

SAN JOSÉ STATE UNIVERSITY
Campus Master Plan

Evaluation of Existing Plans
Working Paper

September 2020

Continuing Relevance of Existing Plans for the New Campus Master Plan

Transformation 2030, San José State University's strategic plan, emphasizes the importance of building on its history and traditions as the first public university in California. The new Campus Master Plan must be grounded similarly through an understanding of how the Main and South campuses have developed, when and how other sites have been added, and how previous planning efforts have guided the University. The new Campus Master Plan will then move forward to encompass emerging opportunities and priorities.

To that end, this working paper addresses three topics and central challenges for the new master plan:

1. Historical and Emerging Planning Goals – The first section compares past and present goals, suggesting linkages to the future.
2. Key Aspects of Existing Plans and Their Relevance for the Future – The second section reviews and summarizes the primary themes, findings, and recommendations in existing physical development plans for SJSU.
 - Strategic Direction: Transformation 2030
 - Campus Plans (Main and South)
 - Topical Reports and Plans
3. Opportunities for the New 2040 Master Plan – The final section is a preliminary “work in progress,” suggesting ideas for the new

master plan that build on previous plans. This list will be integrated with findings from stakeholder interviews, surveys and other campus and community input to inform the goals and policies for the future in the 2040 master plan.

- Vision and goals
- Policies and expectations regarding growth
- Opportunities and strategies for meeting future spatial needs
- Campus form and site plans
- Mobility
- Infrastructure
- Implementation
- Funding

The following quote from the Society for College and University Planning captures the context for developing the new Campus Master Plan:

“As the need for synchronous place and time evaporates, investments in the physical campus will be questioned as never before. For campuses to be justified, they must provide values that are not available by other means. To become such places, they need to be adapted and transformed as if their survival were at stake.”

(From, SCUP 2019, The Physical Campus in a Digital World)

Historical and Emerging Planning Goals

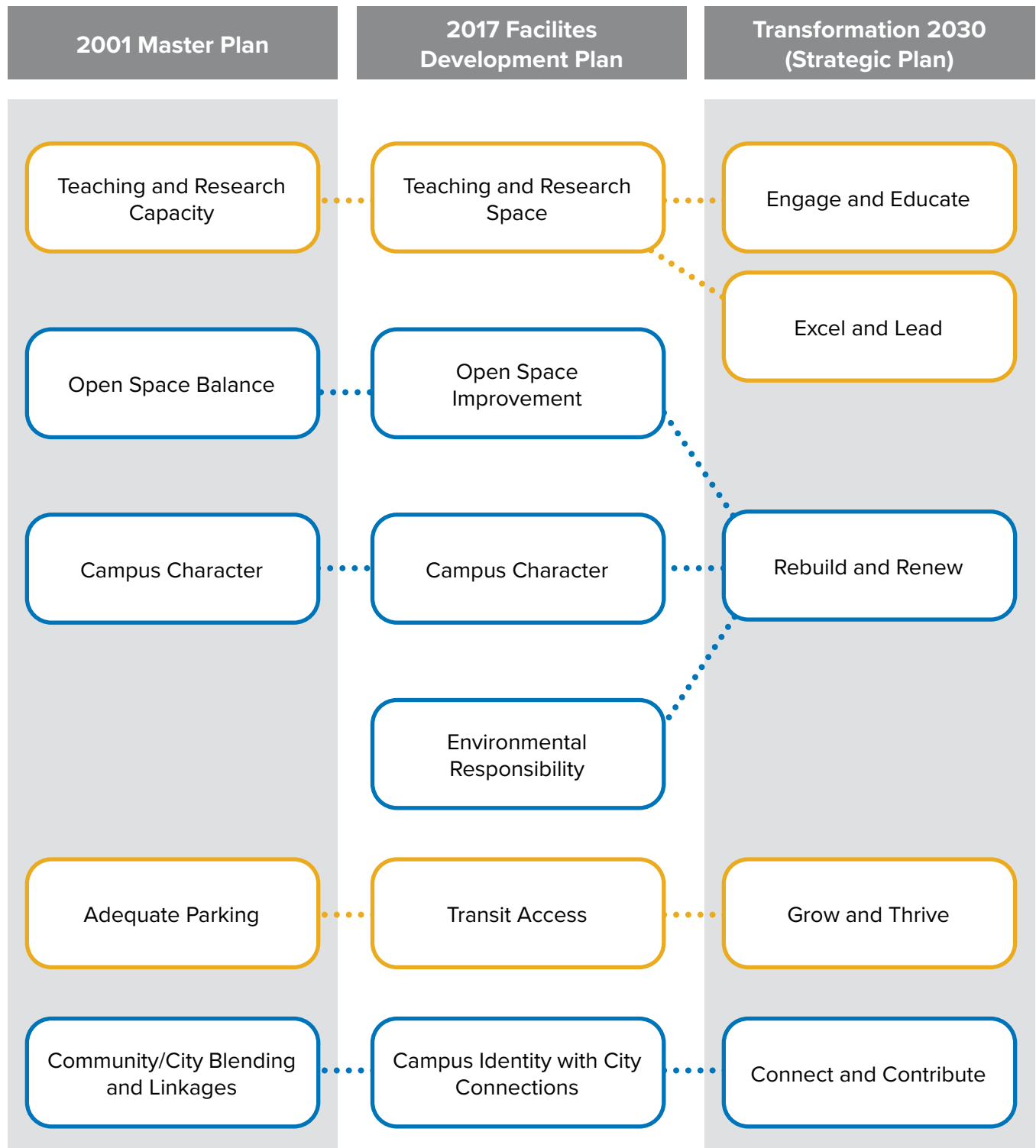
San José State University's 2001 Master Plan established a framework for Main Campus development over two decades. In 2017 the university prepared an internal Facilities Development Plan that applied similar goals and concepts to the Main Campus. Then, under the leadership of new President Papazian, SJSU established its strategic direction in Transformation 2030. The new master plan will build on the earlier plans for historical continuity, take policy direction from the strategic plan, and look forward to creating an inspiring physical environment as an expression of the university's mission.

The following diagram (Figure 1) illustrates the relationship between earlier physical planning goals and the themes in Transformation 2030. The first and most important physical planning concept for the new master plan is to expand the geographical scale beyond the historical Main Campus to encompass the South Campus and the university's properties and interests in the larger surrounding area.

Linkages between goals across time, include these critical concepts:

- Teaching and Research space has broadened to support emerging patterns of teaching, learning, and student success.
- Open Space and Campus Character have been subsumed within the goal of designing an inspiring campus environment.
- Environmental Responsibility has become increasingly important.
- Adequate Parking and Transit Access have expanded into the need for Mobility and Access along with other aspects of campus life (including housing) as essential to student success.
- Community/City connections are a continuing theme in the Silicon Valley context as the University attempts to balance its physical identity with its role in the region.

Figure 1: San Jose State University: Relationship Among Goals in Historical and Emerging Plans



Key Aspects of Existing Plans and Their Relevance for the Future

The next section selects key aspects of existing plans for further discussion beyond the goals discussed above.

Strategic Direction: Transformation 2030

The University's strategic plan, adopted in 2019, creates aspirations for SJSU in all its dimensions – academic mission; intellectual, social and leadership development; physical setting; neighbor and regional partner. Excerpts of the most relevant outcomes are listed below

- **Engage and Educate:**
 - Expand experiential learning opportunities for all SJSU students.
 - Engage our students to thrive in campus life activities.
- **Excel and Lead**
 - Engage students at all levels through faculty-mentored research, scholarship or creative activities.
 - Foster cross-disciplinary collaborations that capitalize on the university's signature strengths.
- **Grow and Thrive**
 - Ensure that all stakeholders (students, faculty and staff members, alumni and community) are able to live and thrive in the region by expanding options of and accessibility to transportation and housing.
 - Foster an inclusive environment and infrastructure where diverse populations can flourish.
- **Connect and Contribute**
 - Lead as an inspiring public campus that enriches San José's economic, cultural, natural and intellectual vibrancy.
 - Support excellence in athletics and the arts to enrich the community in which we live.
 - Engage with the city of San José, Silicon Valley industries, municipalities and civic organizations to enhance educational research, economic development opportunities and enterprise-level solutions.
- **Rebuild and Renew**
 - Launch and complete a comprehensive fundraising campaign.
 - Position SJSU as a leader in environmental sustainability.
 - Strive to make SJSU the safest digital and physical campus.
 - Build inspiring, modern facilities where modern teaching, research and laboratory spaces facilitate interdisciplinary projects, connecting faculty members and students across studies, and fostering industry partnerships and solutions.
- **Maintain a safe and healthy university community.**

Campus Physical Development Plans

2001 Main Campus Master Plan Highlights

- Established future facility capacity to serve 25,000 full-time equivalent students (FTES) on campus.
- Recommended principles for public-private partnerships, including support of SJSU mission. Cited MLK Jr. Library (completed in 2003) as a joint project with the City of San José.
- Recognized the physical layout of the campus with its historical center around the Tower Building, closed streets, and connecting paseos.
- Recommended increasing building heights in order to maintain open space balance by limiting ground area coverage by buildings.
- Recommended guidelines for Campus Form:
 - “... the campus can no longer be viewed as a green island in the midst of the city, but rather as an integral part of the urban fabric.”
 - “... a campus interior that remains roughly the same in terms of height and mass and a more densely developed campus perimeter.”
- Set goals and locations for student housing on campus.
- Established building condition and location as criteria for replacement.

2013 Main Campus Landscape Master Plan Highlights

- Focused on plant materials.
- Recommended quad spaces.
- Recommended strongly defined edge to differentiate the campus from the City.
- Identified pedestrian-vehicle conflicts.

2016 South Campus Facilities Development Plan Highlights

- Focused on Athletics with some parking.
- Addressed needs of football, baseball, soccer, tennis, track and field, volleyball, and golf.
- Includes some intramural and recreation facilities.
- Supported by capital campaign.

2017 Main Campus Facilities Development Plan Highlights

- Planning Strategies
 - Improve facility performance and new facilities to meet enrollment target, support student success, and meet faculty and staff professional development needs.
 - Strengthen overall identity and functional use of the campus, including circulation, landscape, security, access, and wayfinding.
 - Expand connections to the surrounding community and City.
- Campus Layout
 - Recommended making campus entrances more distinctive.
 - Recommended strengthening the perimeter and activating street frontages while also enhancing interior entrances.
 - Recommended transformation of secondary pathways into new paseos.
- Campus Development – Identified six opportunity sites
 - Site 1: Interdisciplinary Science
 - Site 2: Core Academic Facility
 - Site 3: Gateway University Complex
 - Site 4: Expanded Residential District
 - Site 5: Business & Technology Center
 - Site 6: Arts Center & Expanded Commons
- Recognized need for campus security.
- Identified elements of a growth plan:
 - Expand, enhance or create new academic programs.
 - Attract well-qualified students from new markets.
 - Obtain operational funding.
 - Recruit and retain additional faculty and staff.
 - Construct or renovate classrooms to accommodate 21st century teaching and learning.
 - Prioritize renovation and construction of educational facilities
 - Continue to pursue public and private funding for capital projects. Consider offsite opportunities for academic facilities as well as housing.
- Identified need for affordable housing for students, faculty and staff.
- Mobility – Concerned about access and wayfinding
 - Noted street network around campus and location of parking facilities.
 - Noted limited transit access at the time – pending plans for BART extension.
 - Noted number and nature of access points to campus.

Topical Reports and Plans

Sustainability Reports (including STARS)

- Holistic approach
- Academics – Student and faculty involvement in sustainability efforts – curriculum, courses, minors, research, participation in campus and CSU committees and task forces.
- Buildings – Increase in energy efficiency and LEED Gold or higher for new buildings.
- Energy and Greenhouse Gas Emissions – Reduction in energy purchases and greenhouse gas emissions and procurement of renewable energy.
- Transportation – Reduction in automobile traffic and parking impact.
- Waste Management – Waste reduction, diversion, and zero waste certification.
- Water – Awareness, behavioral changes, and reduction in consumption.
- Food Service – Environmentally-friendly suppliers and vendors; fair trade, organic, humane and/or local purchases; zero waste certification.

Transportation Solutions Outreach and Commuter Surveys (2018 and 2019)

- TDM outreach.
- Student Single-Occupancy Vehicle (SOV) mode proportion about 40 percent.
- Employee SOV proportion about 75 percent, similar to City of San José.

Utilities Master Plan (2014)

- Update infrastructure to meet enrollment growth.
- Maintain existing infrastructure as much as possible. Concerned about deferred maintenance.
- Reduce reliance on fossil fuels and limit emissions
- Develop options that are financially efficient, energy efficient, flexible, reliable, sustainable and robust.

Parking Study (2019)

- Different parking needs for Main and South Campus.
- Neither location lack capacity to meet current demand.
- Parking on South Campus as TDM measure for Main Campus.
- TDM and non-SOV modes to reduce parking demand.

Wayfinding (Draft 2020)

- Inventory of landmarks, building entrances, existing signage, existing kiosks, primary and secondary routes through Main Campus.

Opportunities for the New 2040 Master Plan

The final section of this working paper identifies opportunities for the new master plan that stem from earlier planning efforts. Thus, this list does not repeat recommendations already discussed in earlier reports. Further, the campus master plan team will refer to this list of ideas as well as findings from stakeholder interviews, surveys and other campus and community input to inform the goals and policies in the new Campus Master Plan.

Vision and Goals - High Level

- Guided by Transformation 2030.
- Expand geographical scale to include South Campus and surrounding area as well as remote sites (e.g., Moss Landing); yet recognize Main Campus as “the” center or hub of the University.
- Increase campus capacity (by amount to be determined) to serve program expansion and enrollment, and meet anticipated future space needs.

Policies and Expectations Regarding Growth

- Academic Programs and Pedagogy
 - Plan for emerging modes of teaching and learning, including collaboration space, active learning and hybrid forms of delivery.
- Enrollment and Student Mix
 - Consider distinct needs of different student populations – especially as campus focus moves from first-time undergrads to transfer students, graduate students, and working professionals.

- Campus life
 - Focus on campus as a 24 X 7 place.
 - Address personal as well as institutional safety and security.
 - Provide services for commuters and well as residents.
- Housing (Student, Faculty, Staff)
 - Explore options off campus (including partnerships involving university management).
 - Redevelop Alquist site.

Opportunities and Strategies for Meeting Future Space Needs

- Reuse/Repurposing
 - Prioritize renewal and replacement.
 - Improve space assignments, management and scheduling.
- New Construction
 - Take advantage of opportunities to make a statement with a new building.
 - Make strategic choices to enhance campus functions as well as aesthetics.
 - Emphasize flexibility.
- Sustainability
 - Holistic approach to sustainability (economic and social as well as environmental)
 - Minimize air conditioning requirements.
 - Address existing buildings (as many will remain).

Campus Form and Site Plans

- Context
 - Take advantage of SJSU's position as a public urban university.
 - Explore how to reinforce identity while being an integral part of the City (especially Main Campus).
 - Develop and reinforce identity for off campus properties nearby.
 - Explore how to be welcoming without being too porous.
 - Develop connections for Main Campus with downtown to west and City Hall to north.
 - Expect some needs to be fulfilled off-campus.
 - Work with the City regarding street improvements on peripheral streets.
- Land Use and Layout
 - Accept basic Main campus layout (including street closures), but de-emphasize separate quadrants.
 - Distinguish historical Tower Hall area.
 - Expand the role of South Campus, recognizing its past as primarily serving Athletics and supporting activities
 - Build on 2017 Main Campus Facilities Development Plan
- Public Realm
 - Develop a landscape framework.
 - Focus on human use of outdoor space, especially with the climate in San José -- seating, studying, relaxing as well as moving around.
 - Rethink and simplify plant materials, emphasizing native and drought-tolerant species.

Mobility

- Holistic approach to access and mobility
 - Improve access for students, faculty, staff and visitors
 - Create seamless transitions between modes – e.g., drive/transit/walk; bike/walk.
 - Reinforce pedestrian priority.
- Within Main and South Campuses
 - Improve wayfinding.
 - Strengthen secondary circulation system.
 - Address vehicle, bicycle, pedestrian conflicts.
 - Develop safe and convenient drop-off/pick-up locations.
- Linkages between Campuses
 - Work with the City to create an attractive, safe, and convenient bike and pedestrian corridor between Main and South Campus.
- Connections with Transportation Systems for Both Campuses
 - Connect pedestrian paths and bicycle routes.
 - Identify and expand public transportation links and work with VTA et al. on delivering transit that meets the needs of SJSU affiliates.
 - Anticipate BART extension by providing supportive infrastructure and advocating for new connections where needed off campus.
 - Clarify vehicular access, including service and emergency access.

- Transportation Demand Management (TDM)
 - Reinforce and expand student travel by modes other than Single Occupant Vehicles (SOV)
 - Address faculty and staff mode split to reduce SOV dependency.
- Technology
 - Anticipate future modes – e.g., micro-mobility, electric, self-driving vehicles.

Infrastructure

- Emphasize future-oriented, flexible, and efficient infrastructure.
- Update information technology to support changing pedagogy and work patterns.

Implementation

- Contingency planning for disruptions (natural and human-generated disasters).
- Phasing
 - Establish priorities.

Funding

- Develop strategic case for capital project funding
- Reduce challenges associated with mixed-use facilities.
- Pursue potential partnerships actively.