Objectives



## a. Purpose and Scope

A Long-Range Development Plan 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 higher education.”<sup>2</sup> It is updated periodically to meet changing needs and conditions. This process ensures that campus development supports academic, research, and public service goals, while also responding to 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 land-use map to guide capital construction and infrastructure development to accommodate a building program for campus growth. The 2005 LRDP accommodates a projected fall-winter-spring average student enrollment of up to 19,500 students through 2020 (an increase of approximately 5,100 over the 2003–04 total enrollment), with associated increases in faculty and staff.

Under the Master Plan for Higher Education, the University of California is asked to accommodate all eligible students from among the top 12.5 percent of high school graduates in California who choose to attend, as well as the top 4.5 percent of graduates from each high school, and eligible community college transfer students. Student enrollment demand for higher education in California is expected to increase significantly over the next fifteen years due to a number of factors, including: substantial state population growth; an increase in the proportion of college age students; and an increasing per capita participation in college education spurred in part by the economic boom of the 1990s. In response to this projected enrollment demand, the President of the University of California asked each UC campus to consider the feasibility of accommodating additional enrollment growth. Accordingly, UCSC is updating its planning to accommodate an enrollment of approximately 19,500 full-time equivalent (FTE) 3-quarter average on-campus students by 2020. In order to meet the academic goals and objectives of the campus in light of this proposed growth in student enrollment, UCSC is updating the 1988 LRDP—a physical plan that was designed to accommodate an on-campus enrollment of approximately 15,000 FTE students by 2004-05. LRDP Alternative 2 (“Reduced Enrollment Growth”) enables the campus to make progress toward articulated LRDP objectives for the 2005-2020 timeframe.

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. City and county officials have participated in and were consulted during the planning process. While UCSC neither anticipates reaching the 2005 LRDP on-campus student enrollment nor constructing the full 2005 LRDP building program before 2020, attainment of campus enrollment of 19,500 students prior to 2020 would trigger the need for an LRDP revision at that time.

2. California Public Resources Code section 21080.09.



The 2005 LRDP is accompanied by the ***2005 LRDP Environmental Impact Report (2005 LRDP EIR)***, as required by the California Environmental Quality Act (CEQA). The 2005 LRDP EIR presents detailed discussion of UCSC's existing environmental setting, the potentially significant environmental impacts of the 2005 LRDP, 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 and will be subject to review under CEQA for any potentially significant environmental impacts not analyzed in the 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 UCSC-managed field and research facilities off the main campus site, such as Mt. Hamilton Lick Observatory or the Marine Science Campus, which has its own Coastal LRDP.

## b. Planning Process

The 2005 LRDP 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. This LRDP includes revisions to reflect EIR Alternative 2 (“Reduced Enrollment Growth”) analyzed in the draft EIR.

The process was initiated in fall 2003, with the appointment of the Strategic Futures Committee (SFC),<sup>3</sup> which included a broad spectrum of faculty and academic administrators from across UCSC's divisions. The committee was charged with identifying the range of potential academic programs that might be considered by UCSC between 2005 and 2020. It was asked to articulate the academic rationale, principles and factors related to growth; identify significant or emerging academic directions; quantify physical requirements; define the qualities of the UCSC campus that should be addressed; and to recommend a student enrollment on which to base the 2005 LRDP.

The SFC recommended that the 2005 LRDP accommodate a total on-campus three-quarter-average enrollment of 21,000 full time equivalent (FTE) students. 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 a rate of growth to balance the needs of UCSC's academic and research vision with the ability of the campus to reasonably accommodate growth. After reviewing comments received on the draft EIR and following discussions with the academic leadership, the campus chose EIR Alternative 2 (“Reduced Enrollment Growth”) analyzed in the draft EIR and as reflected in this LRDP to accommodate a 3-quarter-average enrollment of 19,500 FTE on campus students.

At the same time, a 2005 Long-Range Development Plan Committee was appointed and charged with overseeing the development of UCSC's updated LRDP. 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.

3. Strategic Futures Committee reports: <http://planning.ucsc.edu/SFC/>. An archive of the website is available at UCSC McHenry Library Special Collections.

The 2005 LRDP Committee held a series of well-publicized public workshops<sup>4</sup> during the 2003-04 academic year and fall 2004, 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 papers<sup>5</sup> addressing the following key issues:

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

The white papers provided brief summaries of the 1988 LRDP, existing conditions, key physical issues, and possible approaches for addressing these issues. The *Campus and Community White Paper* covered a broader range of issues. In addition, a group of students met informally and developed a *Student Involvement White Paper*, which was presented to the 2005 LRDP Committee.

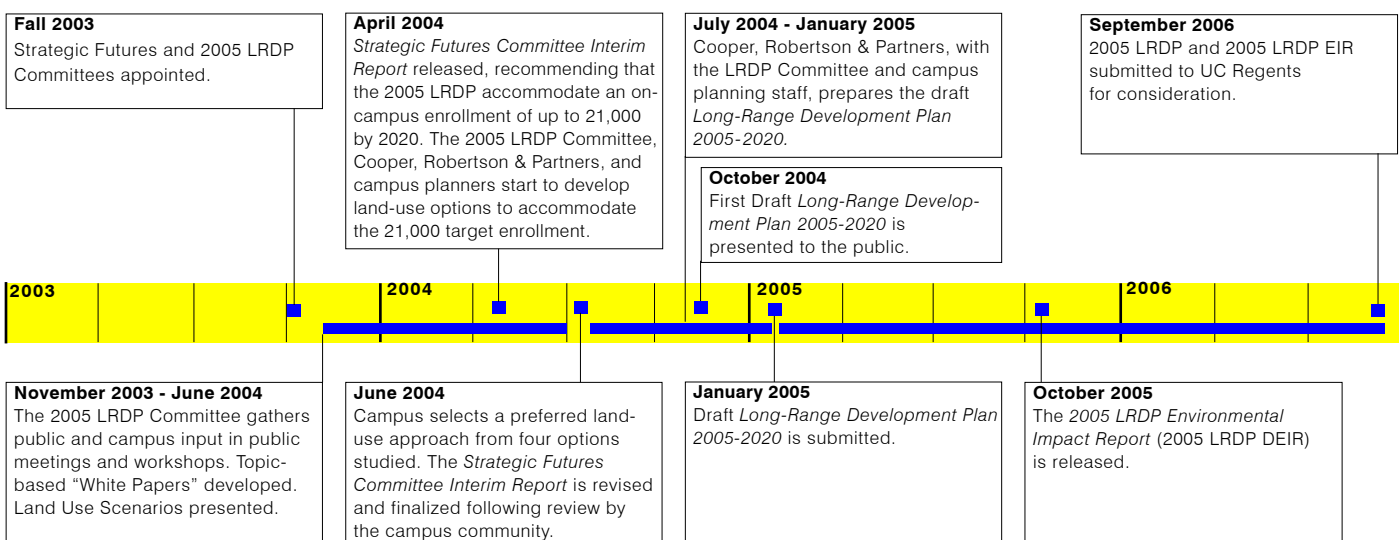
Throughout this process, regular press releases kept the campus and broader community informed of opportunities to become involved in campus planning, including five LRDP public workshops. Periodic updates were posted on UCSC's Long-Range Development Plan website.<sup>6</sup> The major milestones in UCSC's 2005 LRDP process are reflected in the following timeline.

4. Refer to Appendix B for a list of public workshops.

5. The white papers are available at UCSC McHenry Library Special Collections.

6. <http://lrpd.ucsc.edu>. An archive of the website is available at UCSC McHenry Library Special Collections.

#### 2005 LRDP TIMELINE



**c. 2005 LRDP Objectives**

The 2005 LRDP describes a physical planning framework that supports the three elements of the University's mission: teaching, research, and public service. This framework, that will guide development at UC Santa Cruz, is founded on the following LRDP objectives:

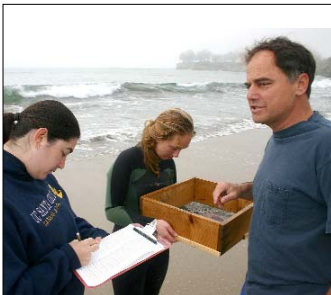
**Provide for instruction, research, support, residential facilities, and infrastructure needed to:**

- Accommodate anticipated enrollment growth and program development;
- Support the breadth and depth of undergraduate and graduate academic programs and professional degree programs;
- Accommodate the expansion of high-quality research programs;
- Allow the campus to expand its contribution to the public cultural life and economic well being of the region through public programs, events, and services.



**Develop facilities to foster a dynamic intellectual and social community, specifically:**

- Locate new facilities on the main campus to build on the established foundation of human and physical resources already in place and to encourage interdisciplinary collaboration;
- Provide facilities and spaces that will enrich the collaborative learning environment for the on-campus student community and encourage academic, personal, and social development.



**Develop a physical environment that will support educational opportunities for an increasingly diverse population.**

Retain flexibility that will allow continuing evolution of the campus over time in response to changing demographics, societal needs, technological developments and new external challenges.



Respect and reinforce the Physical Planning Principles and Guidelines to maintain the unique character of the UC Santa Cruz campus.

