



NEW CENTURY PLAN

A STRATEGIC FRAMEWORK FOR
CAPITAL INVESTMENT
AT UC BERKELEY

VERSION 03.1
JANUARY 2003

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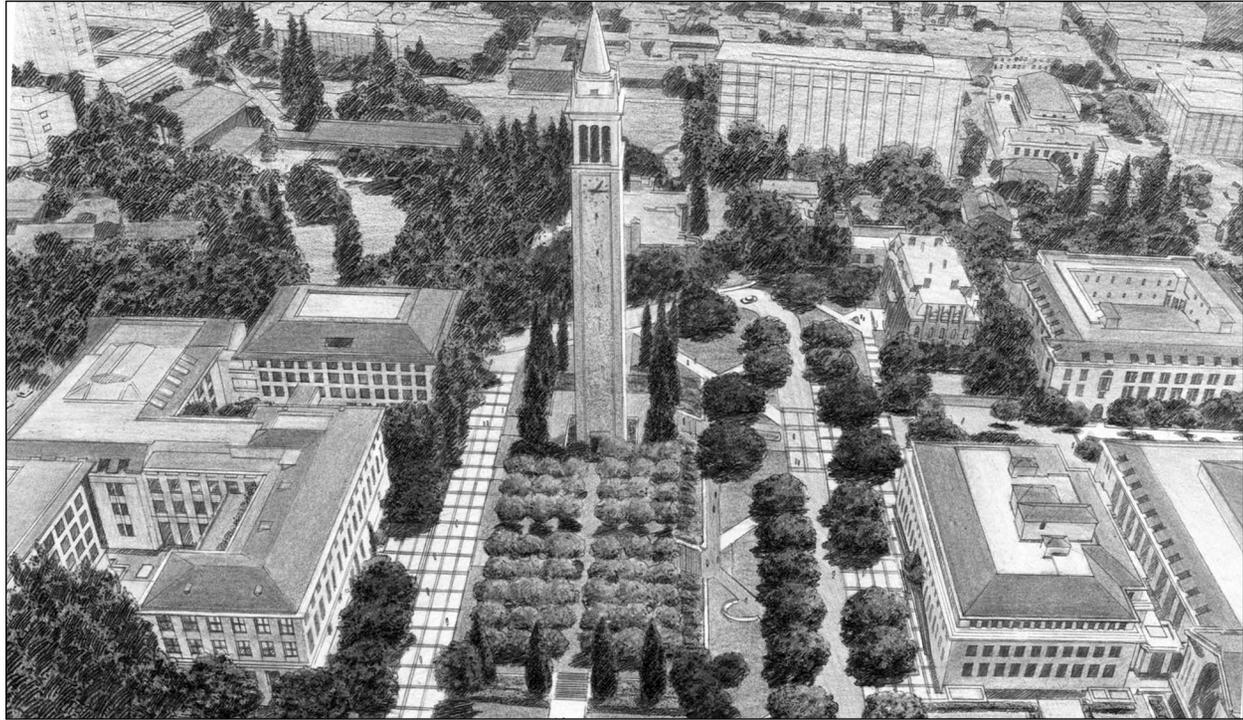
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This Plan represents the collaboration of many individuals and committees. The New Century Plan Advisory Committee defined the ambitious scope and goals of the Plan, and framed the issues the campus must address. A broad spectrum of campus peer reviewers, including the Design Review Committee and the Committees on Academic Planning & Resource Allocation and Space Assignments & Capital Improvements, reviewed and critiqued our three interim working papers published in fall 2000. Version 01.1 of the New Century Plan, circulated for internal review in summer 2001, drew largely on the content of these working papers, and was reviewed by both the Strategic Planning Committee and the Executive Campus Planning Committee. Version 02.1, published in summer 2002, incorporated not only the results of those reviews, but also the principles of the Strategic Academic Plan prepared by the Strategic Planning Committee. Version 02.1 was, in turn, reviewed and critiqued by the Academic Senate: refinements based on this review were incorporated into both the web version of the New Century Plan, posted on the campus website in spring 2003, and in this document. The New Century Plan is a collaborative effort of UC Berkeley Capital Projects staff and our exceptional consultants at Sasaki Associates, but it would not have been possible without the invaluable guidance and counsel of the following reviewers:

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ABOUT THE PLAN

PURPOSE

SCOPE

ORGANIZATION

IMPLEMENTATION

RELATED PLANS

Strategic Academic Plan

Long Range Development Plan

PURPOSE

The new century finds UC Berkeley at the threshold of major physical change. The substantial capital investments required to improve the seismic safety of our buildings, and accommodate the growing number of college-age Californians, also present us with a unique opportunity to leverage those investments to renew the campus, and provide the space and infrastructure we require to maintain the Berkeley standard of excellence.

Because our resources are finite, however, we must strive to ensure each new investment:

- represents the optimal long-term use of land and capital for the campus as a whole,
- preserves and enhances our extraordinary legacy of landscape and architecture,
- provides the capacity and agility to meet future as well as current demands,
- contributes to a stronger and more vital intellectual community,
- improves the synergy of campus and community, and
- enhances the quality of campus life.

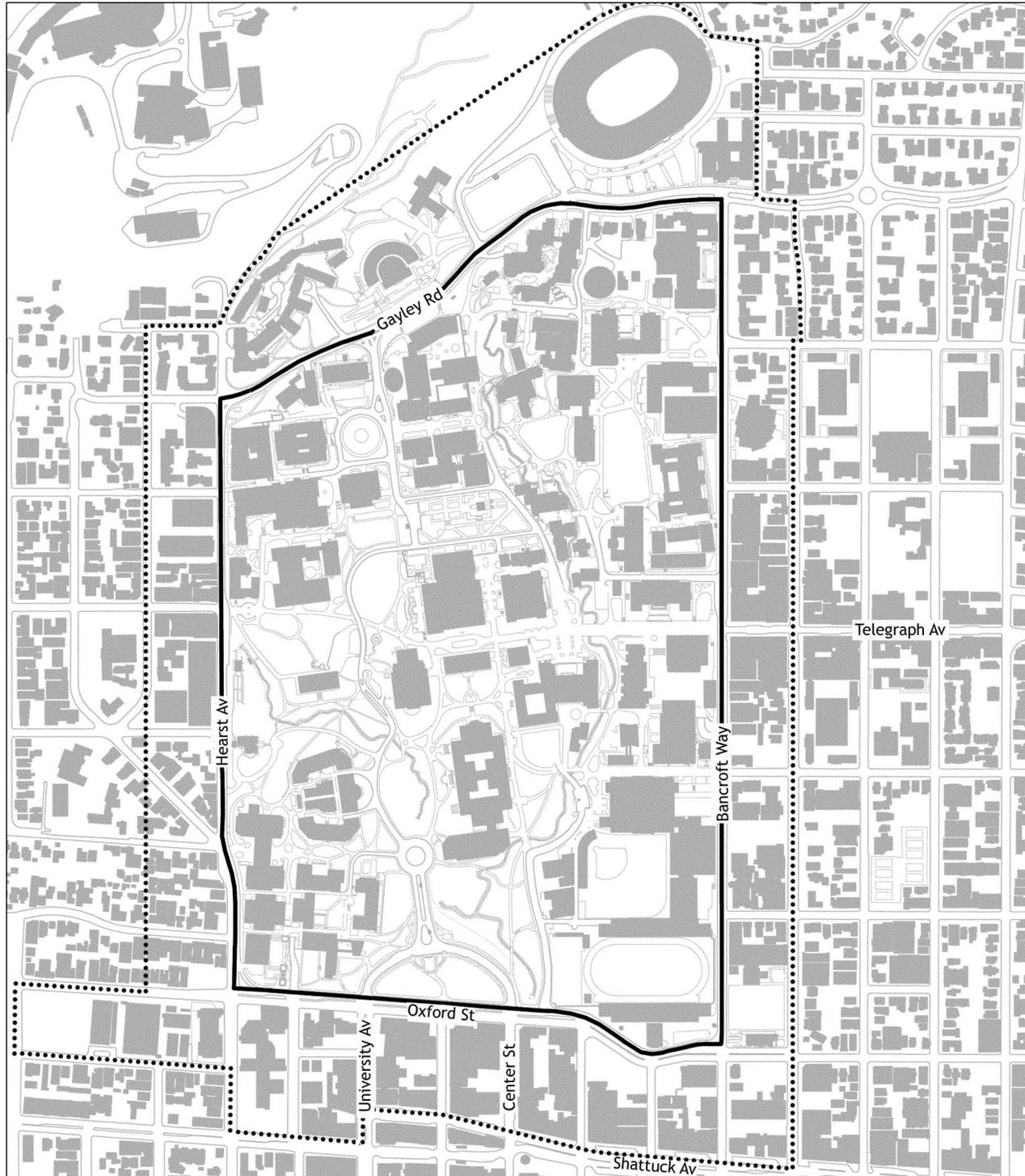
The purpose of the New Century Plan is to provide a comprehensive strategic framework for these decisions.

**Figure 0.1:
Core Campus & Environs**

—————
Core campus

.....
Adjacent blocks

The Strategic Academic Plan states future campus growth should be accommodated primarily on the core campus and adjacent blocks, a principle reflected in the Location Guidelines in this Plan.



SCOPE

The New Century Plan covers the Core Campus and environs, as shown in figure 0.1. Future versions of the Plan may broaden in scope to include:

- Hill Campus
- Clark Kerr Campus
- Richmond Field Station
- University Village
- Other university owned facilities (6701 San Pablo, 2000 Carleton, etc)

While the Hill Campus and Richmond Field Station both have potential to play a stronger complementary role to the core campus and environs, both sites also pose significant logistical and environmental constraints to more intensive use.

The Clark Kerr Campus and University Village will continue as primarily residential sites. However, both sites require significant investment programs to upgrade existing buildings, and the east portion of University Village is proposed to be redeveloped as a mixed-use housing and retail complex, in partnership with a private developer. The future use of the Clark Kerr Campus is also subject to legal covenants with both the city and neighboring property owners, which extend through 2032.

ORGANIZATION

The New Century Plan is organized around a set of **Strategic Goals**. Each deals with an aspect of the capital investment strategy, and is supported by **Policies** and **Initiatives**, which outline the specific actions the university should take to implement the Goals.

- **Policies** are measures the campus shall take to guide and shape - and in some instances limit or prohibit - new capital investment, to ensure resources are used wisely, and the quality and amenity of the campus environment is enhanced by each project.
- **Initiatives** are more proactive. Whereas the Policies enable the campus to guide and shape new projects, the Initiatives describe actions that serve the interest of the campus as a whole.

The **Project Portfolio** presents an illustrative vision of how the Policies and Initiatives might be realized on the campus. The Portfolio is followed by a section on **Project Guidelines**, which augment the Policies with more detailed criteria for Location, Space Utilization, and Design. The New Century Plan concludes with a section on **Project Approval**, which describes how the strategic elements of the Plan should be used to frame and inform investment decisions through the campus' capital projects approval process.

IMPLEMENTATION

A strategic plan is only as effective as its means of implementation. The UC Berkeley campus has been the subject of many outstanding analyses over the years, yet capital investment decisions tend to be ad hoc: not because the campus lacks sound decisionmaking principles, but because there has been no clear linkage of those principles to a practical decision sequence.

The campus has taken action to change this paradigm, by forming the Executive Campus Planning Committee and by establishing a new, clear approval process for capital projects, as described in **Project Approval**. The ECPC serves as the advisory body to the Chancellor for all capital investment decisions. **The New Century Plan serves as the strategic framework for those decisions:**

- The **Policies** and **Guidelines** in the Plan provide the foundation for the review of individual projects, to ensure capital investment decisions both optimize the use of resources and help realize the campus vision. The section on Project Approval outlines the staff and committee reviews, and ECPC actions, required at each phase of a project.
- The **Initiatives** provide a comprehensive, long-term agenda of investments to enhance the quality of campus life. They enable the campus to pursue a wide range of public and private funding sources, with the confidence each individual Initiative fits within an integrated vision for the campus as a whole.

RELATED PLANS

Strategic Academic Plan

It is a fundamental principle of the New Century Plan that our capital investment strategy should align with and promote the academic goals of the campus. Toward this end, the Chancellor formed a new campus committee in fall 2000 and charged it with preparing a Strategic Academic Plan, which has now been completed and presented to the Chancellor. The Academic Plan has, in turn, shaped the physical vision of the campus described in the New Century Plan. The Academic Plan is comprised of ten key principles, four of which address the physical campus and, together, define the parameters of future campus development:

- Limit Future Growth
- Design for Interaction
- Maintain Contiguity
- Invest in Housing

Limit Future Growth. As the demands generated by both education and research continue to intensify over the next decade and beyond, the Berkeley campus must become even more rigorous in managing the nature and magnitude of further growth.

First, UC Berkeley is a small, intensively developed urban campus. While a few building sites remain on the core campus, and a few existing buildings can be enlarged or replaced, the cumulative potential to increase core campus space is on the order of 10%-15%, as described in strategic goal I. This is barely adequate to accommodate the growth required by 'tidal wave 2': it provides no capacity for further growth or for new academic initiatives. The university-owned sites on the blocks adjacent to the core campus could, if redeveloped, contribute as much as another 10-15%; however, these sites are also ideal for housing, for which UC Berkeley has a critical need.

Second, the ability of the city to absorb further campus growth is also limited. The city infrastructure is aging, and housing near campus, due in large part to the demand generated by the university, is both scarce and expensive: these conditions would only be exacerbated by further growth. Third, there is no assurance capital would be available to fund investments in new academic space: while we should continue to pursue such funds, the state capital program for at least the near future at UC Berkeley is composed primarily of seismic retrofits to existing buildings.

Berkeley is also the oldest campus of the university, and over half the built space on our core campus is over forty years old. Both instruction and research have undergone dramatic change during this period, in terms of both the workstyles we employ and the infrastructure we require. Many instructors and researchers struggle with spaces and systems compromised not only by age, but also by decades of underinvestment. The renewal of our facility inventory is crucial to our ability to recruit and retain exceptional individuals, and pursue new paths of inquiry and discovery.

Note: The term 'tidal wave 2' refers to the projected growth in the numbers of college-age Californians over the next decade, which includes the children of the huge postwar generation: the original 'tidal wave'. In order to meet its obligation to the state, the University of California as a whole must increase enrollment by 63,000 students during the period 1998-2011. The Berkeley campus' share of this growth, 4,000 students, represents an increase of roughly 14% in enrollment over this period.

To the extent land and capital are consumed by further campus growth, they become unavailable for campus renewal. Because capital is scarce, and land is both scarce and finite, we must impose a limit on future growth in order to focus our resources on the critical task of renewal. The Academic Plan recommends the campus:

- limit enrollment at UC Berkeley to no more than 33,000 students, our projected size if the entire ‘tidal wave 2’ increment of growth proposed for Berkeley is absorbed.

Maintain Contiguity. The breadth and quality of our academic programs are the equal of any university in the world, but UC Berkeley is more than the sum of its parts. A great research university also requires a dynamic intellectual community, one that provides exposure to a wide range of cultures and perspectives, and generates the interactions that lead to new insight and discovery. For such a community to thrive requires a campus organized and designed to foster those interactions.

Although the academic structure of the campus reflects the traditional disciplines defined over a century ago, they are no longer insular and self-contained. On the contrary, the potential for creative interaction is *everywhere*. The health sciences initiative, for example, brings together researchers from physics, biology and chemistry, while our academic programs focused on culture, gender and ethnicity draw upon both social sciences and humanities.

Because the potential for interaction is *everywhere*, and because we cannot predict where productive synergies may emerge in the future, our first principle of physical organization must be to retain and reinforce the contiguity of the academic enterprise on and around the core campus. The Academic Plan recommends the campus:

- accommodate future academic growth on the core campus and adjacent blocks.
- reserve core campus space for functions that serve and/or involve students.
- reserve adjacent blocks for research and service units that require core campus proximity.

Design for Interaction. While the compact size of the campus encourages an interactive community, its physical design does not. Buildings on the Berkeley campus provide few interior spaces conducive to informal, unstructured interaction, although the thriving cafe in Moffitt Library shows how productive such places can be.

The same is true for exterior spaces: while the campus landscape is beautiful, few places are designed and furnished to be conducive to social interaction, and even fewer have any sort of visual link to the activity within the buildings around them. This is a special dilemma for the growing numbers of students, faculty and staff who use the campus at night: after dark, exterior spaces unlit and unobserved by active interior spaces are perceived as unsafe.

Because research and instruction today are increasingly team-based and multidisciplinary, the campus must be re-envisioned to foster the interaction and information-sharing this new community demands. Leading edge companies in biotechnology, infotechnology, and creative services understand the value of places of interaction, and design for them as a matter of course: they are just as crucial to the work of the university. The Academic Plan recommends the campus:

- make spaces conducive to creative interaction a priority in new capital investment.
- create 'places of interaction' at key nodes of campus activity.
- enhance the role of the library as an intellectual commons.
- site and design interior and exterior common spaces to create a true 24-hour campus.

Invest in Housing. Even more fundamental to intellectual community than the physical design of the campus is the ability to recruit and retain outstanding faculty and students. The adequacy and quality of our facility inventory is one cause for serious concern, as described above: another is the cost and quality of housing.

Our best student and faculty candidates increasingly cite the scarcity of good, reasonably priced housing as a primary factor in their decisions whether or not to come to Berkeley. Of those who do, many find themselves living miles from campus, where the length of the commute itself becomes a disincentive to spending time on campus, at the expense of both formal and informal interaction with their colleagues.

While the problem of housing affects everyone, it is particularly acute for students. University operated student housing, and its extensive on-site support programs, presently accommodates only 20% of our students, primarily first-year undergraduates. Expanding the supply of university housing, in close proximity to campus, is necessary not only to ensure our students are adequately housed, but also to enable them to focus on their academic pursuits and immerse themselves in the rich intellectual life of the university. The Academic Plan recommends the campus:

- provide two years of university housing to entering freshmen who desire it, and one year to entering transfer students who desire it.
- provide one year of university housing to entering graduate students who desire it.
- provide up to 3 years of university housing to new untenured ladder faculty who desire it.
- partner with private developers to continue to expand and improve the rental housing stock available to the campus community.

The goal for entering freshmen includes those admitted as fall extension students.

Links to the New Century Plan. The four aforementioned principles, along with other Academic Plan initiatives with implications for capital investment, inform the entire New Century Plan, but are reflected most directly in **Growth and Renewal**, the **Interactive Campus**, and the **Housing Initiatives**.

Long Range Development Plan Together, the Strategic Academic Plan and the New Century Plan define the policy framework for an updated Long Range Development Plan. The LRDP outlines the campus investment program for a specific period of time (through 2020) and entitles this program under the California Environmental Quality Act through a comprehensive program-based environmental impact report.

