

SAN JOSÉ STATE UNIVERSITY
Campus Master Plan

Preliminary Background Report
Spring 2021



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1. Executive Summary

The purpose of this Preliminary Background Report is to summarize the background information and research conducted in Phase 1 of the San José State University Campus Master Planning process (summer 2020 through spring 2021). The information provides context for Phase 2 of the process, which will develop a Framework for the new Campus Master Plan, or the Plan, leading to the detailed Plan to be developed during Phase 3. The final preparation of the new Campus Master Plan will be coordinated with environmental review mandated by the California Environmental Quality Act before being forwarded to the California State University Board of Trustees.

Scope and Process

The new SJSU Campus Master Plan will encompass all physical sites used for University programming - Main Campus, South Campus, Moss Landing, and a number of other locations in and near San José. The three-year process involves an Advisory Committee appointed by President Papazian and has engaged the campus and broader community to date through a series of briefings, stakeholder leadership interviews, and a virtual Open House. In addition, experience and ideas from other urban universities will be brought into the process.



*SJSU Tower Lawn and the Martin Luther King, Jr Library in the backdrop.
Photo Credit: David Schmitz / San José State University*

Context and Direction

SJSU's Strategic Plan, Transformation 2030, provides the primary direction for the new Campus Master Plan. The Plan is intended to build on the University's history as the oldest public higher education institution in California and to carry it forward for the next twenty years. It will consider the University's leadership role in the region and the setting of its two primary locations in the City of San José. The Plan will accommodate anticipated academic programs, research aspirations and enrollment trends. It will address the changing nature of teaching and learning as pedagogy develops to take advantage of technology. It will cover campus life so as to create a welcoming and inclusive environment for a holistic college learning experience.

University-wide Issues and Opportunities

Some Campus Master Plan topics apply university-wide - particularly strengthening the University's sense of place and connecting its various locations. In addition, facility assessment shows that the University has an academic space deficit for current enrollment levels when applying California State University standards; and that academic facilities are generally older than student support and athletic facilities. The analysis of mobility underscores the importance of a comprehensive Transportation Demand Management (TDM) plan to shift students, faculty and staff away from being so dependent on cars, and onto more sustainable modes of transportation. Both the Main and South campuses need to be more accommodating to pedestrians and wayfinding needs to be more legible. The infrastructure, including information technology, will need to have sufficient capacity to meet future needs as well as to be more resilient and sustainable.





Site-Specific Issues and Opportunities

In addition to the university-wide issues and opportunities, a major consideration for the Main Campus is how to use strategic investments to shift toward a campus that is both safe and more welcoming with outward-facing buildings, particularly along the edges. In addition, the open space and pedestrian circulation systems can be enhanced and landmarks given more visibility. South Campus needs to be recognized for its athletics, sports and recreational complex and for its future potential as a more integral part of the University. The new Campus Master Plan is also an opportunity to fully integrate Moss Landing Marine Labs into the University and to brand various small off-campus sites as part of SJSU and improve their connections to the Main and/or South campuses.



Summary of Master Plan Opportunities

The final chapter synthesizes all of the input and findings into draft goals for the new master plan. They are based on the premise that the fundamental role of San José State University is education broadly defined to encompass campus life, cultural context, and environmental setting, along with traditional teaching, learning and research activities. The goals also emphasize a university-wide approach to many topics, with additional site-specific goals for each major location. The goals have been revised and expanded based on discussion by the Campus Master Plan Advisory Committee and the President's Cabinet.

Overall Campus Plan Goals

University-wide Facility Design Goals

- Academic and Research Facilities
- Student Life and Campus Community Facilities
- Information Technology

University-wide Campus Environment Goals

- Placemaking
- Environmental Comfort

University-wide Sustainability Goals

- Campus Infrastructure
- Sustainable Transportation

Site-Specific Goals

- Main Campus
- South Campus
- Moss Landing
- Other Sites

Implementation and Phasing



Preliminary Campus Master Plan Goals

The goals for San José State University's new Campus Master Plan are derived from the Strategic Plan: Transformation 2030 and based on the premise that the University's fundamental role is education broadly defined to encompass campus life, cultural context, and environmental setting, along with traditional teaching, learning and research activities.

Overall Campus Master Plan Goals

- Create a dynamic sense of place for San José State University that is welcoming, accessible, inclusive, equitable, safe, and sustainable; that celebrates all of its locations; that supports its educational community; and that symbolizes its leadership as an innovative and creative public university in Silicon Valley;
- Re-envision two largely-developed campuses and other San José State University sites to inspire, shape and support the educational community, student success, and faculty and staff engagement;
- Sustain a vibrant campus atmosphere with enhanced open space, outdoor activity areas, a strong pedestrian orientation, and strategic redevelopment with taller buildings;
- Ensure that South Campus and Moss Landing Marine Labs are connected as integral parts of the university, not afterthoughts;
- Identify where and how capacity can be added to accommodate future academic and research aspirations, anticipated enrollment growth, student housing, and supporting programs in both physical and digital places;
- Re-imagine space design and management to support collaboration, emphasize flexibility and adaptability, and incorporate advanced technology to improve space utilization and enhance the experience of being at the University;

- Create a traditional and smart university that actively leverages technology features that anticipate and personalize the needs of the individual's campus experience, improves safety and security, enhances collaboration, and builds an outdoor/indoor connected environment;
- Improve connections and permeability between the campuses and their surroundings to better integrate the University with the City of San José and the community;
- Provide direction, funding strategies and phasing for future capital investments to implement the plan, including infrastructure.

Overall Facility Programming Goals

Academic and Research Facilities

- Replace or renovate aging academic facilities to provide more suitable and inspiring space for teaching, learning, research and creative activity in the 21st century:
 - Plan for resilience and renewal before building conditions become critical;
 - Encourage innovative and state-of-the-art design for new and renovated academic and research facilities;
- Evaluate and adjust academic space planning and management:
 - Develop a culture of sharing space and facilities;
 - Improve utilization of space for classrooms, labs, research facilities, academic support spaces, and the library;
 - Reassign space to achieve synergy and support collaboration and actively encourage interdisciplinary connections;
 - Incorporate informal collaboration and study space in academic buildings;

- Recognize and provide facilities for disciplines that need space tailored to their needs (such as labs and studios with specialized equipment) as well as flexible space that can be shared by multiple disciplines:
 - Anticipate and provide the facilities needed for increasing research and scholarly activity;
 - Include designated space for individual and group research projects;
 - Include designated space for innovation and entrepreneurship support programs for students, faculty, staff, and the community;
- Design and build flexible teaching spaces to better meet changing modes of instruction, including digital and engaged learning;
- Recognize and provide facilities for SJSU auxiliaries to improve the student and faculty experience when receiving services from these organizations.
- Strengthen the sense of community for all those affiliated with the University (students, faculty, and staff):
 - Design facilities with space to accommodate a wide range of food, beverage and retail options that are healthy, accessible, and inclusive;
 - Make sports, recreation and wellness facilities more accessible and inviting to the campus community;
 - Right-size and relocate community and cultural event spaces to be more publicly accessible;
 - Include space for additional support services such as affordable child care;
- Increase housing availability and affordability on or near campuses
 - Provide for additional student housing based on University policy;
 - Offer a variety of housing types and price ranges, including family housing;
 - Identify opportunities for faculty and staff housing;
 - Take advantage of partnership opportunities for expanding housing choices.

Campus Community and Student Life Facilities

- Design all SJSU sites as vibrant places to teach, learn, work, live, and visit;
- Enhance the entire student experience to make the campuses more livable and memorable:
 - Foster a sense of belonging for students;
 - Consolidate student services so that they are more visible and easily accessed;
 - Improve access to the campuses, to technical resources and to services so that students can focus on learning rather than the logistics of attending class;
 - Create space for commuter students where they feel at home between classes;
 - Recognize the importance of informal outdoor and indoor space for impromptu recreation and gatherings;
 - Provide more meeting space for formal and informal student clubs, organizations, and other groups;

Information Technology

- Incorporate future-enabled technology to support teaching, learning, research, scholarship, student support and administrative functions on the campuses and for work anywhere, anytime, for the adaptability and flexibility to meet the demands of our changing workforce and community;
- Prepare campus for tomorrow by designing new and renovated buildings, facilities, spaces and physical infrastructure from the start with technology and systems that create an interconnected campus;
- Emphasize safety, cybersecurity and privacy to empower the ubiquitous adoption of seamless, personalized digital services.
- See appendix for more detailed IT goals in support of the Campus Master Plan.

Overall Campus Environmental Goals

Placemaking

- Strive to be visionary and cutting edge with new campus design:
 - Improve the impression of the University's campuses through innovative design around the experience and usability of space by the entire campus community;
- Invite and showcase the campus community's work and values:
 - Strengthen the role and importance of public art with strategic placement;
 - Showcase student activity and the work of the University in more visible ways;
- Acknowledge both the cultural significance of the past and the University's future aspirations with new campus design;
- Utilize the virtual world to enhance the experience and identity of campuses;
- Design all campuses to be open, welcoming, inclusive, attractive, accessible, and connected with the neighborhoods that surround them:
 - Strengthen and integrate the Main Campus within its urban context;
 - Design shared outdoor spaces to be safe and also inviting;
 - Integrate building signage and wayfinding as standard design elements;
- Revise campus-wide design standards for campus facilities and support systems to have consistent visible elements University-wide, while allowing iconic features to stand out.
- Update Landscape Master Plan that applies University-wide:
 - Design paseos, campus edges, and gathering spaces on all campuses to be engaging, activated, and connected to the buildings and facilities that are adjacent to them;

- Establish a variety of outdoor spaces for different activities from large gatherings to individual contemplation;
- Design for flexible use of all open spaces to adapt to change.

Environmental Comfort

- Design all campuses to prioritize Universal Design and remove barriers to accessibility; and make the campus more equitable and intuitive to use;
- Emphasize pedestrian access and orientation within each campus to promote safety and wellness through active design;
- Program and design outdoor spaces to support studying, socializing and campus life:
 - Support learning outside through design of existing and new public spaces;
 - Design outdoor spaces to have internet connectivity and power to allow work to move seamlessly from place to place;
- Promote a sense of belonging and inclusion for all visitors and members of the campus community:
 - Design public spaces, both indoors and outdoors, for flexible use as gathering areas for SJSU's diverse communities;
 - Build supportive inclusive spaces for amenities throughout campus buildings that are responsive to the needs of a diverse population who may spend long or varied hours on campus: prayer spaces and ablution stations; gender inclusive bathrooms; and lactation spaces beyond the regulated minimum availability. Design these to be accessible without gatekeeping personnel or embedded in offices that are only open during business hours. Locate these in safe accessible places that are not isolated in buildings.

- Provide an attractive, accessible, safe, clean, thermally comfortable, walkable, and sittable campus environment:
 - Design landscaped areas with climate appropriate planting and materials for environmental comfort;
 - Design or renovate buildings to enhance ventilation, indoor air quality, and thermal comfort;
- Create inclusive wayfinding systems to include all sites, both online and in physical spaces;
- Develop open and welcoming design solutions that also provide for personal safety and property security.
- Anticipate resilience needs of the campus with a University Resilience Plan (review the size of backup and reserve power, gas, and steam for emergencies, consider the needs of more frequent wildfires on indoor air quality, enhance water conservation and reuse in the face of future droughts, sheltering and efficient evacuation from wildfires, etc.):
 - Use “smart” infrastructure, reduce the need for disruptive activities like trenching, make infrastructure resilient and easy to maintain/upgrade;
- Leverage technology and data to make better informed process decisions that reduce waste and redundancy.

Sustainability Goals

Campus Infrastructure

- Minimize all resource use, including the carbon footprint of all campuses with a Strategic Climate Action Plan, including the embodied carbon impact of new construction:
 - Establish clearly-defined and quantified carbon goals;
- Assess and support utility and operational capacity, maintaining existing facilities at highest level of value and utilization:
 - When needed, design and renovate facilities (both buildings and landscape) to be sustainable, automated, and more resilient to climate change, and to retain their value at the end of life;
- Protect occupant and community health by phasing out the use of building materials containing toxic substances and eliminating gas combustion appliances;
- Minimize the visible impact of infrastructure on campus overall with Campus Design Standards for utilities, information technology and other infrastructure systems, particularly on the edges of the campus;

Sustainable Transportation

- Ensure access to campus is affordable, accessible, equitable, safe, and sustainable:
 - Create a Transportation Demand Management Plan that prioritizes sustainable transportation options, including public transportation, micromobility, and other alternatives to driving as well as support for electric vehicles;
 - Revisit the policy on micro-mobility to provide more options for mobility, including supportive infrastructure tied-in to city infrastructure (e.g., bike/scooter parking and maintenance, connections to existing routes and lanes), while respecting safety for people with limited hearing, vision, and mobility;
 - Provide universal access and wayfinding;
- Strengthen the safety, experience, and connectivity between the South and Main campuses:
 - Improve university-provided transportation between campuses.

Site Specific Goals

Main Campus

- Rebuild/replace outdated buildings and infrastructure with more current and flexible design and future-enabled technology solutions;
- Consolidate programming into taller buildings to provide more open space, considering and taking care to match the scale of future downtown buildings on the west as well as the character of surrounding neighborhoods on the east and south;
- Redesign the edges of Main Campus with more welcoming and inviting street frontage;
- Create a sense of arrival at Main Campus with a series of landmark entry points that consider hierarchy and the fact that there are many ways to approach the campus;
- Provide more visibility of Tower Hall from downtown San José and City Hall;
- Prioritize outdoor space to improve open, green spaces for flexible activities;
- Replace parking garages and parking lots as the need for parking changes over time with new buildings or open spaces;
- Design spaces and surfaces for cultural expression for mural art, wall projections, and performance spaces with accessible electrical power sources visible not only on campus but from other parts of the city;
- Implement technology solutions that interconnect the Main Campus, South Campus, and Moss Landing Marine Labs, including indoor and outdoor spaces into a seamless experience and environment.

South Campus

- Strengthen South Campus as a safe and welcoming destination for students, faculty, staff and the community;
- Bring additional activities to South Campus to complement athletics including gathering spaces throughout the campus;
- Establish a robust internal pedestrian network, increase permeability, and reduce vehicle circulation;
- Design South Campus to have a more clear identity overall and especially from the edges of the campus;
- Improve lighting, security and infrastructure.

Moss Landing Marine Labs

- Integrate the Moss Landing Strategic Plan and the new campus master plan;
- Brand Moss Landing Marine Labs so that it is identified with SJSU and improve SJSU branding in and around it;
- Consider additional activities such as housing or a conference center to complement the Marine Laboratory.

Other Sites

- Brand other University sites so that they are identified with SJSU and establish direct connections to the Main or South campus where feasible;
- Consider building new affordable housing off the Main Campus;
- Consider how innovative research can be extended to other locations.

Implementation and Phasing Goals

- Strategically consider options for acquisition, ownership, leasing, or sharing future University sites;
- Target and grow the public, non-profit and private sector partnerships for housing, research, innovation, technology, and shared facilities;
- Develop a phasing plan, considering campus infrastructure, with priorities and sequencing for funding and implementation.

2. Introduction, Scope and Process

This Preliminary Background Report summarizes the background information and research conducted in Phase 1 of the SJSU Campus Master Planning process. The information serves as context for the development of the Campus Master Plan Framework and options for the future development of San José State University.

This Introduction covers the Campus Master Plan scope and process, including a summary of campus and community involvement and an overview of how SJSU might draw ideas from other urban campuses. Chapter 3, Context and Direction, sets the historical and physical context for the new Campus Master Plan and bases the future on the University's Strategic Plan, Transformation 2030 and the changing

nature of teaching, learning, work and campus life. The next chapter, University-wide Issues and Opportunities, provides background on the planning topics that are common to all University sites - the Main and South campuses, Moss Landing and other locations - campus identity, mobility, infrastructure, sustainability, resilience, implementation and funding. Chapter 5 covers the unique issues at each major University site, focusing on the Main and South campuses. The final chapter is a Summary of SJSU Opportunities covers the highlights from background research into a preliminary set of goals that will provide direction for the next phase in developing the Campus Master Plan Framework.



Campus Master Plan Scope

The Campus Master Plan serves as the long range planning guide for transforming the University's campuses, supporting academic and research program expansion, accommodating projected student enrollment and all related student support, and administrative services of the University. All physical improvements on the campus must be consistent with and supportive of the Campus Master Plan.

The Campus Master Plan is written in anticipation of spatial needs for the next two decades - out to the year 2040. It guides a strategy for future growth and applies to campus land use and buildings, the public realm, mobility and access, and infrastructure. The Campus Master Plan is a framework for future capital projects and operations.

The Campus Master Plan will address all of the properties associated with SJSU programs. This includes the Main Campus, South Campus, and places where programs are operated in the City of San José and larger region. The Campus Master Plan will also examine the relationship between the Main Campus and Downtown San José and anticipate the changes that may occur over the next 20 years.

Now more than ever, the SJSU campus as a place is important to the University as a community, to student life, to faculty scholarship, to the future of downtown San José, and to the continued success of the region. The new Campus Master Plan is an opportunity to set goals for its public spaces, its accessibility, its functionality, and flexibility. It is an important time for everyone to consider the future of both campuses and the University's other locations.

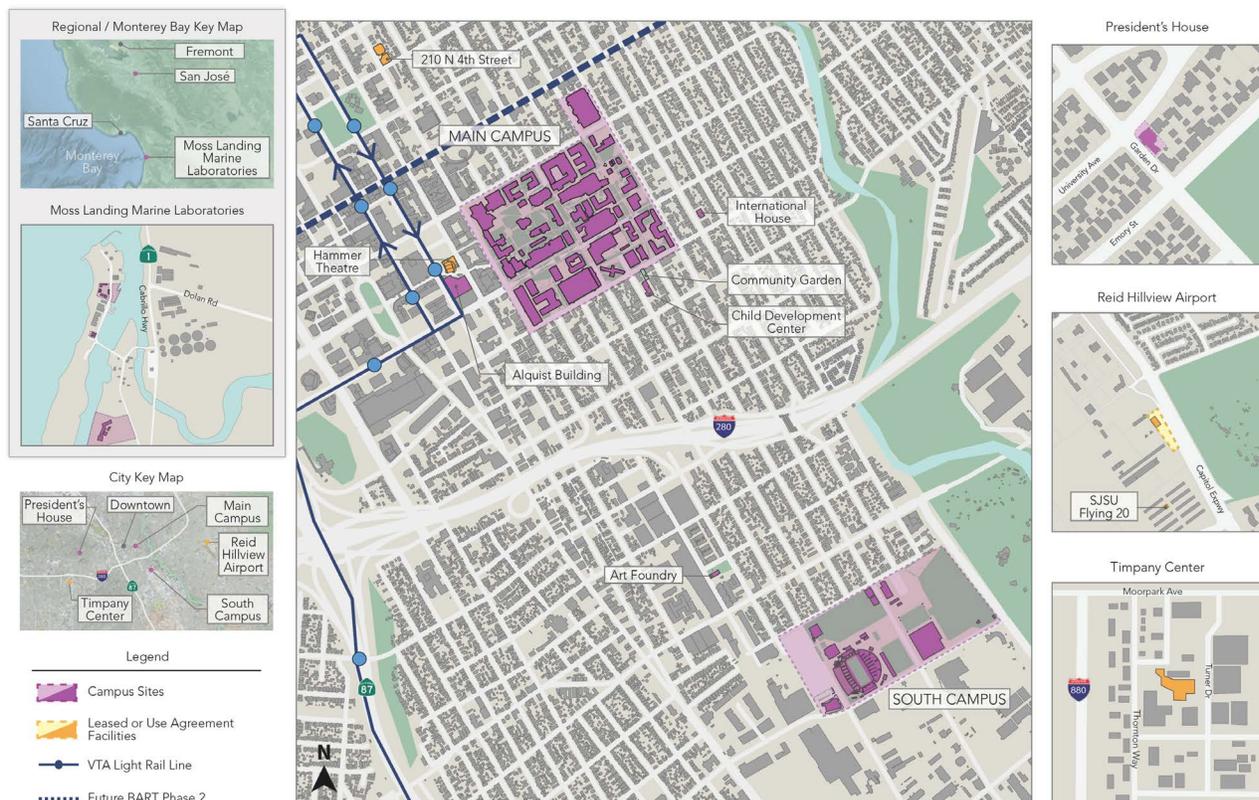


Figure 2-1: San José State University sites where programming and administration occurs

Strategic Plan:
Transformation 2030
(including Academic and Enrollment Planning)



Figure 2-2: The relationship of the Strategic Plan: Transformation 2030 to the Campus Master Plan and other University Plans

Relationship to Other University Plans

The previous Campus Master Plan was written in 2001, and only applied to the Main Campus. The University, downtown San José, and the region have all grown so much over the past few decades, it is time for the University to think about the next two decades and how it will continue to change.

The new Campus Master Plan will set out a vision for SJSU based on the University's strategic plan, Transformation 2030, and anticipate the future spatial needs of the University by developing strategies for future growth. It then becomes the umbrella for site-specific plans for individual campuses. The most recent one of these is the Facilities Development Plan written in 2017 for the Main Campus, which has some projects in progress. The Campus Master Plan also provides context and direction for detailed plans that focus on specific areas such as infrastructure.

Timeline

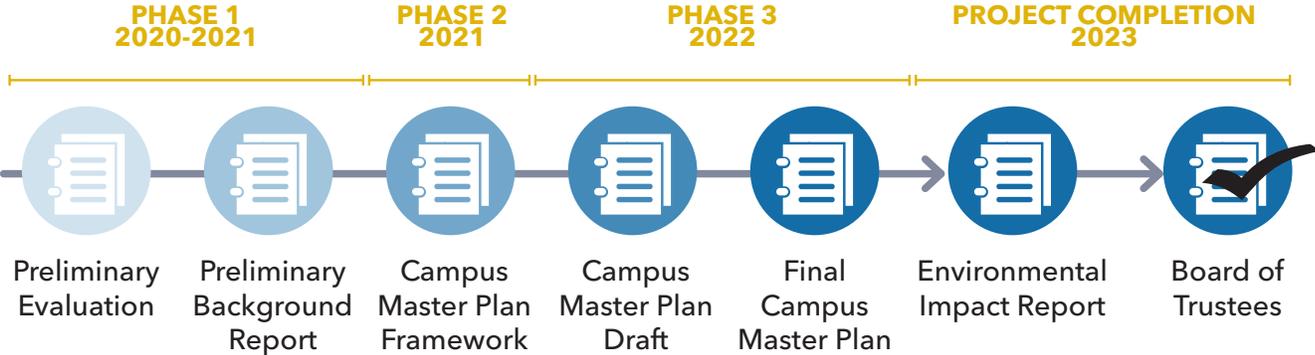


Figure 2-3: Developing the Campus Master Plan is a multi-year process with four phases.

Phase 1: Preliminary Evaluation

This first phase of the Campus Master Plan process was initiated in spring 2020 and includes analysis of existing conditions and information gathering, summarized in this Preliminary Background Report. It has involved interviews with the leadership of more than twenty campus organizations and groups, and public input through a virtual Open House.

Phase 2: Campus Master Plan Framework

The second phase of the process will focus on the development of a framework for the Campus Master Plan. The future development framework will include the vision and goals for the future, major physical planning concepts and options, and the basis for a project description for the Environmental Impact Report. Interested members of the campus and community will have an opportunity to participate in workshops, focus groups, or charrettes focused on key topics.

Phase 3: Campus Master Plan Draft

The third phase involves filling out the details of the new Campus Master Plan. During this time, the framework will be expanded and refined based on further analysis and in response to administrative and public review and comment.

Phase 4: Completion

Environmental review, as required by the California Environmental Quality Act, can begin once the University establishes the framework for the plan. The public will have an opportunity to comment on the Draft Environmental Impact Report (EIR) before the Campus Master Plan and Final EIR go before the California State University Board of Trustees for adoption.

Roles and Responsibilities

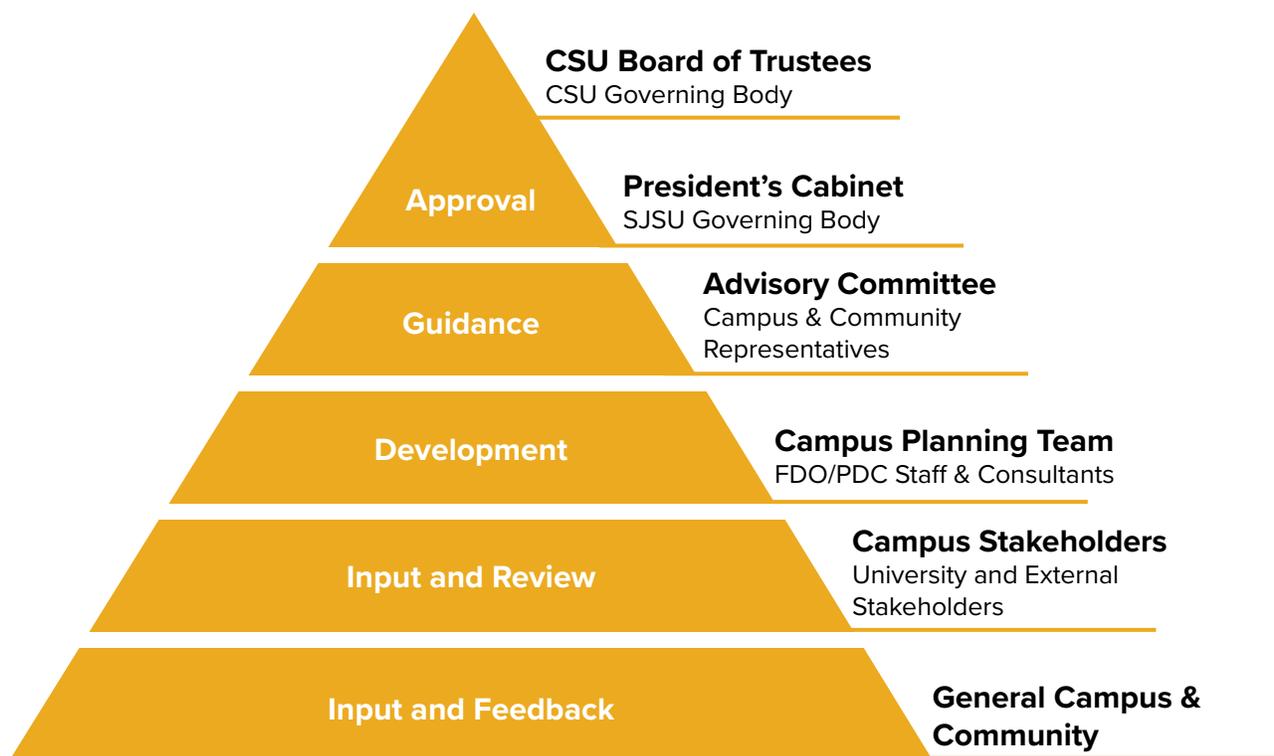


Figure 2-4: This pyramid diagrams the roles and responsibilities of the University community regarding the Campus Master Plan.

The Campus Master Plan will capture the vision of the SJSU campus and community, which includes students, faculty, staff, administrators, and neighbors. The plan will evolve from the direction of campus leadership and consultation with the general campus and community throughout the process.

As the governing body for the California State University (CSU) system, the Board of Trustees has final approval authority for the Campus Master Plan and associated environmental analysis. SJSU President Papazian and her Cabinet oversee the process with a Cabinet-appointed Master Plan Advisory Committee (and its smaller Steering Committee). The Campus Planning Board also advises the President of the University and this process regarding long-range physical planning for the campus and the surrounding area, including preparation and review of the Campus Master Plan.

Communications and Campus/Community Engagement

Involvement of the campus and broader community is an essential part of developing the Campus Master Plan. As the process began in spring 2020, just as the COVID-19 pandemic shut down in-person instruction on campus, all meetings and outreach in Phase 1 had to be conducted online. This section summarizes how communications were established, stakeholder interviews conducted, a virtual Open House created, and meetings with the City of San José were held during Phase 1 of the process.

Website

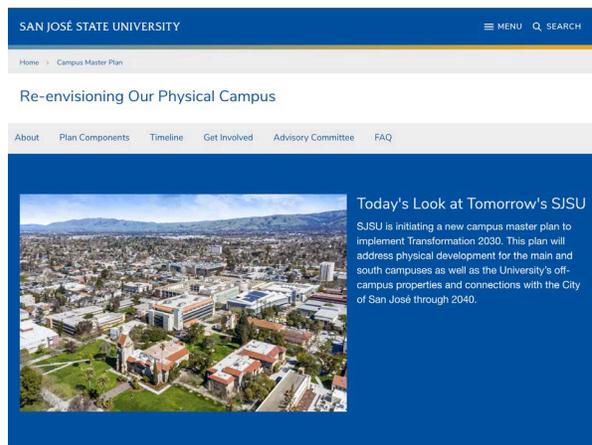
The central resource for public information about the Campus Master Plan is the website: sjsu.edu/campusmasterplan. The website contains project information including background documents, timeline, and a way to contact the team. The content is updated regularly.

Stakeholder Leadership Interviews

More than 80 hours of interviews with the leadership of more than 20 campus stakeholder groups were completed during Fall 2020. Key findings are incorporated in this report and summarized in the Appendix. The master plan consulting team will draw from these ideas in developing the new Campus Master Plan

City Engagement

The urban location of the Main Campus adjacent to downtown on the west and the location of both campuses near residential neighborhoods in San José means that the City is an important partner in the future of the campus and vice versa. The Campus Master Plan process so far has initiated a discussion with City representatives, and will continue throughout the Campus Master Plan process.



A snapshot of the Campus Master Plan Website: sjsu.edu/campusmasterplan

Virtual Open House

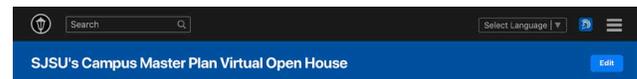
As pandemic restrictions continued into 2021, a widely publicized virtual Open House was available from February 10 through March 31. It was designed to give both the campus and neighboring community a way to provide input to inform the framework of the plan. The virtual Open House included an interactive online “forum” website and live community meetings via Zoom. The virtual Open House website was set up on the Neighborland platform and provided nine topics for participants to browse and share publicly visible feedback. Five live community meetings were also held at various times of the day and week during March to provide the campus and community with opportunities to talk with the team.

Over 1855 individuals visited the virtual Open House Website and 163 provided input. Highlights from the contributors are included in this report. The detailed comments from the virtual Open House are summarized in the Appendix.

University Briefings

Administrative offices provided briefings on major topics to familiarize the Master Plan Team with plans and policies already being discussed. Sections of the Issues and Opportunities chapter of this report include information from these briefings.

- Accessible Education Center
- Advocacy and Community Relations
- Business Services
- Dining Services
- Energy, Utilities, and Sustainability
- Enrollment Management
- Housing and Campus Life
- Parking Services
- Transportation Solutions (ASI)
- Utilities



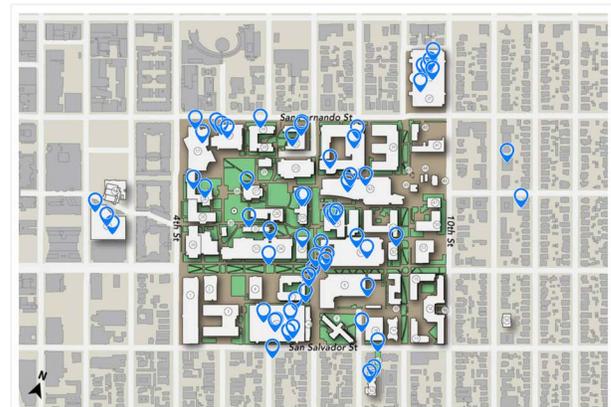
SJSU's Campus Master Plan Virtual Open House



Image: Aerial view of the SJSU campus

What is the Campus Master Plan?

The Campus Master Plan serves as the long range planning guide for accommodating projected student enrollment and all related educational programs and administrative services of the university. All physical improvements on the campus must be consistent with and supportive of the Campus Master Plan. For more information, here's our [FAQ](#).



The virtual Open House was available from February 10 through March 31st, 2021. The website included an interactive “forum” and mapping activities to provide comments. The detailed comments from the virtual Open House are summarized in the Appendix.

Educational Opportunities

The master plan process offers a unique “hands on” opportunity for students to learn about how campus planning works and how their academic discipline can contribute. The opportunity for faculty to tie curriculum and involve students with the planning process and the vision for the future of the campus is one that is available throughout the multi-year process. So far, two courses have involved their students in Campus Master Plan projects:

URBP 279 Fall 2020
Advanced GIS for Urban Planning

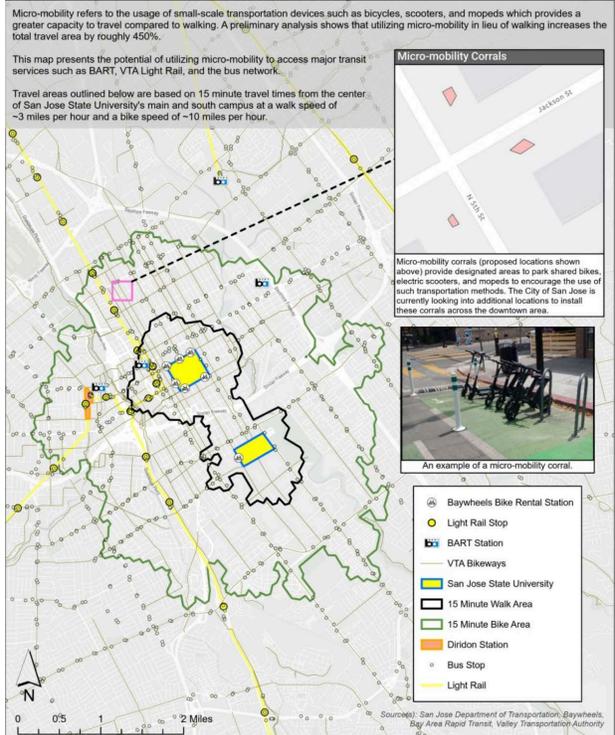
Professor Rick Kos - Students: Christopher Brady, Lydon George, Kevin Lee, & Kyle Wong.
Project: Analysis of mobility data and activities in the vicinity of both Main and South campuses.
Final report, including maps, posted here: <https://www.sjsu.edu/campusmasterplan/timeline/index.php>

URBP 225 Spring 2021
Land Use Planning and Law

Professor Kerry Rohrmeier
Project: Five scenarios that address how SJSU might accommodate a hypothetical Fall headcount of 50,000 students. Final report, including take-away points for the SJUS Campus Master Plan, posted here: https://drive.google.com/file/d/1fnyBUCwu1n_WhPK6UHqHx1xgdJ62yVS-/view and here: https://docs.google.com/document/d/1aqB0wYIyeNE_-HBY_NGeGPMI6KspQCcs6a-rQOIXruvQ/edit

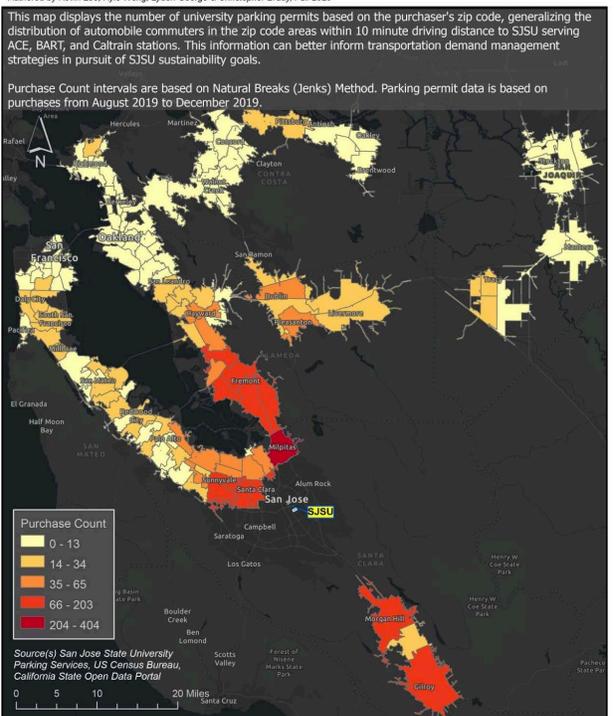
San Jose State University Local Micro-mobility

Authored by Kevin Lee, Kyle Wong, Lydon George & Christopher Brady, Fall 2020



SJSU Parking Permits Near Regional Rail Service by Zip Code

Authored by Kevin Lee, Kyle Wong, Lydon George & Christopher Brady, Fall 2020



Examples of Other Urban Campuses

Urban universities in North America grapple with similar issues related to their locations in or near the downtowns of major cities. As SJSU considers its options for the future of its campuses and other locations, other urban university campus master plans offer some examples of how they have addressed such issues. While no single university matches SJSU's context and circumstances, lessons can be drawn from urban universities with similar urban locations and land constraints, and/or as examples of best practices in campus master planning (e.g., by receiving awards from the Society of College and University Planning - SCUP).

In the next phase of the SJSU Campus Master Plan process, the master plan team will study the following kinds of examples for planning and design ideas:

- **Urban Integrated Campuses:** Campuses located in or next to a downtown metropolitan area (sometimes with a grid of city streets running through them).
- **Self-Contained Campuses:** Self-contained campuses are clearly differentiated from their surroundings by either a natural element (e.g., a river or park), a constructed element (typically a freeway or arterial streets), or have a strong edge definition.
- **Dispersed Campuses:** Dispersed campuses have multiple locations within a city, much like SJSU's Main and South Campuses.

Here are some examples of the kinds of information about other campuses that may prove to be helpful in the SJSU Campus Master Planning process:

- **Campus identity and definition**
 - How does a campus integrated into the larger urban fabric express its identity?
 - How does a self-contained campus welcome the broader community?
 - How does a dispersed campus establish a unified identity or image?
- **Connectivity to an urban area**
 - What do boundaries look and feel like, and how do they define the campus?
 - What land uses surround the university?
 - How does the building massing and density on the campus compare with the surrounding area?
 - How does the plan address the surrounding area and the campus-community interface?
- **Connectivity between University sites and other functions**
 - How are multiple campus locations connected to each other?
 - How do public transportation, vehicle, bicycle, micro-mobility and pedestrian circulation work?
 - How is campus life supported in terms of housing and related needs?
- **Location of campus related functions**
 - How is urban campus life supported in terms of housing and related needs?

3. Context and Direction

The purpose of this chapter is to set the new Campus Master Plan within San José State University’s historical context and its strategic direction for the future, more than 160 years since SJSU was founded. The Direction section of the chapter highlights key trends and policies that will shape the Framework for the new Campus Master Plan.

Historical Context

California State University

San José State University is one of the 23 campuses in the current California State University (CSU) system. It is the oldest state institution for higher education in California, founded in 1857 as part of the San Francisco School System. An act of the legislature moved the campus to San José in 1871. Fifty years later, in 1921, it became San José State Teachers College, with authorization to grant bachelor’s

degrees. After several additional name changes, the present name, San José State University, was adopted through legislation in 1974.

SJSU is the most urban campus in the CSU system due to its location in Downtown San José. SJSU is the only public university in Silicon Valley and recognizes its influence in the expression, “Powering Silicon Valley.”

The CSU campuses are owned by the State of California. The CSU Chancellor’s Office requires all universities to have a Campus Master Plan to inform the strategic funding and implementation of projects on its sites. The CSU Board of Trustees reviews and adopts the Campus Master Plan for each campus in compliance with the State Environmental Quality Act.

More extensive information about the history of SJSU can be found online at <https://www.sjsu.edu/about/history>



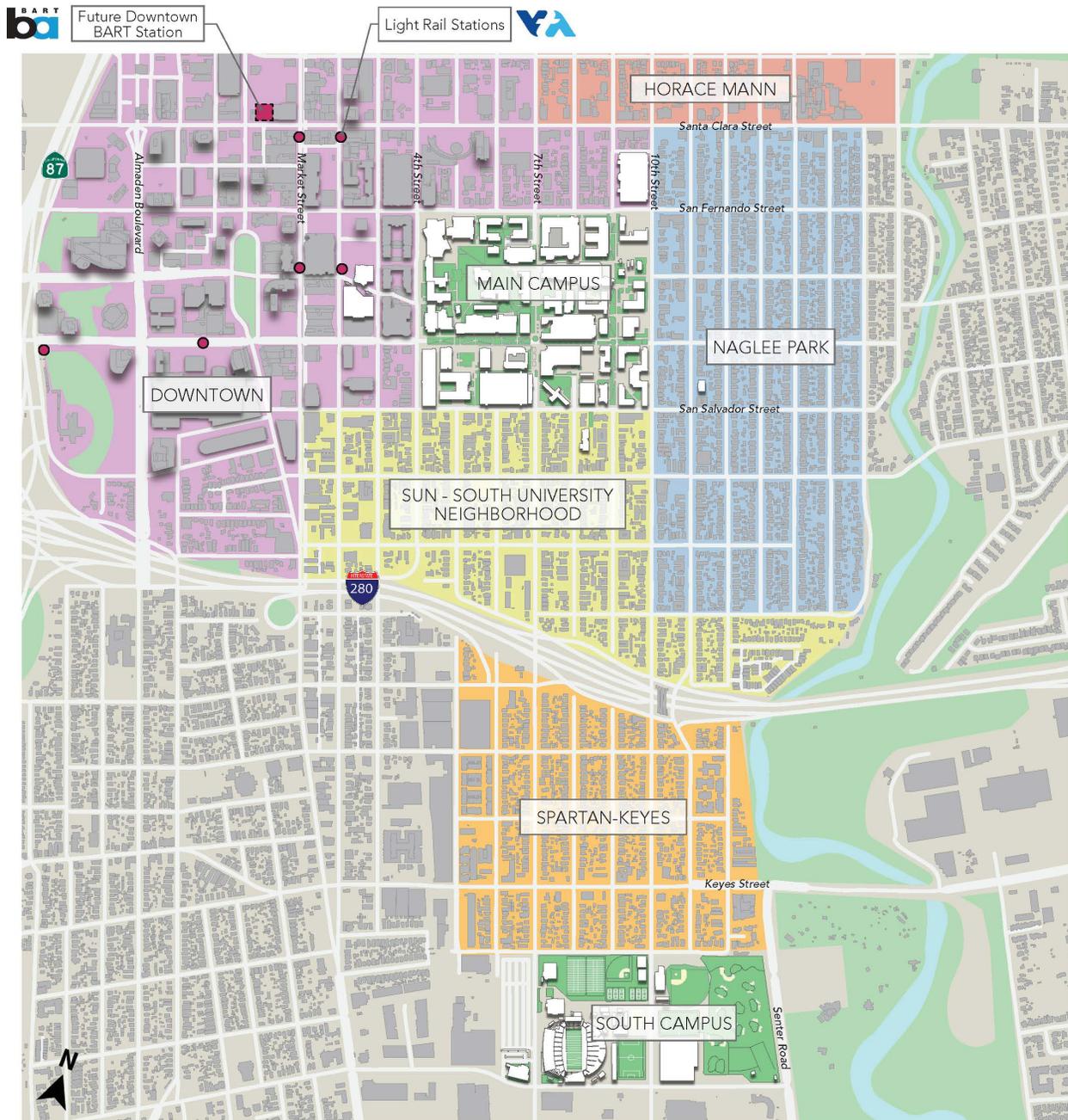


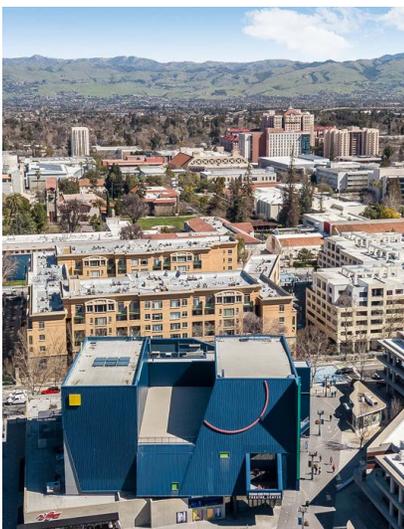
Figure 3-1: Neighborhoods and Transit Stops around the Main Campus



City of San José Context

The City of San José is the third largest city in California and the tenth largest city in the United States. The SJSU Main Campus is located in Downtown San José, adjacent to the Horace Mann neighborhood (to the north), Naglee Park (to the east), and the South University Neighborhood (to the South). San José City Hall is within a block north of the Main Campus and is visible from Tower Lawn. South Campus is located in the Spartan Keys Neighborhood.

SJSU has long partnered with the City of San José to enrich the economic, cultural, and intellectual vibrancy of the City. Examples of ongoing City-University partnerships include the Hammer Theatre, the Martin Luther King Jr. Library, and CommUniverCity, a planning initiative that brings together the City of San José, SJSU, and residents to address community issues. The campuses and community have a lot to share in terms of cultural venues for visual and performing arts, food and beverage options (on and off-campus), and recreational resources. SJSU is an anchor, a visitor’s destination, and a significant public space in the City of San José.



SJSU is the operator of Hammer Theatre, which is owned by the City of San José



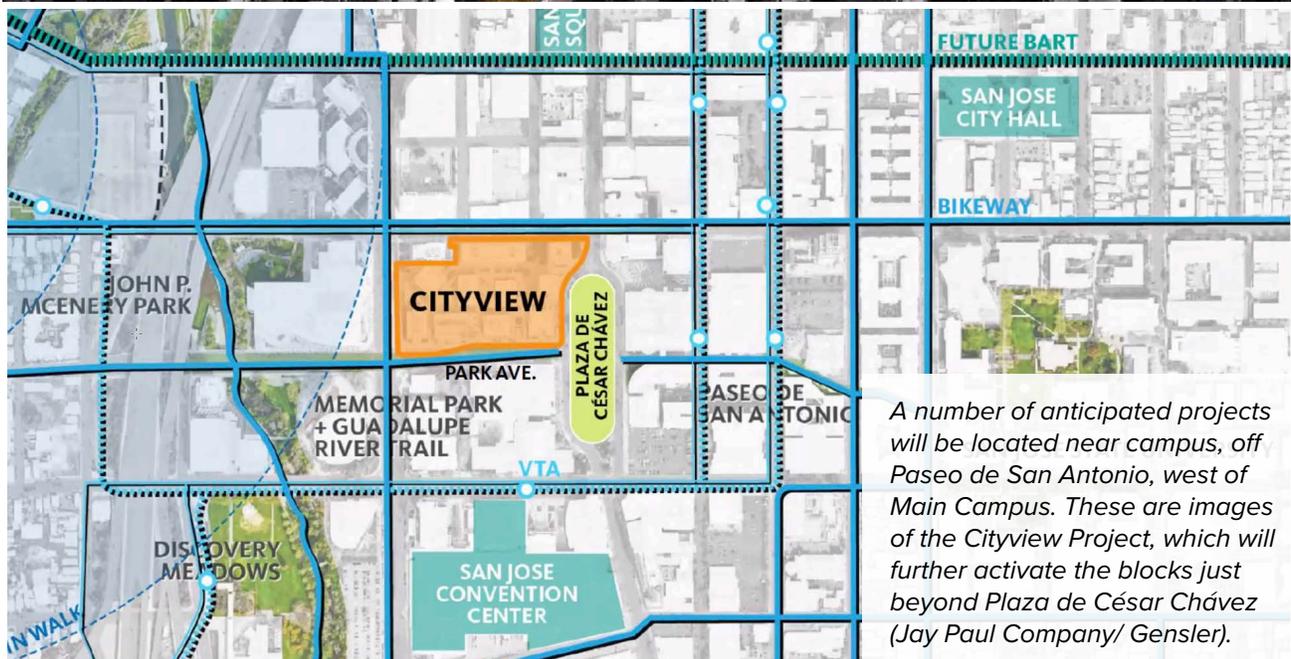
Martin Luther King Jr. Library is jointly operated with the City of San José



CommUniverCity programming involves the community

PARK PASEO

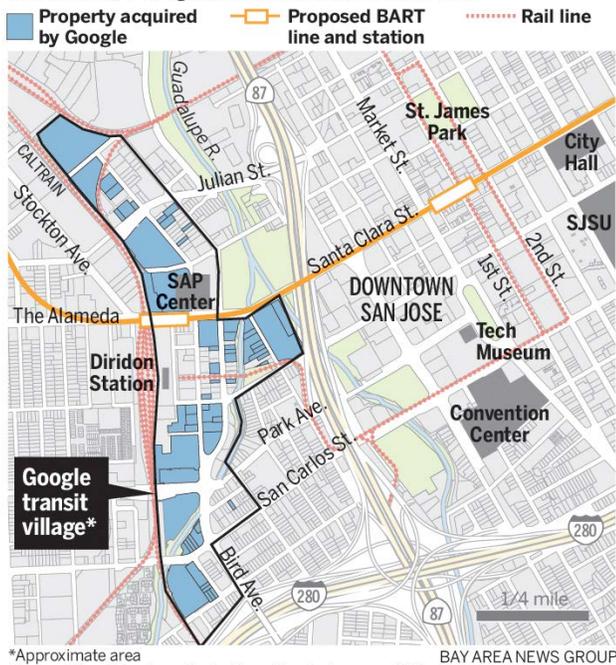
Art, Innovation + Technology
in the Garden City



A number of anticipated projects will be located near campus, off Paseo de San Antonio, west of Main Campus. These are images of the Cityview Project, which will further activate the blocks just beyond Plaza de César Chávez (Jay Paul Company/ Gensler).

AT THE CENTER OF IT ALL

Across from downtown San Jose and at the crossroads of two major freeways, Google's transit village will be a hub for Caltrain, ACE Transit, VTA light rail and the future BART line.



Above is a map of the Google expansion illustrated by the San José Mercury News. Below is a rendering of anticipated development (Trammell Crow).

SJSU's Main Campus comprises 19 city blocks in Downtown San José, which public and private stakeholders seek to transform into a world-class innovation center. In 2021, the development pipeline of projects approved or under construction in Downtown includes more than 5,500 residential units and 5.5 million square feet of commercial space. City planning documents call for significant additional growth around Diridon Station, west of SJSU's campus. Further development Downtown in the area north of the San José Convention Center will be within blocks of the Main Campus along Paseo de San Antonio and Plaza de César Chávez. Also, a planned BART extension will include station entrances near campus, which will make SJSU more regionally connected through transit.

Growth in the City of San José will affect the campus by making the land that surrounds the Main Campus more valuable and expensive, and travel and parking by private vehicles more difficult. While the growth of the City has its related issues, there are also opportunities to partner with private developers due to increased development activity in the area. As a leading employer and anchor institution in Downtown San José, SJSU has an opportunity to both catalyze and benefit from Downtown San José's transformation.

SJSU's ongoing investment in campus facilities and the public realm contributes to the vitality of Downtown and has the potential to attract private-sector development near campus. Private-sector development, in turn, could lead to new work-based learning opportunities that enrich students' academic experience, new industry partnerships that allow faculty to excel and lead in their fields, and improved connections to transit, housing, and amenities.



The Main Campus is adjacent to several lower density residential neighborhoods to the east and south, and along the way to South Campus. The housing stock is generally older, single-family houses. Closer to campus some of the single-family houses have been sub-divided into multiple units, and renter occupancy is high. Also several older multi-family apartment buildings and fraternity and sorority houses are located to the east of the Main Campus along 10th Street. Other neighborhood uses include churches and social service agencies; with some retail along major streets. Compared with Downtown these areas have seen little recent investment.



Many students live in both Naglee Park and the South University Neighborhood in private rental housing as well as in the fraternities. International House is a few blocks east (a 5-minute walk). Some faculty, staff and alumni also live nearby. These neighborhoods may offer opportunities for additional housing for members of the University community as the Campus Master Plan develops.



Thus, the Main Campus is both a focus with its park-like character and a transitional area between the increasingly active, high-density development Downtown and lower density residential neighborhoods.



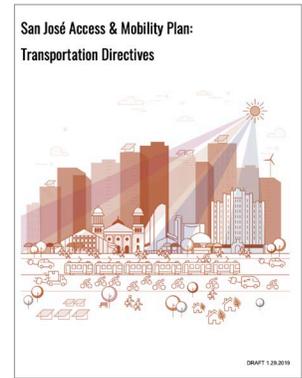
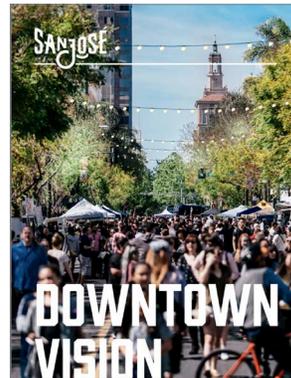
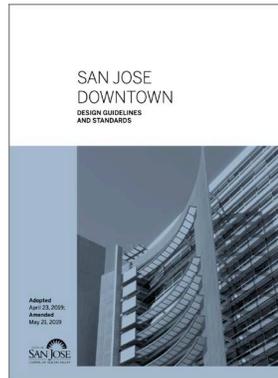
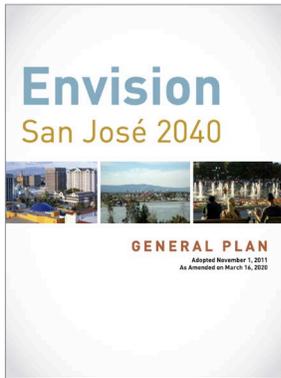
The Spartan Keys Neighborhood around the South Campus lines the northern edge of the site, while the west and south is industrial. The southeast side is developing into a local destination with an expansion of the Solar4America Ice Rink, Excite Minor League Ballpark, Happy Hollow Park & Zoo located adjacent to the Athletics facilities at South Campus. The cluster of local sports attractions in the Spartan Keys Neighborhood is an example of recent collaboration between the campus and community that has the potential to grow.



The Campus Master Plan will consider ways to strengthen the connection to Downtown San José by addressing the interface with the Main Campus and the connection to South Campus along city streets, among other efforts to better integrate the University with SJSU's host community. While the City of San José does not govern new development at the State-owned campus, the Campus Master Plan process will include coordination meetings with the City of San José to identify opportunities to advance mutual goals.



A family-entertainment destination surrounds South Campus with related sports venues that share the South Campus Parking Garage. Entertainment venues in the Spartan Keys Neighborhood include Excite Ballpark, home to the San José Giants Minor-league team, Happy Hollow Park and Zoo, and Solar4America Ice Rink, which will be expanding with a project anticipated to complete in 2022.



City of San José Plans: General Plan, Downtown Design Guidelines, Downtown Vision, and Access and Mobility Plans are relevant to the areas around the Main Campus.



The more recent City of San José plans for the areas adjacent to the SJSU Main Campus include the General Plan Update for 2040, a Downtown Vision, San José Downtown Design Guidelines, Urban Village Plans, and Access and Mobility Plans. For most of these plans, the boundaries are drawn around the Main Campus. For the neighborhoods that surround Main Campus on the north, east, and south sides and South Campus, the City of San José’s General Plan does not designate these neighborhoods as growth areas.

<p>Weeks of Welcome</p> <p>It's the start of a whole new semester and we're so excited to welcome Spartans with our Weeks of Welcome (WOW) programs and events designed to provide support for students as they transition into SJSU and connect with the Spartan and San José community.</p>	<p>Explore San José Together</p> <p>Get to know your new home and explore all the great things San José has to offer with our interactive Google Map. Students will be able to explore the best places to grab coffee, catch a show, taste delicious food, discover which places have student discounts and experience local landmarks.</p>	<p>SJSU Bucket List</p> <p>Make your college experience a memorable one and take advantage of our SJSU Bucket List to help you check off different ways to prove you're a true Spartan.</p>
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In addition to the City of San José, there are many City partners (organizations and people within the community) that the University works closely with. The University is an economic engine, cultural center, and a landmark public space. The activity associated with the University has the potential to bring more vibrancy to local business and cultural districts, and also to serve as a resource for the growing City.



WOW! What's there to do?

WOW will have a variety of free programs and events to kick-off our Fall 2020 semester starting Monday, August 17 to Wednesday, September 20. From virtual meet and greets to emerging leaders info sessions to a Spartan Speaker Series with actor Leslie Odom Jr. from "Hamilton the Musical," there is sure to be an event that will help support your success as a student and also have some fun. Below you'll find a calendar full of exciting in-person and virtual events hosted by SJSU and the city of San José.

The SJSU Loves SJ campaign is a resource for SJSU to get to know downtown businesses better. <https://www.sjsu.edu/sjsulovessj/>

ENVISION SAN JOSÉ 2040 GENERAL PLAN PLANNED GROWTH AREAS DIAGRAM

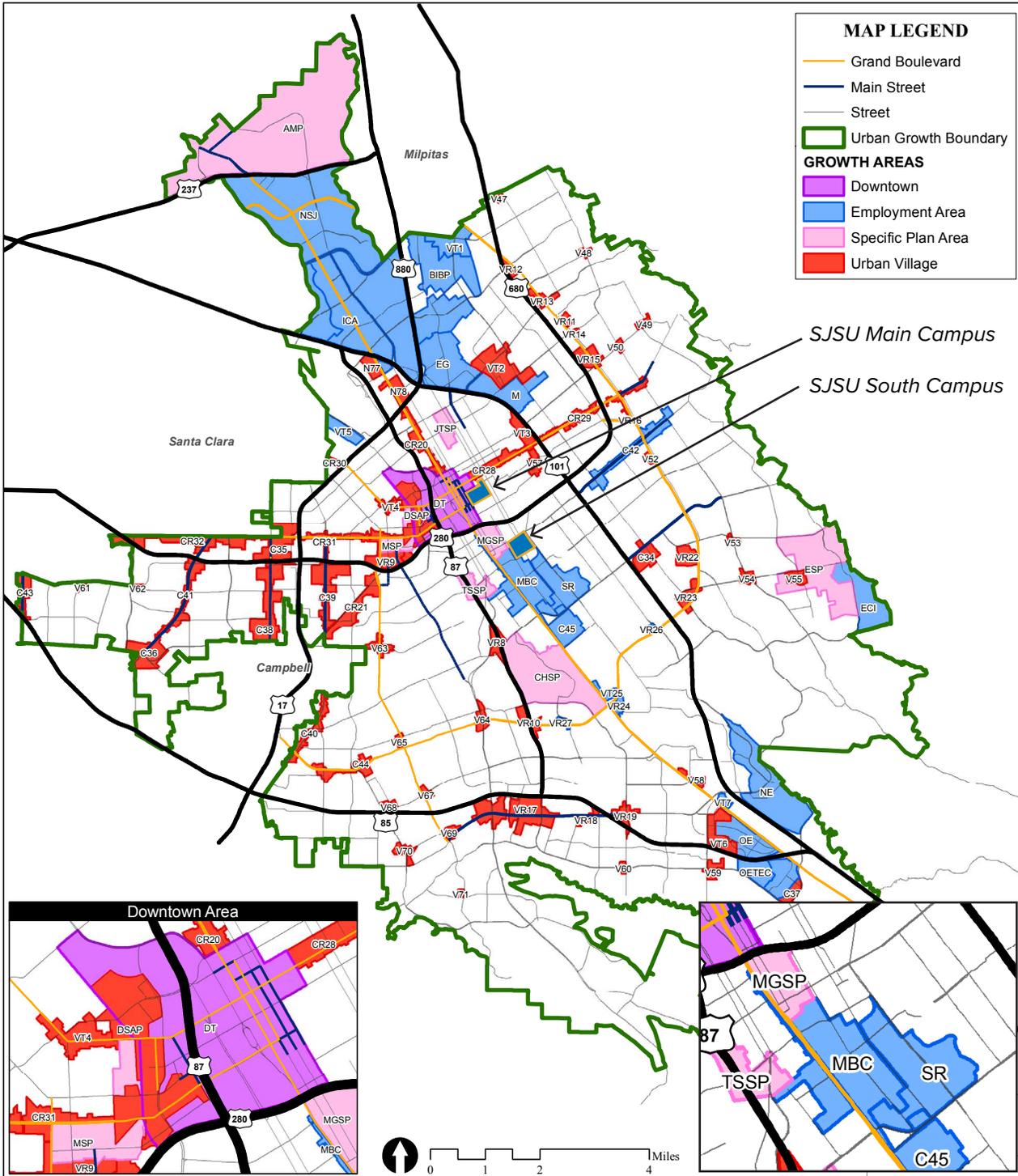


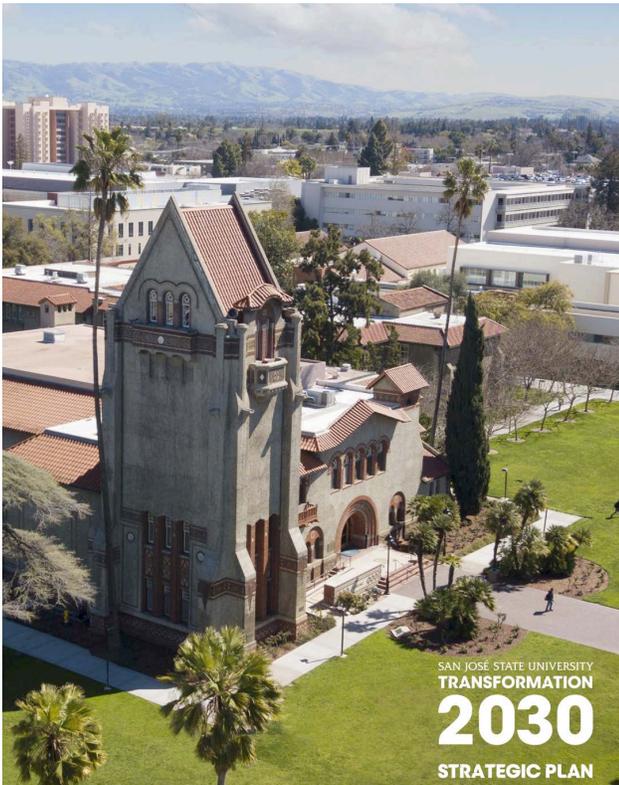
Figure 3-2: The Downtown Area inset shows the Plan Areas adjacent to Main Campus:
 DT - Downtown Area Plan
 DSAP = Diridon Station Area Plan
 CR 20 - North 1st Street Urban Village Plan
 CR 28 - East Santa Clara Street Urban Village Plan

The lower right inset shows the Plan Areas around South Campus:
 MGSP - Martha Gardens Specific Plan
 MBC - Monterey Business Corridor
 Employment Area
 SR - Senter Road Employment Area

Future Direction

The University's Strategic Plan, including academic and enrollment aspirations, provides broad guidance for the Campus Master Plan. This section covers academic and enrollment trends, teaching, learning, work and campus life. Some of these topics are not necessarily spatial in nature, but all represent critical assumptions, directions, and actions that shape the physical development of the University's campuses and other sites:

- Total students to be served and their demographics
- Academic program composition
- Research aspirations
- Emerging pedagogy
- Housing policy
- Other aspects of campus life



Transformation 2030

The Campus Master Plan emerges from Transformation 2030—the Strategic Plan for SJSU adopted in 2019 with the involvement of many campus stakeholders.

As President Papazian wrote in her blog on March 8, 2021, the Campus Master Plan is a cornerstone of the fifth goal, Rebuild and Renew. That goal provides direct guidance to the process with the following specific outcomes:

- Position SJSU as a leader in environmental sustainability;
- Strive to make SJSU the safest digital and physical campus;
- Build inspiring, contemporary facilities ... where modern teaching, research and laboratory spaces facilitate interdisciplinary projects, connecting faculty members and students across studies, and fostering industry partnerships and solutions.

In addition, the Campus Master Plan will support the other 4 goals in Transformation 2030 by establishing a supportive environment for the University to:

- Engage and Educate students by designing spaces to support an engaged and thriving higher education community;
- Excel and Lead by providing places for leadership in cross-disciplinary collaboration;
- Grow and Thrive by creating an inclusive and safe setting for students, faculty, and staff growth and development;
- Connect and Contribute, particularly with the nearby communities of San José and Silicon valley.

Baseline Data

In spring 2020 the COVID-19 pandemic required San José State University to make abrupt changes in how it offered instruction as well as in campus operations. As a result, data from 2020 and early 2021 does not represent typical usage patterns for campus facilities, parking, traffic, and other activities. Instead, the Campus Master Plan team is using Fall 2019 data as the baseline for data about utilization and other campus activities, and Fall 2020 for other references.

The current population involved with San José State University is over 40,000, comprised of over 36,000 students and 4,000 employees. This represents an increase of 16 percent over the past decade, as shown in Figure 3-4.

Figure 3-4: SJSU Population

	<i>History Fall 2010</i>	<i>History Fall 2015</i>	<i>Baseline Fall 2019</i>	<i>Baseline Fall 2020</i>
Total	34,486	38,501	39,909	40,021
Students	31,477	35,229	36,182	36,302
Faculty	1,721	1,919	2,120	2,099
Staff*	1,111	1,163	1,379	1,365
Administrators*	177	190	228	255

*Employees of auxiliaries and vendors are not included.

Source: SJSU IR Website



Academic and Enrollment Trends

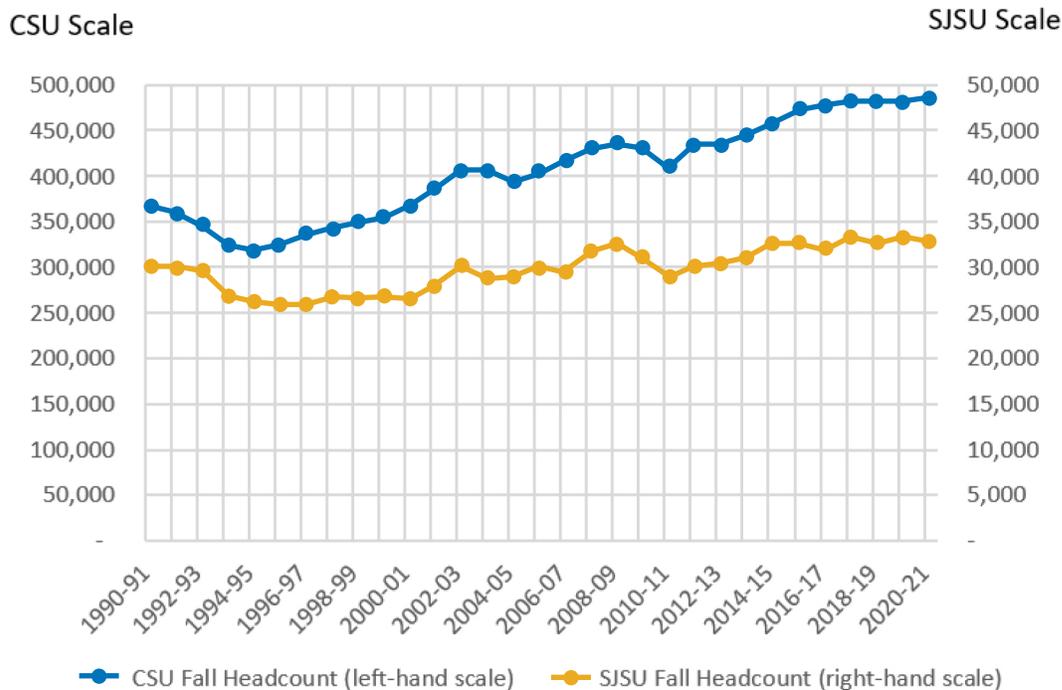
This section of the report provides some basic historical trends in academic programs and enrollment, as a context before future goals or projections.

Data Note: Most enrollment data refers to regular or State enrollment unless otherwise noted because trend data is most consistently available for regular enrollment and it represents over 90 percent of the students at San José State University. All enrollment data is from the SJSU Office of Institutional Research website. Historical data has been reorganized to match the current college structure, following the formation of the College of Health and Human Sciences.

Historical Trends

Overall, enrollment at San José State University has increased in parallel to the growth of the California State University system for the past thirty years. The graph in Figure 3-5 (with separate scales for CSU and SJSU) also shows several short-term enrollment dips. All of these have been caused by reductions in State funding for higher education when the State has faced budget issues - not a decrease in demand.

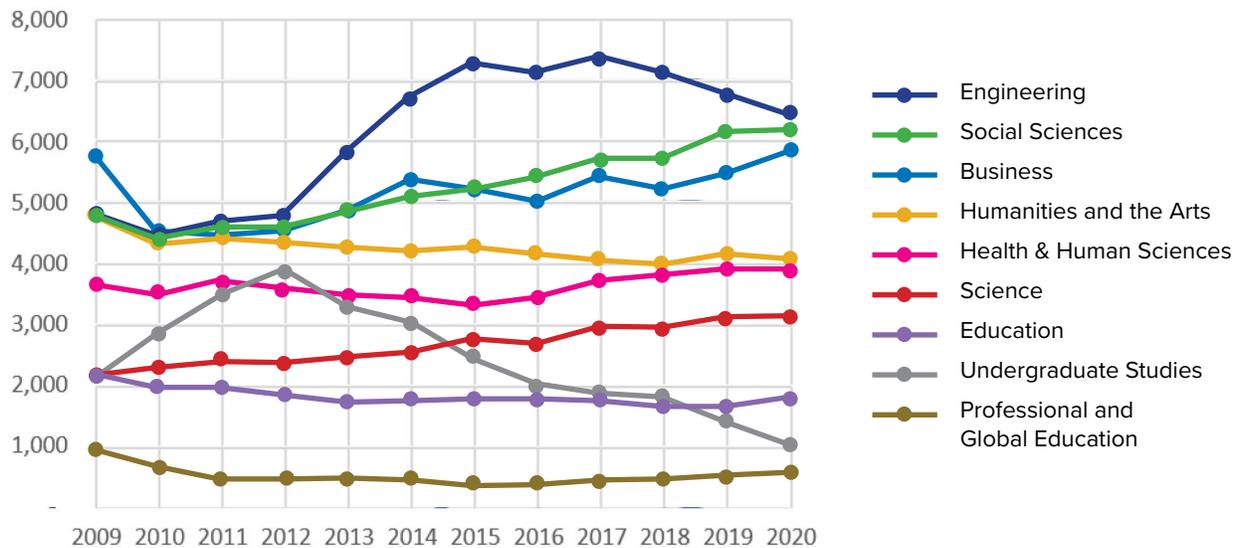
Figure 3-5: CSU and SJSU Regular Fall Enrollment Trends



Over the past decade, the colleges of Engineering, Social Sciences, and Business have grown to account for over half of the undergraduate and graduate majors in regular session programs. As shown in Figure 3-6, the College of Health and Human Sciences and the College of Science are also growing, but from a smaller base. In contrast, enrollment shares for the colleges of Humanities and the Arts, Education, and Professional and Global Education have declined. On the other hand, Professional and Global Education enrolls over half of the students in Special Session programs (although they represent less than 10 percent of total enrollment).



Figure 3-6: SJSU Fall Headcount Trends by College (Regular Session)



The distribution of courses taught follows a different pattern, as shown in Figure 3-7, because the colleges of Social Sciences, Humanities and the Arts, and Science provide General Education courses for all undergraduate majors.

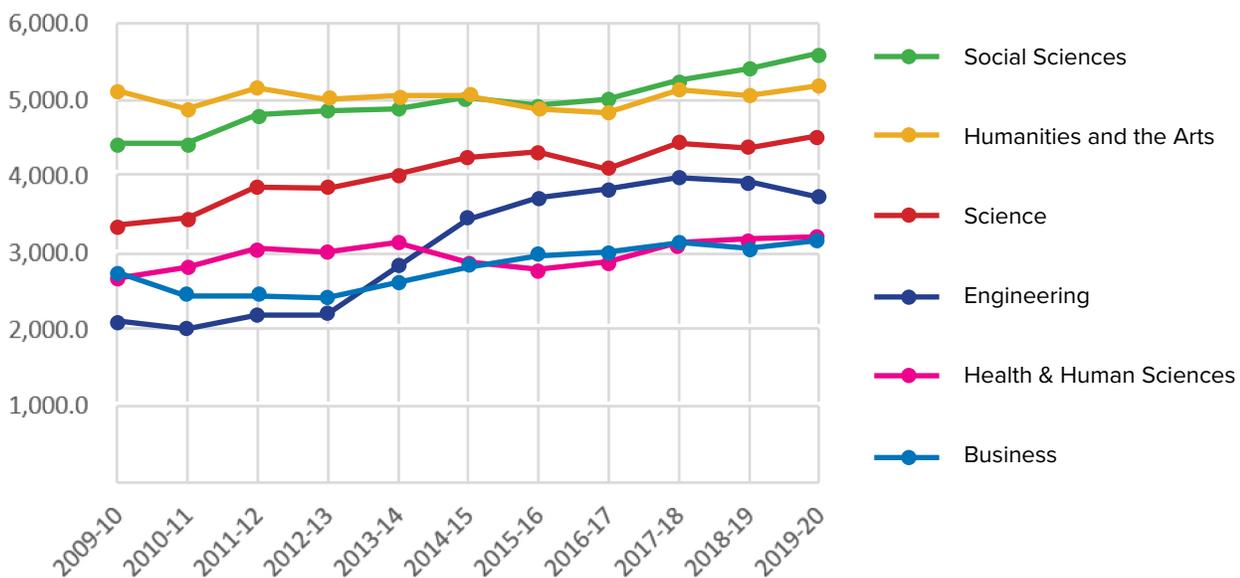
Based on stakeholder interviews with the Office of the Provost and the college deans, the University expects to stress multidisciplinary learning across colleges, with less growth in traditional disciplines. This orientation is consistent with an increasing interest in scholarship that bridges across colleges. In addition, stakeholders emphasized academic programs with a professional orientation, and anticipated growth in the colleges of Business, Engineering, and Health and Human Sciences.

Specific emerging fields include these:

- Biotechnology
- Data and Information Sciences
- Disaster Planning
- Wildfire Science
- Environment in general
- STEM in general



Figure 3-7: SJSU Annual Full-Time Equivalent Students (FTES) Taught by College (Regular Session)



Strategic Enrollment Management

San José State University was already engaged in Strategic Enrollment Management (SEM) prior to the initiation of the Campus Master Plan process. University leadership had recognized a number of factors including a projected decrease in high school graduates after about 2025 that called for a new approach to enrollment management.

Strategies include the following:

- Improving retention rates
- Shifting toward more upper division transfer students
- Boosting demand for undergraduate programs with unmet capacity
- Promoting degree-completion programs

- Increasing graduate enrollment in new and scalable programs
- Adding doctoral programs, particularly in the colleges of Science and Health and Human Sciences
- Attracting more non-California students (domestic and international)
- Expanding online and Special Session course offerings

The SEM process set enrollment goals with an expectation that these strategies could help the University reach a total fall headcount of 38,500 by 2025 and 40,000 by 2027. Figure 3-8 shows the anticipated shift in student level. While the number of new students at each level was about equal in 2020, the proportion of upper division students would increase to over 40 percent of new student enrollments by 2027.

Figure 3-8: SJSU Fall New Student Headcount by Level, with SEM Goals for the Near Future

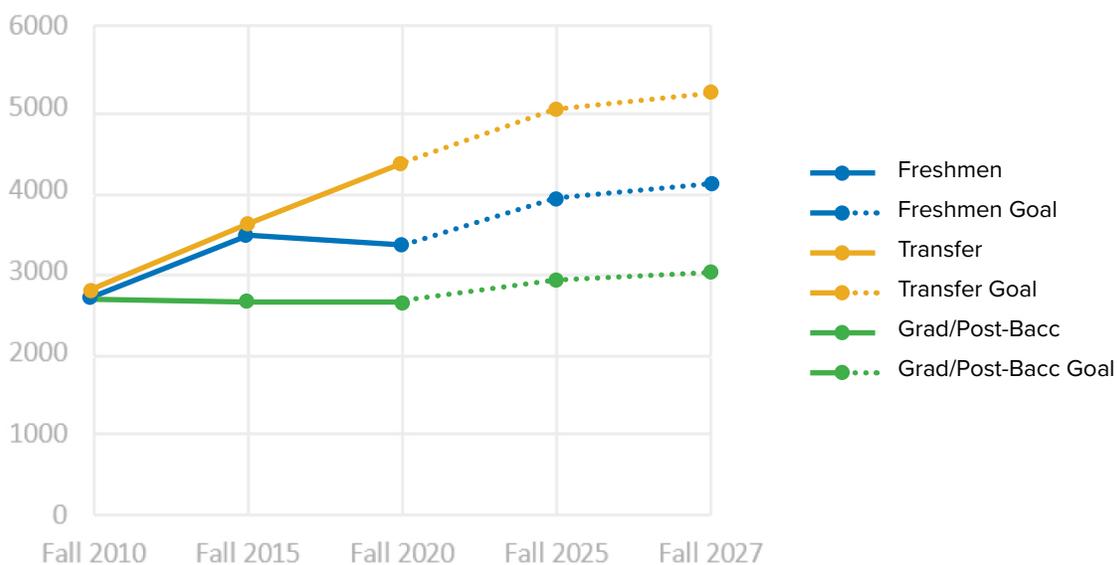


Figure 3-9 shows the expansion of Special Session programs, increasing from less than 8 percent to nearly 10 percent of total Fall headcount by 2027; and, more significantly, from less than 30 percent to over 40 percent of graduate enrollment.

As the SEM process focused on a five-year plan, the Campus Master Plan process will need to extend enrollment planning out to the year 2040.



Figure 3-9: SJSU Special Session as a Share of Graduate/Post-Baccalaureate and Total Fall Headcount, with SEM Goals for the Near Future

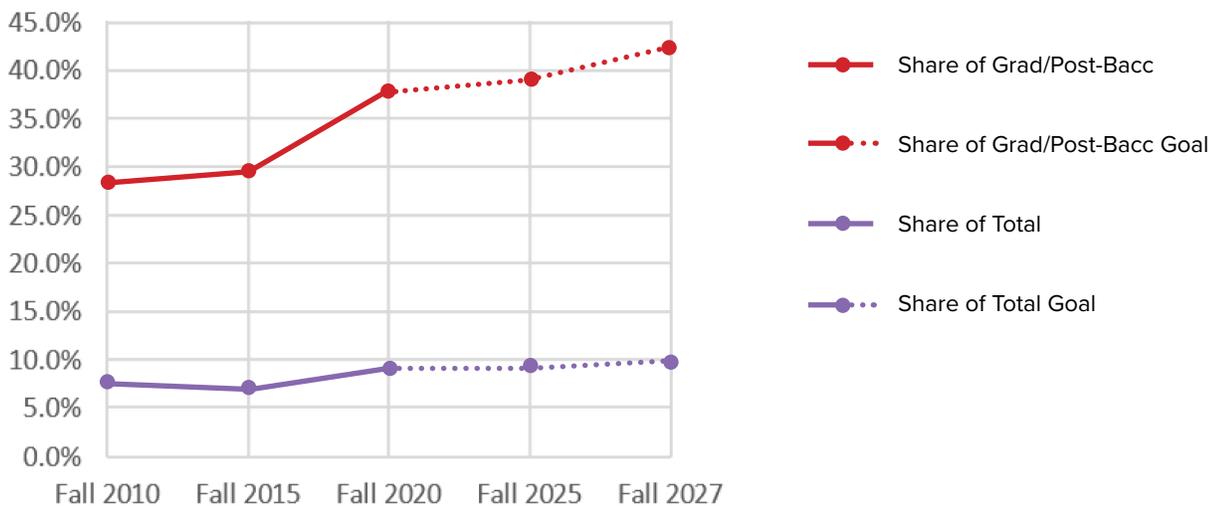


Figure 3-10: Student Enrollment Trends

	<i>History Fall 2010</i>	<i>History Fall 2015</i>	<i>Baseline Fall 2019</i>	<i>Baseline Fall 2020</i>
FALL STUDENT HEADCOUNT TOTAL	31,477	35,229	36,182	36,302
By Session				
Regular	29,076	32,773	33,282	33,027
Special Session	2,401	2,456	2,900	3,275
By Student Level				
Undergraduate	23,029	26,946	27,905	27,702
Grad/Post-Bacc	8,448	8,283	8,277	8,600
By Residency				
CA Resident	28,511	30,551	31,610	32,149
Non-CA Domestic	986	1,200	1,225	1,335
International	1,980	3,478	3,346	2,818
FALL FTES TAUGHT TOTAL	23,946.1	27,705.8	29,903.9	30,207.1
By Session				
Regular	22,695.9	26,569.1	28,490.4	28,600.6
Special Session	1,250.2	1,136.7	1,413.5	1,606.5
Fully Online			1,185.9	
Regular			286.3	
Special Session			899.6	

Figure 3-10 provides additional data regarding student enrollment trends, including headcount by student level and residency. In addition, it shows the FTES taught by Regular and Special Session. Over the past decade, student enrollment has grown by 15 percent, and FTES by 26 percent, reflecting an increase in the average number of units taken by each student.

Figure 3-10 also shows the recent proportion of instruction taught fully online. Before the pandemic, about 4 percent of instruction overall was online < 1 percent of the Regular instruction and just over 6 percent of Special Session instruction.

Teaching, Learning, and Work

Higher education has been changing rapidly over the past several decades, first to accommodate enrollment growth starting with the post-World War II baby boom, and to expand access as demographics changed, and more recently to take advantage of information technology and the internet. Universities have also focused attention on how to improve graduation rates and student success, and how to support faculty research and professional development.

The COVID-19 pandemic in 2020 has altered the way the University operates and delivers education. The master planning process needs to explore which of these changes are temporary, which will continue and expand, and which should be modified based on the pandemic experience.

Teaching and Learning

Educators are discussing how academic programs and courses can be designed to support student success along the pedagogy continuum from face to face to fully online, as suggested in Figure 3-11.

On the one hand, “high impact” practices to increase student success, such as those listed below, involve student involvement and face-to-face interaction. And, these activities clearly have direct spatial requirements.

- Living on campus
- First-year experience
- Active, experiential learning
- Service learning, community-based learning
- Involvement in research

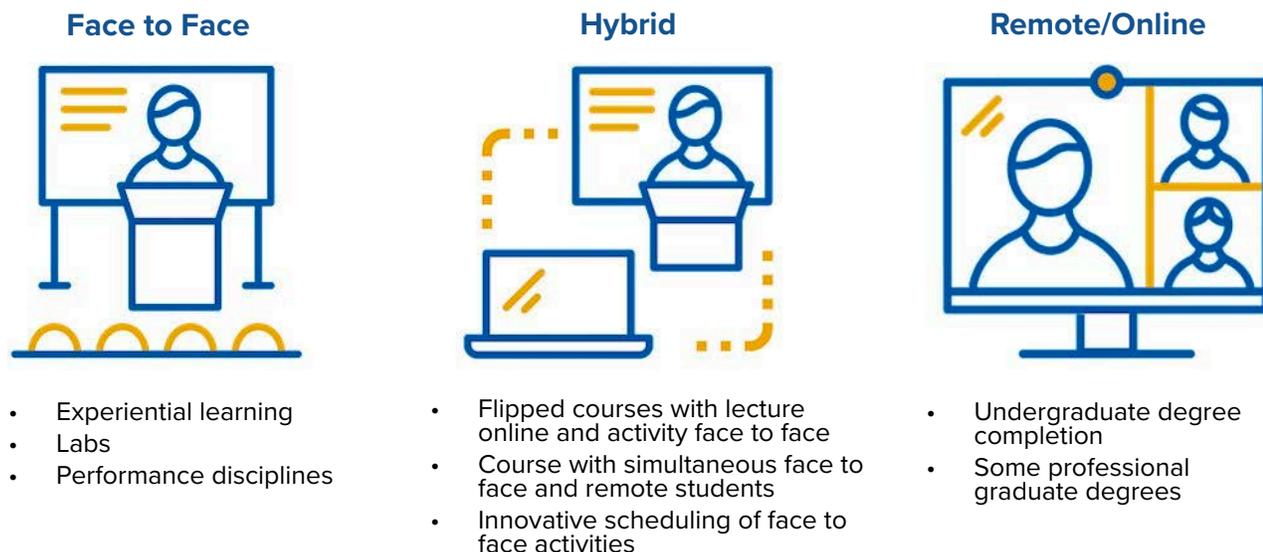


Figure 3-11: Pedagogy Continuum with Examples for Each Mode of Instruction



Further, there are some activities that just can not be done remotely, and must take place on a campus, such as:

- Laboratory work that involves special equipment
- Use of large and/or expensive equipment and facilities such as foundries or kilns
- Access to special materials (libraries)
- Performing arts
- Physical education, recreation and sports

On the other hand, asynchronous online instruction offers a lot of flexibility for students and faculty -- and even synchronous online instruction saves time and reduces commuting. Research has shown that online learning can be superior for motivated adult learners, but it is not clear how well other students can learn remotely. Further, remote learning can be isolating, and the technology and access to it can be challenging.

In Fall 2019, about 85 percent of all instruction occurred in regularly scheduled classes taught on campus. About 4 percent of the total was fully online (primarily in Special Session programs, as shown in Figure 3-7). The remainder included the online portion of hybrid courses, off-campus courses taught in person, and unscheduled instruction, such as field placements, internships, capstone projects, and theses. This changed abruptly in spring 2020 with the onset of pandemic restrictions.

For the Campus Master Plan to incorporate appropriate space for future teaching and learning, it will be important to understand how SJSU will be balancing face-to-face, hybrid and remote instruction in the future. The Campus Master Plan will need to accommodate the kinds of facilities and support that each mode of instruction needs. Information Technology has a “proof of concept” available for hybrid courses, including those where some students may attend in person and others may be online.

Shifting Settings for Work

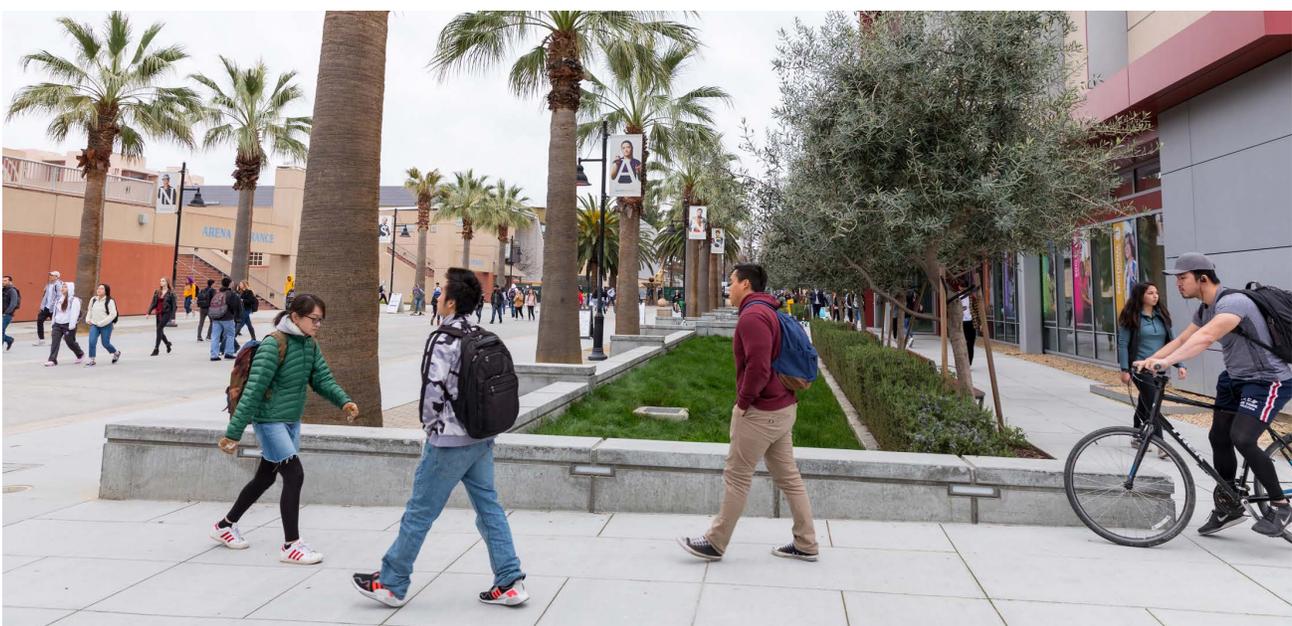
Instruction is not the only aspect of University operations that the pandemic restrictions changed, leading to new conversations about the nature of work at the University in the future. Just as teaching schedules and modes of instruction may continue to change, work patterns evolve more generally, moving away from regular daily or weekly schedules to more intermittent face-to-face activity. The University is reevaluating activities and services to determine what really must be provided face-to-face and what other kinds of transactions can be conducted more effectively online or from an off-campus site.

Future office needs are a central aspect of this discussion. Stakeholders interviewed felt that it is important to consider what functions and which groups of employees need private offices due to the nature of their work, confidentiality, and security - and what kinds of work is better suited to collaborative work space or shared arrangements (with appropriate scheduling software and sanitation protocols).

Further, stakeholders expressed concern about how to balance convenience and service - yes, working remotely reduces commuting and the carbon footprint, but sometimes it may result in sacrificing accessibility and service. In addition, not all home environments are appropriate for remote work, and accountability can be a challenge.

Perhaps most importantly, the Campus Master Plan process will need to address how the campus can contribute to community building and a sense of belonging as the nature of work and its location changes. Stakeholders stressed the importance of building and maintaining a sense of community with “24 X 7” activity on campus. They felt that the Campus Master Plan should address physical and mental wellness for students, faculty, and staff - providing opportunities for recreation and fitness, social interaction, professional development, events, and (especially) food and beverage service.

The Campus Master Plan process offers an important opportunity to define the role of the physical campus in supporting a thriving educational community at San José State University.



Campus Life and the College Experience

Campuses are more than a place to learn and work. While academic and administrative facilities are obvious parts of the Campus Master Plan, many other facilities support the educational experience. Housing availability and affordability is perhaps the most central for students living on campus, but are also important for faculty and staff. Students, faculty and staff also need to feel welcome, included and safe on campus.

In addition, campus life is supported by student activity space, academic advising, counseling services, health care, study spaces, food access including dining and shopping, childcare, event venues, recreation areas, and athletic facilities. Campuses also serve as cultural centers, and as public gathering places for the campus and broader community.

Housing

Providing housing is a significant policy question for most four-year universities. Most universities house a portion of undergraduate students, and housing for graduate students, staff, faculty, and their families is often needed to address housing in high-cost of living places like Silicon Valley. Affordability is an issue for faculty and staff as well as students, resulting in long commutes for many employees.

Housing is managed by University Housing Services at SJSU under the Student Affairs Division. The existing housing serves SJSU undergraduates, graduate students, faculty, and staff. SJSU has a general policy that all first-year undergraduates whose homes are more than thirty miles from the University should live on campus. However, Housing officials estimate that if they were to enforce this policy, freshmen

would occupy all but 1,400 beds, leaving little housing for second year students, new transfer students, non-California residents and others who would like to live on campus. The student mix is anticipated to change in the upcoming 20 years. Housing transfer and graduate students; in addition to traditional freshman may be more relevant as the mix changes in the future. An active wait list as well as professional analysis indicate an unmet demand for student housing on campus.

Universities have historically provided student housing for many reasons, particularly for undergraduates living away from home for the first time. Often, nearby community members object to the behavior of students living in their neighborhoods, and City officials see students as competing with other less affluent people for limited affordable housing. Recent research has shown that living on campus for the first two years is one of the “high impact” practices that contributes to better retention and graduation rates. Indeed, living in a new environment is part of the learning experience for undergraduates.

Housing constitutes one of the three major land uses on many campuses, along with academic facilities and athletic/recreation areas. San José State University began dedicating added land for student housing in the 1960’s and has more recently expanded the number of beds, with the Campus Village projects in the past 15 years. In addition, University Housing has converted some double-occupancy rooms to triple-occupancy to reduce the cost to students and reach their current capacity of about 4,200. This means that SJSU can house about 12 percent of its total student population (or 15 percent of the undergraduates). This percentage is within the normal range for urban campuses in the United States, which rarely house more than 15 percent of their students.

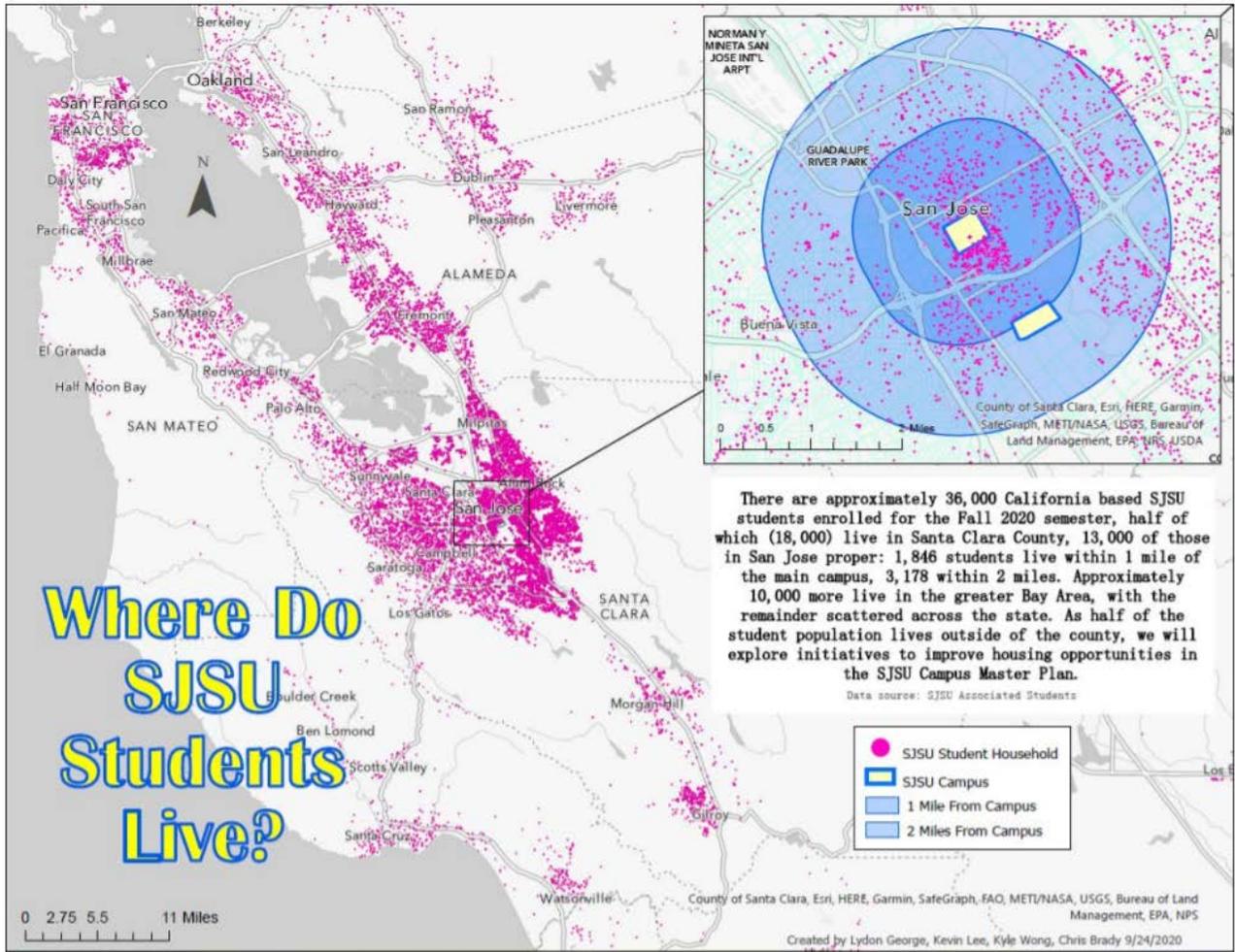


Figure 3-12: This map of where students live was created from Fall 2020 Student Enrollment Data by students in the URBP 279 Advanced GIS Class. It shows that students come from all over the San Francisco Bay Area, many of whom commute, and 13,000 that live close enough to walk. (Map credit: Lydon George, Kevin Lee, Kyle Wong, Chris Brady URBP 279)

SJSU Faculty Residing in California

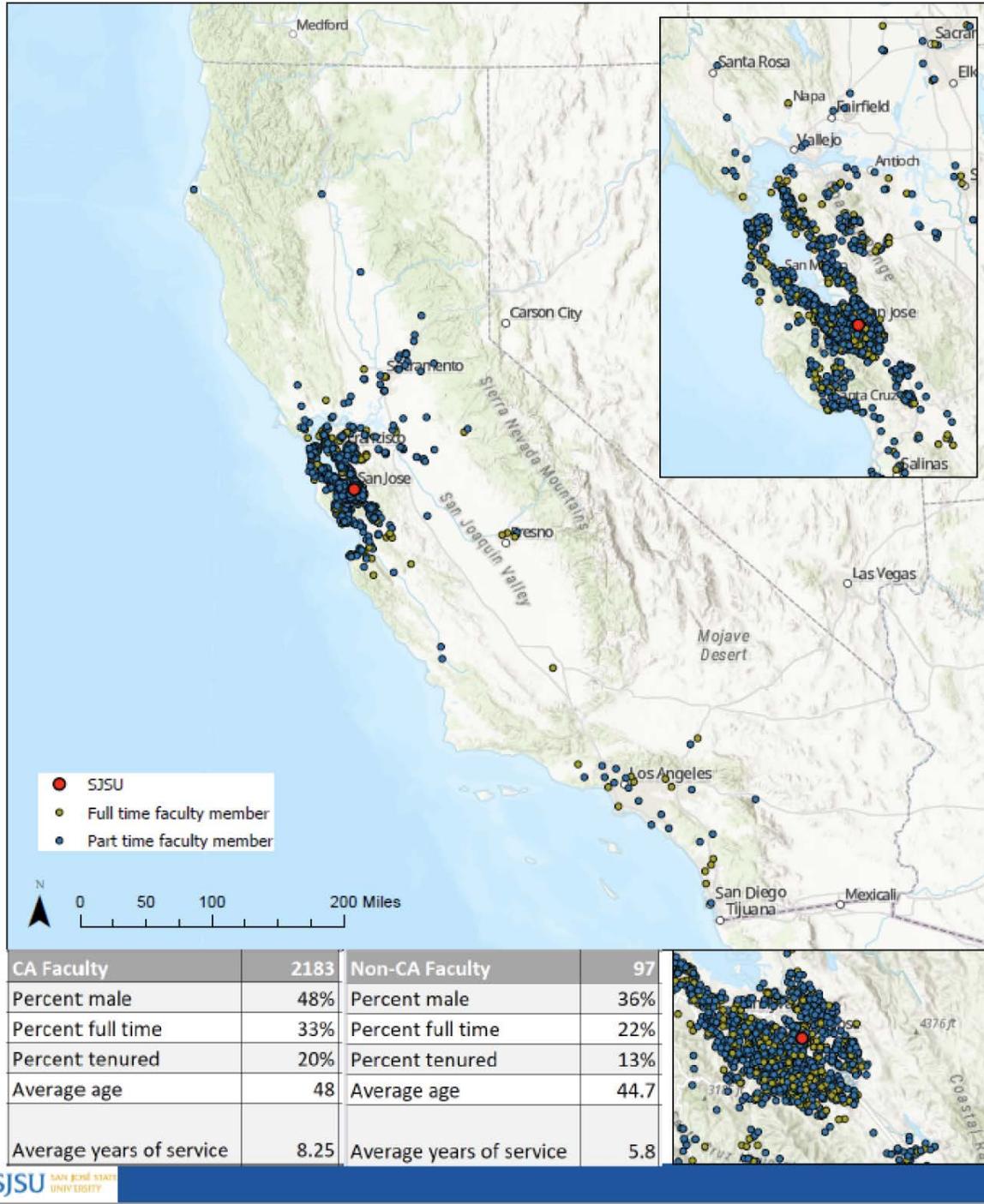


Figure 3-13: This map, from a report prepared for the Department of Academic Affairs shows where faculty lived in California (June 2020).

Currently, student housing and immediate support facilities occupy approximately one-sixth of SJSU's Main Campus (in the southeast corner). SJSU is currently making plans to redevelop the Alquist site in Downtown San José for employee and graduate student housing. The University has also been considering the replacement of Joe West, Washburn and the Dining Commons.

University-provided housing also helps lessen the impact on the surrounding neighborhoods, especially as populations compete for limited affordable housing. The region is in a housing crisis and the general need for housing, not just student housing, greatly outpaces the supply. University neighbors are affected by the student population as they constantly turn over when they matriculate. Sometimes, the contrast in lifestyle, socioeconomic, and race differences between long-term neighbors and the student population raises issues, but generally the impact of the student population is one that contributes vibrancy both culturally and to the economy of the area. With the general growth of the area, there is potential for privately developed multi-family housing to be built near campus, which is encouraged by California State Law. The potential for the University to partner with private housing developers could mean the production of more housing in the area and be an opportunity to serve a larger percentage of the SJSU community, off-campus and nearby.

The Campus Master Plan process is an opportunity to consider the University's policies about student, faculty, and staff housing more broadly.

A Housing Master Plan can establish the housing goals for the University with strategies to address the University population, and study the long-term financial impact to the University. There is a potential to partner with private housing developers on and around the campus and with existing campus affiliated housing to increase the University's housing inventory.



The options for University managed housing are located in the southeast corner of the campus and off-site at several locations.

There is housing that is associated with fraternities and sororities, which was established in the 1950's. Most occupy houses in the surrounding area.

There are also other options for housing offered by the private market.

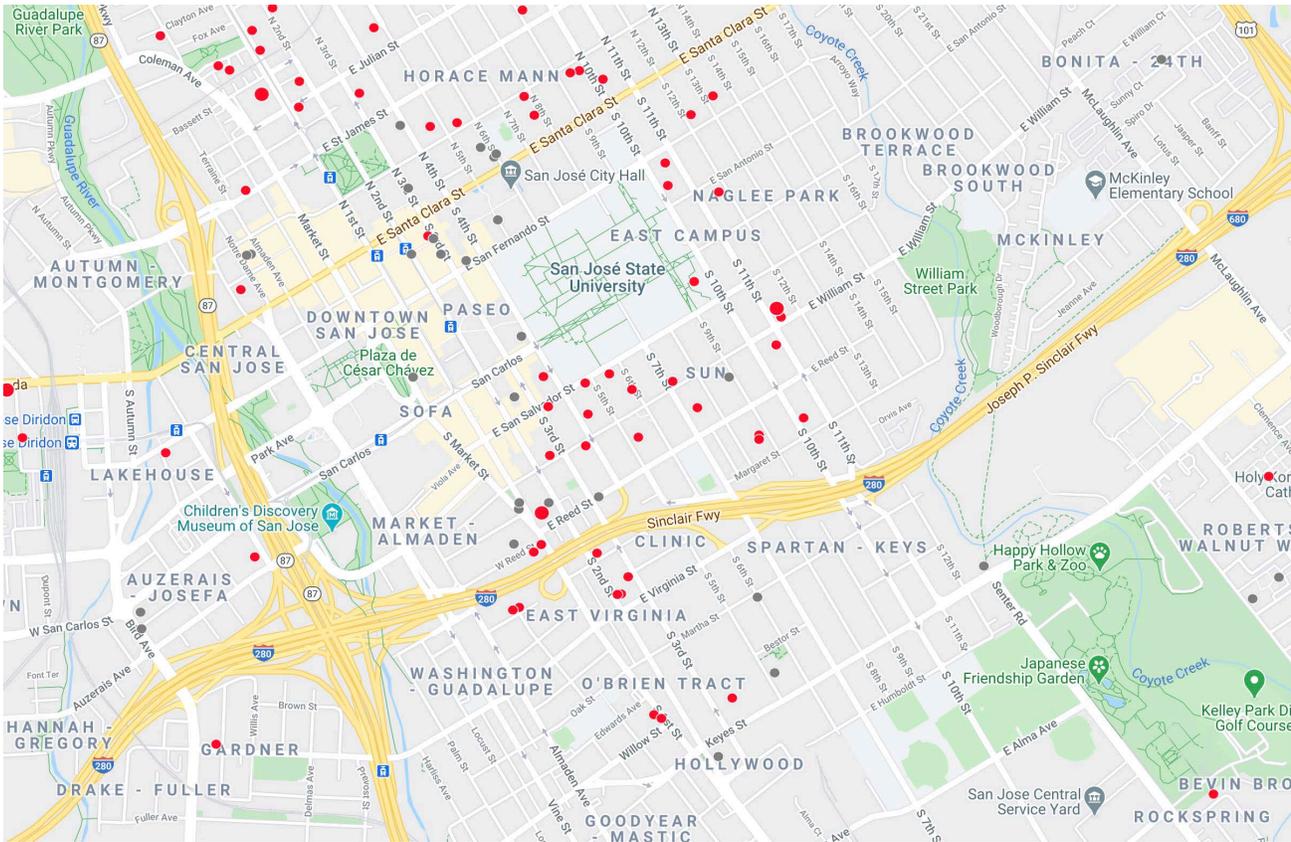


Figure 3-14: Apartment guide search results for off-campus housing near SJSU campus in spring 2021.



The Grad will be a privately built, 19-story, mixed-use building providing 260 units / 1,039 beds of off-campus student housing on a 1.5-acre site, located within one block of the San José State University (SJSU) campus. The top 17 floors offer apartments, with building services and student amenities on the first three levels, and double-height ground floor retail. (AMCAL Housing/Swenson Builders)



The housing that is associated with fraternities and sororities was established in the 1950's. Most occupy houses in the surrounding area.

Student Activity Space

The Main Campus now has three recognizable student life centers, which differ in character and are well distributed in the campus interior:

- The Diaz Compean Student Union: The Student Union reopened in 2016 after a major expansion and renovation, and offers a variety of food and beverage services, social space, Spartan Bookstore, a ballroom, small theater, meeting rooms, offices, centers for student affinity groups and organizations, print and technology service, and a bowling center. It also hosts the University's Welcome Center and the offices of the College of Professional and Global Education.
- The historic Tower Lawn Quad: provides a generous landscaped open space for informal activity.
- The Spartan Recreation and Aquatics Center (SRAC): opened in the southwest residential quadrant in 2019 and focuses on health and recreation. Facilities include 3 full-court gyms, 4 fitness studios, indoor track, climbing wall, cardio/strength equipment, 50-meter lap pool, recreation pool, and open recreation area. Currently only open to enrolled students.

Student Support Services

Academic and other student support services are distributed around the Main Campus - a major concern for students and administrators alike based on comments during stakeholder interviews and the virtual Open House. They would like to see consolidated student services located more centrally - not in the ground level of the North Parking Structure. They also noted that the Welcome Center needs more visibility.

While most colleges have student success centers, more space is needed for both individual and group study. Generally, stakeholders and virtual Open House contributors called for more indoor and outdoor social gathering space as well as study space equipped with power supply and WiFi access.

Stakeholders stressed that commuter students' needs differ from campus residents, and suggested that they should have access to places where they could temporarily store and prepare food as well as study between classes.

Child care is important for some students as well as faculty and staff. ASI operates the Child Development Center, which is licensed for 110 children and offers early childhood education and day care serving children ages 4 months through 5 years. First priority enrollment goes to SJSU student families; second priority to SJSU alumni, staff, and faculty families; and third to members of the broader community.

The Child Development Lab Preschool in the College of Education operates two classrooms for children 2 to 5 years old that provide an observation lab for SJSU students and research opportunities for faculty. The Lab Preschool emphasizes learning through developmentally appropriate play experience. The Toddler Lab offers 2, two-day, two-hour sessions per week for two-year-olds; and the Multi-age Lab offers a two-and-half hour morning and afternoon session four days per week.



Figure 3-15: Campus Life and Public-Facing Facilities

- Public-Facing/Event
- Student Life Facilities
- Student Housing



Downtown San José provides a lot of the retail that serves the SJSU population. On campus, standard school supplies and sundries can be found at the Spartan Shops bookstore.

Dining and Retail

A key aspect of campus life is dining. Not just for those who live on campus, but for the staff, faculty, visitors and students who spend time on campus for varied periods of time. Access to a wide variety of food is a challenging task. While SJSU offers a number of food and beverage services, stakeholders felt that there needs to be more options, including different cultural and healthy choices that available when needed.

Spartan Eats, managed by Chartwells Higher Education, operates 7 sites on the Main Campus where food is available for purchase. Those open to the public include ‘Fresh on Fourth’ at the MLK, Jr. library, numerous options including a food court within Diaz Compean Student Union, and Ginger Market in MacQuarrie Hall. Those open to SJSU students, staff and faculty only are within The Commons and Campus Village projects. Spartan Eats also programs and manages catering on the campus.

South Campus dining is limited to event offerings including concessions and in-seat dining options for football games.

SJSU Cares operates the Spartan Food Pantry as a walk-in, full-service, staffed, food assistance program offering non-perishable goods, fresh produce, and refrigerated items to eligible students. Originating in 2018, the Spartan Food Pantry was developed in partnership with Second Harvest of Silicon Valley to address the need of food insecurity for students.

Downtown San José offers a wide variety of dining options with different cuisines and price ranges. However, there is limited access to a full-service grocery store near the Main Campus. Existing grocery options include a Grocery Outlet and an Asian Supermarket near the Main Campus, a Walmart near the South Campus, and multiple smaller convenience markets.

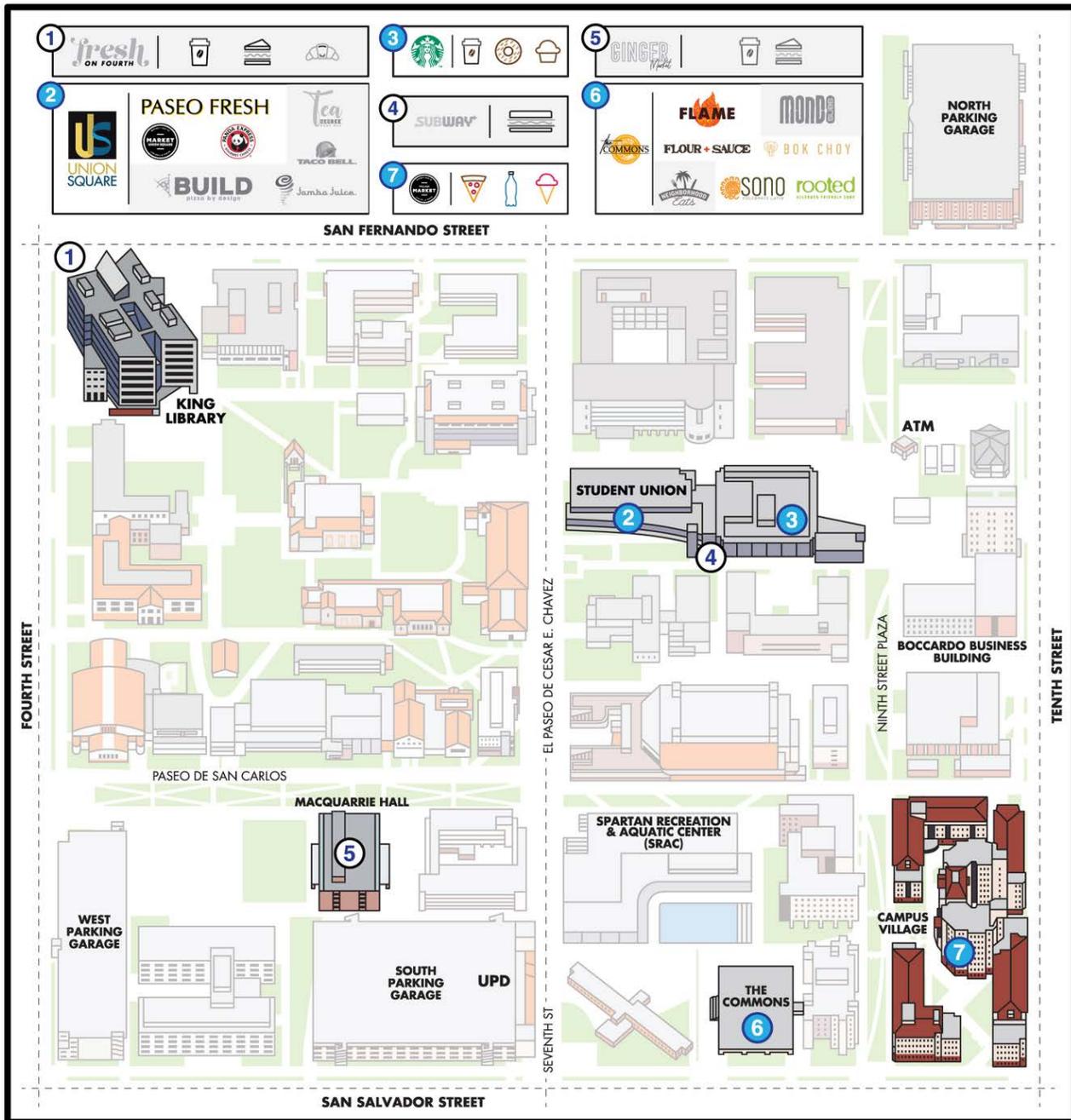


Figure 3-16: Food and Retail Vendors on Campus

Athletics, Recreation and Events

For the purposes of this section, Athletics refers to the sports that collegiate athletes play, whereas recreation facilities are accessible to the greater SJSU community and includes intramural and club sports. Athletics also have spectator events that attract visitors and other fans as well as SJSU students and alumni.

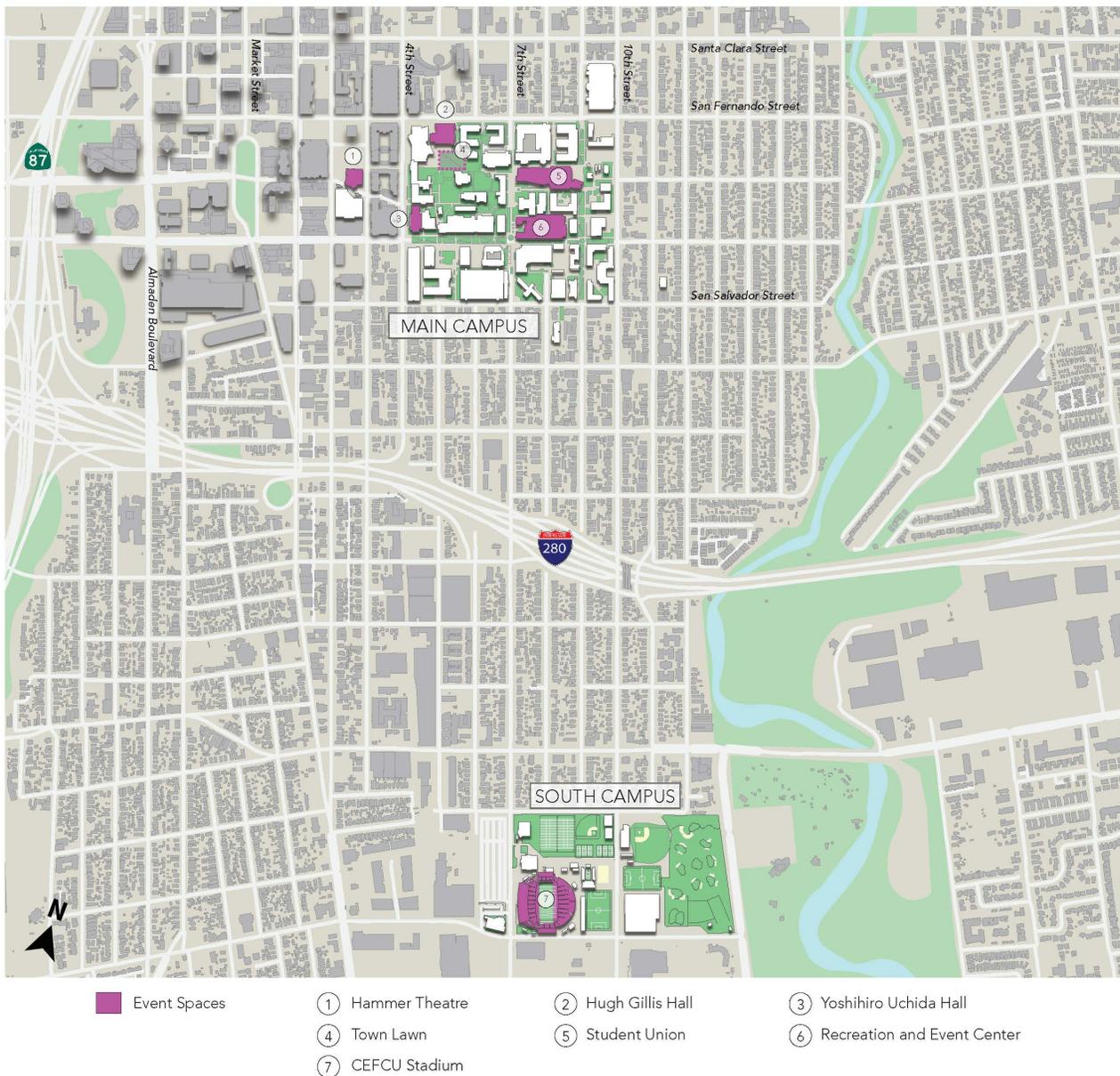


Figure 3-17: Event Locations on Campus

Athletics

SJSU has a Division I Athletics Program. San José State sponsors 22 (nine men's and 13 women's) NCAA Division I intercollegiate sports programs for approximately 470 student-athletes annually. In football, the Spartans are a member of Division I's Football Bowl Subdivision (FBS), the NCAA's highest level of competition. The Athletics Program is primarily located at South Campus, and has some programming on Main Campus at the Event Center and SRAC. The Athletics Program is part of the identity and history of the campus, providing training and coaching for student athletes, a fan experience for current students and a way for alumni to reconnect with the University. The Athletics Program sometimes shares facilities at other locations like San José City College and Santa Clara University. More about the South Campus facilities can be found in Chapter 5.

Recreation

Generally, the Main Campus has limited space for formal recreation. The SRAC mentioned above is the largest, formal recreation facility at the Main Campus. Tower Lawn and other open spaces are available for active and passive informal activities and are used by the general public as well as members of the campus community. The SJSU Main Campus is the biggest park in Downtown San José and the South Campus is an inviting space for the nearby community. The South Campus also recently added a recreational sports field. Outdoor recreation facilities are typically open to students and other members of the campus community while indoor facilities are limited to enrolled students. Intercollegiate Athletics fields and facilities and physical education facilities used by the Department of Kinesiology for educational programs are not typically available for informal recreation.



Events

Events occur at both the Main and South campuses.

The University has an event center, music concert hall, theater, and is a partner with the Hammer Theatre. The Event Center and the CEFCU Stadium are venues for entertainment typically brought in from the outside. In contrast, the concert hall and theaters are part of the academic program offering performance venues for students in these fields and audience opportunities for students and the general public. Gifted students and faculty in the performance arts have received national acclaim for their talents.

- **Provident Credit Union Event Center:** includes a multifunctional arena and sports venue. Flexible seating allows for a capacity running from 2,500 to 7,000 guests. It is available for national entertainment acts and concerts. Also, it regularly hosts Spartan men's and women's basketball games. Like many of the older academic buildings, stakeholders felt that the Event Center is due for an upgrade.
- **CEFCU Stadium** was built with a capacity of nearly 25,000 seats. The east bleachers were removed, leaving a current capacity of 17,825 seats.
- **The SJSU School of Music and Dance** normally puts on over 120 performances each year. Its ensembles include a symphony orchestra, chamber music, bands, jazz and choral/vocal groups open to students in general as well as music majors. The concert hall has the capacity for an audience of 564.



- The Department of Film and Theatre normally produces plays at 3 venues for students in general as well as theatre majors. The Hal Todd Studio Center can host an audience of 140; the University Theatre has a capacity of 393; and the Hammer Theatre has 532 regular seats.
- The Student Union Theatre has a capacity of 312 and hosts movies, plays, lectures and similar events.
- The Student Union ballroom has a capacity of 756 with a theater set up or 600 banquet guests with smaller capacities for other layouts.
- Tower Lawn has been used for public concerts.

The University’s athletic and recreation fields, event venues, larger classrooms, and some outdoor facilities are also opportunities for activities that bring the larger community onto either campus. During off-peak times they are also available for rental to other groups and can be considered a complement to other such facilities in the City of San José.



4. University-Wide Issues and Opportunities

“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.”

- Society of College and University Planning
“The Physical Campus in a Digital World,” 2019

This chapter focuses on topics that apply to all of the University’s locations. It addresses a number of physical development issues and opportunities related to the University’s surroundings; campus identity and sense of place; facility inventory and status; mobility, including access and wayfinding; and infrastructure, sustainability and resilience as it pertains to the greater University. The chapter ends with a discussion of Master Plan Implementation.

SJSU University Identity

The University’s image is influenced by its physical environment. The way a campus is designed reflects the University’s role in the community and its architecture expresses the character, feeling, and sense of place. There are many opportunities to meet the goal of the University’s Strategic Plan: Transformation 2030 to “Rebuild and Renew” and to define a stronger identity for San José State University at its multiple locations.

The General Impression of the University

For most people, San José State University’s Main Campus is “the” campus. Indeed, some contributors to the virtual Open House were completely unaware that the University has a South Campus, and others had never been there. Thus, this section focuses on Main Campus as it represents the public face of the University.

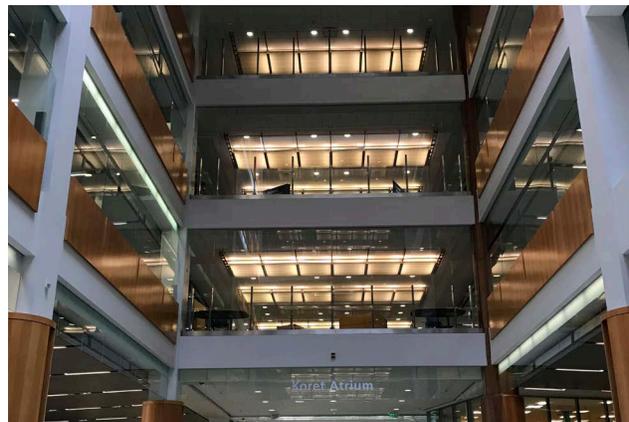
The Main Campus was initially built on a park and is now one of the largest park-like spaces in San José, so in many ways it is like an oasis away from city activity. Stakeholders and contributors to the virtual Open House were proud of their University, and enjoy the Main Campus’s open space, recognizing that it is the most densely built campus in the CSU system. However, they generally felt that many Main Campus facilities look tired, eclectic, and in need of improvement. The most visible buildings at the edges of campus are in need of improvement or replacement, except for the King Library. Further, the Main Campus appears cluttered with old modular units, above ground infrastructure, and storage sheds. There was a sense that the aging building stock on Main Campus does not live up to the University’s leadership role in the heart of Silicon Valley. The new Campus Master Plan is an opportunity to make SJSU look more technologically-advanced and more aligned with the successful region that surrounds it while still honoring the University’s long history.

Campus identity is often introduced through branding, using the SJSU insignia and name in various locations online, on buildings, on banners and flags, on merchandise and collateral - all of which can be effective. In addition, and more powerfully, the impression of the University comes from the architecture, public spaces, and facilities that become the environment for shared experiences and a sense of belonging. Stakeholders and contributors suggested that the design of new facilities should strengthen the Main Campus' sense of place and make it feel cohesive. This might be accomplished by determining campus-wide standards for facilities and support systems, and setting consistent goals for the design of campus facilities that address the way things look as well as the way they function.

Places of Spartan Pride

When alumni look back, memories of SJSU are intertwined with physical places. They share their pride with visitors like prospective students and families. The facilities, including both buildings and the spaces between, tell a story. Tower Hall and the associated Tower Lawn are among the most prominent visual features of Main Campus that they mention.

Many stakeholders suggested that the University should “tell the SJSU story” better. Suggestions included displaying the history and mission of the University more prominently on buildings or highlighted in the public realm. Other ideas included the installation of exhibits, murals, displays, and showcases. A number of comments indicated that public art is an important part of the University’s identity because it communicates University values and serves as landmarks. Public art is commonly in the backdrop of photographs taken on campus, which then becomes part of the collective image of Spartan Pride.





Development along the frontage of San Salvador Street has historically turned its back to the street. However, the continued redevelopment and design of the campus edge to be more welcoming and integrated with the neighborhood next to it could mean a transformation of the street to be something more active and attractive.

The Sense of Belonging and Safety

The SJSU story is also better revealed when the activities at the University are made more visible and welcoming. A number of stakeholders suggested that the ground floor, in particular, should feel accessible even if it is a keyed entrypoint. This could mean more transparency at the ground floor or through other clues about the activity that takes place inside.

Today, however, the physical expression of both Main and South Campuses is not entirely welcoming. The organization of both campuses is inward facing, with clearly defined edges, either walled off or fenced along most of the perimeter. The architectural expression of the clearly delineated edges appears defensive and has been likened to a “walled town.” While the Main Campus is described as being located in Downtown San José, and the South Campus is in the Spartan Keyes neighborhood, both campuses generally feel more like they are adjacent to the neighborhoods than a part of them.

Stakeholders emphasized there are real needs for security for a large public institution. However they felt the design for personal safety and property security can be expressed with fewer barriers. Closed gates, fences, traffic controls, and walls have an overbearing presence at University sites. While these physical barriers are sometimes needed, the design for security could be less visible and still effective.

As a public university, SJSU struggles with balancing the sense of security and sense of welcoming at the campus. There is a perception that the areas around the Main Campus are not safe. Over time, the campus has reflected that perception by defending the campus with its architecture and in some cases placing the “back-of-house” on perimeter streets. Existing security installations on campus can be found in many physical expressions, like bars around bike racks, gates, fixed seating, or defensive architecture, which are often added to buildings long after they are built and can be disruptive to the experience of a resulting space or building.

The Campus Master Plan is an opportunity to re-examine the way campus buildings look from the street to make each campus feel more open. Solutions for addressing security concerns do not need to be at odds with creating a welcoming and aesthetic environment. Maintaining an open campus safely requires careful consideration but there is an opportunity to prioritize the feeling of openness and invitation with less visible, yet still effective, security measures. Security can likely be integrated into building systems with keyless entry technology, lighting, security cameras, and crime prevention through environmental design (CPTED). Making a place more open and attractive can invite more “eyes on the street” as a natural crime prevention method. Security on campus would benefit from a campus-wide approach that includes an examination of existing policies, technology, and strategies for integrating security more seamlessly into future development.



The view down San Fernando is lined with a “wall” of buildings.

The edges of campus are lined with vehicular uses, like parking garages and the Corporation Yard.



Personal safety and security are always a concern at urban campuses, and San José State University recently formed a Task Force on Community Safety and Policing, representing a cross-section of the SJSU community, to examine the critical safety issues. The Task Force will be engaged in relevant discussions based on SJSU's mission, its role in the city and region, environmental analysis, equity and justice, stakeholder experiences, benchmark analysis, current and emerging best practices, and the strategic direction of the university.

The University Police Department documents incidents and reports them consistent with the national Clery Act requirements. In the most recent report, the preponderance of issues were related to alcohol and drugs in the area. Also, a number of reports included dating and domestic violence; and there were burglaries, auto thefts, and weapons violations on or near the campus. Other urban campuses report a similar level of activity.

The University Police Department has a minimal presence on the campus, perhaps to reduce the visibility of police presence. Also, the role of the police department as a community resource is constrained by its limited locations. The essential services provided on campus are still an important part of campus resiliency, and need to be considered more comprehensively in facilities planning and operations.

Feelings of insecurity are based on perceptions as well as data. Students, faculty, and staff commented that they feel least secure in the evenings accessing parking facilities and walking in more isolated and darker locations, especially when they go off campus. Lighting design is often a key campus element that can shape perceptions of safety, comfort, and inclusion.

There are also several facilities just off campus that serve the unhoused and people who are rehabilitating from drug addiction. The services that are provided to this vulnerable population are important, but also contribute to tension and anxiety related to safety and security. The issue is ever present in the MLK Jr Library vicinity along San Fernando Street, and in the neighborhood just to the east of the Main Campus where most students live.

There are many different ways to address this issue, either defensively or inclusively. The Campus Master Plan can address safety and security through some design features, such as creating more active space and reducing risky routes and locations, which can complement operational public safety programs.

The safety and security of spaces on campus needs to be more clearly defined in terms of inclusion. This can build on work that has been started with the Campus Climate Survey. Many of the issues that affect how people of diverse backgrounds experience a sense of inclusion or exclusion need to be uncovered through a process of stakeholder and community engagement.

Creating a Sense of Arrival

SJSU is an anchor institution for both Downtown San José and the neighborhoods that surround the Main Campus as well as the emerging sports district in the Spartan Keyes neighborhood. Both SJSU campuses are an attraction and destination; however, they both lack a strong sense of arrival.

The challenge begins with the published street address, One Washington Square, which is not meaningful for finding the way to and around SJSU. Existing campus maps, both in physical and digital formats, don't often show the other university sites, or much of the context around the campus. The existing wayfinding signage in both physical and digital formats need maintenance to be current and can only do so much to establish a sense of direction. There is an opportunity to establish the identity of the University as a whole, with its many sites with better mapping.

There is no clear primary entrance to either the Main or South Campus, nor clear location for visitor reception. Instead of a “front door” there are many entry points. Many people enter either campus through a parking garage or lot, dispersed around both the Main or South Campus perimeters and proceed into the campus from it. The experience of entering campus from parking garages can be addressed in the Campus Master Plan.



*Candidate for the “Front Door” to Main Campus:
Paseo between Washington Square Hall and Uchida Hall*



*Candidate for the “Front Door” to South Campus:
arrival at South Campus*

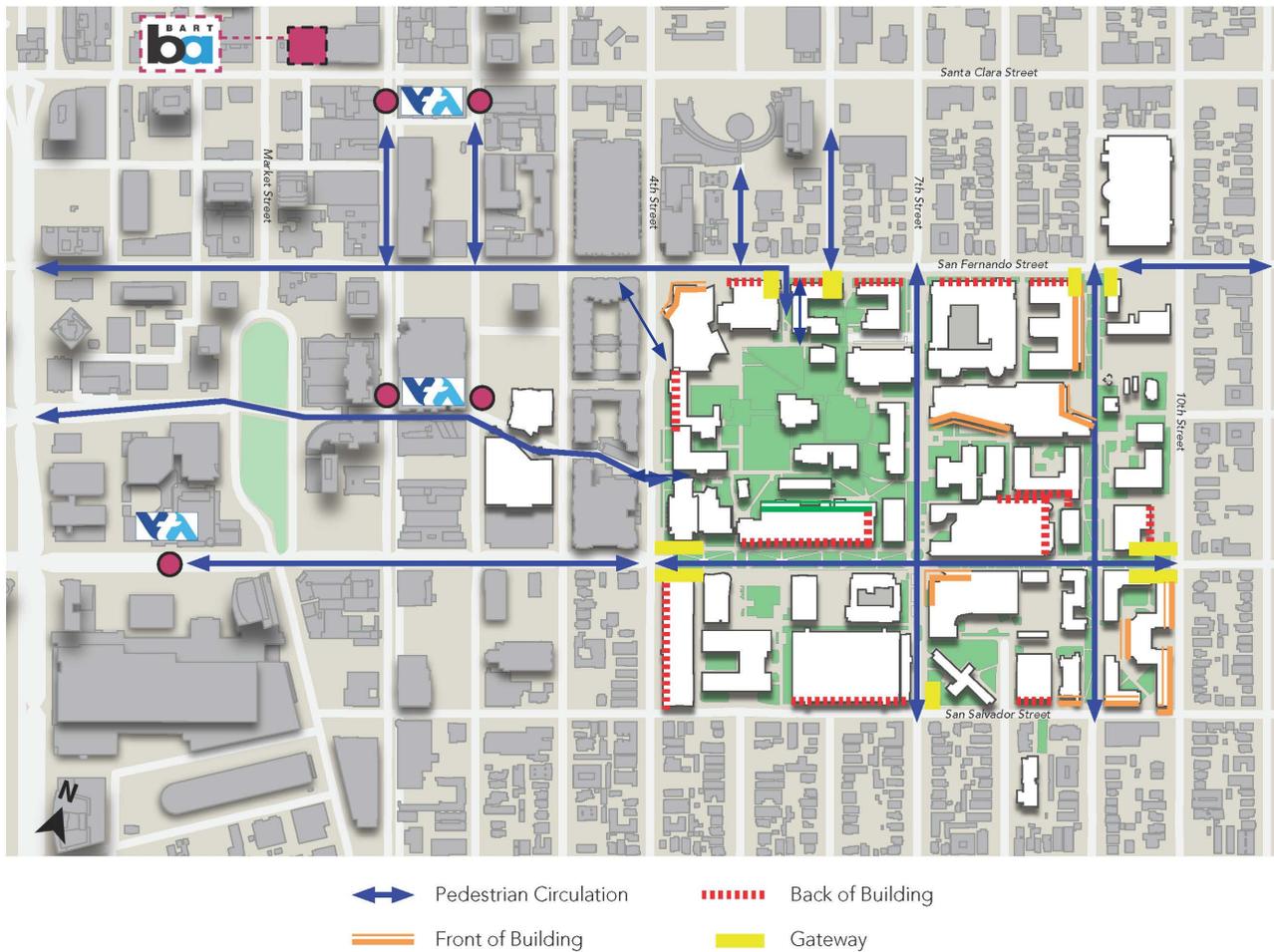


Figure 4-1: Diagram Describing the Sense of Arrival. Follow the blue pathways from transit and parking garages through campus. Buildings are marked with the front and back, which face many different directions.



A set of postmodern-style gateway pillars at several entrances to the Main Campus contribute modestly to the SJSU's sense of place. The gateways seem like one of many attempts to bring some cohesion, attention, and SJSU branding to the campus to bolster identity, but they don't do enough. Beyond gateway signs, there is a bigger opportunity for the new Campus Master Plan to improve the experience of approaching the campus and identifying its best features from perimeter streets and providing a more intuitive sense of arrival. There is an opportunity to strengthen the sense of arrival with a grander entrance, differentiated from the other campus entrances that could serve as the "front door" for the University. If redefined by new buildings and enhanced outdoor spaces, then the removal of some or all of the pillars could be considered.

Space Arrangement and Assignments

The experience of visitors as well as students on the Main Campus is shaped by how easy it is to find events, classes, labs, administrative offices and student services. For visitors, most of the public spaces on the Main Campus are “buried” at the center of the University, such as the Welcome Center in the Student Union and the Event Center. Also, some colleges provide services to off-campus clients who have to negotiate their way from parking structures to interior buildings. The new Campus Master Plan provides an opportunity to relocate some public facing activities so that they are more visible and accessible.

Stakeholders suggested strongly that student services should be more visible and centrally grouped. For example, many student services are located in the North Parking Garage which feels isolated from the campus proper. Other services are distributed among several different buildings. Space arrangements for the colleges also differ across the Main Campus. Some are housed entirely in one building while others are dispersed among several buildings.

The new Campus Master Plan is an opportunity to think about how to group academic programs and student services to create a stronger sense of community for faculty and students as well as to encourage more interdisciplinary interaction. More recent projects have built on synergy at the South Campus, with the location of sports facilities near other non-University sports facilities, and at the Interdisciplinary Science Building at the Main Campus near other science programming.

The background research also revealed that the organization and reservation of spaces throughout the campuses is decentralized. Resources like meeting rooms, classrooms, event venues, and special equipment can be hard to schedule because they are managed by multiple organizations across the University with separate policies, processes and priorities. As a result, some spaces are overbooked and others underutilized. Preparing a new Campus Master Plan can provide the occasion for reviewing and updating space assignment practices and procedures.

Lastly, the arrangement of spaces can help to promote healthy physical activity through active design. The Main Campus already promotes walking within the campus as parking garages are located at the perimeter, but a more open campus could encourage more pedestrian access from a wider area, especially with a focus on pedestrian access to transit and other forms of mobility. At the finer scale, encouraging stairway use (rather than elevators) by designing open and attractive stairs in new buildings, and using retrofits and signage in existing buildings, would contribute to active design.

San José State University Main Campus

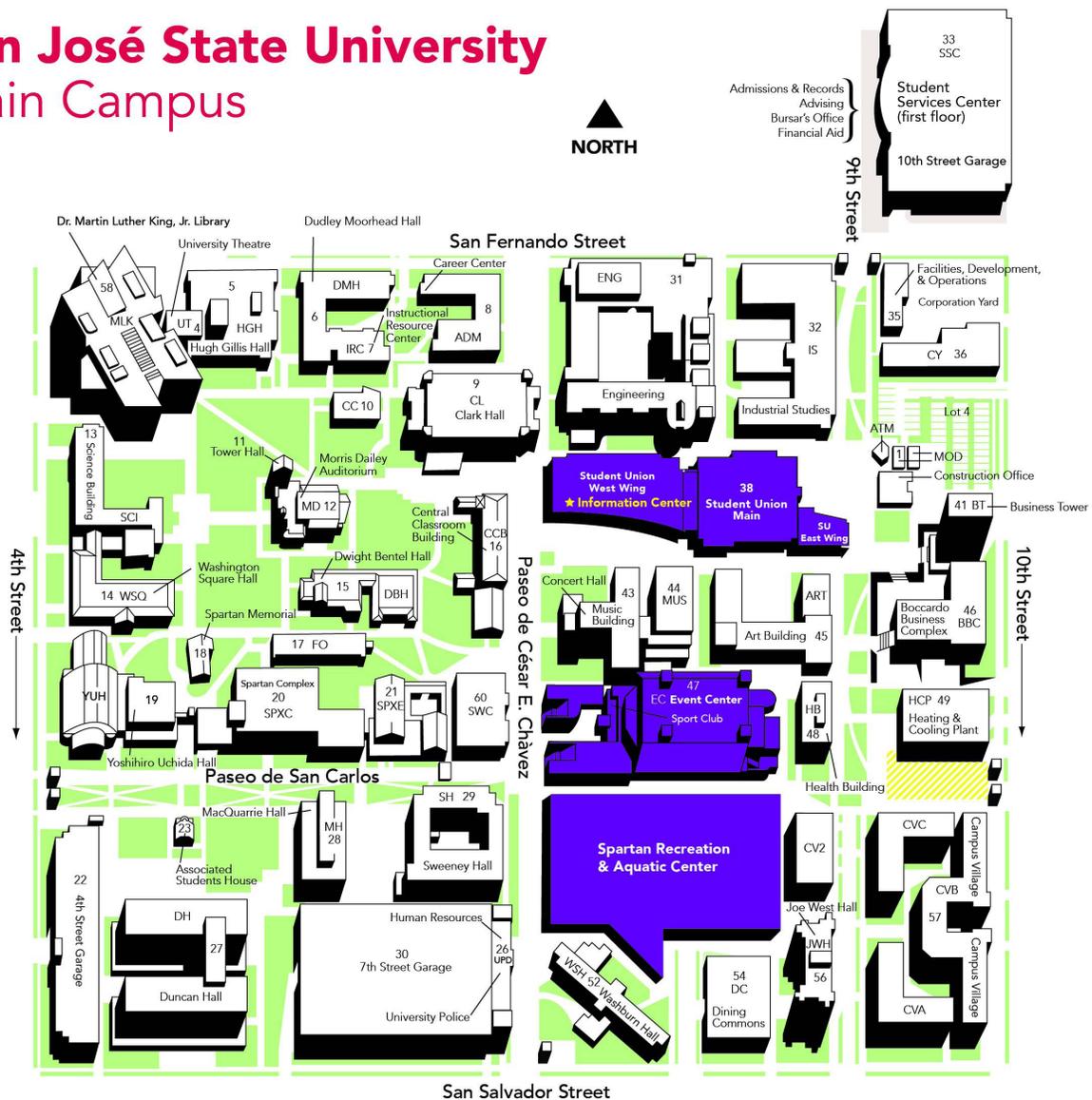


Figure 4-2: This is a map provided to aid Event Center Parking which highlights where the Event Center, Student Services, and SRAC are located, at the center of campus. These public locations are generally not intuitive to find, and are difficult to access and see from the edges of campus.

University Facilities Overview

After discussing the general impression of the Main and South Campuses, this section turns to a more detailed review of the facilities. San José State University currently occupies 187.2 acres: 88.5 at the Main Campus, 62 at the South Campus, and 36.7 at Moss Landing, not including additional leased space in and around San José used for academic and administrative activity. Various sites are either owned or leased by the State of California, the SJSU Research Foundation, or the SJSU Tower Foundation; or used in an arrangement with the City of San José or Santa Clara County. These arrangements are managed through the Administration and Finance division of the University.

Figure 4-3: Facility Inventory by Location and Owner (Source: CSU CPDC Reports)

	Fall 2020 ASF	Fall 2020 GSF
Main Campus	2,291,983	6,562,986
State ¹	1,814,301	2,916,228
Non-State (Except Residence Halls and Parking)	380,538	511,818
Residence Halls	92,330	1,315,312
Parking Structures	4,814	1,819,628
South Campus	59,354	970,342
State (Includes Developed Sports Fields)	43,407	457,531
Non-State (Except Parking)	15,938	177,293
Parking Structure	--	335,518
Other Locations, Including Moss Landing	88,133	174,521
State	78,162	160,421
Non-State	9,971	14,100
Total Space	2,439,461	7,707,849
State	1,935,870	3,534,180
Non-State (Except Residence Halls and Parking)	406,447	703,211
Residence Halls	92,330	1,315,312
Parking Structures	4,814	2,155,146

¹ISB (under construction) will add 93,548 ASF and 164,715 GSF

As shown in Figure 4-3 the University occupies about 2.4 million assignable square feet (ASF) of space in about 7.7 million gross square feet of buildings (GSF). About half of the GSF is directly owned or leased by the State and used for academic activities, student support, and administration. The other half consists mostly of parking structures, campus life facilities, and residence halls which are owned and managed by University auxiliary organizations.

Figure 4-4: Map of all sites that are associated with SJSU Programming



Figure 4-5: Instructional Facility Capacity (FTES) and Utilization (Source: CSU CPDC Reports)

	History Fall 2015	Baseline Fall 2019
Current Master Plan Ceiling (FTES)	25,000.0	25,000.0
FTES Taught on Campus (Regular Instruction)	22,801.6	23,718.3
Current Built Capacity (FTES)	21,811.0	21,292.0
Capacity Surplus/(Deficit) for Current Enrollment (FTES)	(990.6)	(2,426.3)
Utilization		
Lecture	77.8%	86.1%
Lab	122.5%	130.8%

The CSU measures University capacity based on the Full-Time Student Equivalency (FTES) that can be taught on campus. The Board of Trustees sets a maximum enrollment ceiling for each campus through the master planning process. Campuses may propose capital improvements to increase their instructional capacity up to the approved ceiling. SJSU's current ceiling is 25,000 FTES. Recent enrollment has not quite reached that level even though the headcount in Fall 2019 and 2020 was over 36,000 students.

Three reasons account for this difference. First, for facility planning the CSU only counts regular student instruction that is supported by the State through the General Fund and by student fees, and excludes enrollment in Special Session (or self-supported courses and programs), which is not supported by the General Fund. Second, FTES is smaller than headcount because not all students take a full load. The average student load at SJSU has been increasing for undergraduates, yet in Fall 2020 it was 13.3, and the graduate student load was 8.9 (both below the defined standards of 15 units per term for undergraduates and 12 units for graduate students). Third, the need for academic space is based on face-to-face instruction that is scheduled on campus.

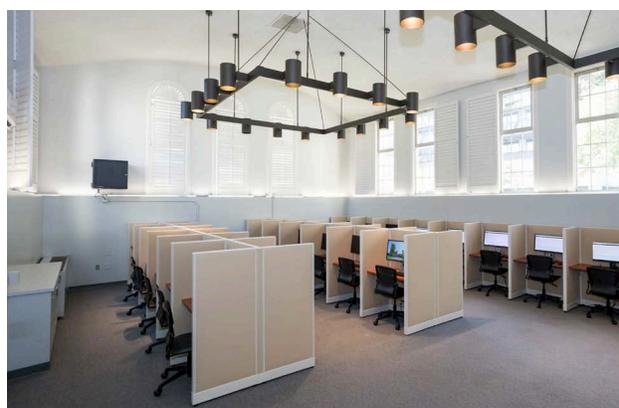
Thus, it excludes off-campus programs, online learning, independent study, internships and field placements, and thesis and capstone work that is not scheduled on campus. This net FTES is then the capacity that the campus needs to support instruction.

Figure 4-5 shows the results of these calculations for Fall 2015 and Fall 2019 (prior to the changes that occurred in Spring 2020 with pandemic restrictions). While enrollment has grown, the FTES taught on campus is just approaching the approved ceiling for SJSU. However, the University has not built sufficient space to support the current enrollment levels. The built capacity is based on the amount of instruction that existing facilities can support. Using the CSU ASF/FTES model to translate the capacity deficit into square feet, SJSU is currently short about 400,000 ASF of academic and related space.

A review of classroom and lab utilization provides some insight into what kinds of instructional space are needed. Figure 4-5 shows that lecture space is under-utilized and lab space is over-utilized at SJSU based on CSU standards. Analysis completed in 2017 showed that the apparent under-utilization of lecture space results in part from a mismatch between class size and classroom capacity. Smaller classes are often scheduled in larger rooms because the University does not have enough smaller rooms to meet demand, leaving vacant seats in these larger rooms. Further, some seminar classes meet in laboratories rather than lecture rooms, either for convenience or because small rooms are not available, leading to over-scheduling of lab space.

The 2017 Facilities Development Plan for the Main Campus addressed some of these issues within the existing master plan ceiling. The new Campus Master Plan will need to provide for additional space as well in order to support enrollment growth. The exact amount of future space needed will depend on University policy and the specific facilities needs of emerging academic programs and pedagogical requirements.

Stakeholders suggested that the new master plan should address age, condition (deferred maintenance), obsolescence, accessibility, adaptability and the need for sustainable and resilient campus facilities in general. They also called for more flexible space, more collaboration and gathering space (indoors and outdoors), and for more dispersed food and beverage service. They indicated that meeting and event space needs to be more attractive for visitors; that training venues need to be available; and that faculty and staff need access to recreation or fitness facilities. In the context of the pandemic, they also suggested that future facilities be designed to accommodate physical distancing when needed and to facilitate sanitation and proper ventilation.





Generally, stakeholders emphasized that a number of services should be integral to campus facilities, including gender neutral restrooms, lactation rooms, and lobbies with waiting areas near faculty and student services. They indicated a need for more student success center space and suggested that student services be located accessibly on the ground floor.



Some specific needs they identified include more space for student clubs, secure short-term storage (e.g., lockers), long-term storage for student clubs and other users, parking for research vehicles, and locations for safe storage disposal of chemicals and other potential contaminants.



Stakeholders, particularly academic college leadership, provided additional detail regarding what they would like to see in future teaching, learning and research space, with a balance between flexible, multipurpose space and more specialized facilities for advanced work. Some also suggested co-locating social, dining, retail, and gaming with learning spaces (e.g., in residence halls).



Here are more of their ideas and aspirations:

- Continuing need for speaker venues, but reduced need for large lecture space (no more fixed seating)
- Flexible, adaptable, dynamic classrooms with movable seating and furnishing
- Specialized labs, studios, clinics, sometimes requiring large and/or outdoor areas
 - Especially, for activities and resources that must be shared or can't be provided at home or online, due to scale, cost, etc.
- More spaces where students and faculty can collaborate
 - Small group settings
 - Unstructured space
- Clustering students around shared resources
- Study space integrated in all facilities, including housing
 - Quiet as well as group study areas
- Rotating rather than fixed space assignments
- Model the professional setting (e.g., education, health care)
 - Showcase for guests
- Technology support for all facilities, in addition
 - Consolidated high performance computing
 - Virtual computer labs
 - Hybrid learning environments - where students can be in-person & on-line simultaneously
- Specialized and up-to-date space for cutting-edge research
 - Incubator, "maker" spaces
 - Flexible research space for easy re-assignment

Stakeholders devoted some special attention to the Dr. Martin Luther King, Jr. Library, noting its continuing central function in higher education as it makes a transition to more technology-focused service for research, study, special collections, and collaboration. Library leadership indicated a high demand for its meeting rooms; and stressed the need for coordination with the City in this jointly-funded facility.



Recent Projects and Projects in Progress

This section includes a brief summary of recent major capital projects and those in progress as of Spring 2021.

Main Campus Facility Status

The perception that Main Campus facilities look old is reinforced by looking at construction dates. Even though some buildings have been renovated more recently, the average age of the academic and related structures is over 60 and a few are more than 100 years old. Prior to the construction of the Interdisciplinary Science Building, the most recent academic buildings are the Martin Luther King Jr Library, completed in 2003 and Clark Hall, completed in 1982.

In contrast, a number of student-oriented facilities are more recent. The Campus Village residences, Student Wellness Center, University Union renovations and addition, and Spartan Recreation and Aquatic Center have all been constructed since the 2001 Campus Master Plan. A major factor is that these buildings have been built by University auxiliaries and funded with revenue bonds.

This makes the imminent completion of the Interdisciplinary Science Building an exciting opportunity to begin upgrading the Main Campus appearance. Other current projects on the Main Campus are also designed to enhance the environment and upgrade older facilities.



Interdisciplinary Science Building

The ISB will house chemistry and biology teaching and research lab spaces, an interdisciplinary Center for High-Performance Computing and a data science information lab for the College of Professional and Global Education. The eight-story, \$181 million ISB is funded using California State University systemwide revenue bonds, and is the first phase of a planned Science Park. The building is slated to open in 2023 and will provide the College of Science with a space that can keep up with their research needs. The three existing buildings housing science on campus—Science Building, MacQuarrie Hall and Duncan Hall—opened their doors between 1957 and 1972.

Sweeney Hall Audiology Renovation

Construction is now underway for approximately 3,700 square feet on the 1st floor of Sweeney Hall. This area will be transformed to provide space for the new Doctor of Audiology Program (AuD). The project includes lab renovations for testing and research equipment, including sound booths. Improvements will also be made to restrooms on this same floor.



Clark Hall, 5th Floor Renovations

Clark Hall was built in 1982 as the campus library and named for former SJSU President (1964 -1969) Robert D. Clark. When the King Library opened, the Clark Library became available to accommodate much needed administrative, lecture and computer lab space as required by students. As of Spring 2021, Clark Hall 5th Floor renovations are nearing completion with occupants moving into the space. Relocation of the offices of the President, the Provost, the Vice Presidents and their staff will allow for other tiering moves across the campus designed to improve overall efficiency and effectiveness. In addition to the office moves, the project also included two large conference rooms, and a working lounge.



Relocation of the Associated Students House

San José State's historic Associated Students House moved from its previous home in front of Duncan Hall to Tenth and East San Antonio streets to make way for the eight-story Interdisciplinary Science Building. The 6,500-square-foot house was moved to its new location on the north side of the campus. This project is now complete, and the certificate of occupancy has been awarded by State Fire Marshal.



Main Campus-wide Bollard Installation

Bollards are being installed at all main entry points to the University to prevent vehicles, deliveries and contractors just driving onto campus without permission. The work is scheduled to be completed in November 2021.

South Campus Facility Status

South Campus facilities are generally much newer than those on the Main Campus, with an average age of less than 30 years. Current projects will further improve the quality of athletic and recreational facilities along with the new parking structure. In addition to the projects outlined below, a new Digital Media and Scoreboard has been installed at the north end of CEFCU Stadium.



Spartan Athletic Center Building & Site Improvements Project

The Spartan Athletic Center Building is a 57,000+ square foot half-moon-shaped building located at the east side of CEFCU Stadium, currently beginning its construction phase. The Spartan Athletic Center is a two story building that will support SJSU athletics programs, including football and soccer with training space, team locker rooms, coaches' office spaces, players' lounge, leadership development center, clubrooms, and a dining area. The building also includes a 180 seats auditorium and a multi-purpose learning space for large meetings and evening classes. Site improvements include re-landscaping the area where the east bleachers were formerly located and installing some new stadium lighting.



South Campus Parking Garage & Sports Field Project

The South Campus Parking Garage and Sports Field Facility project is set to open in 2021. It is located on the corner of East Alma Ave and 10th St. The four level, reinforced cast-in-place concrete parking structure consists of 1,500 parking spaces, an IT room, two sports storage rooms and three individual restrooms.

This parking structure will serve students and staff as well as the public for events. The cork infilled synthetic turf sports field directly adjacent to the parking garage will accommodate University recreational and intramural events. The field is striped for soccer, lacrosse and rugby. Outside of the field fence there will be a pedestrian concrete path around the perimeter, open for use by both the University and the general public.



Baseball Practice Field Renovation Project

The practice field, located next to the current baseball locker room and coaches offices, will give the team its own location to train while still playing games down the road at Excite Ballpark. This site is also envisioned to be the location for a future baseball stadium. This project is currently under construction expected to be ready for play in 2021.



Campus Solar Project

Over the summer 2020, solar panels were installed at the South Campus Park & Ride Lot. The contractor has also mobilized for various Main Campus rooftop installations including Boccardo Business Complex, Clark Hall, MLK Jr Library, Music Building, Spartan Complex, SRAC, Sweeney Hall, and Yoshihiro Uchida Hall.



Tennis Facility

The addition of a modular Tennis facility including locker rooms and restrooms is currently underway in anticipation of the 2021 Mubadala Silicon Valley Classic event, the longest-running women's only professional tennis tournament in the world and the first stop of the US Open Series. It is currently scheduled to occur August 2-8, 2021.

Mobility

Discussions about mobility ranged from regional and local access to and from the Main and South campuses, to consideration of alternative modes of transportation and the role of parking in the future, and included internal circulation. The University is just beginning to develop an operational Transportation Demand Management (TDM) plan to balance faculty, staff, and students' use of different modes of transportation to access either campus. The plan would address a strategy for managing and reducing the carbon footprint of commuting as the University adapts to its growing urban setting.

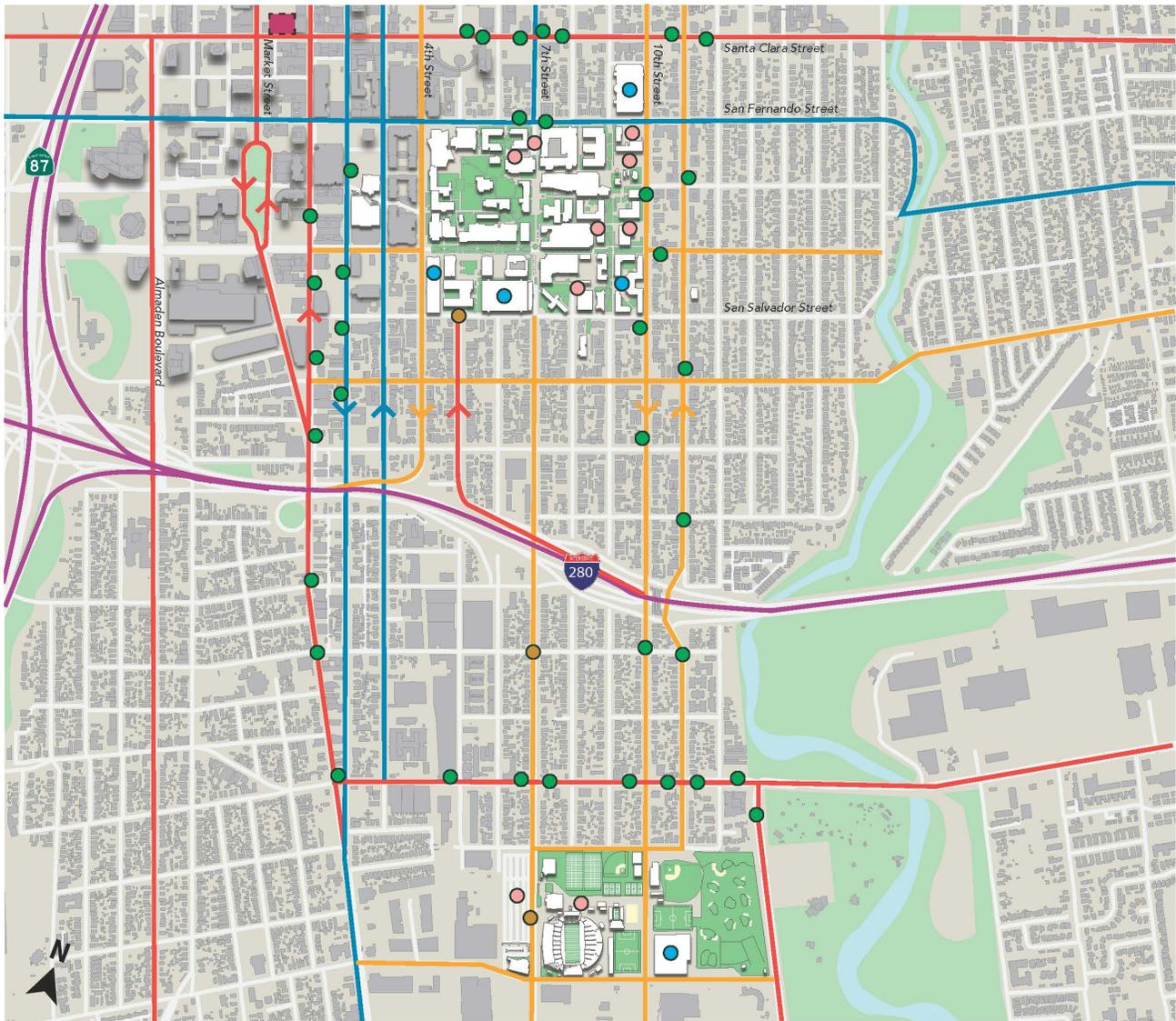


Regional Mobility

The Main Campus is located next to Downtown San José, surrounded by a rich and dense network of restaurants, retail, commercial buildings, and services, including transit. Downtown San José has the most transit-oriented, pedestrian- and bike-friendly transportation network in San José. In addition to the University, Downtown San José is home to many major attractions: bustling San Pedro Square Market, SAP Center (17,000+ seat event center and home to the San José Sharks), City Hall, and many parks, museums, convention and performing arts centers. The variety of attractions draws many residents and visitors on weekdays and weekends.

The Main Campus is served by a network of minor arterials, defined as one-way streets that channel traffic through adjacent residential neighborhoods. Several major collector streets connect to the main arterials leading to nearby freeways US 101, I-880, and I-280.

The South Campus, located in the Spartan Keyes neighborhood one mile south of the Main Campus, has an entirely different context, yet should be better connected to the campus. The access for visitors may be off South Alma Drive or along 7th or 10th Streets. The streets around South Campus are not as transit-rich as the Main Campus, and are dominated by fast auto traffic. Even stakeholders with limited familiarity with the South Campus stressed the need to improve this connection to make it a more complete street, with improvements such as: improving pedestrian crossing; reconsidering the one-way street pair; improving bike lanes; adding signage, banners, or other visual images to show the way; and improving shuttle service or considering future technologies and modes for mobility.



- Main Arterial
- Highway / Route
- VTA Bus Stops
- Parking Garage
- SJSU Shuttle Stop
- Minor Arterial
- Parking Lot
- Future Downtown BART Entrance

Figure 4-6: Vehicular and Transit Routes

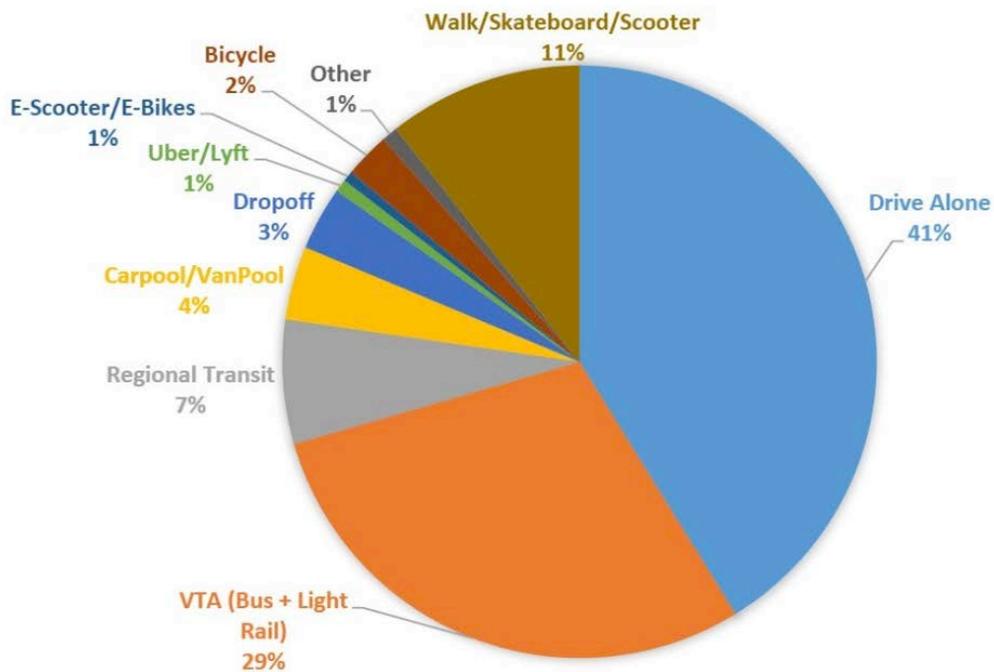


Figure 4-7: Student Mode Split (Fall 2019)

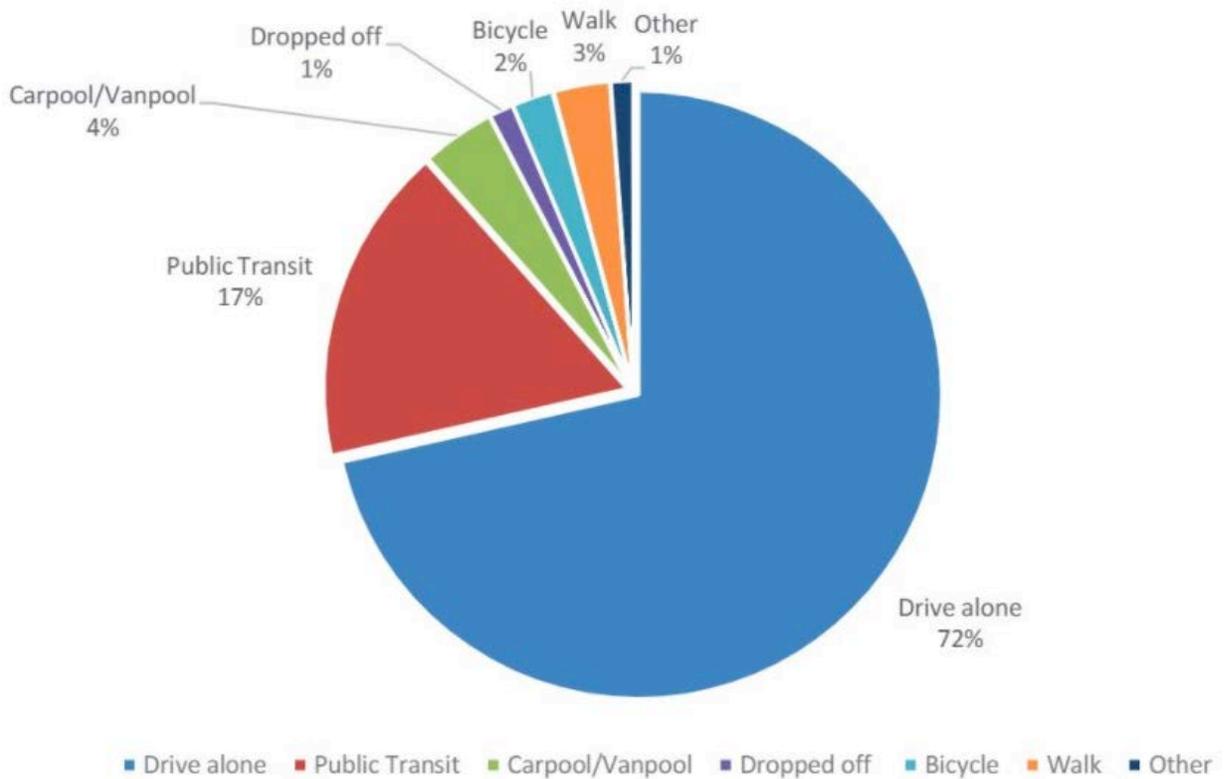


Figure 4-8: Employee Mode Split (Fall 2019)

From Transportation Solutions' annual commute surveys, students and employees travel to campus in a variety of ways. However, most travel to campus in a private vehicle. According to the 2019 commute survey, 41% of student respondents reported "Drive Alone" as their primary mode to campus; and 72% of employee respondents reported "Drive Alone" as their primary mode. In comparison, the overall City of San José commute drive alone mode share is approximately 76%. The student mode share is remarkably low in comparison. This may be a result of several factors including proximity to campus (e.g., living on or near campus), use of public transportation, financial constraints, and flexible schedules.

Members of the campus community feel that there is not enough parking at SJSU. The University has approximately 20,000 commuters who drive to campus each day, with just over 5,000 parking spots for commuters in three Main Campus parking garages and fewer than 1,300 parking spots on Main Campus surface lots and lots at the South Campus (estimated prior to the construction of the South Campus Parking Garage). The scarcity of parking during peak times impacts the University experience (students reported how long it takes to circle for a spot during peak class periods) and takes up valuable space on campus. Finding parking for guests, for disabled visitors, and for big events can be difficult. There are also currently few vehicle drop-off and pick-up locations throughout the campuses.

Later sections of this chapter provide additional detail regarding existing parking facilities. Although parking at SJSU is currently managed with permits, technology, and pricing, there is a limit to how much more parking can be expanded. With the limited space available, the options for future growth will likely have to consider alternatives to driving and parking.



Luckily, Santa Clara Valley Transportation Authority's (VTA) highest-ridership routes traverse downtown San José and the Main Campus, connecting the County to this urban hub. VTA's BART Silicon Valley Phase II project will extend the Bay Area Rapid Transit (BART) line service six miles from the Berryessa BART station into downtown San José with a BART entrance planned within a few blocks of the campus. This is the largest single public infrastructure project to be constructed in Santa Clara County, and already is having a catalytic effect on the development of the area.

Diridon Station, just west of Downtown, is also an important transportation hub for San José and the Bay Area. Located less than 1.5 miles from the main campus, the station is a 25-30 minute walk, a 10-minute bike or scooter ride, or a 15-20 minute VTA bus ride to campus. The station is served by Caltrain, ACE, VTA, Amtrak, Greyhound, Monterey-Salinas Transit, and Santa Cruz Metro's Highway 17 Express. Diridon Station is also planned as a future stop for the Silicon Valley BART extension and California High Speed Rail. More coordination with the City of San José will improve bus, bicycle, and pedestrian routes to and from the transit options around the University.

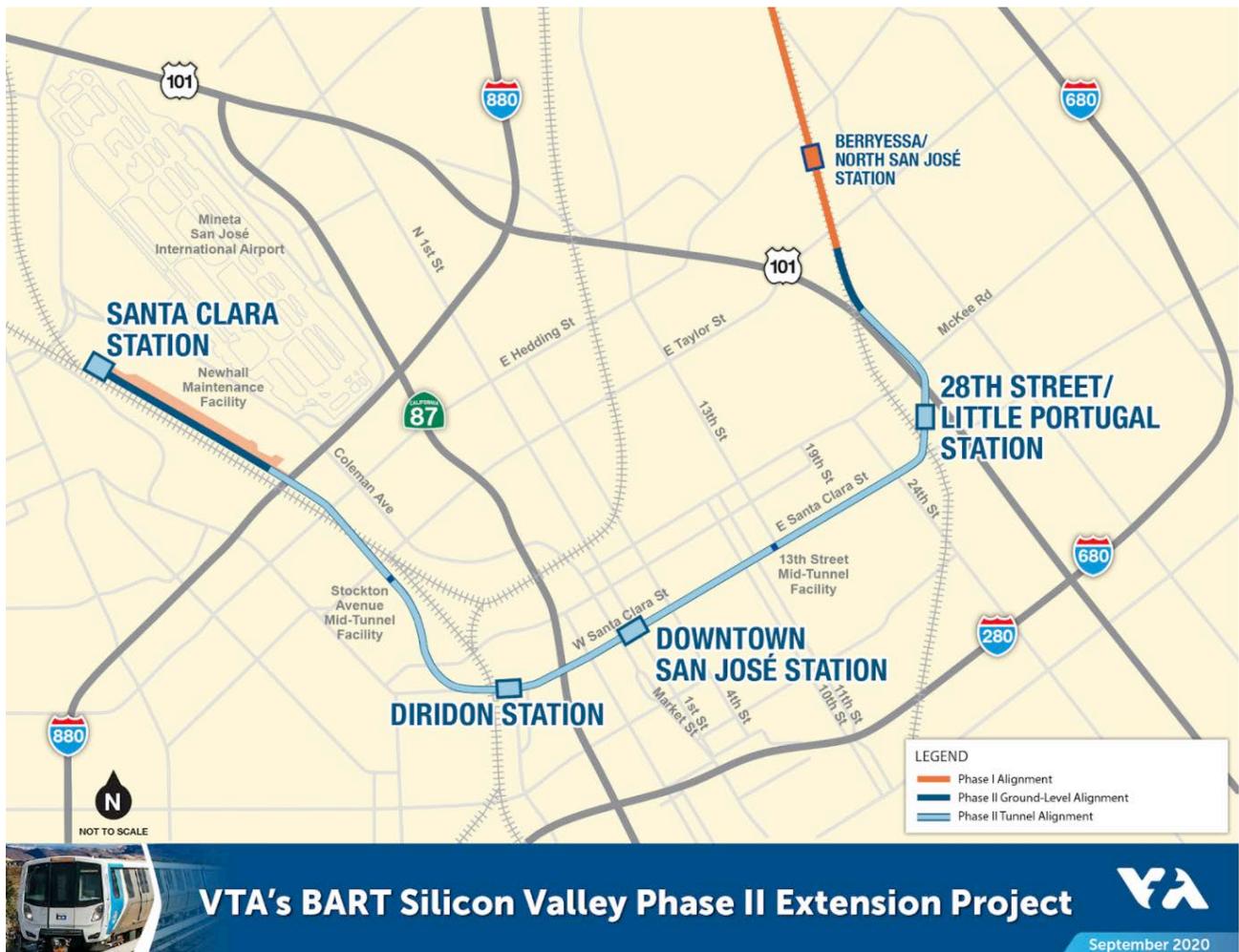


Figure 4-9: Extension of BART by VTA into San José. SJSU is closest to the planned Downtown San José BART Station, anticipated within 20 years.

Google is also planning for its new headquarters to be located within the Diridon Station Area, making Google a key player in developing future mixed-use, transit-oriented development around the station. The impact of new urban development, in addition to Google, around campus will continue to expand, along with the urban infrastructure needed to address the growth. The University can benefit from central access to new transit and will also have to anticipate the shift that will make it more difficult for private vehicles to access the area.

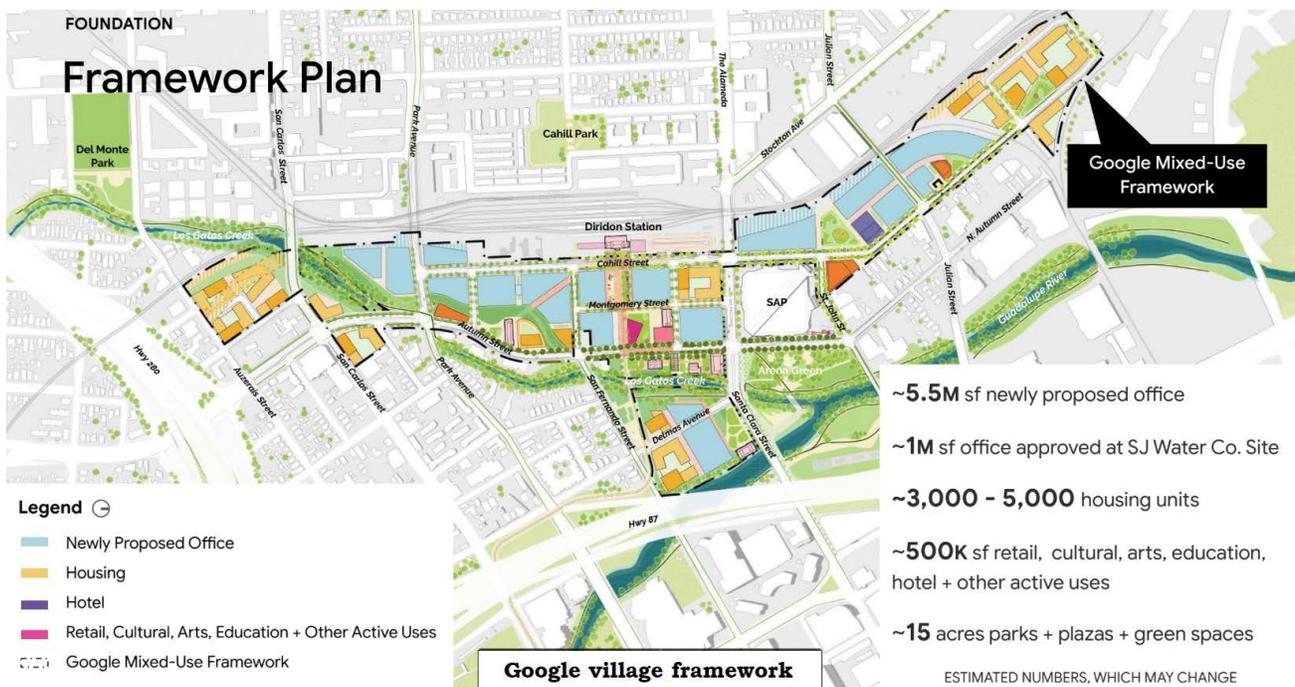
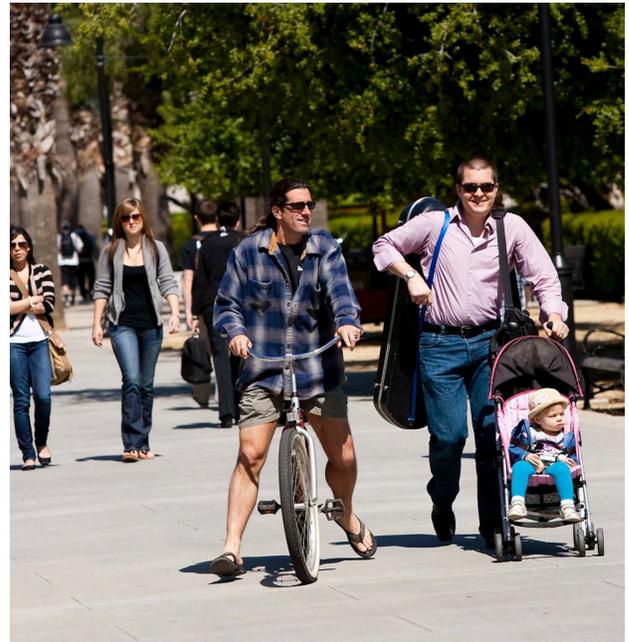


Figure 4-10: Google Village Framework Plan. Diridon Station will have a big impact on Downtown San José connecting Bay Area transit together in one location with High Speed Rail. The future Google Headquarters will be located about as far as South Campus is to Main Campus.

Pedestrian Networks and Accessibility - Main Campus

Once out of the car, or off the bus, people enter the pedestrian environment, which serves walkers and those who roll in on bikes and other devices. Internal circulation on the Main Campus raised a number of other issues for the stakeholders, focusing on safety and accessibility. Pedestrian safety can be improved through the design of pathways, signage, and enforcement. The new Campus Master Plan can facilitate accessibility by incorporating ADA standards and through the use of Universal Design so that all visitors as well as students, faculty and staff can move independently through any of the University campuses or other locations.

Those who walk and roll to and around campus benefit from the walkable downtown grid network. From the 2019 student commute survey, 11% of respondents walk/skateboard/scooter to campus (walking is not distinguished from skateboarding or scooting in survey results). From the 2019 employee commute survey, 3% of respondents walk to work. In comparison, the commuter walk mode share for the City of San José as a whole is approximately 1.7%.



Pedestrian/Vehicle Conflicts

According to stakeholder interviews, there are tensions between pedestrians and other modes of transportation within the Main Campus, including internal vehicle traffic, bicyclists, and other micro-mobility users. Micro-mobility encompasses small personal transportation devices such as bikes, skateboards, scooters, e-scooters, and e-bikes. People with disabilities rely on pedestrian networks with slow speeds that differ from micro-mobility speeds.

Current campus policy limits micro-mobility use on campus, per SJSU Presidential Directive 2007-06. It mandates that bikes and skateboards are allowed on most pathways except where dismount signs are posted, or when there is no clear path due to crowding. However, compliance would require more staff to enforce and more signage and education to reinforce the policy.

Stakeholders recognized that the plan also needs to provide for deliveries, loading docks and emergency access. They would like to see the Master Plan address pedestrian/vehicle conflicts by keeping vehicles on the edges as much as possible. The new Campus Master Plan provides an opportunity to rethink internal circulation that emphasizes pedestrian access and safety but also accommodates other modes where appropriate. For example, the circulation system can include access points, secure storage locations, and some mode-separated routes. This would encourage more use of micro-mobility for short commutes.

Excerpt from Presidential Directive 2007-2006:

B. Campus Riding Regulations: Non-motorized vehicle riders shall follow these “common courtesy” rules:

- 1. Always yield to pedestrians.*
- 2. Drive at an appropriate speed according to existing conditions, not to exceed the campus speed limit for all vehicles of five (5) mph.*
- 3. Drive in an appropriate manner that does not interfere with pedestrians or campus facilities vehicular traffic.*
- 4. Walk vehicle when there is no clear path ahead, such as when a walkway is too crowded with pedestrians or other obstructions.*
- 5. Do not ride in an acrobatic or stunting manner, i.e. activities causing one or more sets of wheels to leave the ground or other surfaces intended for pedestrian or vehicular travel.*
- 6. Do not ride on stairs; ramps, railings, vegetation, benches, tables, planters, or other surface not intended for vehicular travel.*
- 7. Do not ride inside University buildings.*
- 8. Dismount and walk vehicle where appropriate signs are posted. Posted dismount areas will be high pedestrian traffic areas with small or obstructed pathways. Designated dismount areas will be in effect between 8:00 a.m. and 4:00 p.m. Monday – Friday.*

C. Parking:

- 1. Non-motorized vehicles shall not be locked to trees, poles, handrails, buildings, fences, etc. They shall only be parked in posted designated areas.*
- 2. Bicycles are not permitted in buildings unless in a private office, closet, or enclosure where they are not blocking any walkway or exit or building electrical or mechanical equipment.*
- 3. Illegally parked vehicles may be impounded and a release fee charged.*

Bicycles and Micro-mobility

As of July 2020 the City of San José's Better Bikeways initiative has installed and/or enhanced 10.7 miles of downtown bikeways, with future improvements to come. The streets around the Main Campus have recently been improved with more protected bike lanes.

Because the University is located next to Downtown, an urban area with a relatively good network of bike facilities, a number of students and affiliates bike to campus: approximately 2% according to the 2019 commuter surveys. In comparison, the commuter bike mode share for the City of San José as a whole is approximately 0.9%.

Downtown San José's network has improved significantly in the last five years. The City has prioritized new miles of quick-build protected infrastructure (Class I and Class IV bike facilities) throughout downtown to prioritize and encourage bicycling and to protect riders.

The Main Campus is bordered immediately by Class IV Protected Bike Lanes to the north, south, and west, and Class II bike lanes on the west.

Once on campus, cyclists may park at any open bike rack or in a protected bike enclosure. Six protected bike enclosures are located throughout campus (users must sign up for an access key through Transportation Solutions). Bike lockers in the enclosures are also available to rent. Currently, SJSU does not provide storage for other kinds of micro-mobility vehicles on campus.

There are only a few shower facilities on campus, at the Student Union Sport Club in the Event Center and at the SRAC (and some are limited to students). More facilities that support active transportation are needed to make it a more attractive mode of transportation.



Shared micro-mobility vendors like Ford Go Bike, Bay Wheels bikeshare and Lime and Bird shared e-scooters are available in San José and can be found nearby campus. (Photo by Sergio Ruiz)

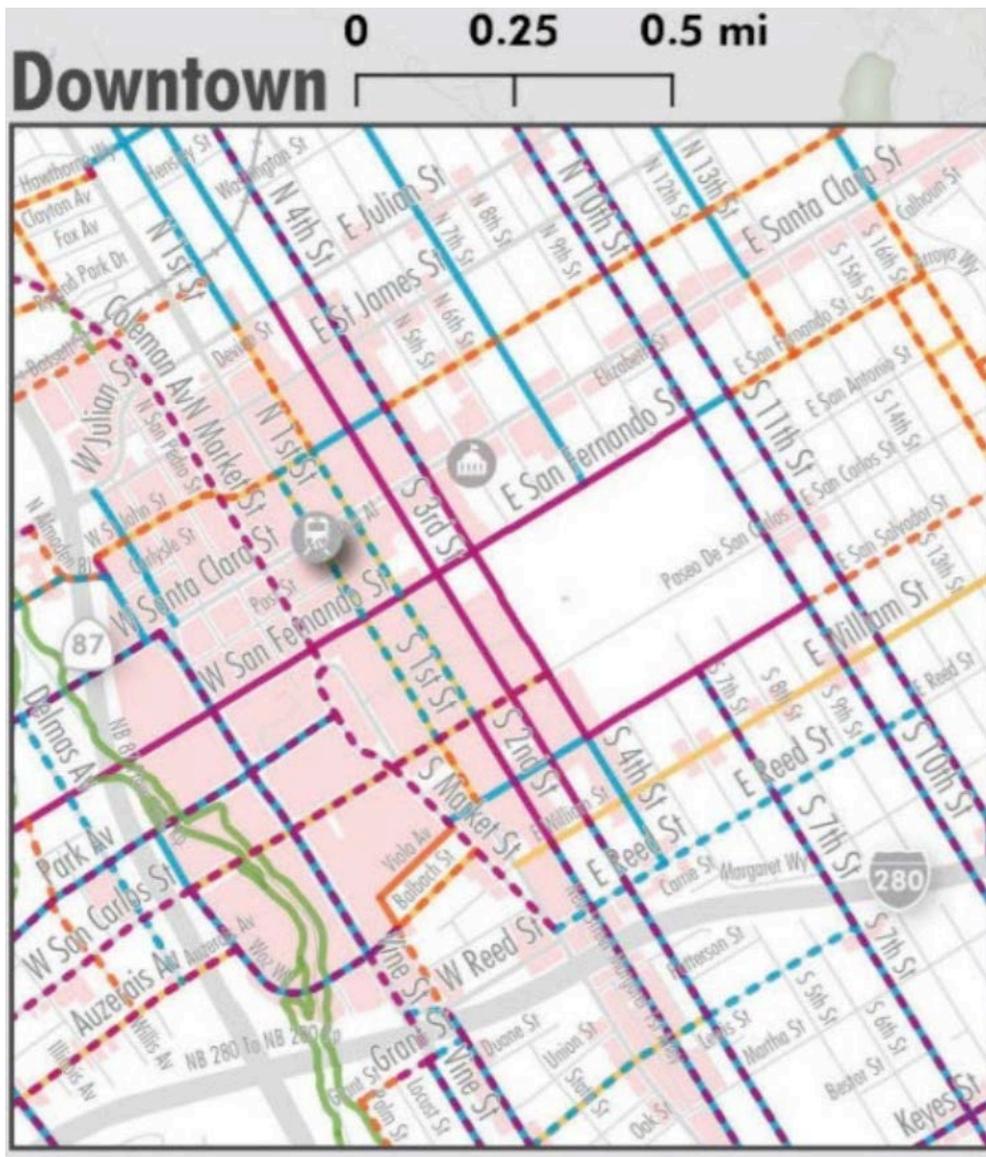
City of San José's Bikeway Classifications

Class I: Shared-Use Paths provide a completely separate right-of-way and are designated for the exclusive use of bicycles and pedestrians with vehicle and pedestrian cross-flow minimized.

Class II: Standard Bike Lanes are lanes for bicyclists adjacent to the outer vehicle travel lanes. These lanes have special lane markings, pavement legends, and signage. Bicycle lanes are generally five (5) feet wide.

Class III: Shared Lanes are designated by signs or pavement markings for shared use with pedestrians or motor vehicles, but have no separated bike right-of-way or lane striping. Bike routes serve either to: a) provide continuity to other bicycle facilities, or b) designate preferred routes through high demand corridors.

Class IV: Cycle Tracks provide a right-of-way designated exclusively for bicycle travel within a roadway and which are protected from other vehicle traffic with devices, including, but not limited to, grade separation, flexible posts, inflexible physical barriers, or parked cars.



Bicycle Facilities

Existing	Planned
	Class I: Shared Use Path
	Class II: Bike Lane
	Class III: Bike Route
	Class III: Bike Boulevard
	Class IV: Protected Bike Lane
	Rail Station
	Water
	Park / Open Space
	Commercial Area

Figure 4-11: Existing Bike Facilities: San José Better Bike Plan 2025

In the City of San José's Better Bike Plan 2025, the next generation bike network will expand and enhance the infrastructure in Downtown and surrounding the campus.

Public Transportation

The public transportation system is evolving and improving in Downtown San José. The Main Campus is served by several transit services, from fixed route bus and light rail to regional express bus and passenger rail.

The following operators serve the campus area:

- Santa Clara Valley Transportation Authority (VTA): the county's special district that provides public transit services (bus, light rail, and paratransit services).
- BART (Bay Area Rapid Transit): heavy rail system serving the South Bay, East Bay, San Francisco, Peninsula, and SFO and OAK.
- Altamont Corridor Express (ACE): rail service from the Central Valley (Stockton, Lathrop/Manteca, Tracy) and the East Bay (Livermore, Pleasanton, Fremont) to the San José Diridon Station.
- The Highway 17 Express Bus: serves downtown Santa Cruz (Metro Center), Scotts Valley, and Diridon Station.
- Caltrain: regional rail serving San José (at Diridon Station), Gilroy, San Francisco and stations in between.
- Amtrak Capitol Corridor: intercity train service operating between Auburn, Sacramento, Oakland and Diridon Station.

The nearest Bay Area Rapid Transit (BART) station to campus is the Berryessa Station, which connects to campus via VTA's Rapid 500 bus route. Two new BART stations are planned for Downtown San José that will help connect SJSU to the regional transit network. Planning for these stations is underway.

VTA buses and the free campus shuttle system also serve SJSU. As of February 2020, 13 VTA bus routes serve the campus, connecting it to areas throughout the County (including Palo Alto, East San José, South San José, Gilroy, Berryessa, and Milpitas). The campus is also blocks away from VTA's Blue (Baypointe - Santa Teresa) and Green (Old Ironsides - Winchester) light rail lines.

A shuttle operates between the Main Campus to South Campus athletic programs one mile away with limited stops at each campus. During periods of heavy traffic the shuttle serves overflow to the South Campus Park and Ride lot.

Students receive a SmartPass Clipper card, subsidized significantly and paid for by the students through their fees. The SmartPass allows for unlimited rides on most of VTA's services, except for express routes. Employees can purchase a SmartPass for a nominal fee (\$25 per semester) which also includes a 50% discount off express routes.

SJSU also provides discounted passes for all students and employees for ACE and Highway 17 Express services.

Employees can also register in the pre-tax Commuter Benefits Program to defer up to \$260 per month tax-free for the purchase of transit passes and vanpool costs.

The campus has a high transit mode share. Per the 2019 student and employee commute surveys, transit has the highest non-drive alone share amongst respondents. For students, 29% selected "VTA" as their primary mode to campus. 7% selected "Regional Transit" as their primary mode. For employees, 17% selected "Public Transit" as their primary mode to campus. In comparison, the commuter transit mode share for the City of San José as a whole is approximately 4.2%.

Transit Stops for San Jose State University & Vicinity

Student Union, East Wing, RM 1800
transportation@sjsu.edu
ts.sjsu.edu - 408.924.RIDE(7433)

Legend

- Bicycle Enclosure
- Bicycle Lane
- Bus Stop
- AS Department
- Disabled Zone
- Surface Disabled Parking Zone
- Baywheels Station
- VTA Light Rail Line
- Light Rail Station
- Zip Car Station
- Gas Station
- Public Parking

Santa Clara Valley Transportation Authority (VTA) Routes serving SJSU

- * VTA Light Rail
 - Blue Line - Baypointe - Santa Teresa Green Line - Old Ironsides - Winchester
- * Route 22 Estridge - Palo Alto
- * Route 23 Alum Rock LR Stn - De Anza College
- * Route 64A Chionne-Chynoweth - McKee & White
- * Route 64B Almaden Expressway - McKee & White
- * Route 66 Santa Teresa - Milpitas
- * Route 68 Gilroy - San Jose Diridon Station
- * Route 72 Senter & Monterey - Downtown SJ
- * Route 73 Snell & Capitol - Downtown SJ
- * Express 168 Gilroy - San Jose

- Other transit routes**
- * Hwy 17 Express (H17) Santa Cruz - SJSU
 - * Monterey-Salinas Transit (MST) 55 Monterey - Diridon Station
 - * SJSU Shuttle South Campus - Main Campus
- (E): Eastbound (S): Southbound
(N): Northbound (W): Westbound
- © 2020 Transportation Solutions - San Jose State University

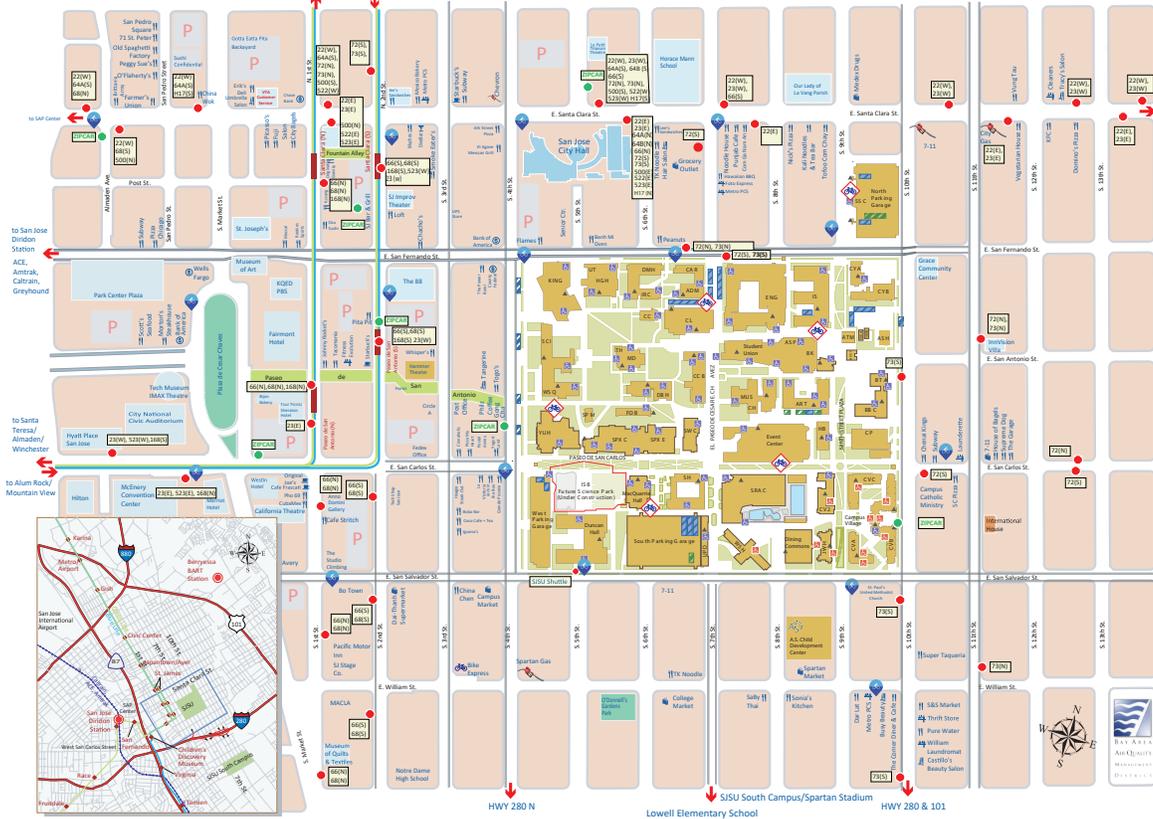


Figure 4-12: Transit Stop Map (from 2020)

All of these public transportation systems provide important access to the Main Campus, and a little less so to the South Campus. Nonetheless, stakeholders and contributors to the virtual Open House felt that public transportation needs to be even more convenient to encourage people to use it instead of their cars. Specific concerns included schedules and headways, particularly in the evening, as well as the walking distance from public transportation stops to SJSU destinations.

Parking

The Donahoe Higher Education Act of 1960 delegated the Trustees of the State College System to develop and construct CSU campuses and related facilities, including parking. The state's car-centric culture resulted in development patterns that located campuses in suburban communities, often resulting in "commuter schools."

There are codes and regulations that govern how CSU campuses construct and operate their parking facilities. Title V of California Code of Regulations (CCR) §42201 requires campuses to charge parking fees. Education Codes 89721(i) and 89701 mandate that CSUs are responsible for managing the revenue, parking, and transportation options, including construction of new parking facilities. Education Codes 89701(3), 89701(4), and 89701(5) allow parking revenue to be used to study development and operation of alternative methods of transportation, and that construction of new facilities can only be built after a thorough study of non car-oriented alternatives. Pricing for parking varies by user group, as it is included in collective bargaining agreements for faculty and staff unions.

According to the CSU, most decisions about campus transportation and parking have been made in response to this legislation. The CSU notes that better strategic planning for transportation is necessary for the improvement and vibrancy of CSU campuses.

At SJSU, University-run parking is provided through parking garages, parking lots, and a Park and Ride Lot. Student housing also provides some parking for residents. There are additional spaces available in nearby City-run and private garages, as well as on-street.

Currently, parking permit system allows anyone on campus to buy a permit, including those who live within walking distance of the campus. Parking permits are not restricted between commuter and housing parking, nor managed

for different types of students. The cost of a parking permit is not yet balanced with the demand for parking, making it a preferred choice to drive to campus. A more strategic parking permit policy could be used to reduce the demand for parking.

Recent quick-builds to improve bike amenity and safety surrounding the main campus have reduced the on-street parking supply, but there are still some long term spaces (up to 180 minutes) on adjacent streets.

There is also a passenger loading space (white) on both the north and south edges of the Main Campus where ride-hailing services might drop-off or pick up SJSU affiliates during peak periods. From discussions with stakeholders it became clear that passenger drop-off has posed somewhat of a safety risk, as drivers tend to use the edge parking lots (D or H in the map) rather than designated white zones.

There is a general perception of parking scarcity on campus, and recent studies appear to confirm this. An analysis based on the theoretical demand generated from class attendance correlates with parking counts data shown in Figure 4-14. It shows that the garages would fill by about 10am, and remain full until about 6pm. The Park and Ride Lot and new parking structure at South Campus provide some cushion, but without the convenience of being at the Main Campus.

Parking becomes more challenging around Main Campus when there are big events hosted during the day on campus or within downtown San José. The potential for shared parking with off-campus parking at peak times could help alleviate some of the challenges associated these high demand episodes.

There is one Park and Ride Lot (I) with a capacity for 840 spaces for students and disabled permits, located near the CEFCU Stadium in South Campus. A courtesy shuttle service is available for those who park at this lot.

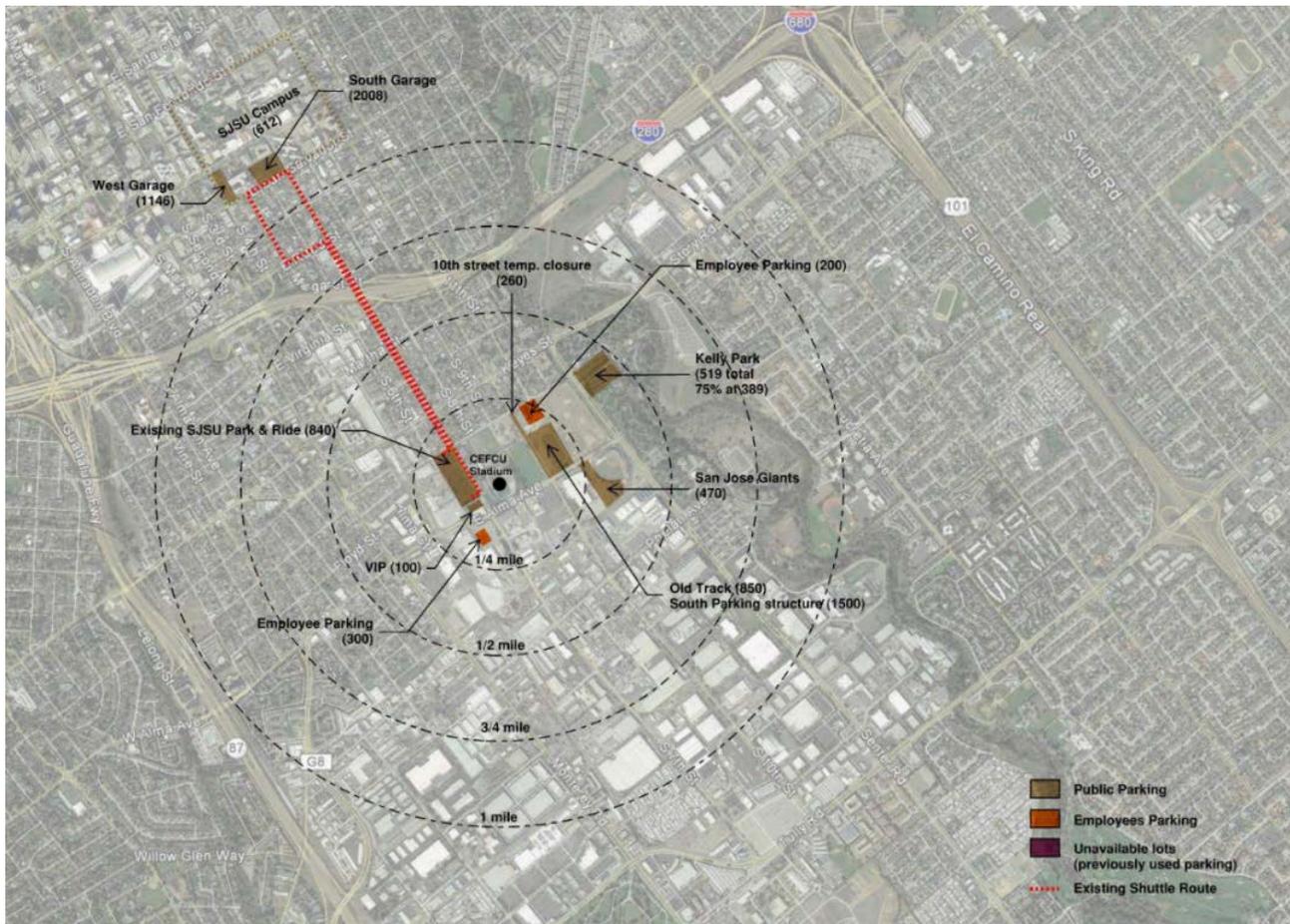


Figure 4-13: Existing Parking Facilities at South Campus (Watry Design, Inc.)

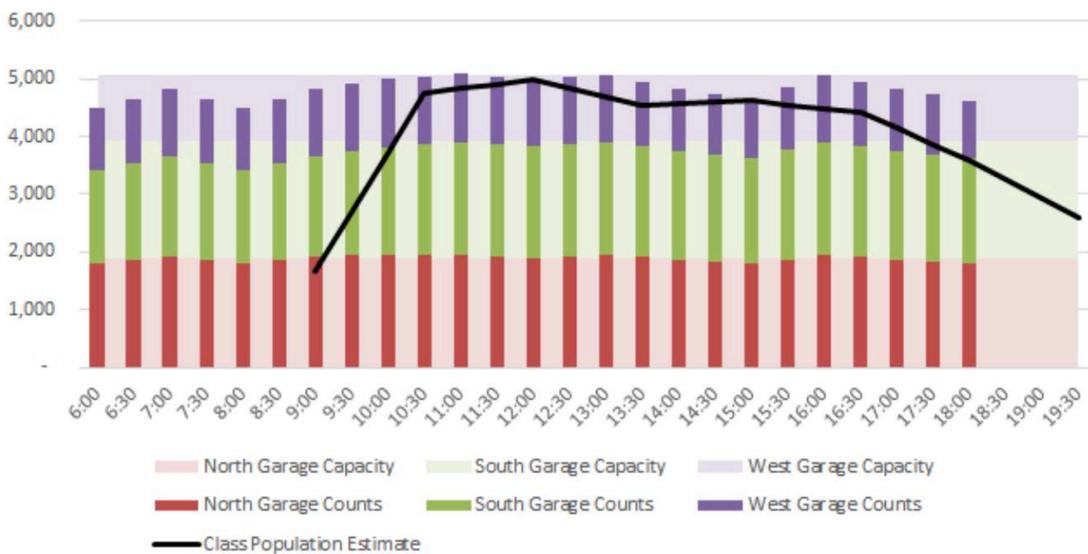


Figure 4-14: Parking Estimate Based on Fall 2019 Class Sizes vs. February 2019 Counts

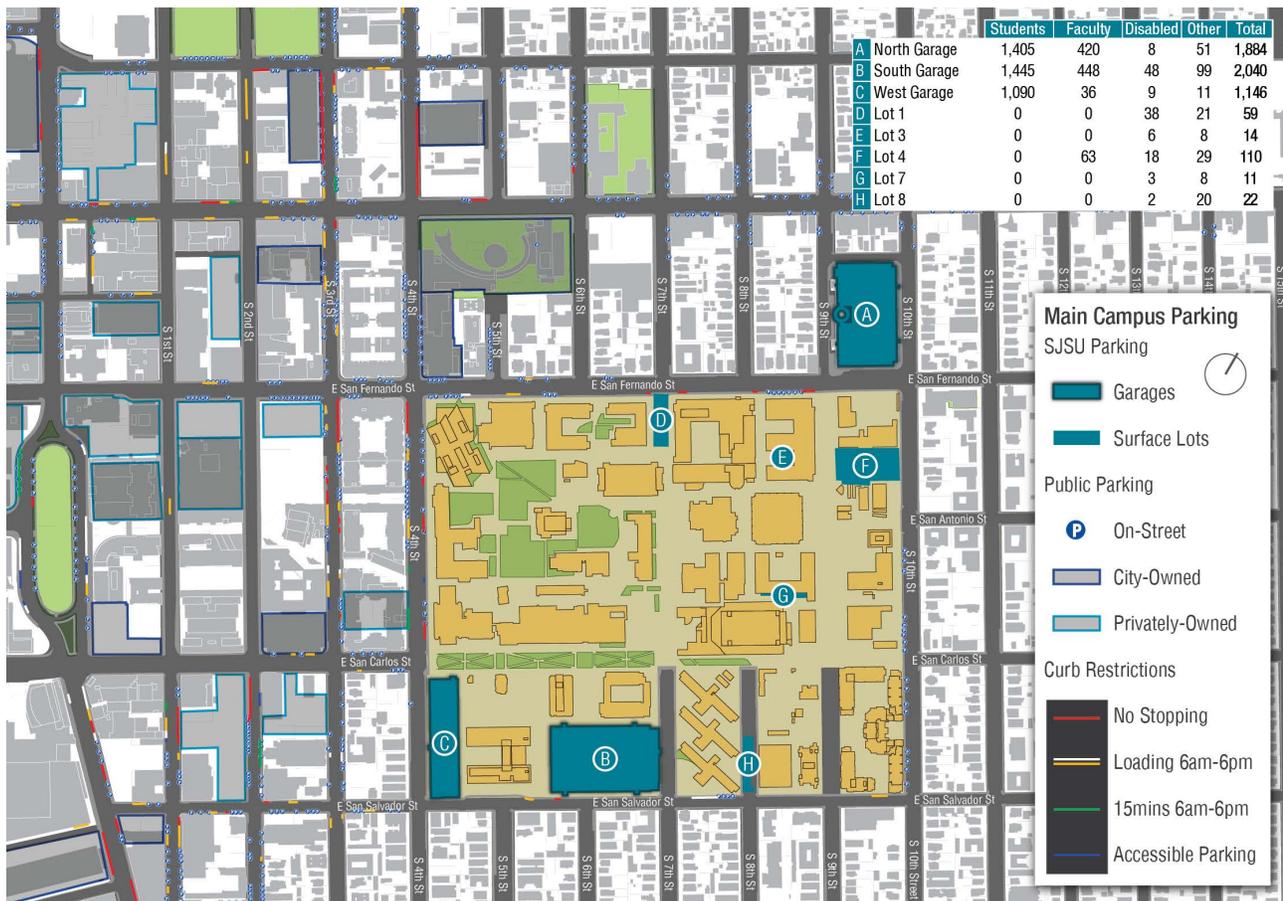


Figure 4-15: Existing Parking Facilities at and around SJSU Campuses

There are four parking structures at the Main Campus, with a total capacity of approximately 5,000 spaces for commuting students, faculty and staff and nearly 700 spaces for students living on campus.

- North Garage (A): 6-story structure at S. 10th and E. San Fernando Streets. 1,884 spaces for general, disabled, employee, special permits, and 30-minute time zone.
- South Garage (B): 5-story structure at S. 7th and E. San Salvador Streets. 2,040 spaces for general, disabled, employee, special permits, and loading.
- West Garage (C): 5-story structure at S. 4th and E. San Salvador Streets. 1,146 spaces for general, disabled, employee, special permits, and 20-minute time zone.
- Campus Village: 2-level underground garage beneath Campus Village for student residents with 689 spaces for cars.

There are five Main Campus parking lots, with a total capacity exceeding 200 spaces.

- Lot 1 (D): At E. San Fernando and S. 7th Streets. 59 spaces for disabled, special permits, and 20-minute time zones.
- Lot 3 (E): At E. San Fernando and S. 8th Streets. 14 spaces for disabled parking.
- Lot 4 (F): At E. San Antonio and S. 10th Streets. 110 spaces for disabled, employee, and special permits.
- Lot 7 (G): At S. 10th Street. 11 spaces for disabled and loading.
- Lot 8 (H): Short-term parking only at E. San Salvador and S. 8th Streets. 20 spaces for disabled and 20-minute time zones.



Figure 4-16: Existing Parking Facilities at South Campus

There are three additional parking lots located near South Campus:

- Lot 14 (J): North of Spartan Stadium between S. 7th and S. 10th Streets. 61 spaces for disabled, employees, special permits, and 20-minute time zones.
- Lot 18 (K): At E. Humboldt and S. 10th Streets. 30 spaces for disabled, employees, and 20-minute time zones.
- SAAB Lot (L): At E. Alma and S. 7th Streets. 100 spaces for disabled, employees, special permits, and 20-minute time zones.
- A new parking garage is under construction (anticipated completion in 2021) at the South Campus with 1,500 spaces (M)

Infrastructure

As the Main Campus plans for replacement systems, it is important to remember that utilities that serve the City of San José beyond the campus are located below the paseos that were formerly city streets. There is also the potential to consolidate or revise some facilities, like the existing Utilidoor, to improve the public realm on campus.

Energy Infrastructure

The University is currently drafting a Utilities Master Plan (UMP) for Main Campus, and is intending to draft one for South Campus in the near term. The plans will assess how campus infrastructure could accommodate the growth that will result from this Campus Master Plan.

Four major energy infrastructure systems support the SJSU campus:

- Steam
- Chilled water
- Natural gas
- Electricity



Anticipated Upgrade or Replacement of the University Central Plant

The cogeneration plant lies at the heart of these systems. In addition to delivering 70% of campus electricity, cogeneration also provides heating (via steam) and cooling (via absorption chillers). Although in reasonably good condition, the cogeneration plant will likely be replaced in the next 10 years because it relies on natural gas, a fossil fuel that is not consistent with the University's carbon emissions reduction goals.

The ability of energy infrastructure to support the University's growth, sustainability goals, and resilience needs will depend heavily on the system selected to replace the cogeneration plant.



Steam

The campus cogeneration plant combusts natural gas to produce electricity and steam. Steam is used for heating (via steam distribution piping) and cooling (via absorption chillers). The plant includes a cogeneration turbine and steam boilers. Although they have ample capacity to accommodate current needs and up to million square feet of growth, the amount of time that the boilers can be run is restricted to meet air quality standards. To comply with these standards, a burner upgrade is planned for boiler 3.

To meet the University's carbon reduction targets, steam will be phased out over the coming years, requiring the replacement of heat sources (gas-fired cogen and boilers) and heat distribution pipes. This will be the centerpiece of meeting the campus's GHG targets, but also an expensive, disruptive, and lengthy project. Most likely the steam distribution pipes would be replaced with a hot water heat distribution system, which would require larger diameter pipes. Options for replacing the source equipment include electric heat pumps, heat-recovery chillers, and thermal energy storage. Future options for maintaining a steam system could include biogas- or hydrogen-fired boilers, but these may not become feasible or available on the University's timeline.



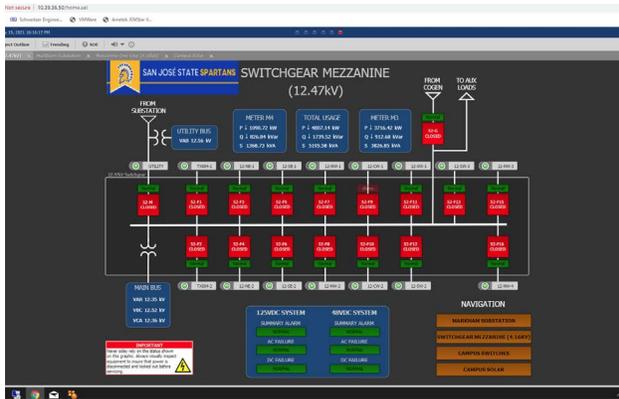
Chilled Water

The campus chilled water loop provides robust, reliable cooling to most of the campus. This loop is served by both electric and absorption chillers. One absorption chiller, CH-6, is no longer operational and will be replaced with an electric chiller. Replacement of absorption chillers with electric centrifugal chillers will ease capacity issues with cooling towers.

Since the chilled water system was designed for a 10-degree temperature delta but operates with a 20-degree delta T, there is ample capacity to serve 2 million square feet of growth with three key upgrades:

- End of life replacement and maintenance
- Upsized chilled water piping in the northwest quadrant of campus to accommodate large planned developments
- Maximum cooling load of 1,000 square feet per ton for new buildings

In addition to growth, the chilled water system will need to accommodate rising temperatures and heat waves as the climate warms.



Electricity

Campus receives electricity from three sources:

- Cogeneration (70%)
- Solar PV (1.5MW)
- Grid electricity

A central 12kV loop provides robust, reliable power to most buildings on campus. Electricity is delivered through the cogeneration plant via a campus-owned substation. The feeders and substation have ample capacity to provide electricity to the campus under the full proposed buildout of the 2017 Facilities Development Plan, but not for additional growth. Further, the substation may be unable to handle theoretical peak electrical loads if campus heating is converted from cogeneration to an all-electric heat pump system. In addition, the campus should be planning for an increasing amount of electric vehicle charging in campus garages and facilities, including charging the shuttle bus fleet after conversion to EVs. To reduce the need for peak load shaving mitigations, new buildings should be designed to reduce electric loads below 2 Watts/square foot and thermal loads below 20 Btu/h/square feet.

As the campus moves away from cogeneration, it aims to procure electricity via on-site and off-site renewable energy. Any on-site renewable energy must be “grid neutral” for two reasons: (1) the interconnection agreement limits how much energy can be exported, and (2) the campus is

not paid for exported electricity. “Right-sized” generation and energy storage are therefore key to any future on-site renewable energy systems.

New buildings are required to be “solar ready,” meaning they must provide ample roof space, structure, and electrical infrastructure to support a solar PV installation.

Backup Power

The University has diesel generators to provide backup power in case of outage. Although sized to serve emergency egress lighting, these generators are also used to backup research as well but have insufficient capacity to meet this growing load. Future backup power supply (e.g., generators or batteries) should be sized to meet both emergency egress and backup research loads.

Infrastructure Partnership Options

The current cogen plant was built in 1984 through a public-private partnership: a private company initially built the plant and sold the electricity and heat to the university. Over the years the University took ownership of the plant and its operating staff. A replacement central plant (and the associated heat distribution pipes) could be delivered through another round of public-private partnership, given that other CSU campuses have used and are currently using that approach, notably Fresno State.

Water Infrastructure

Four major water infrastructure systems support the SJSU campus:

- Domestic and Fire Water
- Recycled Water (Industrial and Irrigation)
- Sanitary Sewer
- Storm Drain



Domestic and Fire Water

The campus domestic water system is primarily supplied by groundwater from an existing well on campus that was constructed in 1994 and operates at 80 psi. In addition to supplying buildings with potable water, the system serves 20 wharf-type hydrants, 2 steamer-type hydrants, building sprinkler systems and Class II standpipes. The San José Water Company (SJWC) provides backup supply if the well is ever inoperable, however the SJWC system is operated at 50-60 psi. SJWC also supplies water to a separate network of steamer-type hydrants. A new well is currently being constructed near Quad C (Duncan Hall) to replace the existing well which is estimated to be completed by Summer 2021.

More than 60% of the existing domestic water system has been constructed since 1996, making most of the system relatively new. Small system improvements are typically made when new buildings come online or existing buildings are remodeled. There are no planned significant improvements to the domestic water system, other than the new well. Domestic mains installed prior to 1996 could be considered for replacement on a case-by-case basis.

Sanitary Sewer

The campus sanitary sewer system is gravity fed and consists of City-owned mains and campus-owned laterals (from the building to the public main). Since 2014, the only system improvements have been local renovations near the Spartan Recreation and Aquatic Center (SRAC) building to accommodate its construction.

The majority of sewer mains were constructed prior to 1996 (as identified in the UMP) and there are currently no significant improvements planned either by the City or the campus. The 2014 UMP notes that some flow velocities are sub-standard, many pipes have reached the end of their useful life, and that the system requires planning for replacement.



Recycled Water (Industrial and Irrigation)

The campus has an extensive recycled water system which is supplied by the City of San José, South Bay Water Recycling Program. The system was initially built in the late-90s when the campus replaced many of its domestic water mains, thus repurposing older domestic mains to deliver recycled water. However, this means that many recycled water mains are reaching the end of their useful life and could be considered for replacement on a case-by-case basis.

The recycled water system saves 20 million gallons of domestic water in an average year. It is the primary water source for nearly all irrigation needs, central plant cooling towers, and toilet and urinal flushing in new buildings constructed since 2003. The system has been expanded since 2014 with new mains delivering recycled water to several new buildings, which will likely continue since campus policy requires new buildings to be dual-plumbed. Since 2018, the central plant boilers use recycled water rather than domestic.



Storm Drain

The campus storm drain system is primarily gravity fed but has six campus-owned sump pump lift stations which are essential to preventing localized flooding. The system consists of City-owned mains which are typically 18-inch diameter and larger, and campus-owned mains and laterals ranging from 6-inch to 15-inch diameter. Like the sewer system, only local renovations have been made near the SRAC building, the Health Building, and the SPX complex since 2014 to accommodate their construction.

There are currently no significant projects in planning, design or construction, however the 2014 UMP mentions priority Projects 88 and 89 to address drainage concerns related to Dwight Bentel Hall and Engineering respectively. Another priority Project 38 is intended to address local drainage issues associated with periodic flooding of an electrical manhole (EMH-27) located between the Music and Student Union buildings.

Information Technology

Information technology was a cross-cutting topic during stakeholder interviews. Discussions about information technology emphasized utilizing the advanced technology of Silicon Valley and taking a strategic approach to growing the capabilities of the University beyond what IT can traditionally do from an operational perspective. Information Technology leadership stressed the goal of making the experience of technology “seamless” and “frictionless” at the University as learning and working become more hybrid. It is clear that IT will be a central division for the transformation of the use of space on campus and central to the learning delivery methods that are currently in development.

Operationally, there is growing demand for bandwidth, Wi-Fi, and cellular service. Most stakeholders sought more complete coverage and support across the Main and South Campuses and for off-campus sites. They stressed the importance of cybersecurity and privacy protections as well. The ability of technology to make it easier to connect to other locations, to display announcements, and to allow access to spaces at University sites is transformative.

Classroom and Lab Support (Teaching and Research)

SJSU IT is continuously modifying classrooms and labs for hybrid teaching and learning, and sees the need for technology to be integrated fully into classroom planning as more teaching spaces are upgraded and repurposed for new learning modalities. During the pandemic, SJSU IT scaled up the Equipment Loaning Service. It has a proof-of-concept ready to roll out for hybrid classrooms that combine face-to-face and remote (online) participation. SJSU IT supports researchers with technology that is compatible with other SJSU systems, including high-performance computing. Some SJSU IT projects in this area include:

- Next-generation classrooms equipped with hybrid learning technology, such as live streaming, recording, Hyflex, video conferencing, etc.;
- Virtual Labs with DaaS/VDI to supplement hands-on labs;
- A research DMZ to give researchers a secure, separate network to conduct research;
- Sunsetting older loaning equipment and replacing inventory with newer technology.

Administrative Support

SJSU IT provides all the underlying communications and data services that support administrative services for the University. Enterprise Solutions bring both higher education and IT industry experience and expertise to optimize, digitize, and improve business solutions for current and future needs. The choice of technologies, researching, procuring or implementing solutions can be complicated. SJSU IT provides services for faculty, staff, students and researchers who face this challenge. Staff can help identify technology needs along with project implementation costs and ongoing maintenance costs. SJSU IT also provides productivity, collaboration and communication tools to help all communities on campus to work and learn together closely. Some SJSU IT projects in this area include:

- Comprehensive, cloud-based Campus Data Warehouse drawing from multiple university databases and systems that will:
 - Make accurate data easily accessible and user-friendly;
 - Provide users with a self-service advanced analytics tool to query data with various visualization techniques;
 - Engender a culture of data-driven decision making.;
 - Consolidate or replace custom-built or departmental applications that are used for building reports or data models;

- Manage and control raw data sources on campus so that to ensure that user applications are getting the same source information to reduce and remove data discrepancies;
- Develop and implement a Data Governance structure that will define data access, set data definitions, and provide oversight for all data created and consumed by SJSU.
- Hybrid-enabled conference rooms with live-streaming, screen sharing, and video conferencing technology;
- Continuing digitization and ongoing automation of the university's processes;
- Hybrid and virtual platforms:
 - Virtual Queue Management Platform,
 - Live Chat & Enterprise Chatbot Solution,
 - Virtual Event Platform.
- Customer Relationship Management platform as a comprehensive platform giving departments a 360-degree view of various campus audiences and groups, unifying disparate, siloed systems into a more powerful platform;
- A suite of mobile-based solutions:
 - Advanced Campus Wayfinding enabled by Internet-of-Things (IoT) devices;
 - On-demand and pushed information based on physical location and other contextual data;
 - Electronic ID cards with payment and door entry features;
 - S2 Refresh;
 - Campus physical safety.

Wi-Fi

Wi-Fi is critical to the digital transformation that is occurring in teaching, learning, and other work in higher education. Reliance on Wi-Fi will continue to grow and the information technology that is needed to support it is rapidly changing. Some SJSU IT projects in this area include:

- Campus WiFi Refresh (focusing on upgrading indoor Access Points to Wi-Fi 6);
- Deployment of Wi-Fi 6 to 99%+ outdoor places on campus'



Cell phone panels mounted on the Event Center are a visible detractor.

- Enterprise 5G pilot network to enable implementation of IoT device-based strategy;
- Implementation of Smart Light Poles in alignment with digital transformation goals.;
- User-defined network capabilities so to personalize experiences of those who live on campus

Unified Communications

SJSU IT sees unified communications shifting away from on-desk telephones to mobile systems that move with the person -- "Your office is wherever you are with your phone." Some SJSU IT projects in this area include:

- Refreshing the Unified Communications system to allow integration with other campus solutions for a better, streamlined user experience;
- Migration to a completely IP-based phone system and ending analog service to enable softphone capabilities so that SJSU is a "work anyplace and anywhere" campus.

Internet Service

SJSU IT recognizes that reliable, fast, high bandwidth internet service is a fundamental requirement for all technology-based goals set in Transformation 2030. In addition, high speed bandwidth supports innovation and researchers across physical distances. More important, high speed internet services levels the playing field for all of our students in areas of equity and inclusion. Some SJSU IT projects in this area include:

- Upgrade to 200gig from 20gig internet service, providing higher bandwidth and faster speed to improve everyday connectivity, empower research, and support digital transformation;
- Upgrade Moss Landing Marine Labs internet to fiber.

Campus Network

The Campus Network represents the backbone of the university's access to the wider internet. Some SJSU IT projects in this area include:

- Switch Refresh:
 - Refreshing the Core Switches that directly connect to the internet outside of campus;
 - Refreshing the Building Switches that distribute the internet through individual facilities;
 - Upgrading the campus switch infrastructure to 100gig capability which will increase throughput, leading to faster and more reliable internet connections on campus.
- Redesign the SJSU DMZ architecture to allow for segregation of parts of the network, increasing cyber security capabilities and creating more "safe zones" for research and work;
- Upgrade the campus firewall to the latest technology, including building multiple solutions that prevent intruders from entering the entire network;
- Upgrade network monitoring capabilities;
- Create a Single Pane of Glass platform that unifies data and interfaces across several different sources and presents them in a single view for better paging and monitoring.

Data Center

The Data Center is located next to Clark Hall on the Main Campus. In terms of physical campus planning, SJSU IT does not see that the data center needs to remain in such a central location, but the current cost of relocation would be very high. Downsizing the Data Center's physical presence and migrating to the cloud is a viable long-term strategy that already aligns with SJSU IT's goals and Transformation 2030 goals. Some SJSU IT projects in this area include:

- Transition to hybrid data server solutions:
 - Downsizes the physical, on-premises profile in favor of distributed, reliable cloud-based solutions;
 - Improves Disaster Recovery planning.
- Consistent data center maintenance performed on a schedule as part of best practices.

Cyber Security

The SJSU IT Information Security Office (ISO) provides direction for managing and protecting the confidentiality, integrity, and availability of SJSU information assets, whether those information assets are managed by SJSU IT or another campus unit. SJSU IT employs a layered security strategy that places numerous layers between potential attackers and campus users as part of the goal to become one of the safest campuses in the country. The most difficult layer to secure in any security environment is the human layer. As such, many of SJSU IT's focus will always be on making our individual users more secure and more alert. Some SJSU IT projects in this area include:

- Ensuring the ongoing enrollment of new SJSU accounts in Duo Multi-Factor Authentication with the idea that users will never have to change their passwords again;
- Equipping SJSU employees and students with the awareness to recognize malicious attempts to access their account information or other protected data:
 - Security Awareness Training and Outreach,
 - Phishing Awareness Campaign.
- Continuously engaging third party vendors for external risk assessment to understand the potential impacts to the availability of critical security services

and identify the vulnerabilities and attack vectors that could be used to exploit SJSU's systems:

- Ransomware Exposure Assessment,
- PCI Gap Assessment,
- Application Penetration Testing,
- Web Discovery Vulnerability Scanning and Testing.
- Finding new private industry partnership opportunities that bring proactive tools and software to SJSU users, such as SJSU IT has already done with Sophos and LastPass;
- Expanding utilization of full disk encryption to protect state-owned systems;
- Expanding the Security Information and Event Management (SIEM) platform collection capabilities and migrating to the cloud for increased capacity. (SIEM supports threat detection, compliance, and security incident management through the collection and analysis of both near-realtime and historical security events, as well as a wide variety of other event and contextual data sources.)
- Beginning to use Endpoint Detection and Response (EDR) and Managed Threat Response (MTR) services to detect threats and initiate actions to remotely disrupt, contain, and neutralize threats with continuous monitoring and analytics and provide actionable advice for addressing the root cause of recurring incidents;
- Expanding Okta Single Sign-On to include Unauthorization Access Behavior Detection, enabling SJSU to detect changes in a user's login behavior pattern, such as new geo-locations, new device logins, logins from new IP addresses, and impossible travel.

Physical Security

SJSU IT sees technology as playing an instrumental role in any effort to make the physical SJSU campus a more safe and secure place. Some SJSU IT projects in this area include:

- Integrated camera and entry sensors;
- Exit, entry, and density monitoring at all facility doorways;
- Smart light poles that act as reliable Blue Lights and provide advanced wayfinding;
- Leveraging future trenching to enable new technology growth.

The Visibility of Utilities, Technology, and Storage

A number of utilities, communications installations, and storage are very visible on both campuses. As new buildings are designed, the integration of the important services that support the functions of buildings could be less prominent in the public realm and less ad hoc.

The aesthetics of supporting equipment needs to be considered University-wide and the new Campus Master Plan can look for opportunities to minimize, disguise, or integrate important infrastructure into facilities.

Addressing the visual impact of support systems like storage containers, trash compactors, and other support functions could be part of an overall policy addressed by Campus Design Standards for utilities, IT and other infrastructure systems

Sustainability and Resilience

Sustainability was a common theme during many stakeholder discussions about facilities. Stakeholders were not always aware of efforts underway, listing aspects of sustainability with which they were familiar, particularly to reduce the University’s carbon footprint, such as passive solar design and taking advantage of micro-climates and natural ventilation. They also expressed support for disaster preparedness, resilience, and local self-sufficiency, including consideration of a microgrid.



2020 Sustainability Report

The 2020 Sustainability Report summarizes current sustainability efforts across several focus areas:

Academics

SJSU incorporates sustainability into courses, degrees, and research. The University currently offers 399 sustainability courses in all colleges and in 50 of 64 departments.

The University also offers three undergraduate and eight graduate environmental science degrees. All engineering programs have a sustainability learning objective. Half of students graduate with a degree related to sustainability.

Both faculty and students are conducting sustainability research; 97 faculty are pursuing sustainability-related research across 34 departments.

Campus and Public Engagement

The University runs a number of programs related to sustainability outreach. The Environmental Resource Center trains students in delivering environmental education and public outreach. CommUniverCity engages residents and students in learning projects that accomplish neighborhood goals, such as a garden and nutrition education program, watershed education lessons for K-12 students, and local trail cleanups. The Green Ninja Project develops a middle school curriculum for understanding and tackling climate change challenges. Internally, the Green Office Program educates SJSU faculty and staff on simple, cost-effective sustainability initiatives. This program has been developed into a Green Office certification for offices and departments. Student “EcoReps” are champions for sustainability on campus.

Buildings

Since 2014, all new buildings have been designed to achieve LEED Gold certification. Three recent buildings that exemplify sustainable design include:

- Spartan Recreation and Aquatic Center - Achieved 24% energy savings over California Energy Code requirements
- Student Wellness Center- won 2017 CHESC award for best practice in overall sustainable design
- Interdisciplinary Science Building - targeting LEED Gold laboratory building (under construction)

Energy and Greenhouse Gas Emissions

To reduce greenhouse gas emissions, efforts focus on reducing energy use, installing on-site renewable generation, and building an electrical microgrid that can accommodate future low-carbon technologies. Energy Use Intensity has reduced from 105 to 88 kBtu/sqft/y, but will need to decrease significantly to meet future energy reduction goals. Solar photovoltaic (PV) systems were installed on 10 campus roofs as well as carparks. To support electrification, future solar PV, and battery storage, the campus substation was upgraded.

Landscaping

The campus has a robust sustainable landscaping program. Specific techniques include integrated pest management; irrigation with recycled water; standard plant palettes with native, drought-resistant, and climate-appropriate plants; soil, water, and waste management; grasscycling; and composting of organic lawn waste. In addition, the University supports the Bee Protective Campaign by avoiding bee-toxic pesticides and planting pollinator-friendly plants.

Spartan Eats

Spartan Eats works to both procure sustainable produce and minimize waste. Spartan Eats procures 25% of produce within 250 miles and 25% of meat and fish within 500 miles. To reduce waste, Spartan Eats measures kitchen waste, donates day-old food, composts food scraps, and purchases “imperfect produce.”

Transportation

The Associated Students Transportation Solutions encourages transportation via carpools, public and private transit, buses and shuttles, local and regional rail, and non motorized travel, including bicycling and walking.

Waste

SJSU has achieved an impressive 83% waste diversion rate. Waste hauler GreenWaste separates single-stream into recycling and sends organics for composting. Non-reusable waste is sent to landfill or to a waste-to-energy plant. Purchases are audited to improve supply chain sustainability. Construction and demolition projects are required to recycle at least 50% of waste.

Water

SJSU has committed to potable water reduction through water metering and recycled water. Steam, fountains, cooling towers, irrigation, and toilet flushing have been converted from potable to recycled water, decrease potable water use by 43% since 2013. To further reduce potable water use, water metering has been installed to easily monitor water use and detect leaks.

Figure 4-17: Sustainability 2020 Priorities and 2030 Goals - summary of near-term priority initiatives and longer-term objectives (for 2030 unless otherwise noted)

Focus Area	2020 Priorities	2030 Goals
Academics		<ul style="list-style-type: none"> Integrate sustainability across the curriculum with a focus on carbon neutrality Create a community of faculty who teach and research sustainability Provide financial support for faculty-student sustainability projects Be recognized as a leader in sustainability within the CSU, regionally and nationally Develop an academic strategy for becoming a signatory to the Second Nature Presidents' Climate Leadership Carbon Commitment Expand research in carbon neutrality
Buildings	<ul style="list-style-type: none"> EV charging at South Campus 	<ul style="list-style-type: none"> All new buildings to be LEED Gold certified or higher starting in 2020 All new buildings to be net zero energy starting in 2025
Energy & Greenhouse Gas Emissions	<ul style="list-style-type: none"> Develop carbon neutrality plan with 25-year GHG emissions reduction strategy Implement energy reduction projects, including LED lighting upgrades, daylight harvesting, and building controls 	<ul style="list-style-type: none"> Reduce GHG emissions 40% Achieve carbon neutrality by 2045
Spartan Shops		<ul style="list-style-type: none"> Source from responsible vendors Convert used cooking oil to biodiesel for use in buses
Transportation		<ul style="list-style-type: none"> Reduce single-occupancy vehicle trips by 25% Implement a University-wide regional transit discount program
Waste Management	<ul style="list-style-type: none"> Develop a waste management strategic plan 	<ul style="list-style-type: none"> Eliminate single use plastics (straws, carryout bags, styrofoam, water bottles) by 2023 Become Zero Waste certified through the U.S. Zero Waste Business Council by achieving $\geq 90\%$ waste diversion
Water	<ul style="list-style-type: none"> Extend the recycled water pipeline to enable all new buildings to use recycled water for toilet flushing 	<ul style="list-style-type: none"> Influence behavior change to reduce water use

Sustainability Tracking Assessment & Rating System (STARS)

STARS is a sustainability rating system focused on university campuses. SJSU's ratings are shown in the graphic below.

In the following areas, SJSU earned fewer than 60% of total possible points, indicating opportunities for increased effort:

- Air & Climate**
 - GHG emissions are 53.8 MtCO₂e per sqft, exceeding minimum performance threshold of 0.02 MtCO₂e per sqft
- Buildings**
 - 7% of existing buildings are LEED certified
 - 60% of new buildings are LEED certified
- Dining services**
 - 15% of food and beverage expenditures are sustainable
- Energy**
 - Cogeneration Plant uses natural gas, a fossil fuel
 - Health, well-being and work

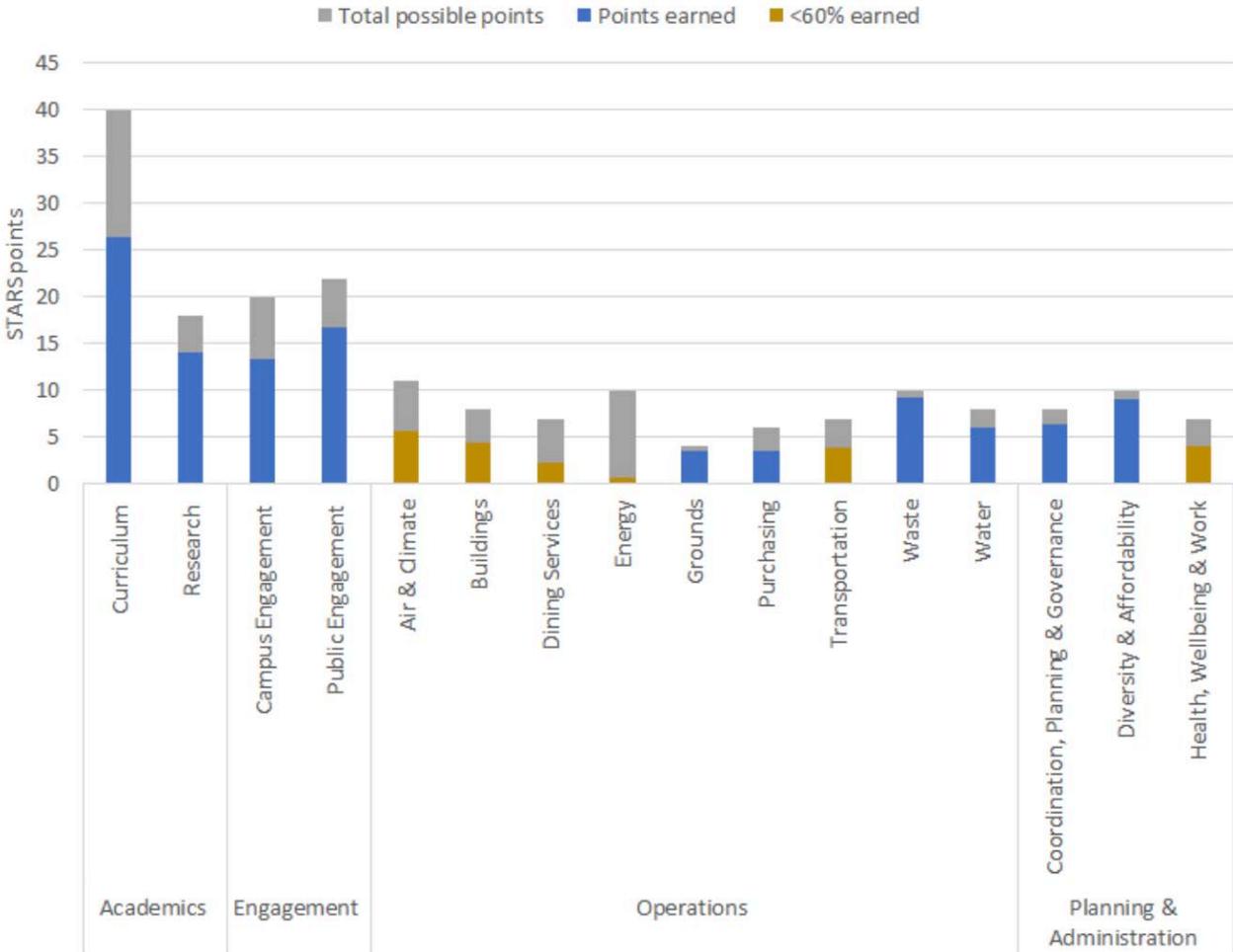


Figure 4-18: STARS Points for SJSU



Sustainable Design Guidelines

The SJSU campus design guidelines include recommendations for designing sustainable buildings. The guidelines encourage design teams to suggest energy conservation measures, such as variable volume pumps and heat recovery, and to design for reduced life cycle costs. Most of the guidelines are recommendations, such as optimizing massing and orientation for passive solar design or double-glazed windows.

Requirements in the design guidelines include:

- Compliance with California Energy Code (Title 24 Part 6)
- Operable windows
- Connection of mechanical systems and exterior lighting to the campus energy monitoring and controls system (EMCS)
- LED interior and exterior lighting
- Low flow fixtures
- Weatherstripping
- Separate gas, water, and electrical meters for each building

The design guidelines also require new buildings to be “solar ready,” meaning they must provide ample roof space, structure, and electrical infrastructure to support a solar PV installation. The roof area required varies by number of stories and by energy use intensity (EUI) target (Figure 4-19):

Figure 4-19: Solar Ready Requirements of Roof Area

Stories	EUI Target (kBtu/sqft/y)	Min % Roof Area for PV
2	25	50%
3	25	70%
4	25	90%
3	20	75%
4	20	90%
5+	15	90% + elevated building-integrated PV



Implementation and Funding

Stakeholders who have been at the University for some time were very interested in how the new Campus Master Plan would be implemented. Stakeholders encouraged University leadership to think now about how to make the plan become a reality and establish a decision-making structure that supports the plan and institutionalizes responsibility for its implementation. Stressing the role of the Plan as the long-term development guide, stakeholders suggested that the Campus Master Plan should provide flexibility for the University to adapt to changing circumstances over the plan's twenty year time horizon.

Implementing the Campus Master Plan will require a viable funding plan, as stakeholders emphasized. The funding for deferred maintenance of University facilities is likely to help “rebuild and renew”, but there is likely more that is needed. The CSU Systemwide Revenue Bond (SRB) program is an important funding source for SJSU capital projects, bond funding is limited by the University's capacity to repay debt through pledged revenues. To supplement systemwide bond funding, SJSU relies upon donor funds from the Tower Foundation and campus reserves, among other sources.

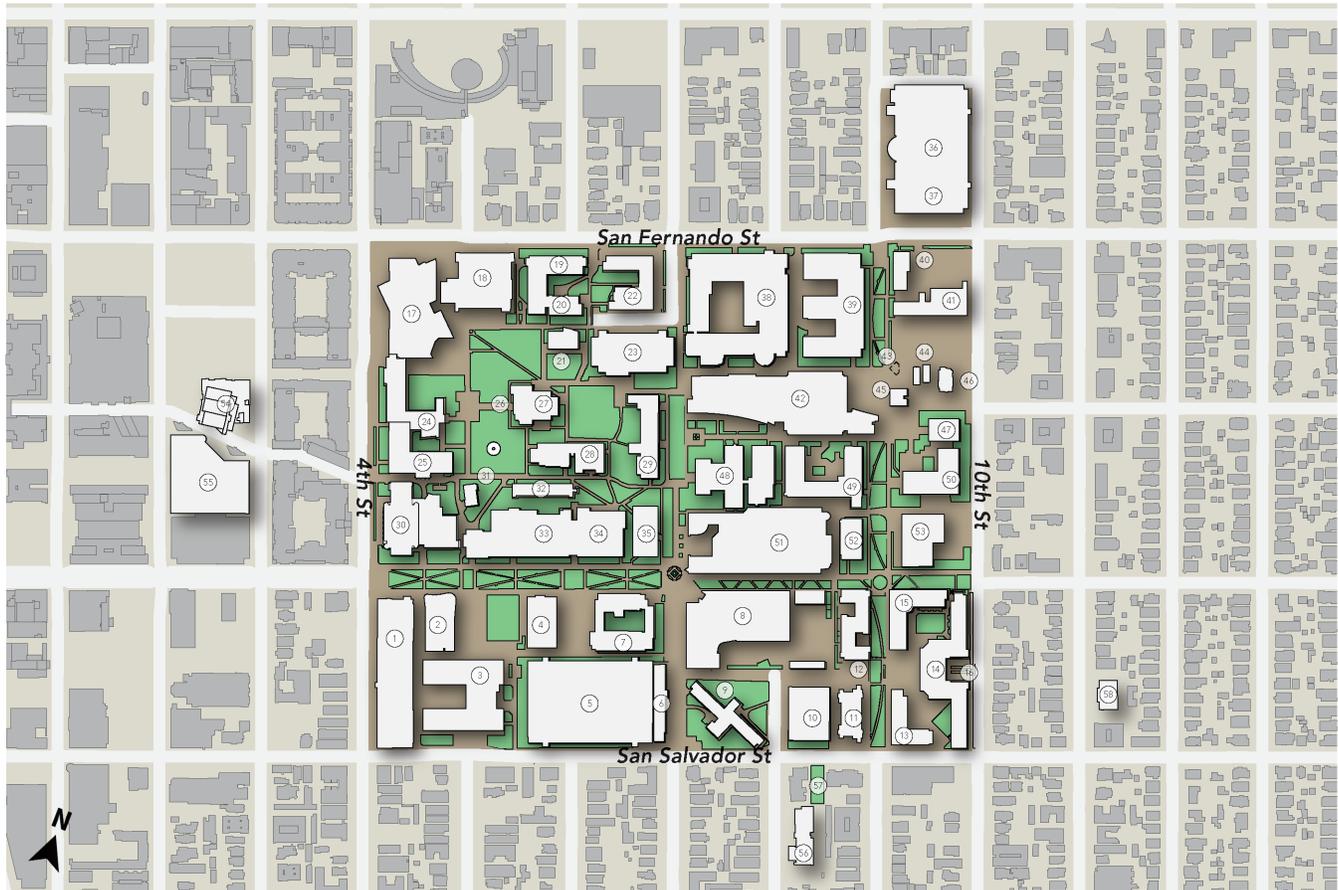
Stakeholders suggested exploring an array of funding sources to implement the Campus Master Plan, from fundraising campaigns to real property partnerships with the private sector, public agencies, or nonprofits to develop real estate projects that provide shared benefits. Real property partnerships may take many forms depending on the University's objectives. Universities have entered real property partnerships to realize efficiencies and transfer risk in the delivery of academic projects, to share the costs of developing and operating joint-use projects (such as the MLK Jr. Library), to access alternative financing sources for auxiliary enterprise projects (such as student housing), or to generate lease revenues from private development on University land. At SJSU, real property partnerships must support the University's academic and research mission, based on the Public-Private Partnerships Guiding Principles included in the 2001 Master Plan. The updated Campus Master Plan will build upon these guidelines to assist in identifying and evaluating viable partnership and funding opportunities.

5. Issues and Opportunities for University Sites

The Campus Master Plan will address all of the properties associated with SJSU programming. This chapter summarizes the existing conditions on Main Campus, South Campus, Moss Landing Marine Labs, and other University sites.



Figure 5-1: San José State University Sites



- | | | | | |
|---|---------------------------------------|------------------------------|------------------------------------|--|
| ① West Parking Facility | ⑬ Campus Village A | ⑳ Washington Square Hall | ㉓ North Parking Facility | ㉙ Art |
| ② Interdisciplinary Science Building | ⑭ Campus Village B | ㉑ Tower Hall | ㉔ Engineering | ㉚ Boccardo Business Classroom Building |
| ③ Duncan Hall | ⑮ Campus Village C | ㉒ Morris Dailey Auditorium | ㉕ Industrial Studies | ㉛ Recreation and Event Center |
| ④ Macquarrie Hall | ⑯ Campus Village Garage | ㉓ Dwight Bentel Hall | ㉖ Corporation Yard Offices | ㉜ Health Building |
| ⑤ South Parking Facility | ⑰ Dr. Martin Luther King, Jr. Library | ㉔ Central Classroom Building | ㉗ Corporation Yard Trades Building | ㉝ Central Plant |
| ⑥ UPD Building | ⑱ Hugh Gillis Hall | ㉕ Yoshihiro Uchida Hall | ㉘ Student Union | ㉞ Hammer Theatre |
| ⑦ Sweeney Hall | ⑲ Dudley Moorhead Hall | ㉖ Spartan Memorial | ㉙ Automated Bank Teller Facility | ㉟ Alquist Building |
| ⑧ Spartan Recreation and Aquatic Center | ⑳ Instructional Resource Center | ㉗ Faculty Office Building | ㉚ Modular A&B | ㊱ Child Development Center |
| ⑨ Washburn Hall | ㉑ Computer Center | ㉘ SPX Central | ㉛ Modular F | ㊱ Community Garden |
| ⑩ Dining Commons | ㉒ Administration | ㉙ SPX East | ㉜ Associated Students House | ㊱ International House |
| ⑪ Joe West Hall | ㉓ Clark Hall | ㉚ Student Wellness Center | ㉝ Business Tower | |
| ⑫ Campus Village Phase 2 | ㉔ Science | ㉛ Student Services Center | ㉞ Music | |

Figure 5-2: Main Campus Site Plan

Main Campus Site Plan

In consideration of the future development of Main Campus, stakeholders thought a lot about the perimeter when they talked about the Main Campus Site Plan. They suggested that the campus needs to face outward, with clear entry points, including a main entrance. They want the campus to be distinguishable as a university, with a community feel to the interior, attractive to visitors, and connected to its surroundings. They would like to see the public-facing functions on campus, like the Welcome Center, to be in more visible and accessible locations. There is also trepidation about opening up campus more, which will need to be balanced with the desire to be more welcoming. See Chapter 4 regarding University Identity.

Stakeholders commented that different functions on the Main Campus are not well connected. The MLK Library on the northwest corner feels distant from the residence halls on the southwest. The northeast corner seems detached from other activities with student services in the North Parking Garage - not really on campus and separated from it by the Corporation Yards which are seen as being located on “prime real estate.” Occupants of the Business Tower and Boccardo Business Center feel isolated, with safety concerns especially at night and limited access to food and beverage service. The College of Health and Human Sciences and the College of Social Sciences both have departments scattered among many buildings. Stakeholders noted that parking structures dominate the southwest corner. College of Education stakeholders sought better access for clients to Sweeney Hall in the south center of the campus; and Engineering stakeholders felt their self-contained, inwardly focused building is not welcoming to others.

Stakeholders suggested the formation of more themed “neighborhoods” could help the organization of campus, like the emerging science neighborhood with ISB now located near the other science buildings at the southwest corner of campus. Suggestions also included relocating public-serving functions like the Welcome Center, the Event Center, and any client-oriented services and research programs, to the edges of campus or to more accessible locations.

The Main Campus is already dense with buildings and many of them can be expected to remain, so the new Campus Master Plan will have to be strategic in making changes to the site plan and apply criteria for the replacement of obsolete buildings in anticipation of the programming needed for the future of the university.

The new Campus Master Plan is an opportunity to reconsider what is essential and centrally located at the Main Campus and whether there are potential uses that could be moved off-site to places like South Campus or nearby. There is also potential for more non-public facing administration work spaces to be moved off-site with remote work. The process for determining what is important on Main Campus to create a well-balanced, mixed-use, vibrant, synergistic, culturally rich and relevant campus will be continual through the Campus Master Plan process and beyond.

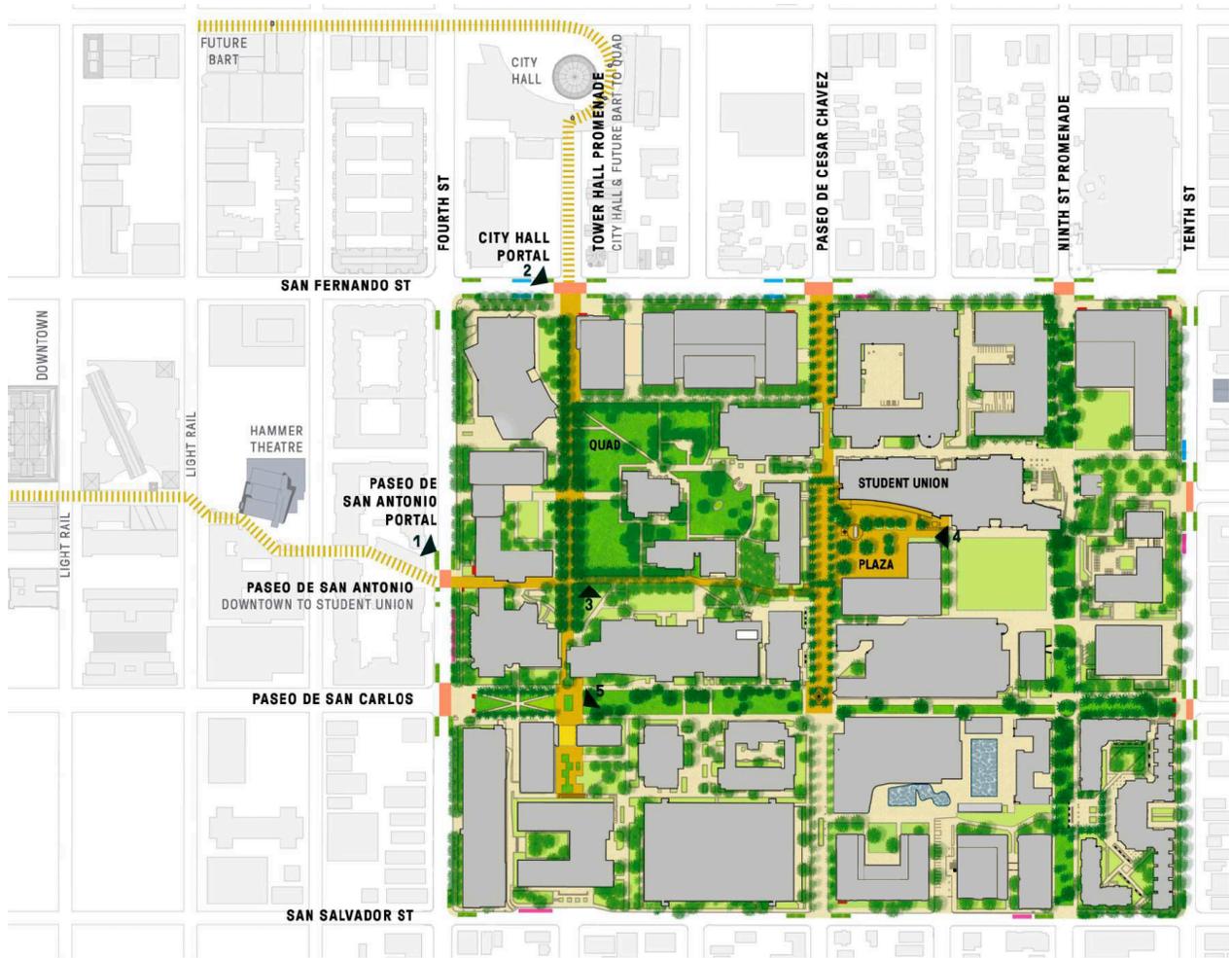
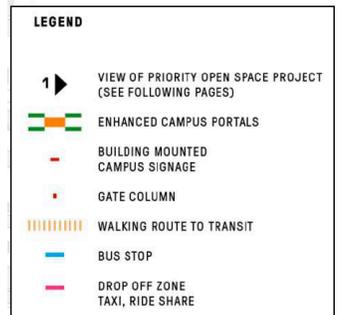


Figure 5-3: Proposed Main Campus Outdoor Space Framework (2017 Facilities Development Plan)



Main Campus Public Realm

The Main Campus' compact footprint makes it possible to walk from one end to the other relatively quickly, within a five to fifteen minute walk. Three pedestrian paseos traverse through campus, a legacy of the city streets that transversed the campus before the City conveyed the rights-of-way to the University in the 1990's (and which still contain related utilities). These paseos, clearly marked and identified with gateways, are campus landmarks. The thematic plant selection for paseos was outlined in the Main Campus Landscape Master Plan (2013), The paseos are well used and serve as the primary pedestrian circulation through campus.

In addition to the three main paseos, pedestrians also use another another set of secondary pathways that run parallel to the three paseos. These more intimate secondary walkways have special landscape features or memorial statues and icons that impart to the campus a special sense of place and legacy. These secondary pathways could be enhanced to provide a sense of direction with the way that buildings are framed. The 2017 Facilities Development Plan called out a missed opportunity to better connect visually with San José City Hall, and to redesign some parts of the paseos to make them more usable for informal recreational use. These ideas would help strengthen wayfinding and a sense of place.

Currently, as on most campuses, many walkways are used for service vehicle and emergency access throughout campus. All of these pathways are also service roads, which accommodate vehicles on a restricted basis. The character of the pathways in some places feels like an alleyway. The presence of service vehicles parked in the alleyway is a common sight. It was suggested that the visibility of back-of-house spaces and the roads that serve them could be more minimized or addressed for their multi-modal uses within the public realm on campus.

Main Campus Paseos:

El Paseo de César E. Chávez (a central north-south paseo between E. San Fernando St. and E. San Salvador St.).

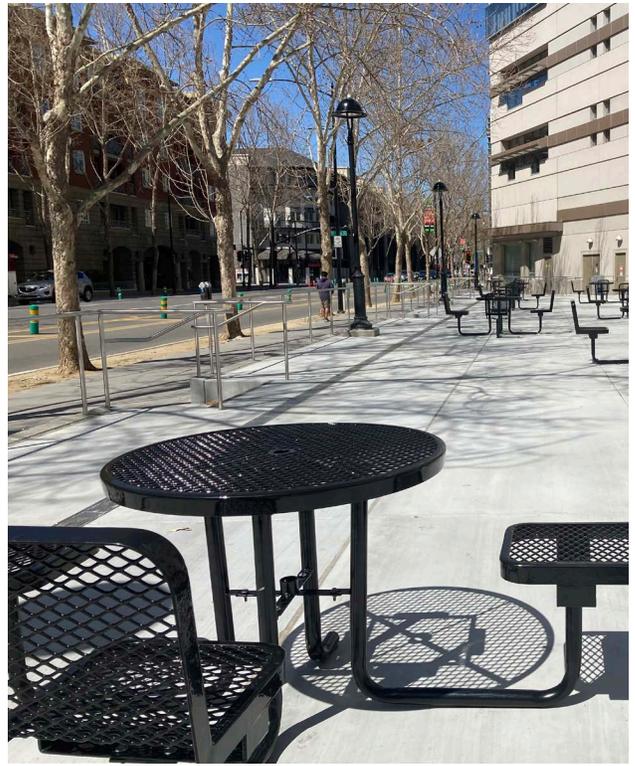
- El Paseo de César E. Chávez provides a wide, paved, pedestrian avenue through the center of campus which is heavily used throughout the day both for walking to classes and as a central gathering space, including planned student events, club registrations, and informal meetings.
- It is contiguous with the Student Union's dining terrace and the César Chávez Memorial Arch.

Ninth Street Plaza (an eastern edge north-south paseo between E. San Fernando Street and E. San Salvador St.).

- Ninth Street Plaza connects the 10th Street Parking Garage at the north to the Campus Village housing quadrant at the south.
- Ninth Street Plaza is more heavily landscaped, with open lawns flanked by trees and slower pedestrian traffic. While it is contiguous with the Student Union's outdoor amphitheater, the design of the ampitheater does not engage with the paseo.
- Its name as a Plaza a bit confusing, since it is a more active space like a Promenade.

Paseo de San Carlos (a central east-west paseo between S. 4th St. and S. 10th St).

- Paseo de San Carlos is similar in scale to the Ninth Street Plaza between S. 4th St. and El Paseo de César E. Chávez but necks down to a much narrower pathway as it runs between the Event Center and the SRAC.
- Lined with palm trees like El Paseo de César E. Chávez, this paseo is identifiable due to the regular pattern of diagonal pathways that traverse through areas of lawn.



Descriptions of open spaces on the facing page.

Top Left: The Business School sunken plaza is one of the potential smaller open spaces that could be redesigned to be more activated and accessible, and to be made easier to use.

Top Right: Paseo de San Antonio continues onto campus through this space, which is heavily used as a main entrance to campus. The design of this space with curbs, bollards, and fences is marked by physical clues that it is vehicular rather than pedestrian, and unsafe, rather than welcoming.

Bottom Left:

This open space located next to the South Parking Garage between Sweeney and Macquarrie Hall has some fixed seating and low landscaping. The space could use an update to be better utilized and more attractive.

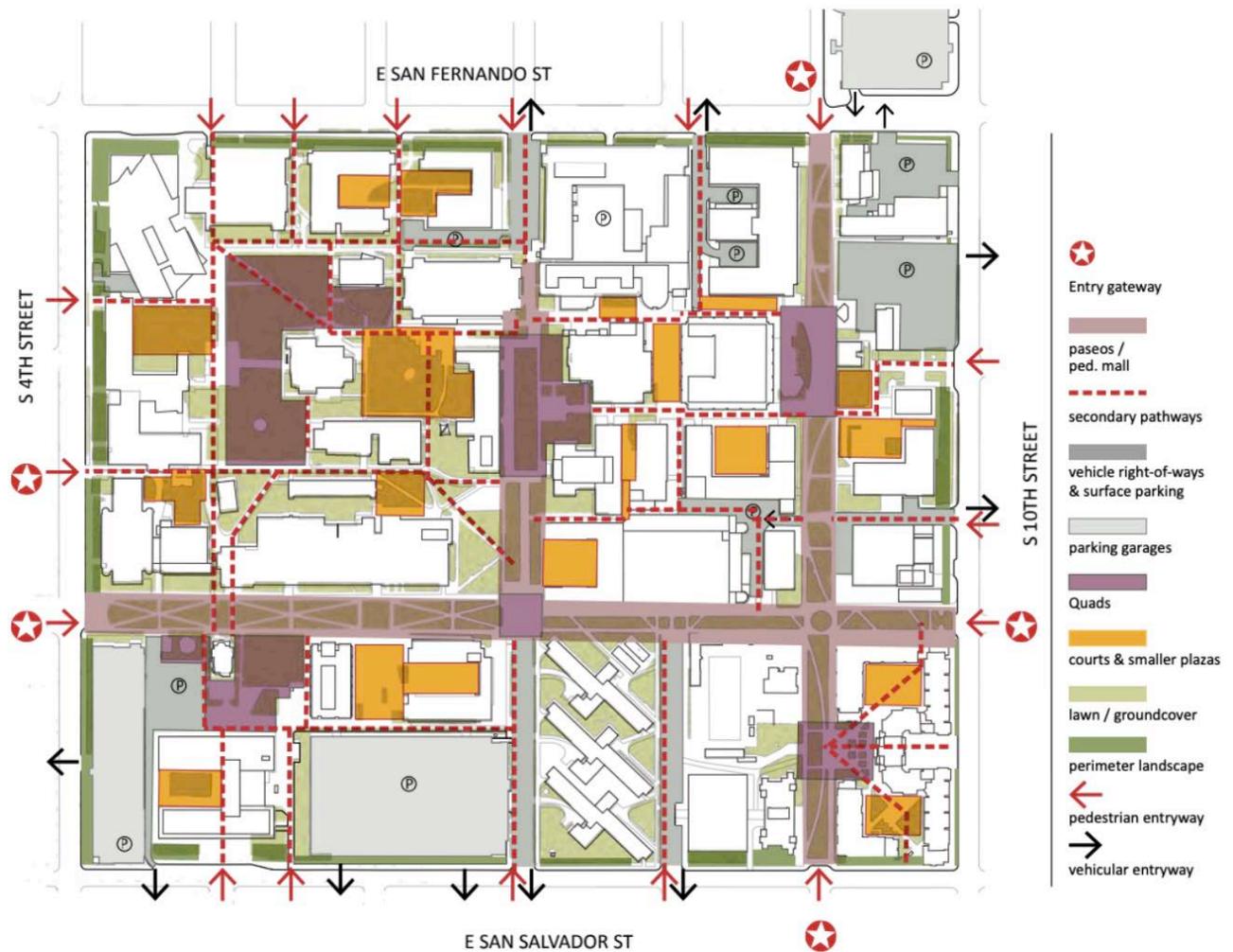
Bottom Right:

This seating area next to the King Library is one of the most publicly visible and accessible spaces on Main Campus to downtown. It suffers from inflexibility and exposure to weather and could be more activated with a new design.

The paseo and pathway system connects campus open spaces which include the Tower Hall Quad, paseo lawns, and many smaller courts, patios, and terraces. The definition of open space could also include balconies and rooftops that are accessible to the campus community. There is a variety of outdoor open spaces for socializing, studying and respite. However, some open spaces are overlooked and underutilized. Stakeholders stressed the value of open space for academic activities and outdoor exhibits, performances and events as well as for informal recreation, socializing, study and passive reflection. The activation of open space on campus could be improved through more thoughtful design so that they can be more inviting and easier to access.

Stakeholders spoke of wanting more open space and also flexible use of existing open space. Stakeholders bemoaned the loss of open space whenever a new building is added to the small, dense campus. Some of the planned open spaces in the 2001 Campus Master Plan were lost to make way for new buildings. Those open spaces included the earlier lawn replaced by the Student Wellness Center, and the proposed lawn superseded by the Campus Village 2 and the Student Recreation and Aquatic Center. While more programming may be needed on campus, it must also be a priority to look at the potential, campuswide for new open spaces. It is possible to consider consolidating university programming on campus into smaller footprints to allow for new or expanded open spaces to fit.

Many stakeholders suggested that the design of open spaces on campus needs improvement. The existing design of outdoor gathering spaces often includes fixed furniture, which has been typically chosen for security reasons, and few other amenities. They stressed the importance of lighting and access to electrical and Wi-Fi hotspots. Stakeholders also desired the design



OVERALL LANDSCAPE FRAMEWORK

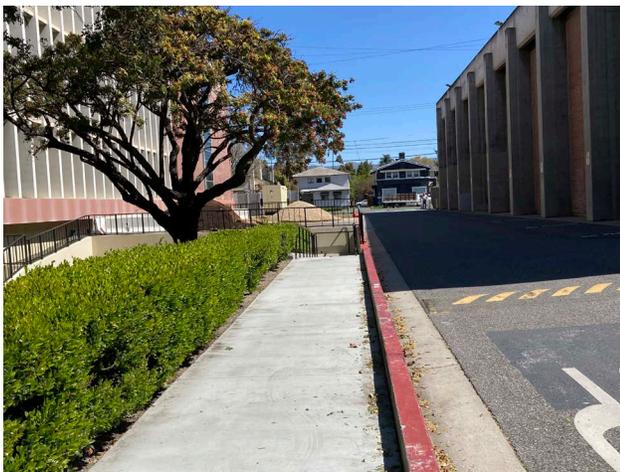
Figure 5-4: The Overall Landscape Framework presented in the 2013 Landscape Master Plan



Example of a paseo or pedestrian mall



Secondary pathways are an important circulator, even if less landscaped



Vehicular access on and off campus could also be reconsidered, as circulation patterns are redesigned for potential new development.

of spaces be more thoughtful and connected to the uses in the buildings around them. The design of small plazas and courts in particular could make these more used and celebrated gathering spaces for informal and formal activities. Stakeholders called for improvements in outdoor space scheduling and management, and usage consistent with the University’s “time, place, and manner” policy. They also highlighted the need for outdoor learning spaces and secure outdoor space for research projects and larger experiments and installations.

They sought protection from weather for these spaces (especially on hot days), and suggested that the changing climate may call for more shading for public spaces, updated landscaping using recycled water and/or a reduced need for irrigation. While the City’s recycled water is already used for irrigation purposes, it creates issues for some of the existing landscape, including the struggling redwood trees currently on campus.

The 2013 Main Campus Landscape Master Plan sets the campus policies that address landscaping and design of open spaces like paseos, pathways, planting, and operations and maintenance. The Main Campus Landscape Master Plan needs to be revisited as part of the new Campus Master Plan process and made more prominent. It is likely that there needs to be new emphasis and investment in the campus outdoor space framework on campus to improve the design of these shared spaces so that they can be more inclusive, socially-based, and sustainable. The public realm is a highly shared space that is used by the campus community and visitors alike and well-designed spaces would be enjoyed by all.



Figure 5-5: Massing Model of Main Campus Buildings and Surrounding Context from the North



View from 10th and San Fernando looking southwest.

Main Campus Building Form and Design

The character of buildings on Main Campus contrasts in scale with the higher density Downtown San José on the western side and the lower density residential neighborhoods on the other three sides of campus. The buildings that line the Main Campus perimeter and corners are generally unassuming, anonymous, long, and plain. The architecture is generally not inviting and marks a clear edge between the campus and the community that surrounds it. Dating from the 1930s to the 1980s, the majority of the street-facing University academic buildings are low-rise structures set back from the street edge with landscaped lawns. The old Science Building and Washington Square Hall on 4th Street are each two stories tall; by comparison, newer residential buildings across 4th Street are five to six stories tall.

Along San Fernando Street, four of the five academic buildings are three stories or lower; the Engineering Building is four. The more recent King Library anchors the northwest corner with a taller and more dramatic presence. It sets the example and direction for larger, taller and contemporary academic facilities to follow. At 8-stories [including mechanical penthouse], Duncan Hall facing San Fernando Street was the first taller academic building completed in 1967. The Business Tower, 9-stories high but with a noticeably small footprint, followed in 1971. Together with the library, these three are the only mid- to high-rise academic buildings on the 88-acre campus, until it is joined by the ISB.

Residential towers with traditional brick and stucco facades anchor the southeastern corner of campus, while two five-story concrete parking structures take up much of the frontage along the southern edge on East San Salvador Street and the eastern edge along Fourth Street. These edges are flanked by mixed-use low density residential neighborhoods.



The top three most iconic buildings on campus include the angled and tall Martin Luther King Jr. Library, the curved southwest facade of the Student Union located at the center of campus, and the stucco and tile Tower Hall, located prominently in the center of the Tower Hall Lawn. While it is centrally located, Tower Hall is not visible from the campus edges and viewsheds into the campus are constrained by the “wall” of buildings that line the edge of campus. It is possible to see City Hall from Tower Lawn, which is a block away; however, the connection at the ground level is indirect, and not directly celebrated.

SJSU Main Campus History

In 1871, the State Legislature granted California State Normal School the right to permanently occupy Washington Square Park at 4th and San Carlos in the City of San José. These grounds define the northwest quadrant of SJSU today. The Main Campus has expanded over time by adding three more quadrants to include eight colleges, a residential district with a current capacity of about 4,200 beds, and a complement of student activity centers and recreational facilities. The most recent full Main Campus Master Plan was completed in 2001, and a Facilities Development Plan in 2017.

There are a few historically designated University buildings; however, the majority of the existing older buildings on campus are not perceived as worthy of protecting or setting a precedent for style. The existing buildings on Main Campus are a collection of designs from different eras, in many different places, with no apparent coherent theme.

Newly designed buildings and careful consideration of public spaces on SJSU campuses can help to improve the overall impression of the University while continuing to honor and celebrate significant structures and landmarks like Tower Hall and Tower Lawn.



First Normal School Building, 1872-1880



Second Normal School Building, 1881-1906



Wahlquist South, 1941

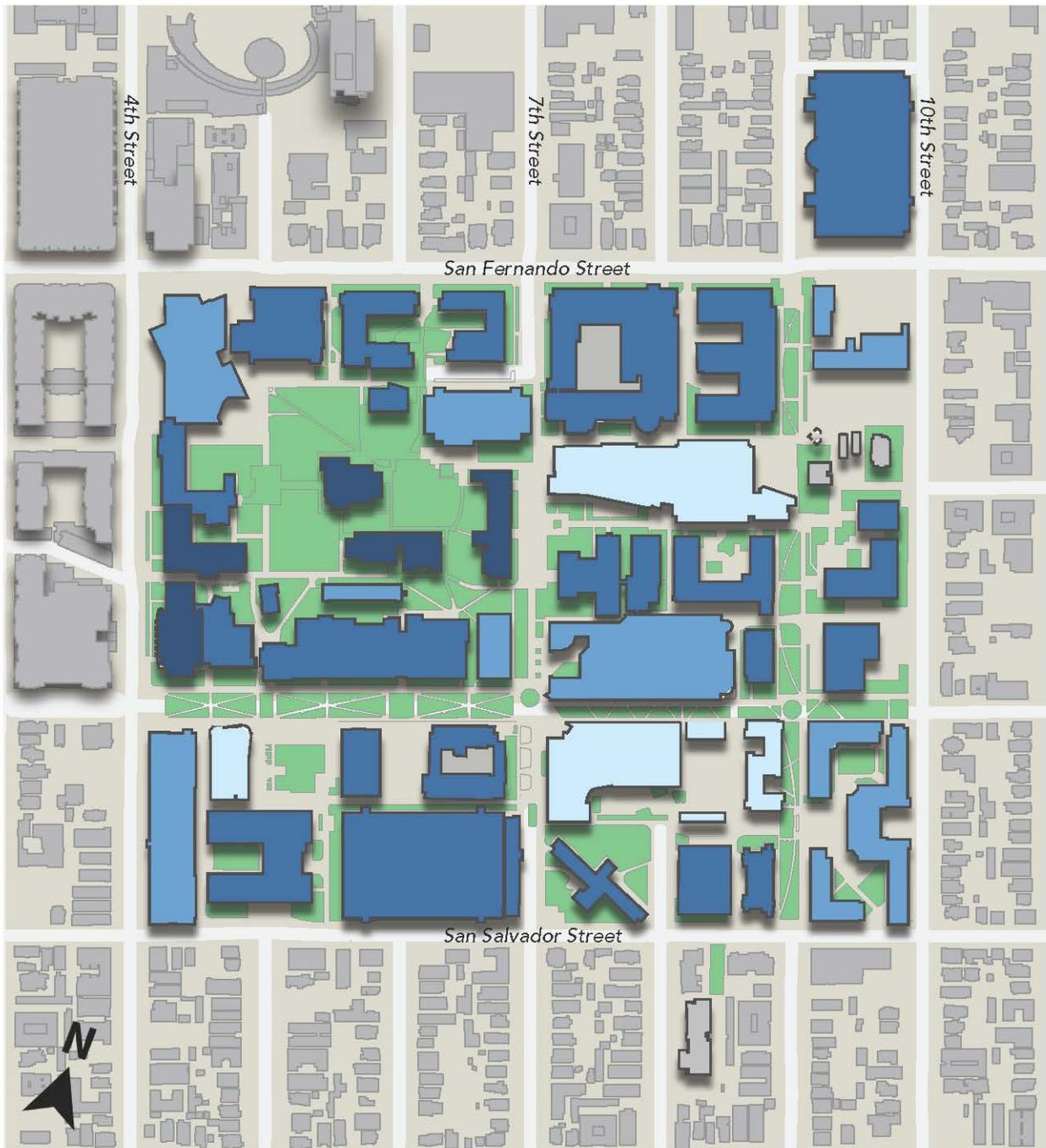
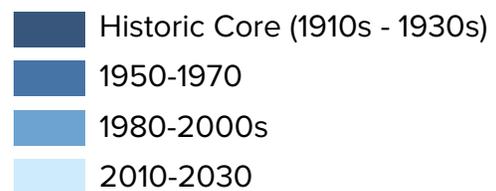


Figure 5-6: Facilities on Main Campus by Age





Washington Hall - one of the older, charming buildings



Duncan Hall - the minimalist style of the 1950's to 1970s is most visible at the edges of campus



Campus Village Residence Halls - An example from the 2000s



Interdisciplinary Science Building - under construction and part of the goal to Rebuild and Renew

Figure 5-7: Older Buildings on SJSU Campus and their Architectural Style, and Eligibility for National Register (NR), City Register (CR) for Historic Buildings.

<i>Current Building Name</i>	<i>Historic Building Name</i>	<i>Date of Const.</i>	<i>NR Eligible</i>	<i>CR Eligible</i>	<i>CR Eligible District</i>
University House	Scheller-Martin House	1904	No	Yes	No
Tower Hall/Morris Dailey Auditorium	Tower Hall/Morris Dailey Auditorium	1910/1920	Yes	Yes	Yes
Dwight Bentel Hall/ Addition	Training Building	1911/1920	Yes	No	Yes
Central Classroom Building	Home Economics Building	1924	No	No	Yes
Building BB	Apartment Building	1925	No	No	No
Spartan Complex East & Spartan Complex Central	Women's Gymnasium/1962 Annex	1928/1960	No	No	Yes/Annex No
Yoshihiro Uchida Hall	Men's Gymnasium	1932	No	No	Yes
Washington Square Hall	Natural Sciences Building	1932	No	No	Yes
Spartan Memorial Chapel	Spartan Memorial Chapel	1952	No	No	No
Music Concert Hall	The Music Building	1952	No	No	No
Dudley Moorhead Hall	Dudley Moorhead Hall	1957	No	No	No

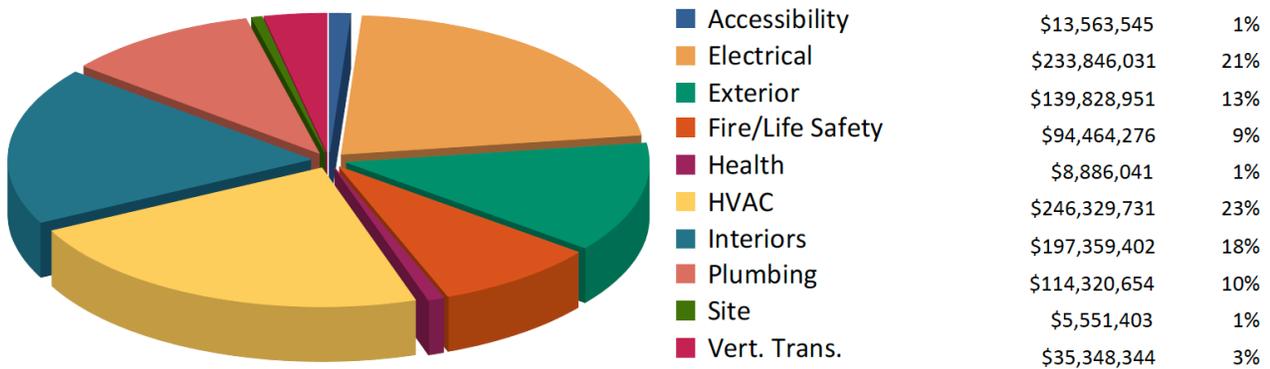
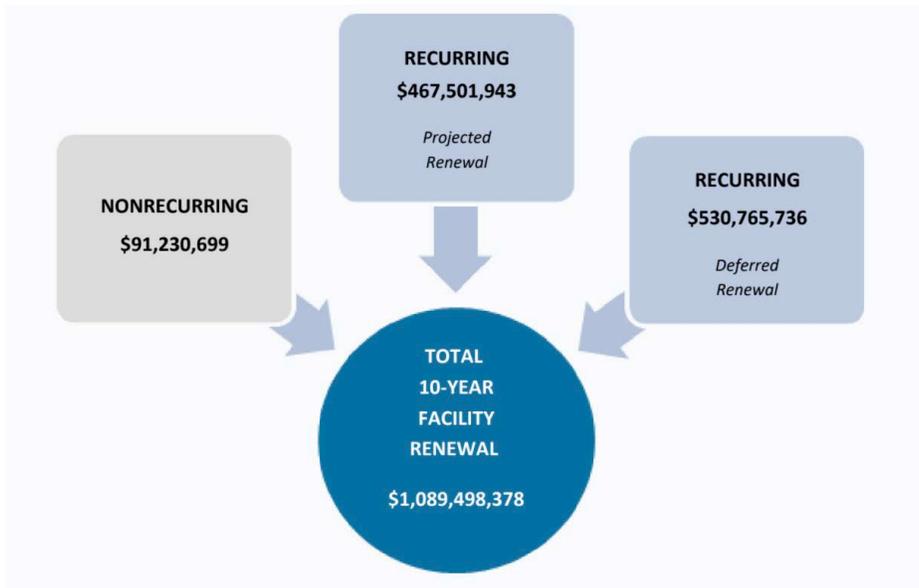


Figure 5-8: Estimated Total 10-Year Facilities Renewal for SJSU (2021)

Facilities in Poor Condition

Many buildings on campus need some refurbishment, renovation, or replacement. The University regularly assesses the condition of facilities to understand the needs of all buildings (88 buildings/facilities, 6.587M square feet) and systems on both campuses (88.5 acre Main Campus, 62 acre South Campus). A number of structures are becoming obsolete or designed poorly to meet today's needs, much less the future needs for teaching and researching.

The Total 10-Year Facilities Renewal Cost is \$1,089,498,378, which includes nonrecurring, recurring project renewal, and recurring deferred renewal costs.

The top three systems that need the most upgrading are HVAC and Electrical (50%), and exteriors (17%), and plumbing (12%) at an estimated cost of \$530 million. The Total Projected Additional Deferred Renewal, for projects that will require additional renewal over next 10 years is \$467 million. The Total Non-Recurring One Time Costs, typically associated with code compliance is \$91.2 million.

FCNI Scale

The FCNI for this asset is 0.35

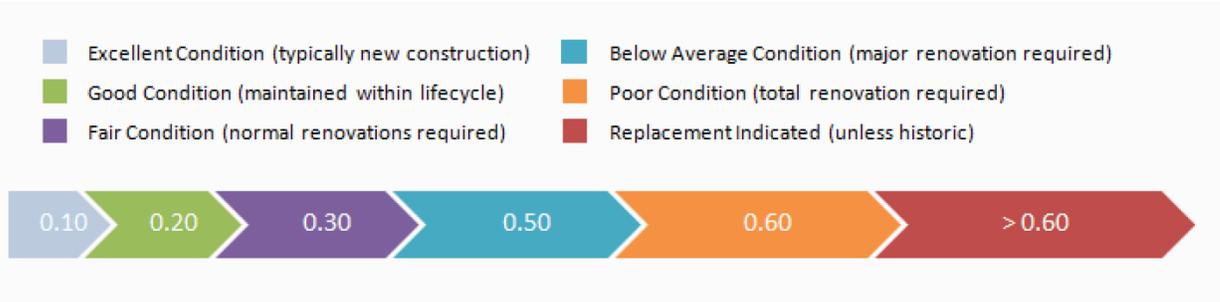


Figure 5-9: Facilities Condition Needs Index for SJSU (2021) - The entire campus has an FCNI score of 0.35

The Facilities Condition Needs index (FCNI) scale is used to score the condition of facilities. FCNI includes existing deferred maintenance, non-recurring renewal, 10 years of projected renewal needs and current replacement value in the score. FCNI scores will be considered along with other factors in determining priorities for replacement or renovation.

The FCNI rating scale indicates:

- 0.1 - 0.2 is Excellent condition
- 0.21 to 0.3 is good condition
- 0.31 to 0.5 is below average condition
- 0.51- 0.6 is poor condition
- Above 0.6 is replacement (unless historic)

The facilities that require renewal include existing modular buildings. The use of modular classrooms should be discouraged in this next phase of improvement. As new buildings are considered, policies on temporary facilities might also be considered to ensure a more holistic and long-term approach to the changing needs of the University.

Facility	FCNI
Science	0.72
High Gillis Hall	0.68
Duncan Hall	0.67
Music	0.63
Business Tower	0.66
Student Event Center	0.62
Dwight Bentel Hall	0.70
Administration Building	0.60
Engineering Building (older portion)	0.63
Dudley Moorhead Hall	0.44
MLML Seawater Pump House	0.75
Modular A	0.90
Modular B	1.00
Modular F	1.00

Opportunity Sites at Main Campus

The selection of “opportunity sites” will be based on a range of criteria from facility condition to programmatic fit. The list below highlights some of the biggest ideas that stakeholders suggested about the best use of the impacted Main Campus.

Renew the Campus Edge: Facilities that have high potential to be replaced are mostly located at the edges of the campus, especially along East San Fernando Street. This is an opportunity for the University to redefine the way it looks at its borders and better integrate with the City of San José.

Parking Garages: At some stage, as priorities shift to transit, space for parking could be utilized for non-vehicular, academic uses. (More detail about parking can be found in Chapter 4.)

Event Center: The Event Center’s location at the center of campus makes it particularly difficult to access. It’s format is no longer competitive with other venues in the area and needs to be greatly renovated to stay competitive. It is also anticipated that the need for large gathering spaces of this scale is waning. The potential for relocation of this facility to South Campus came up as an idea. The relocation other public-facing facilities away from the Main Campus could also be considered

Infrastructure: The Data Center and Central Plant are both functions that occupy prime locations on campus. These functions will need to be re-designed and evaluated, perhaps moved off-site or integrated within new buildings.

Administration: The potential for some of the administrative functions on campus to be moved off-site for remote work could also free-up space on the Main Campus.

Future Main Campus Character

When stakeholders thought about Main Campus buildings, some were looking for a more unified character. Yet, they were unsure how to achieve it with the range of architectural styles of existing buildings that are likely to remain.

Most stakeholders would like to see more signature architecture that is reflective of the university’s location in Silicon Valley. Many were excited to see taller, state-of-the-art buildings.

Some saw that university programming could be relocated to form more synergistic neighborhoods, with new building form and design to reinforce those identities.

Stakeholders also desired greater activation of buildings, rethinking uses at the ground floor and redesigning buildings to be more inviting and flexible.

South Campus

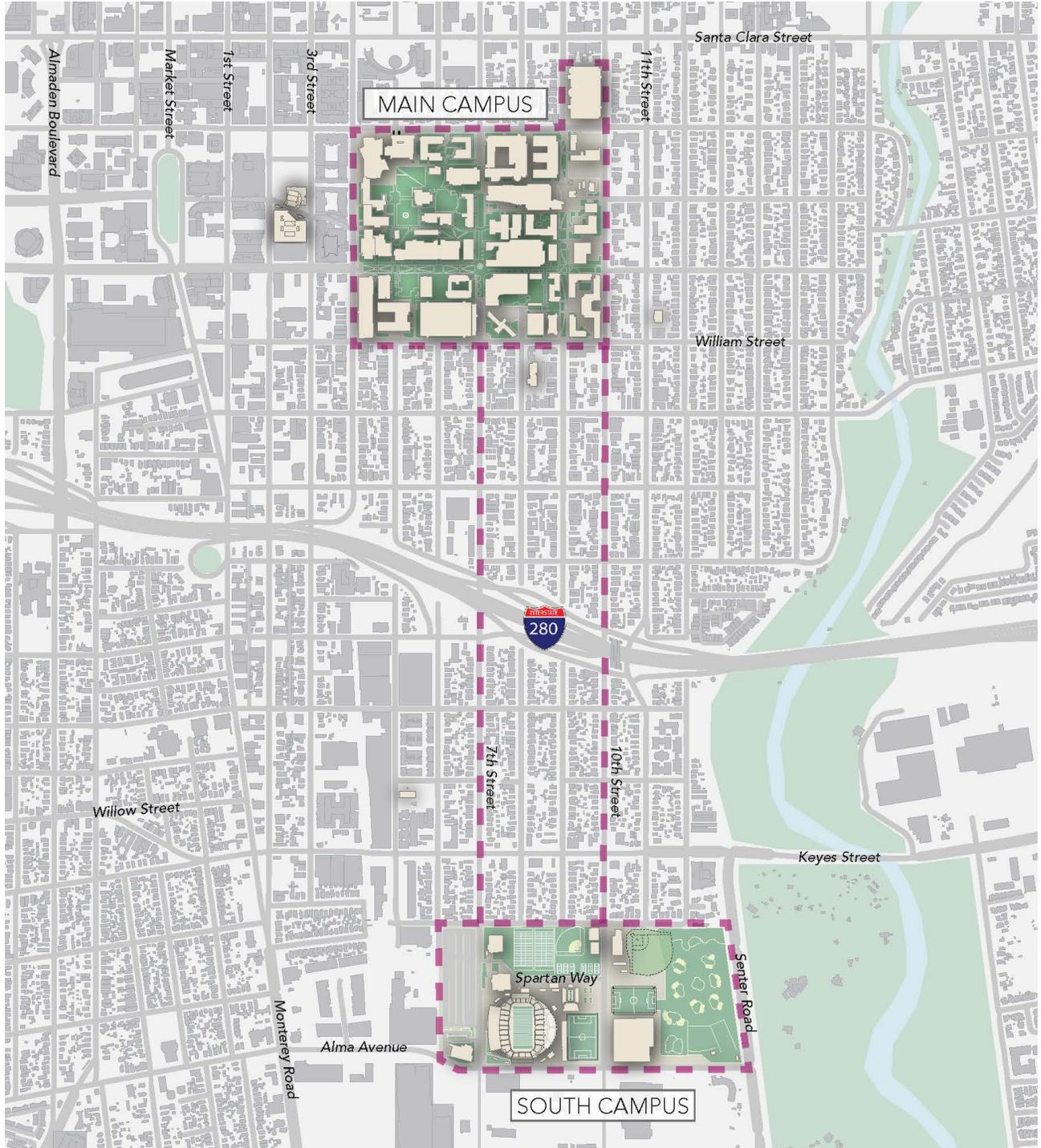


Figure 5-10: SJSU South Campus and Main Campus Locations

South Campus began with the Spartan Stadium, built in 1933. In the 1990's the Simpkins Stadium Center and Administration buildings were added. The South Campus Master Plan was written in 2014 which spurred much of the development in facilities that is seen today. In 2016, South Campus improvements began with major renovation and renaming of Spartan Stadium as CEFCU Stadium and the construction of new sports facilities (see list below) The facilities are part of the SJSU Division I Athletics Program. Part of the South Campus Master Plan is the construction of a 1,500 space parking structure at the corner of E. Alma Avenue and South 10th Street which is currently nearing completion.

- | | |
|----------------------------------|------------------------------------|
| ① Simpkins Athletics Building | ⑮ Koret Center |
| ② CEFCU Stadium | ⑯ Simpkins Center Storage Building |
| ③ Concession Building 1 | ⑰ Football Practice Field |
| ④ Concession Building 2 | ⑱ Softball Field |
| ⑤ Concession Building 3 | ⑲ Baseball Batting Structure |
| ⑥ Concession Building 4 | ⑳ Tennis Facility |
| ⑦ Simpkins Stadium Center | ㉑ Tennis Complex |
| ⑧ Bally Hut | ㉒ Field House |
| ⑨ Training/Locker Facility | ㉓ Mod Building A |
| ⑩ Mod Building C | ㉔ Mod Building B |
| ⑪ Storage Building | ㉕ Sports Field Facility |
| ⑫ Tennis Stadium Court | ㉖ South Campus Parking Facility |
| ⑬ Beach Volleyball Court Complex | ㉗ Golf Practice Area |
| ⑭ Soccer | |

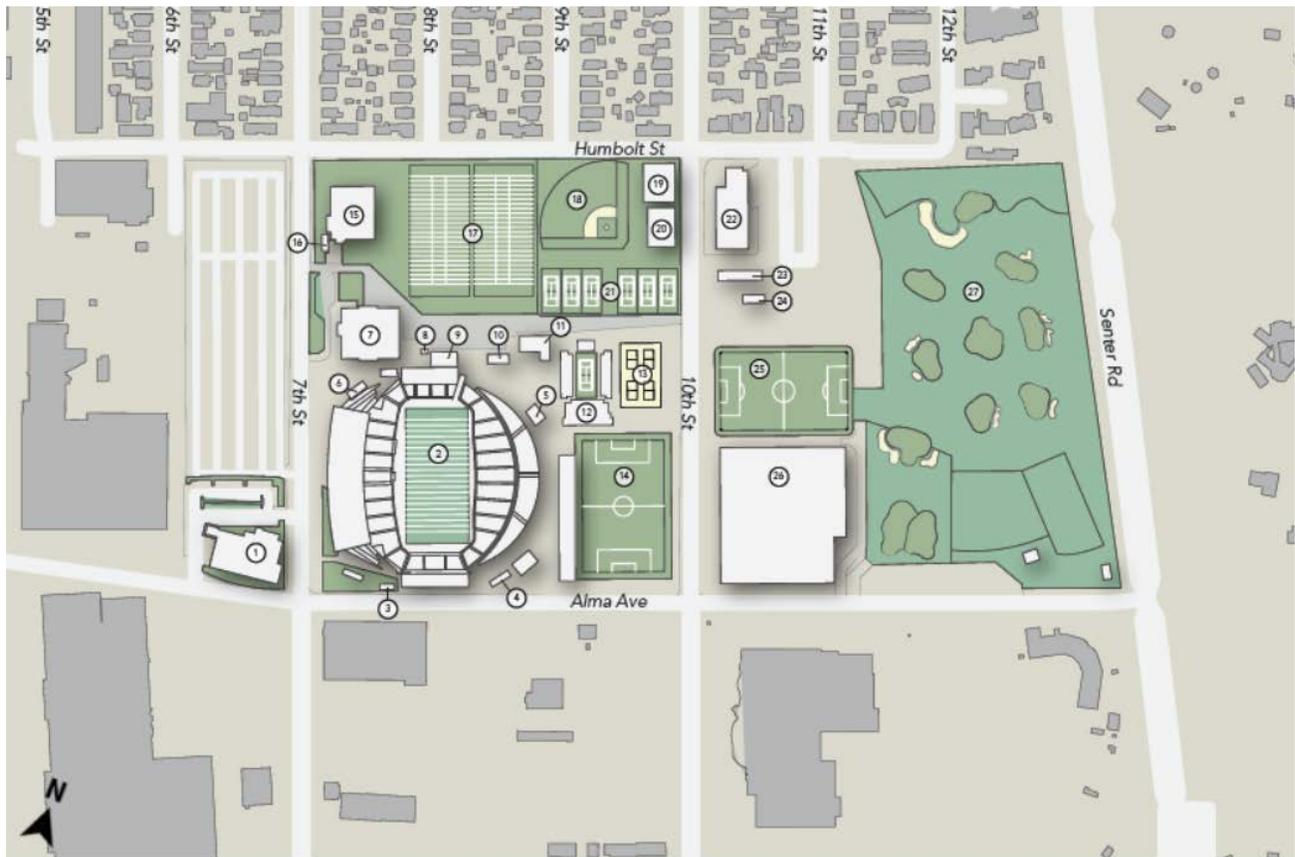
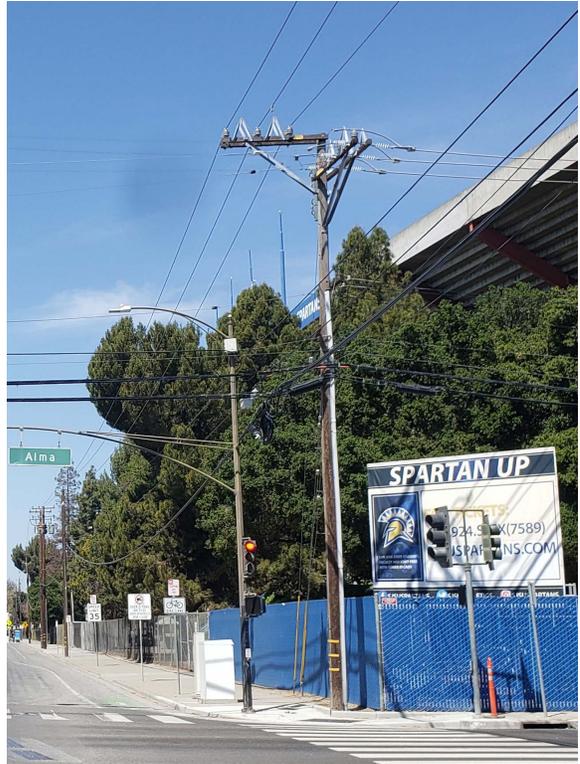
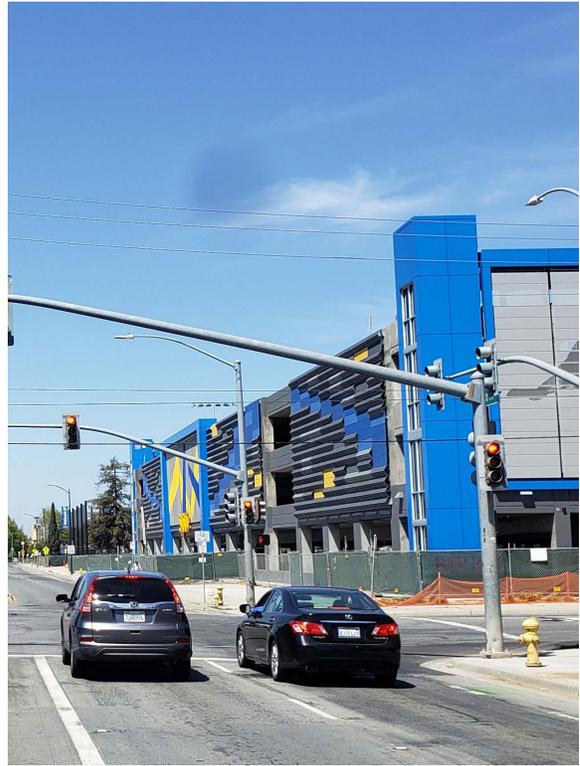


Figure 5-11: South Campus Site Plan



South Campus is a 62-acre site that occupies 14 city blocks located one mile from Main Campus along 7th and 10th Streets. The route between the two campus sites passes under Interstate 280 and through the South University Neighborhood and Spartan Keyes Neighborhood. The Park and Ride Lot Shuttle Service connects the two campuses with shuttles running every 10 minutes (before the pandemic). As a result of this distance and spatial separation, many in the SJSU community don't have a strong connection with South Campus. Improving the connection with streetscape design changes, more transit options, and wayfinding signage would be crucial to making the connection stronger.

South Campus facilities are built at a much larger scale in comparison to the residential and light industrial neighborhoods that surround it, which will require design sensitivity in the new Campus Master Plan.

South Campus' athletic identity and sense of place is bolstered by the San José Giants' Excite Stadium across the street to the southeast and the San José Sharks' Solar4America Ice complex across the street to the south. The south edge and entrances to the campus between Seventh and Tenth Streets include Spartan signage, Spartan blue banners on fencing and the new parking garage. Combined with the Happy Hollow Park and Zoo, the Japanese Friendship Gardens, and Kelley Park to the east, this area around South Campus is a local destination and attraction for families and sports enthusiasts. The continued development of the Spartan Keyes neighborhood has yet to be addressed by the City of San José as a Planned Growth Area, even though the potential for this area to have a coherent identity as a sports and entertainment destination has emerged.

From the perimeter around South Campus, there are glimpses of CEFCU Stadium stands, golf range netting, scoreboards, and Spartans signage and supergraphics behind chain link fencing. The stadium is surrounded by mature trees, but otherwise South Campus has few trees and minimal vegetation. The north approaches to South campus at the Humboldt edge on both Seventh and Tenth Streets are unmarked or marked by subtle facility signage. Stadium Way, a midblock pedestrian and service approach to the stadium and other athletic facilities, includes Spartan signage and supergraphics on chain link fence fabric at both ends. Community access to the facilities has been inconsistent with the construction of new facilities. Edge design and public access to facilities should be considered if the goal is to make the South Campus a better neighbor and resource for the entire community.

While the South Campus identity is currently focused on sports, there is potential for a greater variety of uses to occur at South Campus than what is currently there. SJSU has the smallest footprint of land in the CSU system, so the use of South Campus is important to growth of the University. The new Campus Master Plan process provides an opportunity to explore whether South Campus could be the location of new academic buildings, support services, public-community facing facilities, research facilities, or even housing. It could also serve as a potential location for staging uses temporarily if there is construction on Main Campus. Whatever happens at South Campus is likely to be a catalyst for the Spartan Keyes neighborhood and a resource for the greater community.

Moss Landing Marine Laboratories

The Moss Landing Marine Laboratories site (MLML) is a leased facility from Monterey County, an arrangement that began in 1966 with a current end date of 2053. The National Science Foundation provides funds for a marine laboratory at Moss Landing. Moss Landing Marine Laboratories (MLML) is the second oldest marine lab on Monterey Bay. A consortium of seven California State University campuses, led by San José State, operates MLML. The Marine Laboratory Facilities, owned by the Research Foundation, occupy 21.7 acres, of the 36.7 acre campus.

MLML includes a shore lab and aquaculture building, the Norte Facility, marine operations, small boats, and diving operations, and the Sandholdt Center. A small portion of the site is leased to an outside user. The Sandholt Center is the future site of the Academic Village, which is part of the main MLML property and where an Academic Village Concept has been proposed. The MLML Strategic Plan for 2018-2023 identifies which existing facilities need refurbishing. Development at the site is subject to the California Coastal Commission.

The new Campus Master Plan will incorporate Moss Landing in its scope, so that its future role is aligned with the strategic direction of the University. Contributors to the virtual Open House suggested that linkages could be made through a visual presence on the Main Campus through live streaming and that Moss Landing should sponsor activities that would invite more students and other members of the University community to visit.



Moss Landing Marine Laboratories is located in Monterey County, and includes the Sandholdt Center.



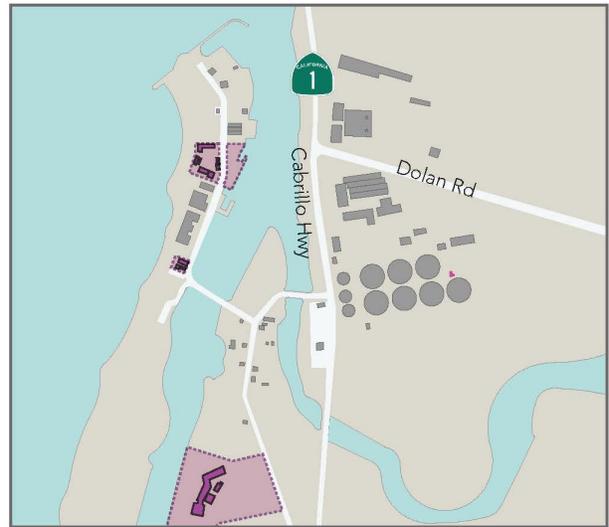
The MLML/MBARI Research Library



Regional / Monterey Bay Key Map



Moss Landing Marine Laboratories



Other Sites Used for University Programming

The Main Campus is clearly the prime location for San José State University but has a finite amount of space. Over the years SJSU began to expand onto some additional sites in the San José area for academic and related purposes. Some sites are owned, others leased or used through an operating agreement. The following paragraphs summarize the status and use of each site, listed in alphabetical order.

The Campus Map included in this report shows many sites that are off the Main campus, including South Campus, Moss Landing, Reid-Hillview Airport, the Art Foundry, Timpany Aquatic Center, and a community garden to name a few. There are also some affiliated programs in places like the Hammer Theatre. And, the University is currently considering how to redevelop the Alquist Building site.

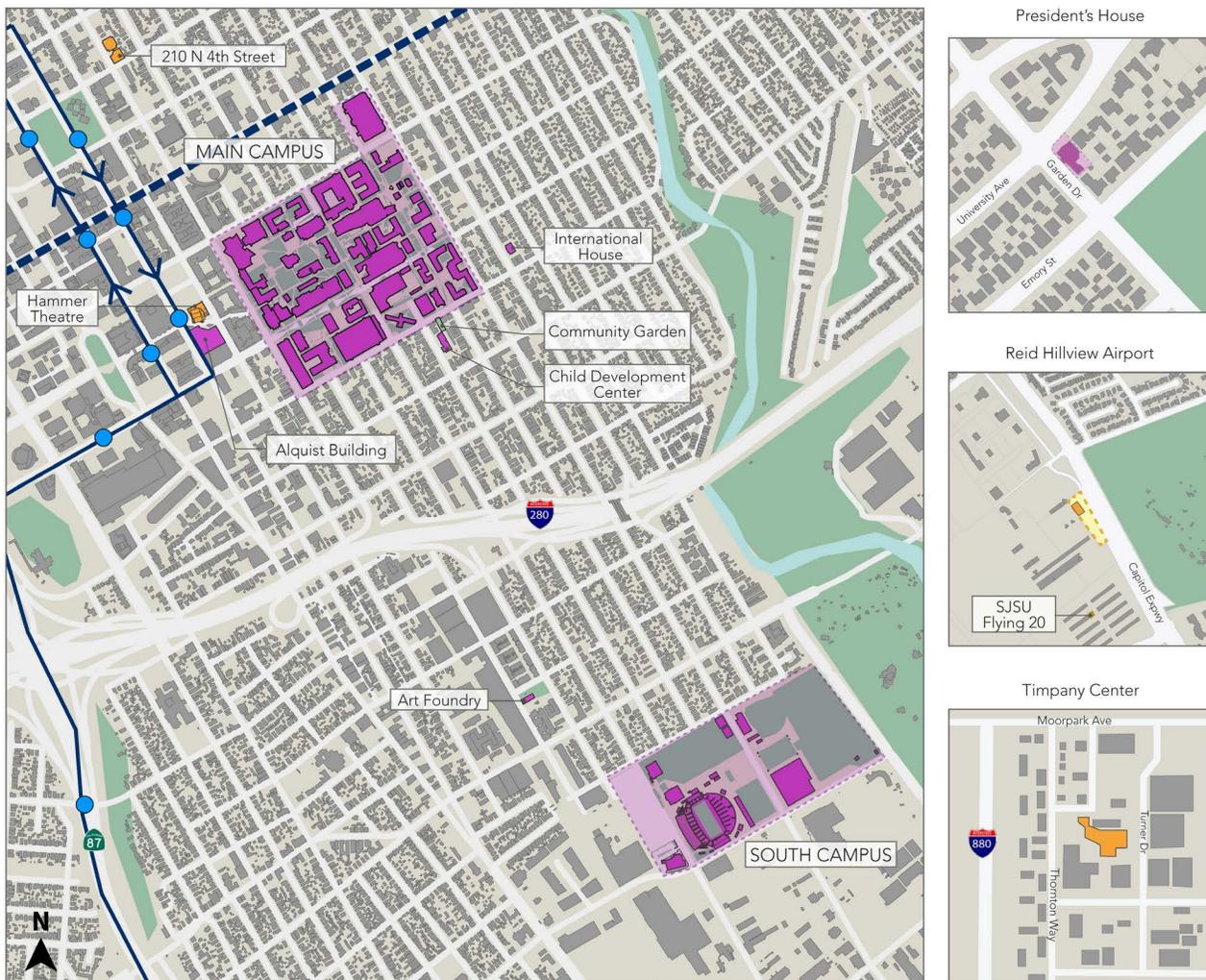
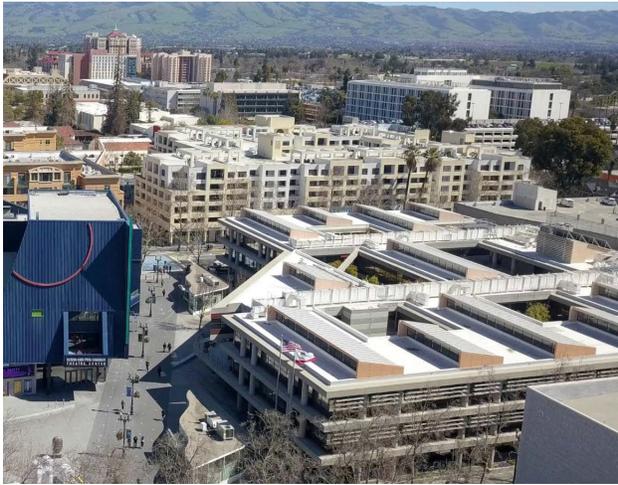


Figure 5-12: Sites Used for University Programming



Alquist Building

San José State University acquired the 130,000-square-foot former state office building, named for the late state legislator Alfred E. Alquist in 2020. It is located at 100 Paseo de San Antonio, just one block from the Main campus and adjacent to the Hammer Theatre. The University is exploring reuse of the site for faculty, staff and graduate student housing as well as potential academic or administrative uses. The project has the potential to open in the next five years.



American Tower/Coyote Peak

This is a cell tower located on Coyote Peak that the university leases spaces to support the university emergency broadcasting provided through KSJS. The initial lease term ended in 2020, and has been renewed through 2030.



Art Sculpture Facility (The Foundry)

The Department of Art and Art History Fabrication facility, known as the Foundry, is located off campus one mile south of the main campus, at 1036 South Fifth Street. This 6000 sq-ft indoor facility, with an adjacent 12,000 sq-ft outdoor fabrication yard, includes a complete bronze and aluminum casting foundry, metal fabrication shop and welding shops, and graduate studios.



Child Development Center

460 South 8th Street - SJSU's Associated Students owns and operates the Child Development Center (CDC). The facility was purchased in 2000. It is licensed for 110 children and offers early childhood education and day care serving children ages 4 months through 5 years and prioritizes SJSU students, staff, faculty, and alumni, and is open to the community.



Campus Community Garden

In 2014, the SJSU Campus Community Garden at 372 E. San Salvador Street was established as a result of a student-led initiative and is owned by the SJSU Research Foundation (SJSURF) and leased to the Associated Students (AS) for free with no end date. AS pays for all operating expenses. The garden was created to provide students a space to gain access to healthy food, learn about sustainable organic garden practices and earn service learning hours. The garden is on a quarter acre of land and it includes multiple fruit trees, compost and a gray water system. Contributors to the virtual Open House felt that this is an important University asset.



Fourth Street Building

210 N 4th Street - The SJSU Research Foundation (SJSURF) leases nearly 20,000 square feet of space about three blocks north of campus for administrative offices. The lease started in 2002 and is due to end at the end of 2024. Current occupants include the following:

- SJSU Research Foundation
- Mineta Transportation Institute (MTI)
- Institute for the Study of Sport, Society, and Social Change (ISSSSC)



The Hammer Theatre

Named after former mayor Susan Hammer and her husband, the theatre was completed in 1997 via a collaboration between the San José Redevelopment Agency and San José Repertory Theatre Company. In March 2016, San José State University entered into a lease with the City of San José and reopened the Hammer Theatre as a modern performance venue in the heart of downtown San José. The theatre serves San José's community and the University through programming that features student, local, and international talent. The facility includes a Main Theatre with 532 seats, an orchestra pit, a black box theatre with 140 seats, rooftop terrace with 120 seats, and several support spaces. Stakeholders stressed the potential for this cultural venue to be the beginning of a network of SJSU related cultural spaces in downtown San José.



The International House

The International House at 360 South 11th Street was founded by Alan and Phyllis Simpkins in 1978 when they bought the building, remodeled and furnished it. The building was privately owned by the Simpkins until December 1997 when they donated it to the SJSU Foundation for continued use as the SJSU Phyllis Forward Simpkins International House. The SJSU Research Foundation handles all administrative transactions for the I-House. The I-House is a registered historic building.

President's House

SJSU acquired this single-family home to serve as a presidential residence suitable for hosting distinguished visitors and guests. It is located in the Rose Garden neighborhood, less than five miles west of the Main Campus. The President's House is a registered historic building.



Reid Hillview Airport

SJSU's aviation program "The Flying Twenty" was originally formed in 1936 and started out at Moffett Field as the "State College Flying Club." The non-profit Flight Club aircraft and hangar are now located at Reid-Hillview (RHV) Airport. The University leases space in the Swift Building, where it holds classes during the academic year. Santa Clara County owns the airport and currently plans to keep it open through 2031, when it may be closed and the site redeveloped. SJSU's current lease ends at the Airport in 2025.



60 SOMA (one floor)

SJSU holds a sublease on a portion of this building through 2025. Current occupants include departments in Administration and Finance:

- Accounting
- Budget Office
- Business Services
- Finance Support and Innovation
- Internal Control
- Risk Management
- Strategic Sourcing



Timpany Center

The Timpany Center is a non-profit educational and therapeutic service center that serves community members through a partnership agreement between San José State University Research Foundation (SJSURF) and Santa Clara County. The center is an aquatic facility with a pool and spa, for training, rehabilitation, and fitness. It is used as part of the educational program of the Department of Kinesiology in the College of Health and Human Sciences. The arrangement began in 2009 and currently runs through 2024.

The Main Campus and Beyond

The discussion above about off-campus sites shows that special programming has already expanded the University's footprint beyond the Main Campus.

As the University contemplates its future, the option to locate more uses at South Campus or off Main Campus within the City of San José has already arisen. The new Campus Master Planning process is an opportunity to better define the programming at the Main and South campuses as well as at other locations. Should Main Campus be a place for mostly academic and public facing buildings? Could South Campus be a place for support services and infrastructure? Is there an option for South Campus to include more than athletics? And if so, what is best suited to be co-located there? How can the programs at Moss Landing be integrated better with the rest of the University? What strategy and criteria should the University consider for acquiring other sites?

There are likely other options for the University to consider as needs change, programs grow, and activities need temporary relocation during the construction phase of any new development. The options may include extending University programming to an Innovation District or Incubator Space somewhere off-campus in a nearby tech hub, or in collaboration with private companies or other institutions like Community Colleges. The opportunity to hold class at a tech office or in a special facility is also worth considering.

Refocusing some activity away from the Main Campus might include working from home for some employees, and utilizing remote locations for flexibility and to create opportunities for different kinds of spaces on-site. The same goes for the potential rise in learning off-site in online or hybrid classrooms. The virtual expansion of the University will also need touch points on campus, with more places to meet in small groups and places to attend online classes while on campus. The University experience could potentially have more reach, in a dispersed and virtual way and still function as long as there is a good place to meet and identify as "home base."

6. Summary of Master Plan Opportunities

There are many possibilities and options to successfully accommodate change at SJSU sites over the next 20 years. These Preliminary Campus Master Plan Goals are designed to guide the new Campus Master Plan as a basis for transforming the University's campuses and other locations in the future.

Preliminary Campus Master Plan Goals

The following goals are based on the premise that the fundamental role of San José State University is education broadly defined to encompass campus life, cultural context, and environmental setting, along with traditional teaching, learning and research activities. The goals have been revised and expanded based on discussion by the Campus Master Plan Advisory Committee and the President's Cabinet.

Overall Campus Master Plan Goals

- Create a dynamic sense of place for San José State University that is welcoming, accessible, inclusive, equitable, safe, and sustainable; that celebrates all of its locations; that supports its educational community; and that symbolizes its leadership as an innovative and creative public university in Silicon Valley;
- Re-envision two largely-developed campuses and other San José State University sites to inspire, shape and support the educational community, student success, and faculty and staff engagement;
- Sustain a vibrant campus atmosphere with enhanced open space, outdoor activity areas, a strong pedestrian orientation, and strategic redevelopment with taller buildings;
- Ensure that South Campus and Moss Landing Marine Labs are connected as integral parts of the university, not afterthoughts;
- Identify where and how capacity can be added to accommodate future academic and research aspirations, anticipated enrollment growth, student housing, and supporting programs in both physical and digital places;
- Re-imagine space design and management to support collaboration, emphasize flexibility and adaptability, and incorporate advanced technology to improve space utilization and enhance the experience of being at the University;
- Create a traditional and smart university that actively leverages technology features that anticipate and personalize the needs of the individual's campus experience, improves safety and security, enhances collaboration, and builds an outdoor/indoor connected environment;
- Improve connections and permeability between the campuses and their surroundings to better integrate the University with the City of San José and the community;
- Provide direction, funding strategies and phasing for future capital investments to implement the plan, including infrastructure.

Overall Facility Programming Goals

Academic and Research Facilities

- Replace or renovate aging academic facilities to provide more suitable and inspiring space for teaching, learning, research and creative activity in the 21st century:
 - Plan for resilience and renewal before building conditions become critical;
 - Encourage innovative and state-of-the-art design for new and renovated academic and research facilities;
- Evaluate and adjust academic space planning and management:
 - Develop a culture of sharing space and facilities;
 - Improve utilization of space for classrooms, labs, research facilities, academic support spaces, and the library;
 - Reassign space to achieve synergy and support collaboration and actively encourage interdisciplinary connections;
 - Incorporate informal collaboration and study space in academic buildings;
- Recognize and provide facilities for disciplines that need space tailored to their needs (such as labs and studios with specialized equipment) as well as flexible space that can be shared by multiple disciplines:
 - Anticipate and provide the facilities needed for increasing research and scholarly activity;
 - Include designated space for individual and group research projects;
 - Include designated space for innovation and entrepreneurship support programs for students, faculty, staff, and the community;
- Design and build flexible teaching spaces to better meet changing modes of instruction, including digital and engaged learning;

- Recognize and provide facilities for SJSU auxiliaries to improve the student and faculty experience when receiving services from these organizations.

Campus Community and Student Life Facilities

- Design all SJSU sites as vibrant places to teach, learn, work, live, and visit;
- Enhance the entire student experience to make the campuses more livable and memorable:
 - Foster a sense of belonging for students;
 - Consolidate student services so that they are more visible and easily accessed;
 - Improve access to the campuses, to technical resources and to services so that students can focus on learning rather than the logistics of attending class;
 - Create space for commuter students where they feel at home between classes;
 - Recognize the importance of informal outdoor and indoor space for impromptu recreation and gatherings;
 - Provide more meeting space for formal and informal student clubs, organizations, and other groups;
- Strengthen the sense of community for all those affiliated with the University (students, faculty, and staff):
 - Design facilities with space to accommodate a wide range of food, beverage and retail options that are healthy, accessible, and inclusive;
 - Make sports, recreation and wellness facilities more accessible and inviting to the campus community;
 - Right-size and relocate community and cultural event spaces to be more publicly accessible;
 - Include space for additional support services such as affordable child care;

- Increase housing availability and affordability on or near campuses
 - Provide for additional student housing based on University policy;
 - Offer a variety of housing types and price ranges, including family housing;
 - Identify opportunities for faculty and staff housing;
 - Take advantage of partnership opportunities for expanding housing choices.
- Invite and showcase the campus community's work and values:
 - Strengthen the role and importance of public art with strategic placement;
 - Showcase student activity and the work of the University in more visible ways;

Information Technology

- Incorporate future-enabled technology to support teaching, learning, research, scholarship, student support and administrative functions on the campuses and for work anywhere, anytime, for the adaptability and flexibility to meet the demands of our changing workforce and community;
- Prepare campus for tomorrow by designing new and renovated buildings, facilities, spaces and physical infrastructure from the start with technology and systems that create an interconnected campus;
- Emphasize safety, cybersecurity and privacy to empower the ubiquitous adoption of seamless, personalized digital services.
- See appendix for more detailed IT goals in support of the Campus Master Plan.
- Acknowledge both the cultural significance of the past and the University's future aspirations with new campus design;
- Utilize the virtual world to enhance the experience and identity of campuses;
- Design all campuses to be open, welcoming, inclusive, attractive, accessible, and connected with the neighborhoods that surround them:
 - Strengthen and integrate the Main Campus within its urban context;
 - Design shared outdoor spaces to be safe and also inviting;
 - Integrate building signage and wayfinding as standard design elements;
- Revise campus-wide design standards for campus facilities and support systems to have consistent visible elements University-wide, while allowing iconic features to stand out.
- Update Landscape Master Plan that applies University-wide:
 - Design paseos, campus edges, and gathering spaces on all campuses to be engaging, activated, and connected to the buildings and facilities that are adjacent to them;
 - Establish a variety of outdoor spaces for different activities from large gatherings to individual contemplation;
 - Design for flexible use of all open spaces to adapt to change.

Overall Campus Environmental Goals

Placemaking

- Strive to be visionary and cutting edge with new campus design:
 - Improve the impression of the University's campuses through innovative design around the experience and usability of space by the entire campus community;

Environmental Comfort

- Design all campuses to prioritize Universal Design and remove barriers to accessibility; and make the campus more equitable and intuitive to use;

- Emphasize pedestrian access and orientation within each campus to promote safety and wellness through active design;
- Program and design outdoor spaces to support studying, socializing and campus life:
 - Support learning outside through design of existing and new public spaces;
 - Design outdoor spaces to have internet connectivity and power to allow work to move seamlessly from place to place;
- Promote a sense of belonging and inclusion for all visitors and members of the campus community:
 - Design public spaces, both indoors and outdoors, for flexible use as gathering areas for SJSU’s diverse communities;
 - Build supportive inclusive spaces for amenities throughout campus buildings that are responsive to the needs of a diverse population who may spend long or varied hours on campus: prayer spaces and ablution stations; gender inclusive bathrooms; and lactation spaces beyond the regulated minimum availability. Design these to be accessible without gatekeeping personnel or embedded in offices that are only open during business hours. Locate these in safe accessible places that are not isolated in buildings.
- Provide an attractive, accessible, safe, clean, thermally comfortable, walkable, and sittable campus environment:
 - Design landscaped areas with climate appropriate planting and materials for environmental comfort;
 - Design or renovate buildings to enhance ventilation, indoor air quality, and thermal comfort;
- Create inclusive wayfinding systems to include all sites, both online and in physical spaces;

- Develop open and welcoming design solutions that also provide for personal safety and property security.

Sustainability Goals

Campus Infrastructure

- Minimize all resource use, including the carbon footprint of all campuses with a Strategic Climate Action Plan, including the embodied carbon impact of new construction:
 - Establish clearly-defined and quantified carbon goals;
- Assess and support utility and operational capacity, maintaining existing facilities at highest level of value and utilization:
 - When needed, design and renovate facilities (both buildings and landscape) to be sustainable, automated, and more resilient to climate change, and to retain their value at the end of life;
- Protect occupant and community health by phasing out the use of building materials containing toxic substances and eliminating gas combustion appliances;
- Minimize the visible impact of infrastructure on campus overall with Campus Design Standards for utilities, information technology and other infrastructure systems, particularly on the edges of the campus;
- Anticipate resilience needs of the campus with a University Resilience Plan (review the size of backup and reserve power, gas, and steam for emergencies, consider the needs of more frequent wildfires on indoor air quality, enhance water conservation and reuse in the face of future droughts, sheltering and efficient evacuation from wildfires, etc.):
 - Use “smart” infrastructure, reduce the need for disruptive activities like trenching, make infrastructure resilient and easy to maintain/upgrade;

- Leverage technology and data to make better informed process decisions that reduce waste and redundancy.

Sustainable Transportation

- Ensure access to campus is affordable, accessible, equitable, safe, and sustainable:
 - Create a Transportation Demand Management Plan that prioritizes sustainable transportation options, including public transportation, micromobility, and other alternatives to driving as well as support for electric vehicles;
 - Revisit the policy on micro-mobility to provide more options for mobility, including supportive infrastructure tied-in to city infrastructure (e.g., bike/scooter parking and maintenance, connections to existing routes and lanes), while respecting safety for people with limited hearing, vision, and mobility;
 - Provide universal access and wayfinding;
- Strengthen the safety, experience, and connectivity between the South and Main campuses:
 - Improve university-provided transportation between campuses.

Site Specific Goals

Main Campus

- Rebuild/replace outdated buildings and infrastructure with more current and flexible design and future-enabled technology solutions;
- Consolidate programming into taller buildings to provide more open space, considering and taking care to match the scale of future downtown buildings on the west as well as the character of surrounding neighborhoods on the east and south;
- Redesign the edges of Main Campus with more welcoming and inviting street frontage;
- Create a sense of arrival at Main Campus

with a series of landmark entry points that consider hierarchy and the fact that there are many ways to approach the campus;

- Provide more visibility of Tower Hall from downtown San José and City Hall;
- Prioritize outdoor space to improve open, green spaces for flexible activities;
- Replace parking garages and parking lots as the need for parking changes over time with new buildings or open spaces;
- Design spaces and surfaces for cultural expression for mural art, wall projections, and performance spaces with accessible electrical power sources visible not only on campus but from other parts of the city;
- Implement technology solutions that interconnect the Main Campus, South Campus, and Moss Landing Marine Labs, including indoor and outdoor spaces into a seamless experience and environment.

South Campus

- Strengthen South Campus as a safe and welcoming destination for students, faculty, staff and the community;
- Bring additional activities to South Campus to complement athletics including gathering spaces throughout the campus;
- Establish a robust internal pedestrian network, increase permeability, and reduce vehicle circulation;
- Design South Campus to have a more clear identity overall and especially from the edges of the campus;
- Improve lighting, security and infrastructure.

Moss Landing Marine Labs

- Integrate the Moss Landing Strategic Plan and the new campus master plan;
- Brand Moss Landing Marine Labs so that it is identified with SJSU and improve SJSU branding in and around it;
- Consider additional activities such as housing or a conference center to complement the Marine Laboratory.

Other Sites

- Brand other University sites so that they are identified with SJSU and establish direct connections to the Main or South campus where feasible;
- Consider building new affordable housing off the Main Campus;
- Consider how innovative research can be extended to other locations.

Implementation and Phasing Goals

- Strategically consider options for acquisition, ownership, leasing, or sharing future University sites;
- Target and grow the public, non-profit and private sector partnerships for housing, research, innovation, technology, and shared facilities;
- Develop a phasing plan, considering campus infrastructure, with priorities and sequencing for funding and implementation.

Appendix

Acknowledgments

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Appendix

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Appendix

Glossary - Acronyms and Measures

Enrollment and Population Measures*

Academic Year (AY) - begins with the fall term and ends with spring term.

College Year (CY) - begins with the summer term and ends with the spring term.

Full-time Equivalent Student (FTE, FTES) - is based on the units required for an undergraduate to complete a degree in four years (or one to two years for a graduate student).

- 1 Undergraduate FTE = 15 units
- 1 Post-baccalaureate FTE = 15 units (e.g., teaching credential student)
- 1 Graduate FTE = 12 units

Headcount (HC) - is the total number of individual students, faculty, or other employees, usually measured at fall census.

Space Measures*

ASF per FTE Model (ASF/FTE) - uses the concept of assignable square feet per Full-time Equivalent Student to evaluate space needs and project future space requirements.

Assignable Square Footage (ASF) - includes the floor area within a structure generally exclusive of public corridors, lobbies, elevators, janitor closets, chases, interstitial and equipment areas, and public restrooms.

Capacity - expressed in terms of AY FTES capacity, student stations, or office stations, using CSU utilization and space standards.

Gross Square Footage (GSF) - consists of the total outside measurement of a facility.

Utilization - based on the number of seats occupied in a classroom or laboratory per week:

Lecture Utilization Standard: 53.0 hrs/week at 66% occupancy = 35 hours/week/per student station

Lab Utilization Standard, for Lower Division: 27.5 hrs/week at 85% occupancy = 23.4 hours/week/per student station

Lab Utilization Standard, for Upper and Grad Division: 22.0 hrs/week at 80% occupancy = 17.6 hours/week/per student station

** Source: State University Administrative Manual (SUAM), Section V - Measurement Devices for Campus Physical Planning, Sections 9045-9050*

Appendix

SJSU IT Goals in Support of the Campus Master Plan

Megatrends

Industry megatrends impact Higher Education and shape SJSU's technology strategy. Megatrends represent multi-year patterns that affect technology throughout every industry. Using megatrends to shape our priorities and goals, we developed a long-term strategy that builds on success year-over-year and delivers far-reaching progress in realizing the vision of being a fully digital campus and a university to follow.

- **Information and Physical Safety** - Cybersecurity and safety of our university population is a critical and ongoing requirement.
- **Personalization** - Build relationships with our students and alumni that encourage lifelong learning and a resilient connection to the university.
- **Social and Digital Media** - Engage with our students and community on their primary communications platform.
- **Data and Analytics** - Incorporate data and advanced analytics into our everyday decision making helps us shed outdated practices and embrace more informed choices.
- **Technology as a Competitive Advantage** - Leverage technology and industry partnerships to provide a unique advantage.

Digital Transformation

- Implement a future unified technology platform to enable the vision of reimagining Higher Education.
 - Integrate and/or sunset education technology solutions across campus to create a more unified data platform.
- Continue to drive digital transformation through automation, digitization, and continual process improvement so the campus community can work, learn, and teach from anywhere, anyplace, anytime.
- Deploy a Customer Relationship Management (CRM) platform that gives campus units a single platform for leveraging campus population data, driving personalization and encouraging lifelong learning that builds a lasting relationship with SJSU.
- Grow and renew critical infrastructure and steer technology planning to support the success of researchers, students, staff, and faculty.
- Implement state-of-the-art, advanced technology to support education with enhanced teaching and learning capabilities.

Appendix

SJSU IT Goals in Support of the Campus Master Plan (Continued)

Cybersecurity

- Embattle strategic layers of security, increasing security by creating doors that lock throughout our digital home instead of placing just one lock on the front door.
 - Continually promote a culture of awareness where security is everyone's business.
 - Develop a critical approach to digital dangers through change management for the entire SJSU community.
- Utilize emerging technology and practices that proactively manage cybersecurity risks.
 - Leverage AI (artificial intelligence).
 - Proactively detect and resolve the security posture of our campus.

Technology as a Competitive Advantage

- Leverage SJSU's location in Silicon Valley to give our students and the university a unique advantage through partnerships with private industry.
- Partner with industry leaders such as IBM, LinkedIn, Cisco, PayPal and others to give students first-hand industry-specific skills, cutting-edge technology, and access to employment opportunities.

Upskill IT Workforce in Support of Tomorrow's Advanced Technology

- Empower and encourage SJSU faculty, staff, and researchers to utilize new, emerging, and advanced technology.
- Identify critical technology gaps based on Transformation 2030 and craft individualized staff career development pathways to build both core and cross-competency.
- Establish and support an inclusive, welcoming, and diverse IT culture.

Appendix

Reference Weblinks

Evaluation of Existing Plans:

<https://drive.google.com/file/d/1b1hifxqVLFyr2bYjRdaazX17DGhmw1EW/view>

Advisory Committee Introductory Meeting Notes:

<https://www.sjsu.edu/campusmasterplan/advisory-committee/index.php>

Stakeholder Summary Report:

<https://www.sjsu.edu/campusmasterplan/docs/SJSU-CMP-Stakeholder-Summary-2020.pdf>

Open House Summary:

<https://drive.google.com/file/d/1Rhr37H4rVk4j0B8xiuvzjHvuorxzISWi/view>