



SAN FRANCISCO PLANNING DEPARTMENT

Executive Summary Institutional Master Plan

HEARING DATE: DECEMBER 7, 2017

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Date: November 30, 2017
Case No.: **2017-010001IMP**
Project Address: **536 Mission Street (Golden Gate University)**
Zoning: C-3-O(SD) (Downtown – Office, Special Development)
700-S-2 Height and Bulk District
Block/Lot: 3708/098
Project Sponsor: Bill Lee
Golden Gate University
536 Mission Street
San Francisco, CA 94105
Staff Contact: Andrew Perry – (415) 575-9017
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Recommendation: **No Action Necessary – Informational Item**

BACKGROUND ON INSTITUTIONAL MASTER PLANS

Planning Code Section 304.5 requires Post-Secondary Educational Institutions and Hospitals in the City to have an Institutional Master Plan (“IMP”) on file with the Planning Department, with an update provided every two years. The IMP requires a description of the following: the institution’s physical plant; employment characteristics; services provided and service population; ownership of properties through the City and County of San Francisco; parking availability; development plans for the next 10 years and its impact on the General Plan and any neighborhood plans on file; and any other relevant general information.

The purpose of the IMP is to provide this information to the Commission and the public. The IMP is available for public review, and has been posted on the Planning Department’s website. Any proposed changes in land use described in the IMP would require separate review and approval by the Commission and/or Department staff, as applicable.

PROJECT DESCRIPTION

The Project is the submission of an Institutional Master Plan for Golden Gate University (“GGU”). Golden Gate University has previously submitted IMPs to be on file with the Planning Department, the most recent being accepted in March 2015. Since acceptance of the last IMP, GGU has pursued a campus unification plan, which has included internal upgrades and modernization of instructional spaces primarily within the 536 Mission Street main campus location. Additionally, GGU has consolidated all of the academic support and administrative service functions from their location at 40 Jessie Street, such that these services are now all entirely housed within the 536 Mission Street building. GGU has retained ownership of 40 Jessie Street, and has recently entered into a lease agreement with a commercial tenant for the entirety of the building.

Over the next 10 years, GGU expects a continued growing demand for student housing particularly from full-time students; a recent analysis projected that by academic-year 2020-2021, GGU has a potential demand for 510 beds of student housing. In order to help meet this demand, GGU has been working with Panoramic Interests on a potential lease for student housing at their City Gardens project, otherwise known as 333 12th Street. This represents a significant change to the Institute's student housing opportunities, and required the filing of a new IMP. Additionally, although GGU does not have any definitive plans at this time for their 536 Mission Street and 40 Jessie Street properties, the University's Board of Trustees and Real Estate Task Force will continue to explore development options that optimize use of the University's real estate portfolio, which is located within the highly desirable and rapidly changing Transbay District.

SITE DESCRIPTION AND PRESENT USE

The headquarters of GGU is located at 536 Mission Street, a property owned by the University on the northwest side of Mission Street between 1st and 2nd Streets, with frontages also along the southeastern side of Jessie Street and the southwestern side of Ecker Street, Lot 098 in Assessor's Block 3708. This property is located within the C-3-O(SD) (Downtown – Office, Special Development) District and 700-S-2 Height and Bulk District. This building has two main wings, collectively housing all of the University's classrooms and educational functions, as well as all of the administrative support and student services functions.

In addition, GGU also owns the property at 40 Jessie Street, which is directly across Jessie Street from their main campus facility at 536 Mission Street. This property has frontages along Jessie Street and Ecker Street, Lot 023 in Assessor's Block 3708, and is also located within the C-3-O(SD) District and a 500-S Height and Bulk District. Both properties are located within the Downtown and Transit Center District Plan Areas. The 40 Jessie Street building previously accommodated most of the University's administrative office and student service functions; however, these components have recently been consolidated in order to fit within the existing area of the 536 Mission Street building. The 40 Jessie Street building in its entirety has now been leased to a single commercial tenant.

Lastly, although no firm commitments have been made at this time, the University is working with Panoramic Interests on a potential lease for student housing at the 333 12th Street project site, Lot 022 in Assessor's Block 3521, within the WMUG (West SoMa Mixed Use – General) District and 55/65-X Height and Bulk District.

SUMMARY OF THE CONTENTS OF THE IMP

Nature of the Institution, History and Growth: Golden Gate University traces its origins back to at least 1901 as the YMCA Evening College, which offered evening lecture series and made courses in legal studies more widely available to the public. GGU has since expanded its academic offerings to include undergraduate and graduate programs in a variety of business and law disciplines; however, the University remains focused on hands-on learning, with practical applications targeted at working professionals. More than half of GGU's classes are scheduled for evenings, with a minimal amount scheduled during normal, daytime business hours.

Physical Changes in the Neighborhood: Golden Gate University first moved into its current location in downtown San Francisco around 1964, having previously occupied space in a building along Golden Gate Avenue. The University first purchased the Allyne Building at 532 Mission Street, known today as the East Wing, and then constructed the West Wing in 1977, attaching the two building areas and creating a ground-level courtyard along Mission Street. Starting in the early 1990s, the University saw a period of property expansion, receiving 40 Jessie Street as a gift and actively purchasing several other properties in the vicinity. However, changes in GGU leadership a decade later instead decided to focus on the consolidation of the University into the 536 Mission Street and 40 Jessie Street properties only, selling off the remainder of the University's holdings in order to fund renovations and improvements to the two primary campus buildings that would remain. Physical changes in the neighborhood driven by GGU are dwarfed in comparison to changes that have occurred due to other commercial development. This immediate area within the C-3-O(SD) District has experienced dramatic changes over the last ten years, with the development, or Commission approval of a number of skyscrapers, including the Salesforce Tower, 181 Fremont, and the Oceanwide Center towers, as well as the Transbay Transit Center, which is located one block away.

Services Provided and Service Population: Golden Gate University is a private, non-profit institution that offers undergraduate and graduate programs in taxation, law, accounting, and business fields. GGU offers a number of services focused on the work-study schedule of its student population, including career and internship counseling, and there is also University support of student organizations that extend their work beyond the classroom. As of the 2015-2016 academic year, there were more than 3,500 students enrolled in over 32 programs, with 482 as international students. The average student age at GGU is 34 years old, and a majority of the students have active employment while enrolled. In recent years, GGU has seen its enrollment numbers decline, particularly for the law school and among international students, which follows trends seen nationally.

Employment Characteristics: GGU employs 609 faculty members, of which the majority (546) are part-time employees. Additionally, GGU employs 358 administrative staffers, with a roughly equal split between full-time and part-time employees. The University is an Equal Opportunity Employer and does not discriminate on the basis of race, religion, sex, sexual orientation, national origin, age, disability, or any other characteristic protected by law. Additional information about the student and employment populations may be found in the tables on pages 9-10 of the IMP.

Facilities: GGU currently owns two properties at 536 Mission and 40 Jessie Streets. The University is exploring options to lease student housing beds at 333 12th Street as part of Panoramic Interests development project on the site.

Parking and Access to Facilities: GGU is centrally located in downtown San Francisco, and is well-accessed by a number of public transportation systems, including MUNI, BART, Golden Gate Transit, East Bay Transit, and ferry service. As such, the University encourages public transportation and carpooling for students and employees whenever possible, and GGU does not currently, nor has any plans to provide off-street parking. While law classes are offered during daytime hours, the majority of business classes are offered during weeknights or weekends. There is typically a greater availability of on-street or garage parking in the downtown during these periods, or since many of the enrolled students are also employed in the area, they will find parking closer to their place of employment and walk over to

the GGU campus. GGU has also made efforts to expand their e-learning program, allowing students to complete course requirements online, as well as registering for courses and ordering textbooks.

Current Projects/Future Expansion: Following the consolidation and migration of all administrative support and academic service functions from the 40 Jessie Street building into the 536 Mission Street main campus building, GGU entered into a lease agreement in December 2015 with a commercial tenant that would occupy the entirety of the 40 Jessie Street building. Tenant improvements associated with that lease agreement are underway, and occupancy is expected by early 2018.

Although a majority of GGU students are working professionals already living in the region, the University was interested in evaluating the demand for student housing among its full-time students. The report that was commissioned found a current need for 316 beds, growing to 510 beds by the 2020-2021 academic year. As such, GGU is currently exploring potential lease options for student housing with Panoramic Interests and their City Gardens project located at 333 12th Street. This is the same student housing facility for which the San Francisco Art Institute has also signed a letter of intent to lease; at this time, SFAI and GGU are being considered as the main tenants for the project.

The potential student housing location at 333 12th Street is located roughly two miles from GGU's 536 Mission Street campus. Students would have a number of transportation options between the sites, including during late-night hours, requiring approximately 15-20 minutes by either public transportation or by bicycle.

The 333 12th Street project was approved by the Planning Commission in December 2016 as a residential housing project utilizing the State's Density Bonus Law. The project sponsor for that project has now submitted a new Conditional Use Authorization application to the Planning Department, Case No. 2015-004109CUA-02, to permit a change of use from the previously approved residential project to student housing. This new request for Conditional Use Authorization may not be heard by the Planning Commission until at least 3 months following acceptance of this IMP.

Lastly, GGU notes in the IMP that while they have no definitive future plans for their properties at 536 Mission and 40 Jessie Streets, the University has been approached by a number of developers interested in helping GGU to maximize allowable densities and uses at the properties, as would be consistent with the University's fiduciary responsibilities. Given the heightened and ongoing development activities near the Transbay Terminal, these properties function as a large financial asset to the University, however, any development opportunities that may arise would also need to properly align with GGU's strategic priorities, keeping operations consistent with the University's academic mission, programs and services. As part of that, GGU will also continue to explore creative options and modes of educational delivery, including via online courses and other non-degree programs.

ENVIRONMENTAL REVIEW

Institutional Master Plans are non-action items, and therefore do not require review under the California Environmental Quality Act (CEQA).

HEARING NOTIFICATION

TYPE	REQUIRED PERIOD	REQUIRED NOTICE DATE	ACTUAL NOTICE DATE	ACTUAL PERIOD
Classified News Ad	20 days	November 17, 2017	November 15, 2017	22 days
Posted Notice	20 days	November 17, 2017	November 17, 2017	20 days
Mailed Notice	20 days	November 17, 2017	November 17, 2017	20 days

PUBLIC COMMENT/COMMUNITY OUTREACH

- To date, the Department has not received any public comment regarding Golden Gate University's most recent IMP submittal.

REQUIRED COMMISSION ACTION

No formal Planning Commission action is required and the Commission's acceptance of the IMP by closing the public hearing does not indicate approval of any project. It merely acknowledges that the IMP contains the required items and that there has been a public hearing. By holding a public hearing in order to receive public testimony, the Planning Commission has fulfilled the requirements of Planning Code Section 304.5.

BASIS FOR RECOMMENDATION

The Institutional Master Plan for Golden Gate University complies with the requirements of Planning Code Section 304.5.

RECOMMENDATION: No Action Necessary – Informational Item
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Attachments:

Golden Gate University Institutional Master Plan (2017)

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GOLDEN GATE UNIVERSITY

INSTITUTIONAL MASTER PLAN



2017

Golden Gate University
Institutional Master Plan
2017

Prepared by MKThink for Golden Gate University

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1.0 INTRODUCTION

As required by the City of San Francisco Planning Code, Section 304.5, **Golden Gate University (GGU)** has prepared the following Institutional Master Plan.

This report serves as an update to the 2015 Abbreviated Institutional Master Plan submitted to and on file with the City. It reflects information about the school's ongoing mission, programs and services.

This report also includes information regarding the institutional nature, present physical plant, access, traffic circulation patterns and development plans of Golden Gate University. The University's response to the Eight Priority Policies of Section 101.1 of the City's Planning Code as well as descriptions of educational programs, service population, employment characteristics, nearby land uses and the properties within the City owned and operated by the University are also detailed in this report.

This Institutional Master Plan was prepared by MKThink in consultation with Mike Koperski, Director of Business Services and Facilities for Golden Gate University, and other University staff.

2.0

EXECUTIVE SUMMARY

Founded by progressive San Franciscans during the Gold Rush era, Golden Gate University offered some of California's first college-level night classes. This includes the state's first evening law program in 1901. Fast-forward 115 years and GGU remains a fully accredited non-profit institution that provides high-quality, pragmatic and professional education in a wide range of disciplines.

Strategically situated in proximity to the city's Financial District, the campus is symbolic of GGU's mission to connect working professionals with practice-based learning. The University leverages its proximity to companies and industry leaders around the neighborhood and the world. In particular, it assures graduates are well-trained in accounting, business, psychology, tax and law — disciplines that are increasingly subject to the changing demands and needs of today's society.

As of 2016, GGU enrolls approximately 3,500 students from the United States and around the globe. Supporting this student body, there are 63 full-time and 546 adjunct faculty members. In addition, GGU employs 358 full- and part-time staff who fulfill the University's academic and operational mission.

Since the last master plan was submitted to the City, GGU made one significant change to its operation. During 2015 to 2016, the University undertook an effort to make better use of its facilities. As a result of this effort, GGU consolidated all operations into its main building on 536 Mission Street. This provided an opportunity for the University to repurpose its facility at 40 Jessie Street. In December 2015, GGU leased the Jessie Street building to a commercial tenant. The tenant is now in the process of working through tenant improvements at that location.

In 2017, the University is exploring three strategies that may affect GGU's facilities.

The first possible change on the horizon is student housing. Student housing, or the lack thereof, can have and has had, an adverse impact on GGU enrollment. The University believes potential students opt to not enroll because adequate affordable housing is not available.

Working with the Scion Group, an independent provider of student housing advisory services in over 180 campus markets, GGU explored housing availability in the city and conducted an in-depth analysis of housing needs for students. The analysis projected that by academic-year 2020-2021, GGU has a potential demand of 510 beds for student housing. To help meet this demand, the University is evaluating student housing options. GGU is working with Panoramic Interests on a possible master-lease of the developer's City Gardens project. The project, located on 333 12th Street, is slated for initial occupancy in Fall 2020.

Another strategy that may affect campus operation relates to optimizing its use of real estate. The University's main facility on Mission Street is in a prime location for future growth. Developers have approached GGU about the future use of their facilities and the possibilities that exist. The University Senior Leadership Team, as stewards of GGU's real estate assets, will ensure any opportunities that may be presented properly align with the University's strategic priorities.

Lastly, the University plans to continue exploring creative, alternate modes for education delivery, including online courses as well as non-degree programs and certificates. The impacts of these potential modes of education on future facility need is not yet understood, as of the writing of this Institutional Master Plan.

3.0

NATURE OF INSTITUTION

NATURE OF INSTITUTION

Golden Gate University traces its origins to an evening lecture series started by the San Francisco YMCA in the early 1850s. Still known as the YMCA Evening College at the time, GGU helped make legal studies more available to the common person by offering California's first evening law program in 1901.

Today, GGU continues to pioneer hands-on learning by practicing the scholar-practitioner-leader concept, the case-study method of instruction and e-Learning. The University provides undergraduate and graduate education in a variety of business and law disciplines. It retains its competitive advantage by accommodating working professionals, offering practical courses at its main campus in downtown San Francisco and through its regional learning centers located in Los Angeles and Seattle.

GGU is a Federally recognized 501c(3) not-for-profit institution and is governed by an active Board of Trustees, many of whom are alumni of the University.

MISSION AND INSTITUTIONAL GOALS

For over 115 years, Golden Gate University has remained committed to its mission of providing high-quality, practice-based educational programs in law, taxation, business and related professions. The University provides an innovative and challenging learning environment that embraces professional ethics and diversity.

To further this mission, GGU offers a wide array of programs that are relevant to the community, particularly given its setting as an urban campus in the Financial and Transit Center Districts, centered around the Transbay Terminal in San Francisco. Through its academic programs, GGU requires that students possess the following:

- The ability to think critically, analyze and synthesize
- The relevant bodies of knowledge in global and multicultural business and legal environments
- The knowledge of professional standards and ethics and the ability and sense of duty to apply them
- A respect and appreciation for the value of diversity among people and ideas
- Effective research skills relevant to their discipline
- Communication skills, including speaking, writing and listening
- The ability to use technologies and applications necessary for success in their fields
- The ability to adapt in the rapidly changing world
- Leadership qualities
- The awareness necessary to identify and capitalize on career or service opportunities

PROGRAMS OFFERED

In keeping with its pragmatic mission, GGU maintains and has introduced new program offerings that respond to the needs of the digital economy and changes in business. The University currently offers 32 degree programs, each with their own unique concentrations. Approximately 54 percent of the classes offered are scheduled in the evenings. Meanwhile, about 12 percent of classes are offered during daytime business hours. Programs with asterisks are newly introduced.

Bruce F. Braden School of Taxation

Graduate

Master of Science in Taxation

Edward S. Ageno School of Business

Business Analytics

Graduate

Master of Science in Business Analytics*

Business & Management

Graduate

Doctor of Business Administration

Executive Master of Business Administration

Master of Business Administration

Master of Business Administration / Juris Doctor (Joint Degree)

Undergraduate

Associate of Art

Bachelor of Arts in Management

Bachelor of Science in Business

Finance/Financial Planning

Graduate

Master of Science in Finance

Master of Science in Financial Planning

Master of Science in Financial Planning and Taxation

Human Resources

Graduate

Master of Science in Human Resource Management (MS HRM)

IT Management

Graduate

Master of Science in Information Technology Management

PROGRAMS OFFERED

Edward S. Ageno School of Business (continued)

Marketing & Public Relations

Graduate

Master of Science in Marketing

Master of Science in Integrated Marketing Communications*

Project Management

Graduate

Master of Science in Project Management

Psychology

Graduate

Master of Arts in Counseling Psychology*

Master of Arts in Industrial-Organizational Psychology*

Public Administration

Graduate

Master of Science in Public Administration

School of Accounting

Graduate

Master of Accountancy

Master of Science in Accounting

School of Law

Graduate

Juris Doctor

Juris Doctor / Masters of Business Administration

Juris Doctor / Doctor of Philosophy

Master of Laws

Environmental Law

Estate Planning*

Intellectual Property Law

International Legal Studies

Taxation

US Legal Studies

Doctor of Juridical Science

ADDITIONAL SERVICES OFFERED

GGU also offers a number of services focused on the work-study schedule of its student population. These services include career and internship counseling, academic advising, disability services, and workshops to support student success through the Center for Teaching and Learning Excellence.

The University also supports various professional and social activities by student organizations for both the business and law school programs. Student activities expand beyond the classroom. For example, the Law School's Women's Employment Rights Clinic partners with community-based organizations to counsel women in employment-related matters.

ACCREDITATIONS

Golden Gate University is fully accredited by the Western Association of Schools and Colleges Senior College and University Commission.

The University's School of Law is an American Bar Association-approved law school and is accredited by the Committee of Bar Examiners of the State of California. It is also a member of the Association of American Law Schools.

RANKING

- Ranked 1st Best College for Adult Learners, The Washington Monthly magazine
- Ranked 1st Master of Science in Taxation, Top 10 MS Tax Programs According to Tax Hiring Authorities, TaxTalent.com
- Ranked 3rd Master of Accountancy, Top MAcc Programs According to Tax Hiring Authorities, TaxTalent.com
- Ranked 28th Master of Science in Accounting, Affordable Online Master's Degrees in Accounting, AffordableColleges.com
- Military Friendly School Bronze Award

SERVICE POPULATION

Golden Gate University serves a diverse range of students pursuing advanced and undergraduate degrees. In the 2015-2016 academic year, there were over 3,500 students enrolled in over 32 programs.

The personal and social characteristics of the student body indicate the University's continued commitment to serving the higher educational needs of all segments of the business, commercial and legal populations. The majority of the student population are students who are employed while enrolled at GGU.

Since the last Institutional Master Plan, however, GGU experienced a 30% drop in enrollment. The School of Law comprised 36.3% of GGU's enrolled students during the fiscal year 2014. The program has since shrunk. In fiscal year 2017, 14.7% of GGU's total student population was enrolled in the School of Law. Of note, law school enrollment across the country experienced a drastic drop during the same period.

At the time of this update, there are 482 international and 3,037 domestic students enrolled. The number of international students enrolled went down 60% from 2015 to 2016 while enrollment of domestic students increased by 30% during the same time period. The decline in international student enrollment at GGU has also been in line with recent national trends.

The University strives to be a military friendly school. As of the publication of this report, 14.8% of students enrolled at GGU are active military, veterans, or dependents.

GGU recognizes its competitive advantage as a longtime presence in downtown San Francisco and relates its campus location with its responsive program development. The University is currently working toward building more partnerships with the 1,760 GGU alums working within a two-mile radius of the campus. Through these corporate alliances, GGU hopes to design custom programs with their partner alums for practical career advancements, providing wider service to neighboring populations.

See Tables 1, 2 and 3 on page 10 for a summary of the diverse mix of student enrollment.

EMPLOYMENT CHARACTERISTICS

Golden Gate University employs full and part-time faculty as well as full and part-time administrative staff. *Tables 4, 5, 6 and 7 on page 11 offer a more detailed breakdown of faculty and administrative staff demographics.*

Total Faculty: 609

Total Administrative Staff: 358

3.0 Nature of Institution

Table 01: Student Enrollment Data (Active Enrolled Students Fiscal Year 2017)

PROGRAM	TOTAL STUDENTS	% OF TOTAL
Bruce F. Braden School of Taxation		
Graduate	838	23.8%
Edward S. Ageno School of Business		
Graduate	1251	35.5%
Undergraduate	596	16.9%
School of Accounting		
Graduate	315	9.0%
School of Law		
Juris Doctor (J.D.)	355	10.1%
Master of Laws (LLM)	164	4.7%
TOTAL	3,519	100%

Table 02 and 03: Student Ethnicity and Gender Data (Active Enrolled Students Fiscal Year 2017)

RACE AND ETHNICITY	% OF STUDENTS	GENDER	% OF STUDENTS
Hispanic of any race	10.5%	Female	52.6%
American Indian or Alaska Native	0.4%	Male	45.7%
Asian	14.1%	No Response	1.7%
Black or African American	5.9%	TOTAL	100%
Native Hawaiian or Other Pacific Islander	1.3%		
Two or More Races	2.4%		
White	26.8%		
Nonresident Alien	19.6%		
Race and Ethnicity Unknown	19.0%		
TOTAL	100%		

AVERAGE STUDENT AGE
34

3.0 Nature of Institution

Table 04: Employee by Type (2015-2016 Academic Year)

EMPLOYEE TYPE	FACULTY	ADMINISTRATIVE STAFF	TOTAL EMPLOYEES
FTE	63	185	248
PTE	546	173	719
TOTAL	609	358	967

Table 05: Faculty Employment Data (2015-2016 Academic Year)

ETHNICITY	% OF FACULTY	GENDER	% OF FACULTY
Asian	11.7%	Female	39.1%
Black or African American	6.1%	Male	60.9%
Hispanic or Latino	3.3%	TOTAL	100%
Native Hawaiian/Other Pacific Islander	0.7%		
Two or More Races	1.5%		
American Indian or Alaska Native	0.2%		
White	76.7%		
TOTAL	100%		

Table 06 and 07: Administrative Staff Employment Data (2015-2016 Academic Year)

ETHNICITY	% OF FACULTY	GENDER	% OF FACULTY
Asian	25.7%	Female	59.2%
Black or African American	7.8%	Male	40.8%
Hispanic or Latino	12.6%	TOTAL	100%
Native Hawaiian/Other Pacific Islander	1.1%		
Two or More Races	3.4%		
American Indian or Alaska Native	0.6%		
White	48.9%		
TOTAL	100%		

EQUAL OPPORTUNITY EMPLOYMENT

Golden Gate University is an Equal Opportunity Employer. The University does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, sexual orientation, national origin, age, disability, or any other characteristic protected by law.

DISABILITY ACCOMMODATION

GGU is committed to complying fully with the Americans with Disabilities Act and ensuring equal opportunity in employment for qualified persons with disabilities. All employment practices and activities are conducted on a nondiscriminatory basis.

SEXUAL AND OTHER UNLAWFUL HARASSMENT

The University's policy prohibits harassment based on race, color, religion, creed, gender, sexual orientation, marital status, age, national origin, ancestry, veteran's status, disability, medical condition, or any other basis that is protected by federal or state law.

DRUG AND ALCOHOL-FREE ENVIRONMENT

GGU has adopted and implemented a program to prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by its employees and students on school premises or as part of any of its activities.

WORKPLACE VIOLENCE PREVENTION

GGU is committed to preventing workplace violence and to maintaining a safe working environment. GGU has adopted guidelines to deal with intimidation, harassment, or other threats of (or actual) violence that may occur during business hours or on its premises.

CAREER SERVICES NONDISCRIMINATION POLICY

In accordance with university policy, Golden Gate University's Office of Career Planning does not provide services to any person, organization or agency whose practices discriminate against any person on the basis of race, color, religion, creed, gender, sexual orientation, marital status, age, national origin, ancestry, veteran's status, disability, medical condition, or any other basis that is protected by federal or state law.

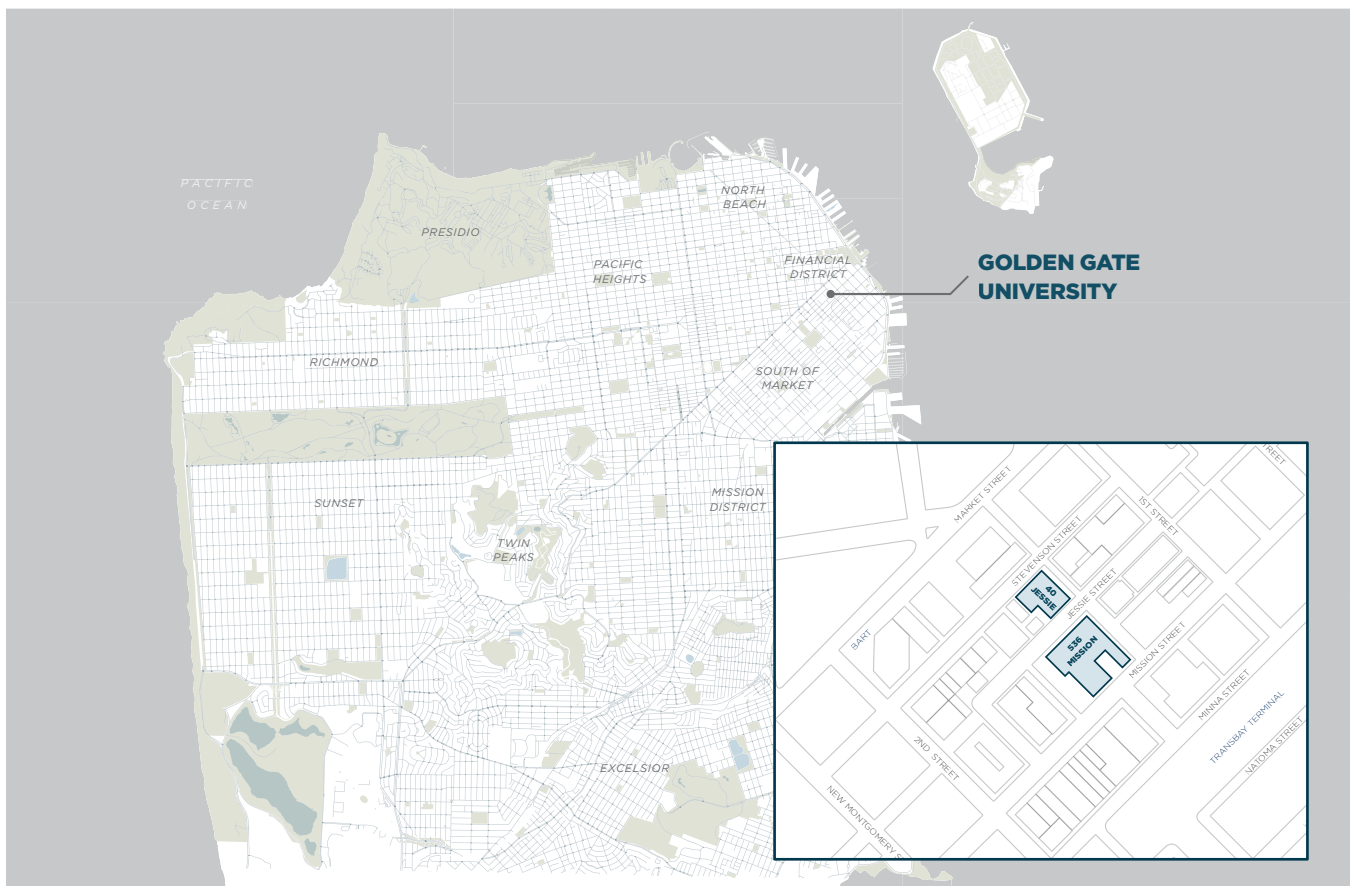
Prospective employers are expected to comply with all applicable local, state and federal laws prohibiting discrimination, including, but not limited to, the following: Age Discrimination in Employment Act, Americans with Disabilities Act, California Fair Employment and Housing Act, California Family Rights Act, Title VII of the Civil Rights Act of 1964, Family and Medical Leave Act and the Immigration and Nationality Act.

4.0 PHYSICAL PLANT

INTRODUCTION TO THE NEIGHBORHOOD

The Golden Gate University campus is located in the vibrant South of Market neighborhood, surrounded by many towering commercial, retail and condominium high-rise structures. The campus is bordered by Mission Street on the South, Jessie Street on the North and 2nd and 1st Streets respectively on the East and West.

Its location in San Francisco's East Cut Community Benefit District offers students unbridled access to career development opportunities at world-renowned financial, tech and law firms. Situated within close proximity to the new TransBay Terminal, the GGU community also has convenient access to public transportation. Additionally, some of the city's top attractions are located just blocks away, including the Embarcadero, the Ferry Building, the San Francisco Modern Museum of Art and the Contemporary Jewish Museum.



GGU's location in the Financial District of San Francisco

4.0 Physical Plant

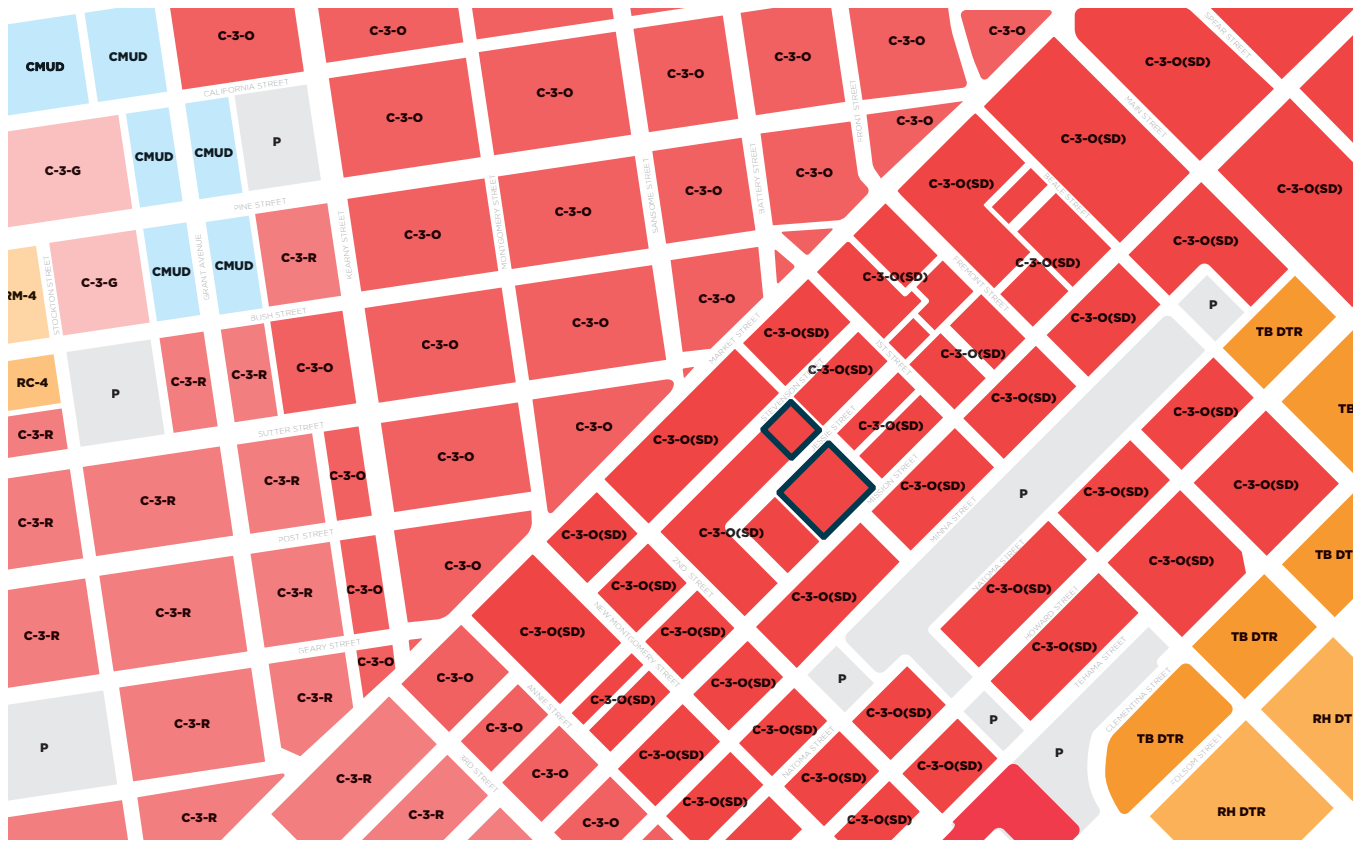


Aerial view of GGU's existing buildings and the surrounding neighborhood. Nearby, development projects associated with the Transbay Terminal are under construction.

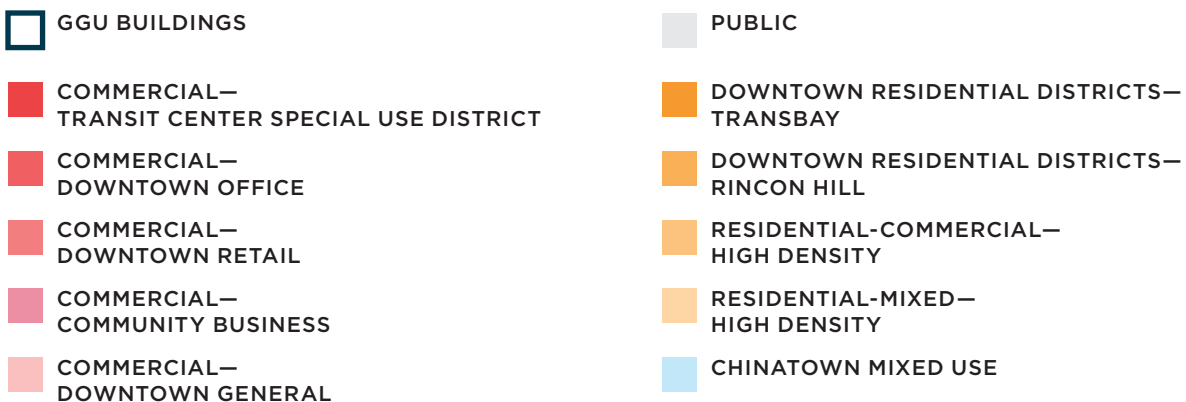


GGU Properties: 536 Mission and 40 Jessie Streets

4.0 Physical Plant



2015 San Francisco Zoning Map of parcels in proximity to Golden Gate University



SURROUNDING LAND USE

The areas surrounding the GGU campus primarily include high-density, mixed-use commercial, retail and residential uses. The San Francisco Planning Code classifies the campus under the C-3-O(SD) zone, the Transit Center Commercial Special Use District. This use district covers 145 acres of downtown, which include areas south of Market Street, east of 3rd Street and north of Folsom Street. The San Francisco Planning Department rezoned this area in 2012 to increase height limits on certain properties and to provide public benefits from private development contributions.

The campus also sits on a 700-S-2 height and bulk district, surrounded by parcels with only 550-S height and bulk restrictions. Nearby, development of high-quality commercial skyscrapers and corporate headquarters for finance, technology and professional/business services is ongoing along with parks, streetscape improvements and community facilities primarily associated with the Transbay Redevelopment Plan. GGU is at the epicenter of three Transbay Redevelopment projects under construction located on 1st and Mission Streets:

- Oceanwide Center
- Salesforce Tower
- Transbay Transit Center

Although none of GGU's properties are designated historic resources, the campus is within the vicinity of the city's Downtown Conservation District and the Second and Howard National Register District. Many of the uses within these conservation boundaries are older four- to six-story commercial buildings built in the early 1900s.

HISTORY OF THE UNIVERSITY AND ITS GROWTH

GGU began as part of the San Francisco YMCA in 1901 by offering college level-classes to many of the early settlers of the city. As the population grew and changed, so did the academic programs and physical plant.

In 1964, GGU purchased the Allyne Building at 532 Mission. It was constructed for the Sherman Clay Company in 1926 and is what is referred to as the East Wing today. The University purchased it at a probate sale. Since there were tenants on the upper three floors, with leases that ran through 1967, the University began renovations on the lower three floors first, with the work being completed by 1964. It was at that time that the Law Library moved from its location on Golden Gate Avenue while the remainder of the faculty and staff relocated in January 1965. Renovations on floors 3, 4 and 5 started in 1967.

Growing academic programs and student population required more space. Beginning in the 1970s, the University began acquiring property to the immediate west of 536 Mission. This included two one-story buildings along with the property at 554 Mission. These acquisitions provided for a larger footprint on which to build for the facility expansion that the University desperately needed. After filing its first Master Plan with the City in 1976, construction began on the new “West Wing” in April 1977. When completed, the West Wing was connected to the East Wing, the old Allyne Building, via the lobby structure that was built on the lots where those two one-story buildings once stood. Removal of the two one-story buildings also allowed for a deep setback to be constructed at ground level from Mission Street along with a courtyard, known as the Plaza Courtyard, below. The project was completed in the summer of 1979 and resulted in 211,000 square feet of academic, administrative and library space for the campus.

When the 1989 Loma Prieta Earthquake struck, the 536 Mission Street property experienced some minor damage. Sections of library shelving in the West Wing failed and there was damage to the older East Wing. In 1991, the University began a seismic repair and renovation project that fixed the earthquake damage and added additional support throughout the East Wing. To compensate for the shortage of space during this time, GGU leased office space at 49 Stevenson Street and classroom space at 620 Folsom Street.

In the 1990s, GGU went through an active period of property expansion. Edwin Swallow bequeathed 40 Jessie Street, the former Swallow Printing building, to the University in 1990. The building was then used to house the University’s Copy Center as well as book storage for both the law and business libraries. GGU purchased 62 First Street in 1994 as well as the empty lot next door to the 536 Mission Street property at 512-526 Mission Street. This empty lot had been the site of the old Union Pacific Railroad headquarters which was then demolished after the 1989 Loma Prieta Earthquake.

In 1997, GGU acquired 88 First Street. In 1998, the 78 First Street and 57 Jessie Street properties were purchased.

The adjacent sites of 62 First and 512-526 Mission became the canvas for the University's efforts to create a separate facility plan for the Law School. Changes in senior leadership, however, placed this plan on hold in 1999.

Concurrent to the Law School facility planning effort, GGU entered into an agreement with Leadership High School, one of the first charter schools in San Francisco. Leadership High School used a variety of classrooms and offices at the at 536 Mission. They subsequently moved into modular buildings that were placed on the empty lot at 512-526 Mission Street. Leadership High School stayed at this location for several more years until it relocated to another site.

In the early 2000s, GGU revisited its facility planning efforts. This led to the 2004 Master Plan. It addressed infrastructure concerns as well as focusing on remodeling the 536 Mission and 40 Jessie Street properties with a goal of consolidating all academic and administrative support activities into these GGU-owned properties. An extensive renovation of 40 Jessie Street was soon underway. Two new floors, the 5th and 6th Floors, were added to the building. The remaining lower floors were remodeled for staff and student administrative services spaces, conference rooms, law clinics, the University Bookstore and a small café and student center on the ground floor.

The University also sold real estate holdings to meet the goals outlined in their 2004 Master Plan. In 2000, the University sold the 512-526 Mission Street property and started a 3-year leaseback. In 2003, GGU sold the 62 First Street facility and phased-out its use with a 7-year leaseback period.

Table 8 on page 20 outlines the scope of work completed for these two properties during the Campus Remodel Project from 2000 to 2009.

In the early 2010s, GGU realigned the master planning effort to modernize interior spaces and to provide more efficient services. Findings from a Facility Utilization and Needs Analysis in 2013 led to the reconfiguration of the University's remaining properties. A Campus Unification plan, drove a multiyear effort to upgrade and modernize all instructional environments; integrate all campus functions, programs and personnel into 536 Mission Street facility; and consolidate both the business and law library operations into one combined space in the West Wing.

By 2015, GGU had integrated about 27,000 square feet of assignable program space, including student services, the bookstore and the café formerly in 40 Jessie Street to reconfigured spaces in 536 Mission Street. The Mission Street property remains the University's sole academic and administrative facility in San Francisco. GGU retains ownership of 40 Jessie Street and recently entered into a commercial lease agreement with a tenant for that facility. The building

Table 08: *Campus Remodel Project (2000 - 2009)*

PROJECT PHASE	PROPERTY	SCOPE OF WORK	YEAR COMPLETED
1 to 3	536 Mission, West Wing	Remodeled 2nd Floor Lecture Halls; remodeled 3rd Floor Classrooms; constructed Silo; and completed miscellaneous infrastructure work.	2002
4A	536 Mission, West Wing	Remodeled Law Library Basement; added compact shelving and study carrels; enhanced HVAC and lighting systems; and completed miscellaneous code and other improvements.	2005
4B	40 Jessie	Remodeled the facility, converting it into the Student Services Center; built out four floors and added two new floors.	2008
4C	536 Mission, East Wing	Renovated Plaza.	2007
4D	40 Jessie	Built out the 4th, 5th and remainder of the 6th Floors.	2010
4D	536 Mission	Upgraded suites on the 4th and 5th Floors; and completed other required code, life-safety and maintenance work.	2010
5	536 Mission, West Wing	Renovated the 1st Floor to become part of the Law Library to include quiet study room, staff offices, work and break rooms, bathrooms, shelving, new Circulation & Reference Desks; added study carrels and upgrades at the Plaza Level; designed the main entryway into the Law Library; and completed other related code and miscellaneous work.	2008

Table 09: *Campus Unification Effort (2011 to 2015)*

PROJECT PHASE	PROPERTY	SCOPE OF WORK	YEAR COMPLETED
6		Planned physical upgrades from the 2004 Master Plan eliminated by GGU; and conducted Facility and Needs Assessment.	
7A	536 Mission, West Wing	Updated the classrooms; and introduced student lounges at elevator lobbies on the 4th Floor.	2015
7B	536 Mission, West Wing	Updated the classrooms and introduced student lounges at elevator lobbies on the 3rd Floor; and added Lawyering Skills Center.	2015
7C	536 Mission, West Wing	Updated the classrooms and introduced student lounges at elevator lobbies on the 2nd Floor; added Lecture Halls; and updated Signature Courtroom.	2015
7D	536 Mission, West Wing	Updated the classrooms and introduced student lounges at elevator lobbies on the 5th Floor.	2015
8	536 Mission, East Wing and 40 Jessie	Integrated administrative offices, enrollment services and the university bookstore at 40 Jessie into 536 Mission; introduced The Hub, a central space for student services including a cafe; upgraded school suites as well as faculty and staff offices.	2015
9	536 Mission, West Wing	Merged the main University Library on the 1st and Mezzanine Levels with the Law Library in the West Wing; introduced study and community interactive space at the Plaza, 1st Floor and Mezzanine Levels; introduced administrative offices as well as a Faculty and Staff Lounge on the 6th Floor.	2015

is currently undergoing tenant improvements and will be occupied during the second-half of calendar year 2017.

Table 9 on page 21 details the scope of work performed during the Campus Unification Effort from 2011 to 2015.

CAMPUS DESCRIPTION

Golden Gate University owns two buildings located at 536 Mission Street and 40 Jessie Street.

The University integrated all its programs within the Mission Street property as mentioned above. Since 2015, GGU has operated all of its academic programs and administrative services in San Francisco within the building's gross floor area of 211,588 SF.

As of the submittal of this report, Golden Gate University has entered into a commercial lease for its 40 Jessie Street property. At 45,522 SF, the entire building is leased to a single tenant.

Combined, both of the University's San Francisco properties have a total lot area of 40,138 square feet and a gross floor area of 257,110 square feet.

GGU also operates two teaching sites outside of San Francisco. These are located in Los Angeles and Seattle. The University rents classroom space as needed in other locations around the Bay Area. All of these locations support the University's academic mission. The University also owns a 7.1 acre site in Marina, California. Once part of the old Fort Ord, this property is adjacent to Cal State Monterey Bay (CSUMB). The site is currently being leased to CSUMB.

Table 10 *Golden Gate University Properties in San Francisco (as of 2017)*

ADDRESS	PARCEL	CURRENT USE	LOT SIZE (SF)	YEAR BUILT	# OF FLOORS	FLOOR AREA (SF)	ZONING	OWNED OR LEASED
536 Mission Street	3708/098	Academic and Instructional Functions; Faculty and Administrative Offices; Retail	33,008	1978	7 above grade; 2 below	211,588	C-3-O (SD)	Owned
40 Jessie Street	3708/023	Commercial Office	7,130	1913 - 1914	6 above grade; 1 below	45,522	C-3-O (SD)	Owned

536 MISSION PROPERTY DETAILS

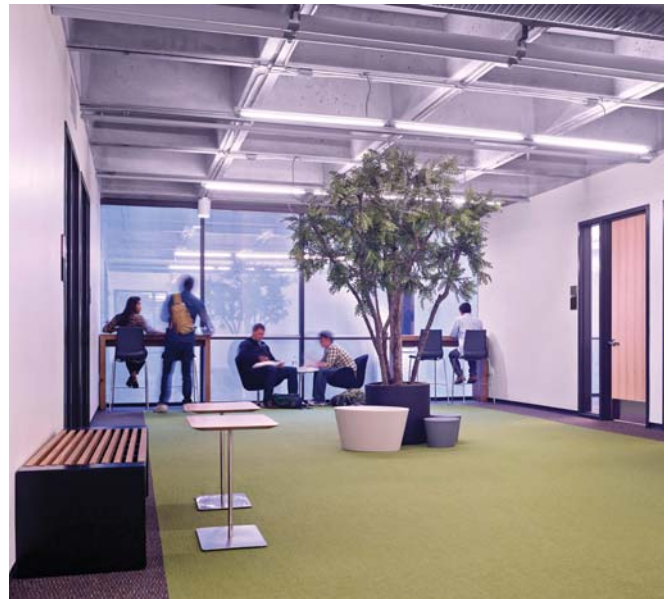
The building at 536 Mission Street occupies part of the Assessor's Block Number 3708, lot 98. Lot 98 was previously consolidated by the City from two adjacent lots into a single lot. The lot measures 175.11 feet at the northern edge along Jessie Street, 187.5 feet at the eastern edge along Ecker Place and 158.11 feet at the southern edge along Mission Street. The western edge of the lot has a 17-foot setback at Mission Street.

The Mission property is composed of two wings: the West Wing constructed in 1978 and annexed to the East Wing, which was built in 1924.

The West Wing of 536 Mission is comprised of seven stories above grade with two levels located below grade, the Plaza Level and the Basement Level. This Wing accommodates classrooms, lecture halls and rooms specialized for lawyering skills such as a signature moot court. The lower floors of the West Wing comprise of the Center for Teaching and Learning Excellence and the University Libraries: the Business Library and Law Library. The 6th Floor is allocated primarily for administrative use including the University Executive Offices and Faculty and Staff Lounge.

The majority of the wing's gross square footage is dedicated to educational purposes and houses all of the University's 44 classrooms. The following academic programs are located within this wing:

- Undergraduate Programs – Associate of Arts in General Studies, Bachelors of Arts in Management as well as Bachelor of Science in Business.
- Edward S. Ageno School of Business – located primarily on the 4th Floor, the Ageno School of Business enrolls the largest group of students at GGU.
- School of Accounting
- School of Law – primarily located on the 2nd and 3rd Floors.
- School of Taxation



Images of interior and exterior spaces at 536 Mission Street property.

536 MISSION PROPERTY DETAILS (CONTINUED)

The East Wing was a former warehouse for musical instruments. It comprises of six stories above grade, including a Mezzanine Level and one level below grade, the Plaza Level. The East Wing houses mainly faculty and administrative offices. The First Floor and Mezzanine Levels of this wing serve as the Student Hub (HUB).

The HUB is designed as the one-stop-shop for enrollment services, student accounting services, student affairs, financial aid and career planning. The ground level also houses approximately 13,000 square feet of community space that includes the University Bookstore and Café, operated by the Follett Higher Education Group.

The University's Schools and most administrative offices are located within the East Wing, this includes the:

- Edwin S. Ageno School of Business
- Braden School of Tax
- School of Accounting
- School of Law
- Environmental Law & Justice Clinic
- Pro Bono Tax Clinic
- Veterans Legal Advocacy Center
- Women's Employment Rights Clinic
- Business Services & Facilities
- Enrollment Strategy & Services
- HUB (See above for description)
- Human Resources
- Information Technology
- Marketing & Communications
- University Advancement
- University Controller & Finance

40 JESSIE PROPERTY DETAILS

The building at 40 Jessie Street occupies a lot of 7,130 SF and is part of Assessor's Block number 3708, lot 023. The site is 62 feet by 115 feet; it is bordered by Jessie Street to the south, Ecker Place to the east and has common lot lines on the west and north.

In 2004, the Board of Trustees approved the plan to convert the 40 Jessie warehouse into the building that stands today. The structure is comprised of a Basement Level and six stories.

All the floors of the existing building were completely gutted and rebuilt in 2008 to 2010. The Mezzanine was remade into the current 2nd Floor while the 4th Floor was previously the rooftop of the existing warehouse. The 5th and 6th Floors were added as part of the renovation.

As part of the Campus Unification Effort, the Board of Trustees approved the plan to vacate, retain ownership and lease the Jessie Street property. In December 2015, GGU entered into a lease agreement with a commercial tenant who will occupy the entire building.



Jessie Street between 536 Mission and 40 Jessie properties.



40 Jessie Property, a former printing warehouse.

5.0

ACCESS AND TRAFFIC CIRCULATION PATTERNS

CAMPUS ACCESS

Since the 2015 Master Plan was submitted, there has been little change in the University's philosophy regarding transportation and parking. The University encourages the use of public transportation and car-pools for students and employees whenever possible. The University does not have, and will not provide, any off street parking.

The law school offers a full compliment of day-time classes Monday through Friday. But the majority of business class periods run from 4:00 p.m. until 10:30 p.m. on weekdays with another handful being held on weekends. Parking has not historically been an issue for students who drive. Many of the students who do drive also work in the San Francisco Financial District or South of Market neighborhoods, so they park close to their place of employment and then walk to class after work. Others drive from their place of employment and park in one of the many lots surrounding GGU that become vacant during the late afternoon or early evening.

PUBLIC TRANSPORTATION

Due to its central location, GGU is at the hub of several Bay Area transportation systems, with stops and stations for BART, Golden Gate Transit, East Bay Transit, and MUNI bus and subway within a three-block radius of the university. These services include:

MUNI Service Near GGU

Mission Street Lines: 14, 14R

Market Street Lines: 5, 6, 38, 38R, 2, 7, 21, 31, 66, F, OWL, L, N, 9, J, K, M, S

BART Stations Near GGU

Montgomery

Embarcadero

Golden Gate Transit Service Near GGU

Mission Street Lines: 70, 72, 76, 93

Ferry Service

Larkspur, Sausalito Ferries to the Ferry Terminal Building

AC Transit Service Near GGU:

Transbay Terminal

PEDESTRIAN CONDITIONS

Sidewalks exist adjacent to all of GGU's properties. Sidewalk widths range from 5 to 12 feet. The volume of pedestrian traffic in the immediate area ranges from moderate to heavy and consists mostly of the many working professionals employed in the area. Due to their proximity to increased development related to the Transbay Redevelopment Plan, GGU anticipates there will be a major increase in pedestrian volume adjacent to the campus. The area already often experiences a fair amount of foot-traffic diversions and sidewalk closures due to construction.

BICYCLE CONDITIONS

The campus' central location provides access to bicycle lane and routes that are part of the Official San Francisco City Bike Route System. By utilizing these routes cyclists can access nearly every corner of the city. The most immediately accessible north-south routes are separated bike lanes on Howard Street and Folsom Street, and the closest are shared bike routes on east-west 2nd Street.

PARKING

In general, on street parking in the vicinity of the campus is available. Mission, First and Second Streets all have parking meters and unrestricted parking in the evening. In addition, there are several public and private parking structures and open lots within 1/4 mile of the campus that are available to the public.

TRAVEL DEMAND

Students and employees are aware of the limited parking availability and the high cost. Aside from scheduling many classes during off-peak hours, the University also has an active e-Learning program. This allows students to fulfill many of their course requirements via the online learning program, negating the need to travel to the campus. In addition, the registration and textbook ordering processes can also be accomplished online. This too reduces the number of trips students have to make to the campus to register for class or to purchase textbooks.

6.0

NEAR-TERM DEVELOPMENT PLANS

NEAR-TERM DEVELOPMENT PLAN OVERVIEW

The primary focus of GGU has been to be a good neighbor within the community by optimizing the use of its facilities in support of its academic mission. This allows for the effective use of space while inspiring academic and professional success. Within the past decade GGU has accomplished much with the campus facilities:

- Upgrading systems and services within the 536 Mission Street facility.
- Completely remodeling the 40 Jessie Street facility.
- Modernizing the interior spaces and technology infrastructure with 536 Mission to optimize the use of space and to improve the learning experience.
- Consolidating operations from 40 Jessie Street facility into the 536 Mission Street facility.

All of this further establishes GGU as a dynamic urban campus at a vibrant location with a multitude of academic, social, and cultural activities. Refer to Section 4 for detailed information about the recent renovations and the campus unification.

In 2017, GGU finds itself in the midst of a rapidly changing urban landscape and an increasingly competitive environment in higher education. Within the next five years the University plans to undergo sustainable adjustments to their enrollment practices and campus offerings to meet the needs of its student body and to keep up with evolving pedagogies. The following changes may affect GGU's facilities strategies:

NEED FOR STUDENT HOUSING

Of keen interest at this point is the need for student housing for GGU's full-time students. Full-time students represent a minority of the total student population. The majority of students are working professionals already living in the Bay Area. In support of this effort, GGU commissioned the Scion Group to undertake an in-depth assessment of full-time student housing needs for the GGU community.

The report found that there is a current demand for 316 beds for student housing. By the 2020-2021 academic year, this demand is projected to grow to 510 beds. Scion conducted student focus groups and surveys as part of this analysis. The results indicate that 48% of GGU full-time business students and 45% of full-time law students found it very difficult to find housing. While 28% and 33% respectively said that it was somewhat difficult to find affordable housing.

To continue exploring student housing options, the University is working with Panoramic Interests on a possible master-lease for student housing in their planned City Gardens Project starting in the Fall of 2020. No firm commitments have been made at this time.

OPTIMIZING OPERATION AND USE OF REAL ESTATE

Also of major interest is the University's fiduciary responsibility to optimize the operation and use of its largest financial asset — its San Francisco real estate portfolio. As development activity associated with the nearby Transbay Terminal continues to ramp up, a number of developers have approached the University, wanting to help GGU define ways to maximize the allowable densities at the GGU properties.

The University's Board of Trustees includes a Real Estate Task Force that oversees the GGU property portfolio. The Task Force and the University Senior Leadership Team will ensure any development opportunities that may be presented properly align with GGU's strategic priorities.

At this time, GGU has no definitive plans for the 536 Mission and 40 Jessie Street properties outside of keeping the operations consistent with the University's academic mission, programs and services. Having been in existence for over 100 years, the University considers itself a major piece of the fabric of the San Francisco community and intends to remain so for the foreseeable future.

LEADING THE CONVERSATION ON THE FUTURE OF EDUCATION

In keeping with its legacy for innovation in the field of education, the University plans to continue exploring creative, alternate modes for education delivery, including online courses as well as non-degree programs and certificates. As of the writing of this Institutional Master Plan, the impact of these modes on future facility needs is not yet understood.

7.0

IMPACT ON THE EIGHT PRIORITY POLICIES OF THE SAN FRANCISCO GENERAL PLAN

1. PRESERVATION OF EXISTING NEIGHBORHOOD SERVING RETAIL USES

GGU proposes no change that affects retail uses in the neighborhood surrounding the University and will continue to support a student population that in turn supports the local retail economy.

2. PRESERVATION OF EXISTING HOUSING AND NEIGHBORHOOD CHARACTER

The University leased its Jessie Street property to a commercial tenant. Given the property is already located in a vibrant commercial and financial district, GGU does not anticipate that this lease agreement would detract from or alter the characteristics of its surrounding neighborhood, physical or otherwise.

3. PRESERVE THE CITY'S SUPPLY OF AFFORDABLE HOUSING

As discussed in Section 6, GGU may master-lease apartments for student housing. The complex, as envisioned, will have two wings with students from GGU possibly occupying one wing, or a portion of one wing, while students from San Francisco Art Institute (SFAI) would occupy the other wing. The University recognizes the criticality of affordable student housing in the city and this could be a step for the University to address this issue with its student population. GGU anticipates that this plan will not negatively impact the city's supply of affordable housing — it may actually help to mitigate some of the shortage.

4. COMMUTER TRAFFIC WILL NOT IMPEDE MUNI TRANSIT SERVICE OR OVERBURDEN STREETS OR NEIGHBORHOOD PARKING

As discussed in Section 5, the student population uses public transportation or drives to work in San Francisco. The planned student housing on 12th and Folsom Streets will be accessible through bike routes and public transit. Therefore, there are very few “driving” trips made into the city for the express purpose of attending class. Further, the surrounding neighborhood consists of primarily daytime business hour use, with little residential presence or overnight street parking requirements in the neighborhood.

5. MAINTAIN A DIVERSE ECONOMIC BASE BY PROTECTING INDUSTRIAL AND SERVICE SECTORS FROM DISPLACEMENT DUE TO COMMERCIAL OFFICE DEVELOPMENT

GGU is located in a well-established district, with a high number of commercial office towers in the vicinity.

6. ACHIEVE THE GREATEST POSSIBLE PREPAREDNESS TO PROTECT AGAINST INJURY AND LOSS OF LIFE IN AN EARTHQUAKE

Facility work completed in the early 2000s, outlined in Section 4 of this document, included seismic upgrades. As additional renovations were completed, additional life safety improvements were incorporated for the sprinkler and fire alarm systems throughout the facilities.

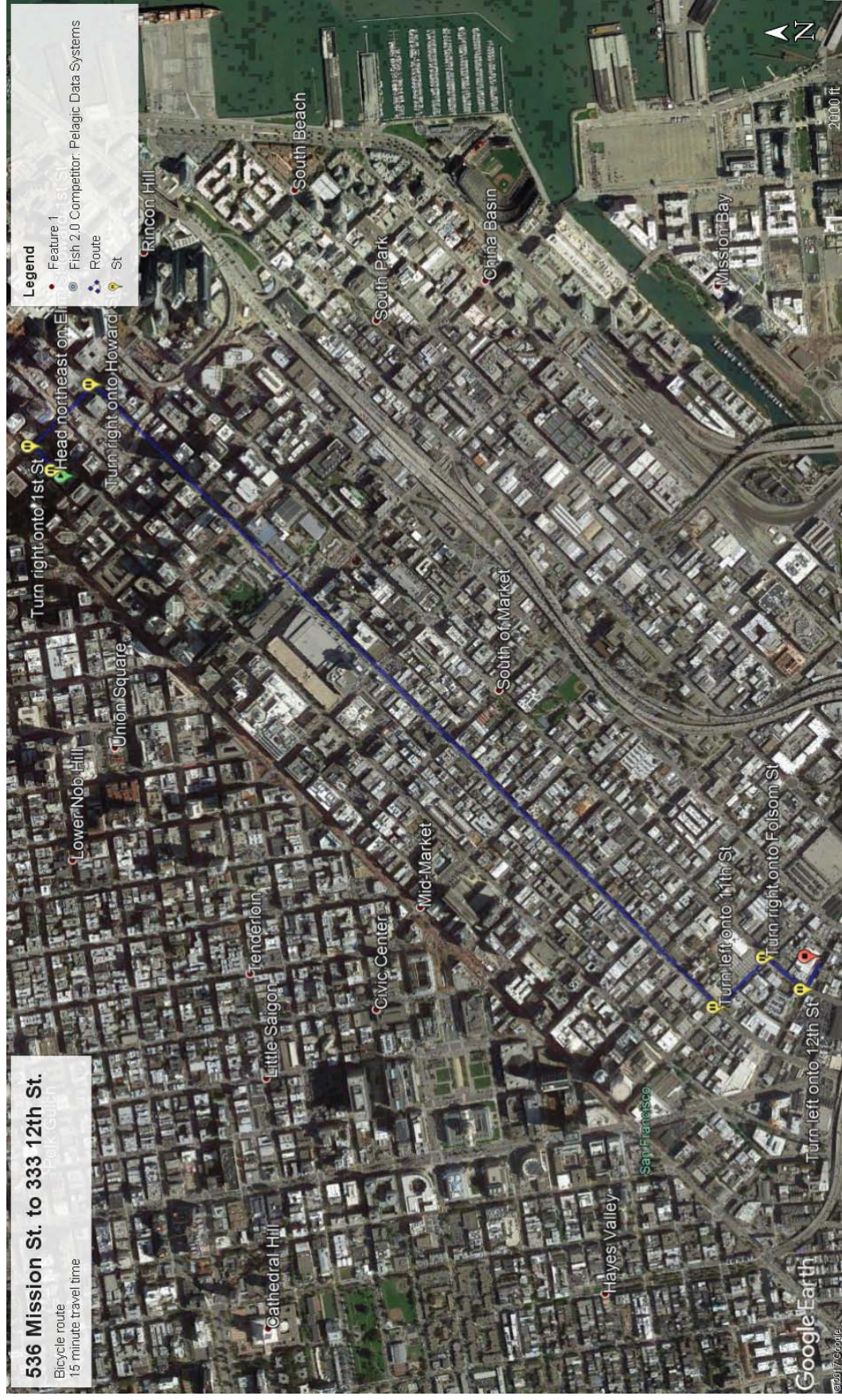
7. PRESERVATION OF LANDMARKS AND HISTORIC BUILDINGS

Though not specifically identified as a landmark or historic building, the University facility at 40 Jessie Street was once the home of a family owned and operated printing company for over 20 years. Prior to that, this building also served as a boiler factory for the maritime industry and is clearly part of the neighborhood fabric of warehouse buildings. Identified as a “building of historic interest” during the 2004 remodel, this facility was significantly renovated based on operational needs, while maintaining much of the historical context of the facility. The new tenant in this building will complete a interior tenant improvement project, but there are no plans to alter the exterior of the facility.

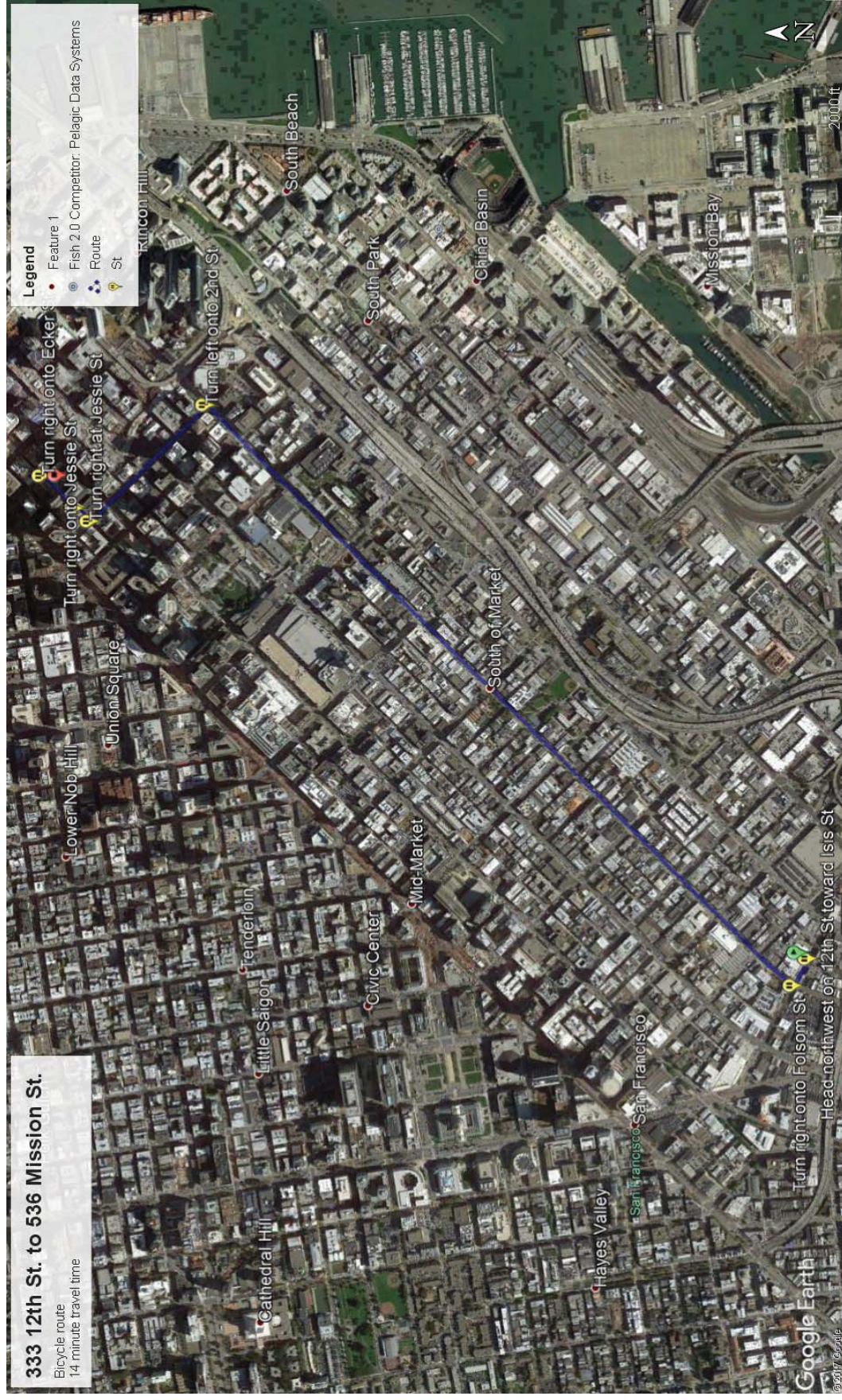
8. PROTECT PARKS AND OPEN SPACES FROM DEVELOPMENT

At the 536 Mission Street facility the University has an entry plaza below grade. This provides an inviting open gathering space for the students and employees. During campus renovations in the early 2010s, GGU added building and landscape features that strengthened the GGU identity and street presence, while improving the quality of its front door gathering and entry space.

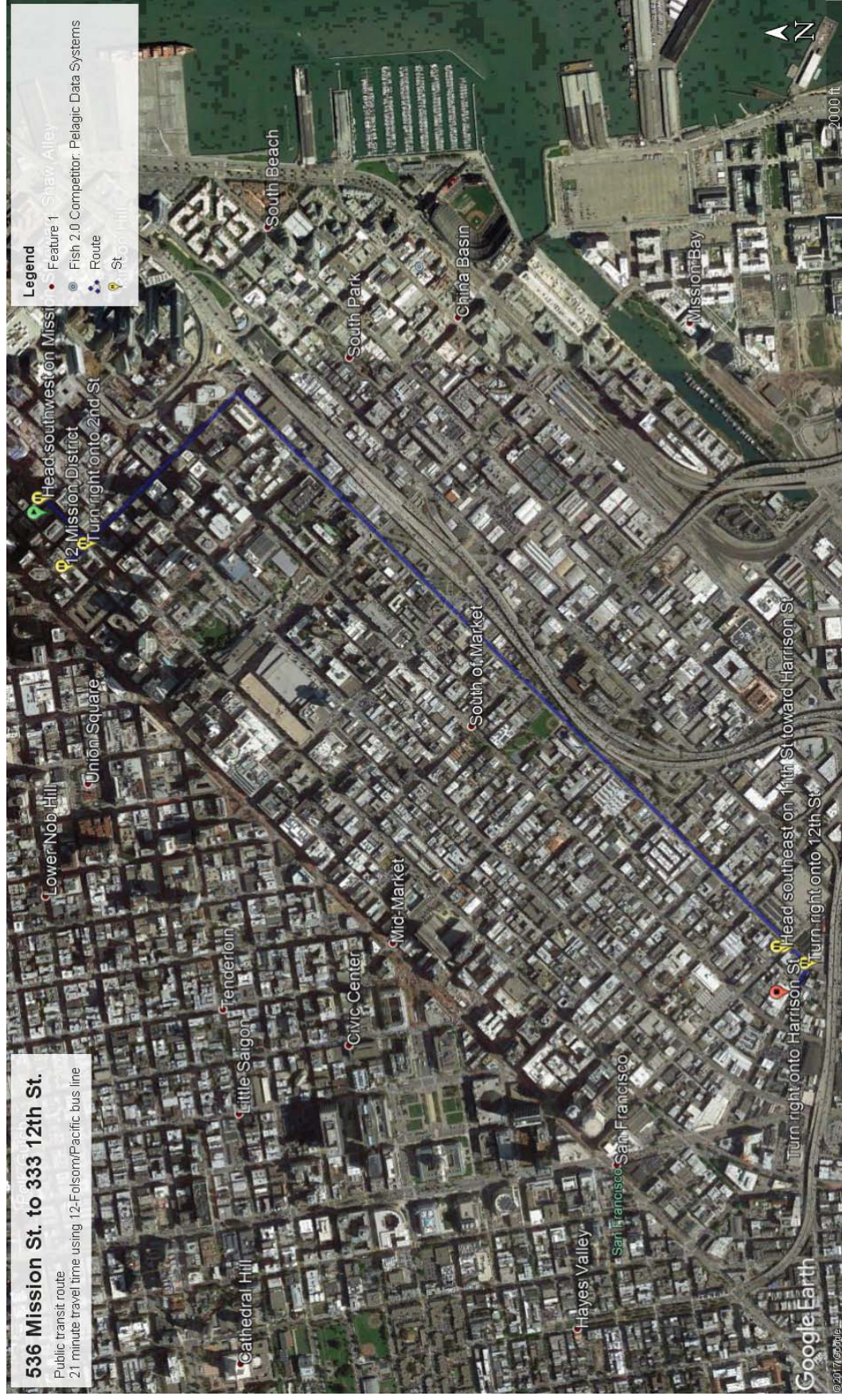
Appendix A – Bicycle and Transit Routes between 536 Mission Street and 333 12th Street



Appendix A – Bicycle and Transit Routes between 536 Mission Street and 333 12th Street



Appendix A – Bicycle and Transit Routes between 536 Mission Street and 333 12th Street



Appendix A – Bicycle and Transit Routes between 536 Mission Street and 333 12th Street

