



# ADVISORY COMMITTEE MEETING

## AGENDA & MINUTES

Meeting on September 21st, 2020 2:00pm - 4:00pm

Meeting duration: 2 hours

**[Meeting minutes \(jamboard screen shots\) are bookmarked here \(and located at the end of the document\)](#)**

**[Here is the editable Jamboard](#)**

### Attendees

#### Advisory Committee

**Vincent Del Casino, Jr. - Provost and SVP, Academic Affairs, Co-Chair\***

**Charlie Faas - Vice President, Administration and Finance/CFO, Co-Chair\***

**Sonja Daniels - Associate Vice President, Campus Life\***

**Traci Ferdolage - Senior Associate Vice President, Facilities Development & Operations\***

**Michelle Frey - Creative Director, Strategic Communications and Marketing\***

**Miri Van Hoven - Associate Dean for Research, College of Science\***

Thalia Anagnos, Vice Provost, Undergraduate Education

Beth Colbert, AVP, University Advancement and Campaign Operations

Eric Cross, Parking Manager

Jason Dillon, Interim AVP, Information Technology Infrastructure and Operations

Jocelyn Jones-Trammell, Director of Sustainability, Campus Sustainability & Associated Students

Cindy Marota, Director of Accessible Education Center

Alison McKee, Vice Chair of the Academic Senate, Professor, Film and Theatre

Hilary Nixon, Deputy Executive Director, Mineta Transportation Institute

Laxmi Ramasubramanian, Department Chair & Professor, Urban and Regional Planning

Tiffany Rodriguez, Department Manager of Transportation Solutions

Ron Rogers, Associate Dean for Academic Programs, College of Social Sciences

Winifred Schultz-Krohn, Professor, Occupational Therapy

Edwin Tan, Office of the President, Director of Advocacy and Community Relations

Mike Waller, Senior Associate Athletics Director for Business Operations

Michael Brilliot, City of San Jose, Department of Planning, Building and Code Enforcement

Katherine Cushing, Executive Director, CommUniverCity

Hong Lin, University Planner, CSU Chancellor's Office, Capital Planning, Design & Construction

**\*Steering Committee Members**

# ADVISORY COMMITTEE MEETING

## Campus Master Plan Team

Ashraf Fouad, Senior Director of Planning, Design and Construction (PDC)

Chia Tsai, Associate Director of Planning, PDC

Ayano Hattori, Senior Project Manager, PDC

JoAnn Hansen, Facility Space Planner, PDC

## Campus Master Plan Consultants

Christen Soares, Field Paoli Architects, Principal in Charge

Jane Lin, Urban Field Studio, Urban Designer and Project Manager

Linda Dalton, Dalton Education Associates, Campus Planning

Marco Esposito, SWA, Landscape Architect

Megan Gee, ARUP, Mobility Lead

Erica Levine, ARUP, Sustainability Lead

Kevin Feeney, Keyser Marston Associates, Economist

Rick Kos, GIS Specialist, and SJSU Faculty

Shawn Rinehart, Field Paoli Architects, Zoom Moderator

Trish Beckman, Field Paoli Architects, Architect

Yann Taylor, Field Paoli Architects, Architect

Frank Fuller, Urban Field Studio, Urban Designer

## **Agenda**

### **A. Introductions (15 minutes)**

### **B. Campus Master Plan (Presentation)**

- a. Purpose and Content
- b. Process, including Campus and Community Engagement
- c. Advisory Committee Role and Responsibilities

### **C. Discussion of Key Topics for the Next 10 to 20 Years in Breakout Sessions (45 minutes)**

- a. Academics and Enrollment
- b. Campus Life
- c. Physical Environment on Campus
- d. Off Campus Connections

## **Key Questions:**

- What do you consider to be the most important topics that the Master Plan should cover, thinking ten to twenty years into the future in a post-COVID world?
- What questions should we be asking stakeholders?

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## D. Report Back (30 minutes)

## E. Next Steps

### Break Out Session Teams and Topics

Zoom Moderator: Shawn Rinehart

#### Academics and Enrollment

Facilitated by Linda Dalton, Campus Planner

Thalia Anagnos, Vice Provost, Undergraduate Education
Vincent Del Casino, Jr., Provost and SVP Academic Affairs
Alison McKee, Vice Chair of Academic Senate
Laxmi Ramasubramanian, Department Chair & Professor Urban and Regional Planning
Ron Rogers, Associate Dean for Academic Programs
Miri Van Hoven, Associate Dean for Research

Joined by: JoAnn Hansen, Timekeeper

Joined by: Trish Beckman, Scribe

#### Topics: Boards 1-5

- Academic programs likely to expand or decrease in size
- Teaching and Learning Methods and Formats
- Research, Innovation, and Collaboration Space
- Enrollment, including Student Mix by Level
- Academic Support (Library, Computing Facilities, Advising Centers)

#### Campus Life

Facilitated by Christen Soares, Architect

Beth Colbert, AVP, Univ. Advancement
Sonja Daniels, AVP, Campus Life, Housing
Michelle Frey, Director of Communications
Winifred Schultz-Krohn, Professor Occupational Therapy
Mike Waller, Senior Associate Director of Athletics

Joined by: Ayano Hattori, Timekeeper

Joined by: Frank Fuller, Scribe

#### Topics: Boards 6-10

- Mixed-Use - Social and Collaboration Space Co-located with Academic
- Housing Needs for Students, Faculty, and Staff
- Athletics and Recreation
- Preparation for Emergencies
- Support Services (Dining, Advising, Health Care)

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### Physical Environment on Campus:

Facilitated by Marco Esposito, Landscape Architect

Jason Dillon, AVP Information Technology
Traci Ferdolage, Senior AVP Facilities Development and Operations
Jocelyn Jones-Trammell, Director of Sustainability
Hong Lin, University Planner, CSU Chancellor's Office
Cindy Marota, Director of Accessible Education Center

Joined by: Chia Tsai, Associate Director of Planning, PDC

Joined by: Rick Kos, Scribe

Joined by: Yann Taylor, Timekeeper

Joined by: Erica Levine

### Topics: Boards 11-15

- Public Realm/Outdoor Space and Activity
- Facility Capacity and Utilization; Infrastructure
- Wayfinding and User Experience for Pedestrians, Bikes, etc.
- Safety
- Sustainability and Resilience

### Off Campus Connections:

Facilitated by Jane Lin, Urban Designer

Michael Brilliot, City of San Jose Planning Department
Eric Cross, Parking Manager
Katherine Cushing, Executive Director of CommUniverCity
Charlie Faas, VP, Administration and Finance
Hilary Nixon, Executive Director Mineta Transportation Institute
Tiffany Rodriguez, Department Manager Transportation Solutions
Edwin Tan, Office of the President, Director of Advocacy and Community Relations

Joined by: Ashraf Fouad, Senior Director of PDC

Joined by: Megan Gee, Scribe

Joined by: Kevin Feeney, Timekeeper

### Topics Boards 16-20

- Main Campus/South Campus Connections
- Other Off-Campus Sites and Development
- Coordination with the City of San Jose and Silicon Valley
- Self-Powered Mobility (Peds/Bikes/Micro-mobility)
- Parking

### Post Meeting Follow Up (Homework) - Campus Master Plan Contact: Chia Tsai, chia.tsai@sjsu.edu

- Review and comment on Meeting Minutes and Jamboards by September 30, 2020
- Send further thoughts about what topics to include in the Campus Master Plan
- Support scheduling efforts for stakeholder interviews
- Campus Master Plan website will be available soon at: [www.sjsu.edu/campusmasterplan](http://www.sjsu.edu/campusmasterplan)

## Meeting Minutes

### Academics and Enrollment

#### Boards 1-5

##### Key Themes and Summary Notes:

- “Post-COVID” may be a misleading term as we don’t mean a return to a pre-COVID world, but rather, what will the world and higher education be like moving forward as we come out of the current COVID situation.
- CSU context and constraints, especially for physical space and funding.

##### Board 1 - Academic Programs Likely to Expand or Decrease in Size:

- Traditional disciplines are on the way out. Future academic programs will be based on inter- or multi-disciplinary approaches to problems and challenges. This theme carried through into the Teaching and Learning; and Research, Innovation and Collaboration Space discussions as well.
- New or expanded programs are likely to include ethnic studies and human interaction as well as professional fields such as science, health science, data analytics, technology, and engineering. On the other hand, expensive programs with low enrollment should not necessarily expand, even if in STEM fields.
- Micro-degrees, certificates, and badges as supplement or instead of longer degree programs.
- Applied graduate programs including doctoral programs that are industry-specific rather than disciplinary.
- More Special Session programs focused on professional degrees.

##### Board 2 - Teaching and Learning Methods and Formats

- Many classes will engage students in a variety of ways with and without technology - active learning, experiential learning, community-based learning, virtual reality - which will require more flexible spaces including locations off campus.
- Fewer large, in-person classes. Those that remain will include active learning, requiring more flat, flexible space than tiered seating permits. Large classes will continue to subsidize smaller sections. Large lectures may be replaced by hybrid formats with lecture online and smaller discussion sections in person. (Currently, SJSU has insufficient large lecture rooms to meet demand.)
- More remote/ online learning in general, which can appeal to adult learners and expand the number of students SJSU can serve.
- Technology-enhanced in-person teaching and learning will increase, and faculty need to be directly involved with IT professionals to design appropriate spaces and technology-supported delivery systems.
- Inter/multidisciplinary classes, including those that cross-over between colleges.

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- Consider outdoor learning space as well as indoor; and spaces appropriate for field work, experiments, larger projects and installations.

### Board 3 - Research, Innovation, and Collaboration Space

- Research and scholarship will also be inter/multi-disciplinary and need appropriate space to group faculty and students who are involved rather than spaces assigned to colleges or departments. The new Interdisciplinary Science Building is a good start. UC Merced has invested heavily in interdisciplinary space.
- Provide more collaboration space for students as well as faculty.
- Expand undergraduate as well as graduate student involvement in research with faculty, preparing students for doctoral programs and including publication where appropriate.
- Develop partnerships and apprenticeships with for-profit and non-profit organizations that may have up-to-date facilities and equipment and space available, or bring them on-campus when SJSU has specialized, state-of-the-art equipment.
- Need more porous institutional support for innovative arrangements, especially off-campus.

### Board 4 - Enrollment, Including Student Mix by Level

- Demographic trends mean fewer first-time freshmen; shift to more upper division transfer students and graduate programs.
- Expand offerings for returning (degree completion), mid-career, and distant students. This may include more 4 plus 1 and other shortened programs.
- International student numbers are highly variable, with fewer likely in the short-term, so budgets should not be based on revenues from them.
- Encourage more diversity, particularly in STEM programs.
- Increase enrollment in high demand programs.
- Effective advising is essential - could be virtual.

### Board 5 - Academic Support (Library, Computing Facilities, Advising Centers, etc.)

- Clarify what it means to be an educational community - what is the continuing role of place?
- Rethink administrative space - focus space on campus on students and faculty - what services can be virtual so as to prioritize space on campus for face-to-face interaction?
- Rethink office space, recognizing need for confidentiality and quiet as well as demand for interdisciplinary clusters and less "territorial" space.
- The MLK Library and Student Union offer the only collaboration and study space for students. More should be dispersed. Student clubs and social activities also need space.
- Some Library functions remain critical, but with more emphasis on original materials and online resources rather than stacks.
- IT infrastructure.



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## ACADEMICS AND ENROLLMENT

Academic programs likely to expand or decrease in size

### INCREASE



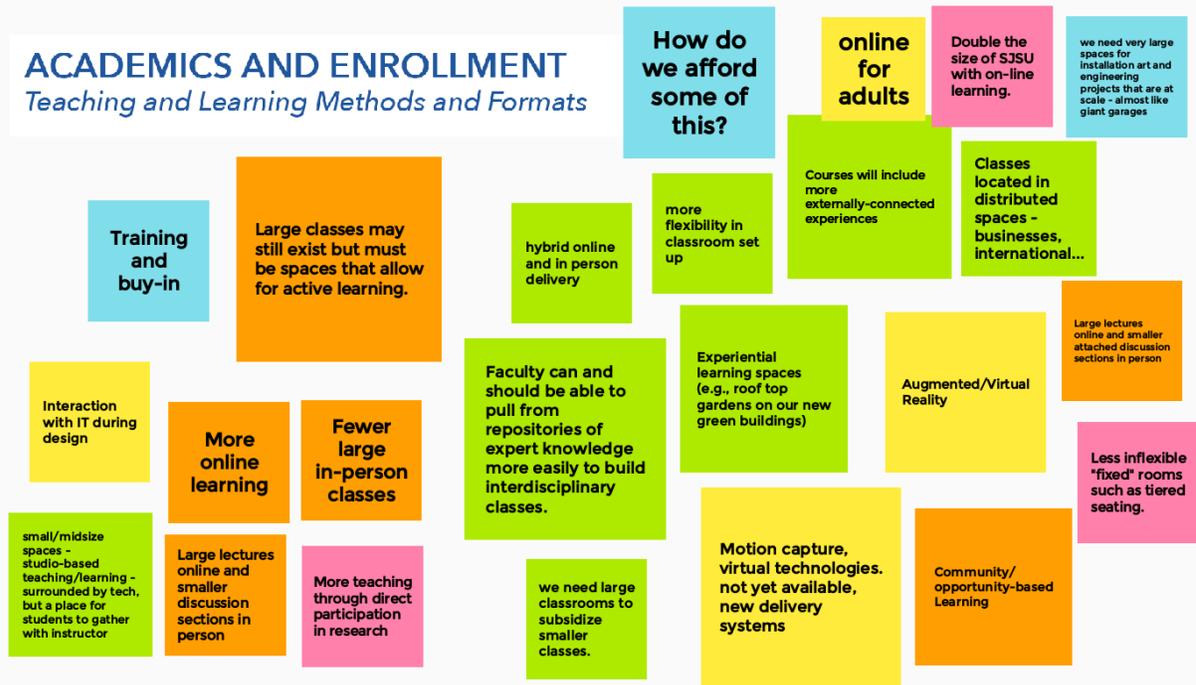
### DECREASE



Disciplines on the way out - interdisciplinary problems and challenges instead

## ACADEMICS AND ENROLLMENT

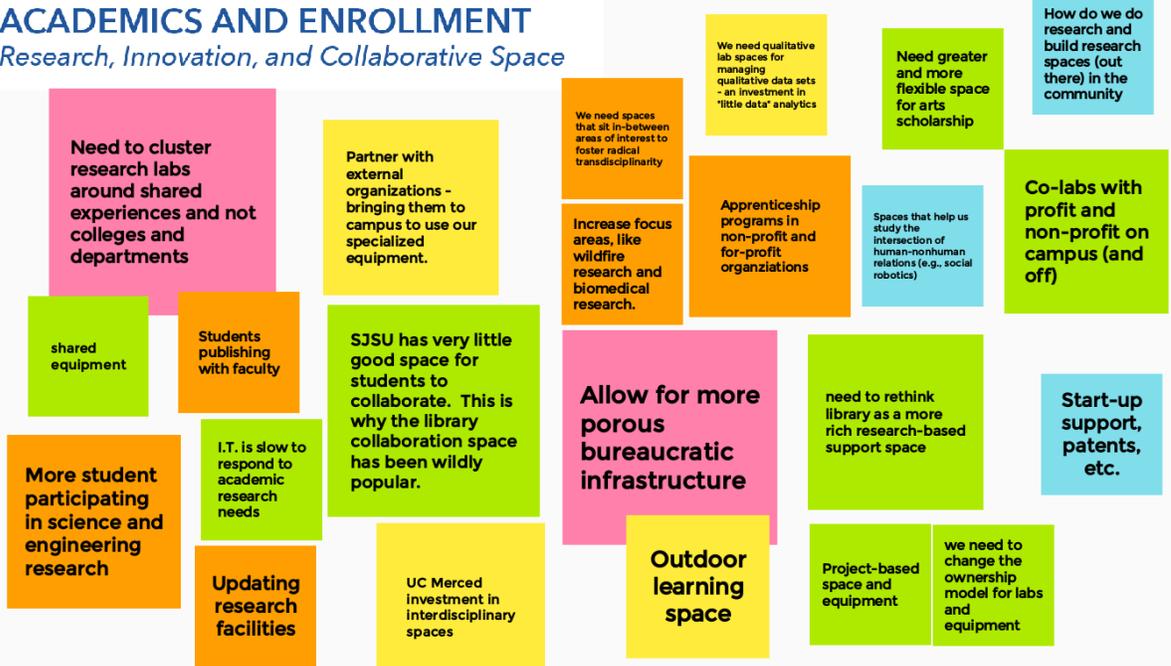
Teaching and Learning Methods and Formats



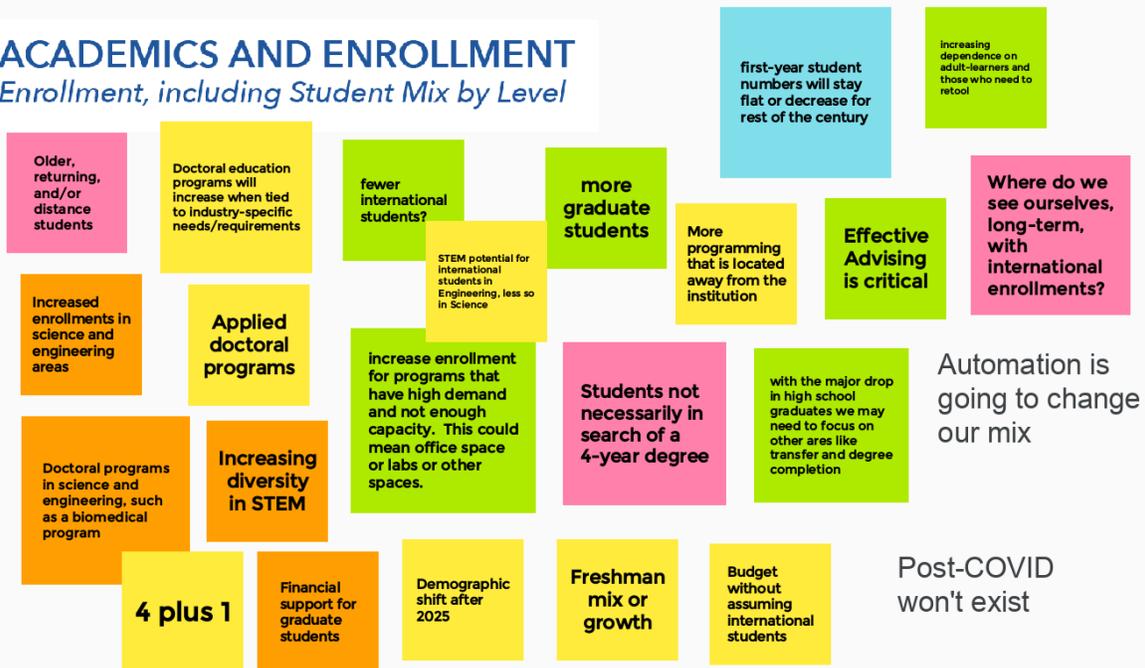


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## ACADEMICS AND ENROLLMENT *Research, Innovation, and Collaborative Space*



## ACADEMICS AND ENROLLMENT *Enrollment, including Student Mix by Level*

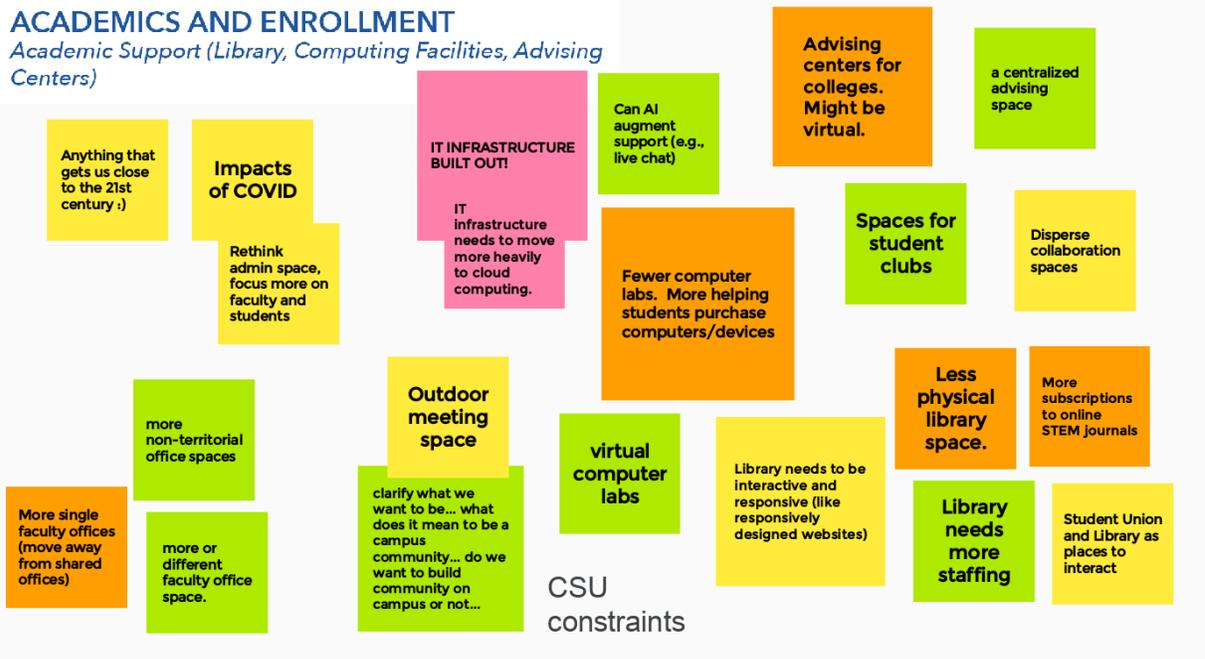




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## ACADEMICS AND ENROLLMENT

*Academic Support (Library, Computing Facilities, Advising Centers)*



## Campus Life

### Boards 6-10

#### Board 1 - Housing Needs for Students, Faculty and Staff

- Affordability.
- Accommodate transfer students, athletes, students with families, international students.
- Explore ways to expand the campus footprint to accommodate more housing.
- Support housing for faculty.
- Provide green space, social space and creative space for residents.
- Bring academic activities into residential space.
- Alquist site.

#### Board 2 - Mixed Use - Social and Collaboration Space Co-located with Academic

- Support learning communities, group and individual study spaces, lab spaces.
- Co-locate social space, dining, retail, gaming with learning spaces.
- Need flexibility - ability to reconfigure space size and layout.
- Take advantage of building entrances/hallways to display special collections.

#### Board 3 - Athletics and Recreation

- Connect South Campus to Main Campus.
- Support intramurals and club sports as well as formal athletics.
- Support informal recreation, group as well as individual.
- All purpose practice spaces.
- Add jogging trails/paths.
- Security, especially at night.

#### Board 4 - Preparation for Emergencies

- Communication systems.
- Back-up systems, especially for power - solar
- Evacuation locations and transportation
- Supplies, meals.

#### Board 5 - Support Services (Dining, Advising, Health Care)

- Wellness and recreation
- Advising, counseling and housing partnership
- Peer educators
- Community partnerships
- Dining locations and food for diverse communities and expanded hours



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**CAMPUS LIFE**  
*Housing Needs for Students, Faculty, and Staff*

Explore ways to expand the main campus footprint

**Campus Life**

H&A Exhibition spaces expand into housing shared areas and well traveled areas to build spirit and connection.

Student athletes to be like all other students

Affordable housing and spaces!

Housing for students, faculty and staff

Alquist for graduate & faculty

beds that fit student athletes - large or tall students.

I-House small in capacity

**Housing supports for faculty**

Transfer student

Affordable

Transfer Students

Flexibility not McMansions for everyone

Seminar classes in living spaces, ex. freshman engineering

Graduate housing in the future

Off campus housing

International house property.

Housing for students with families

Freshman less, transfer students growing

4300 students capacity today

Academic in Living Spaces

Special storytelling and wayfinding for these spaces -- connecting main, south and affiliate spaces!

Real estate prices high in DT S.Jose

Green Space

Creative spaces for groups of students to gather for events - international house

bed length longer

Facilitated by Christen Soares, Architect  
Beth Colbert, AVP, Univ. Advancement  
Sonia Daniels, AVP, Campus Life, Housing  
Michelle Frey, Director of Communications  
Winfred Schulz-Krohn, Professor Occupational Therapy  
Mike Walker, Senior Associate Director of Athletics  
Joined by: Ayano Hattori, Timekeeper  
Joined by: Frank Fuller, Scribe

**CAMPUS LIFE**  
*Mixed-Use - Social and Collaboration Space  
Co-located with Academic*

**Campus Life**

VR!

mixed use space for social gathers of 20-30 people as non-academic

combination space for small study groups (similar to MLK but in a more "comfy setting")

Movable spaces, not just reservable spaces

Study Lounges

Dining and Retail

Gaming

to see an SJSU Museum entrance hallway into campus ... Connected by a bridge to special collections in the library to house ALL of the amazing collections from each college... International museum connections and

Learning Communities

Lab Spaces

Group Academic Spaces

Need new dining facility

Social spaces; collaborative spaces; maker spaces/labs.

Spaces like HUB, Idea lab, study spaces

movable!

looking at areas that can be re-configured for various size groups - moveable walls, spaces

Roof garden dining spaces!

Deferred Maintenance is large issue

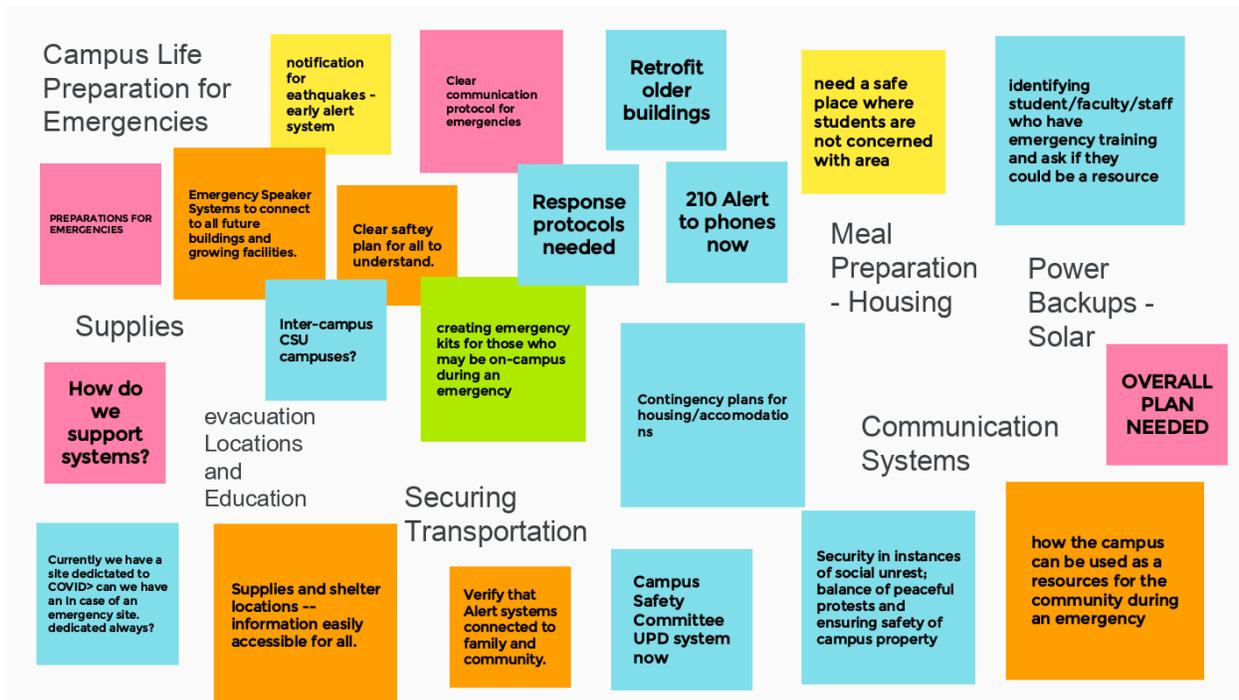
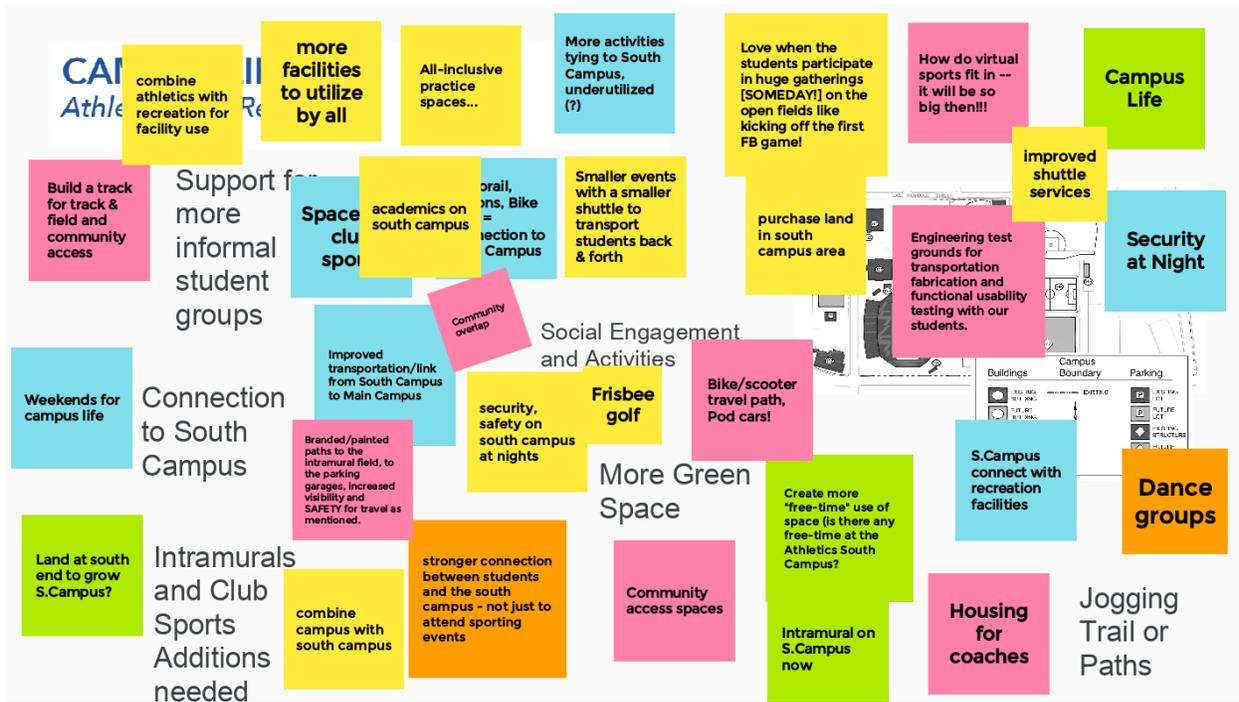
Connections to other spaces on and off campus

Group social spaces - lounges

Academic & social group work-study spaces



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## Physical Environment on Campus

### Boards 11-15

#### Board 1 - Public Realm/Outdoor Space and Activity

- Comfort of outdoor spaces as climate changes
  - There are areas to sit out on the lawn to study and read, but there is not adequate shading to use the spaces on hot days
  - Consider how outdoor spaces should be modified to remain comfortable and usable with hotter temperatures
  - Mitigate urban heat island effect
- Landscape
  - SJSU already has a mature landscape
  - Need to phase out some of the plants and trees on campus in response to climate change and water quality. Some trees, like redwoods, do not tolerate the high salt content in the recycled water used for irrigation
- Accessibility - designated pathways
- Safety and signage
- Outdoor learning
- Aesthetics
- Connectivity (wi-fi)

#### Board 2 - Facility Capacity and Utilization; Infrastructure

- Accessibility
- Energy
- Structures - age and efficiency
- Land utilization
- Design/aesthetics

#### Board 3 - Wayfinding and User Experience for Pedestrians, Bikes, etc.

- Desire to further pedestrianize campus
  - Create distinct paths for bikes, scooters, and skateboards
  - Fix the steep slope at the 4th st exit that is challenging for wheelchairs crossing the street
- Should bikes be allowed within campus core?
  - Currently bikes are not allowed in the campus interior and receive a \$500 fine per violation. However, this rule is not followed. Why not?
    - Inadequate education/signage?
    - Inadequate bike facilities on campus perimeter?
    - Genuine need for biking within campus core?
  - Consider if there is benefit to allowing bikes within the campus interior.

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- If access is allowed, consider how to grant it in a way that reduces risk and liability.
- One or two cross-campus bike lanes?
- Mobility/Accessibility

### Board 4 - Safety

- Risk analysis
- Secure access
- Lighting/phones

### Board 5 - Sustainability and Resilience

- Heavy emphasis on energy: in-building efficiency, on-site generation, backup power
- Climate change
- Mobility
- Energy usage
- Water and landscaping

### Traci Ferdolage Additions

- The Arrival Sequence
- Experiencing the Campus... whether in campus or in person
- Campus Design Standards/Narratives
- Development Financial Analysis & Plan
- Real Property Strategy
- Carbon Footprint
- Facility Investments... understanding the impact of FCI and FCNI on project decisions
- Signage & Wayfinding
- Space Management Analysis, Policy & Process



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## PHYSICAL ENVIRONMENT ON CAMPUS *Public Realm/ Outdoor Space and Activity*

Facilities Management, Esposito, Landscape Architect  
**Please elect a Spokesperson - Traci Ferdolage - Sr AVP, FD&O**  
 James, AVP Information Technology  
 Tracy, Senior AVP Facilities Development  
 and  
 Joe, Smell, Director of Sustainability  
 Hong Lin, University Planner, CSU Chancellor's Office  
 Cindy Marota, Director of Accessible Education Center

Joined by: Chia Tsai, Associate Director of PDC  
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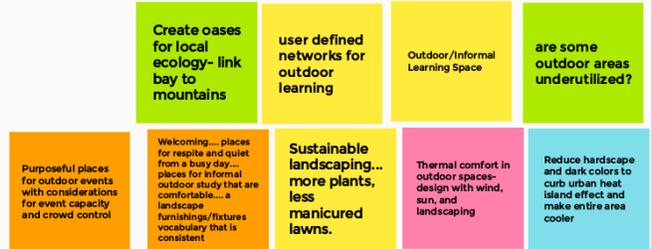
### Safety and Signage



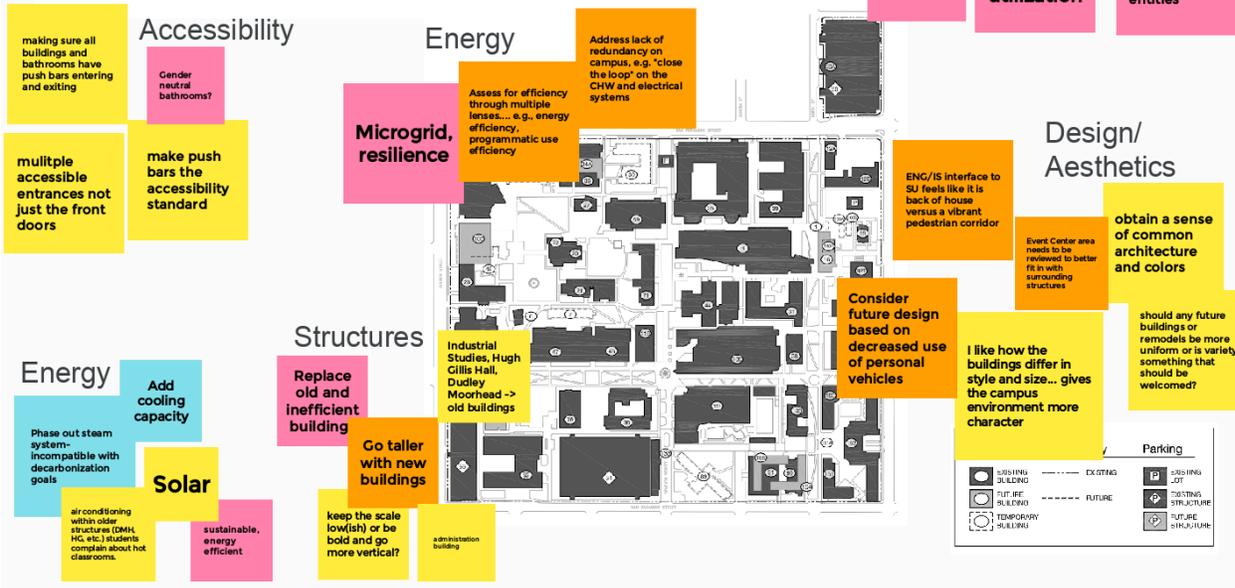
### Other Topics



### Outdoor Learning



## PHYSICAL ENVIRONMENT ON CAMPUS *Facility Capacity and Utilization; Infrastructure*





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## PHYSICAL ENVIRONMENT ON CAMPUS

### Wayfinding and User Experience

**Other Topics**

- Relocate SSC from 10th Street Garage... figure out where to put these types of services on campus in co-location to make it easier for students
- Leverage Silicon Valley- smart campus, augmented reality, wayfinding apps, real-time location of events, buses, VTA, bikes, scooters...dream big!

**Parking Lot 1- can't see wheelchairs because of slope. Needs revamping**

**Signage**

- Improved signage for visitors throughout campus particularly at the main entrances. ensure signage is accessible
- Wayfinding and signage standards needed... consideration of long term branding
- Digital signage that can change when large events happen or in case of emergencies
- Is it clear how to get around campus, or are there areas where the wayfinding is confusing?

**Mobility/Accessibility**

- designated pathways for electric scooters, bikes, skateboards.
- Pedestrianize streets to encourage bikes, scooters, walking
- separation between pedestrians and cyclists/scooters?
- ensuring all entrances are accessible
- LOCATION: Bike collisions when construction fences are up**

**KEY**

- UNDESIRABLE SPACES
- ESSENTIAL SPACES

## PHYSICAL ENVIRONMENT ON CAMPUS

### Safety

**Lighting/Phones**

- Lighting and safety concerns at South Campus need to be specifically reviewed... different environment than main campus
- More blue light locations
- continue to add outside lighting throughout campus and the perimeter of campus
- additional blue light phones
- Lighting for placemaking and safety. LED only!
- Motion sensor lighting
- Lighting
- additional lighting in garages

**Other Topics**

- add blue light functionality to SJSU App for students/faculty
- security priority especially for people waiting for ride pickup or the bus
- acoustic sensors for glass break (cars/buildings)

**Risk Analysis**

- which parts of campus don't feel safe? During the day? At night?
- Comprehensive risk analysis- what are the hazards? Where is exposure? When? How can we mitigate?
- Incorporate EDI with safety- who specifically doesn't feel safe? Why? How can we fix it?

**Secure Access**

- Building access- ID card scanning? Any issues?
- Security Cameras
- should access be controlled at night?
- privacy versus security trade-off?
- Access control at courtyards and other areas



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## PHYSICAL ENVIRONMENT ON CAMPUS *Sustainability and Resilience*

### Landscaping

sustainable landscape

bioswales in paseo de san carlos?

### Water

Smart BMS that monitors energy and water use and flags anomalies

opportunities for water recycling

### Industrial Studies.

Reduce embodied carbon- reuse buildings or components from demolished buildings as inputs for new construction

### Other Topics

Use of sustainable building materials and increase diversion rates

### Climate Change

Design for future climate: peakier rainfall events + longer droughts

Design for future climate: sea level rise

Design for future climate: warming temperatures

Build for the future... carbon neutrality... also build resiliency for our business/educational model

### Energy Usage

PV and battery storage

Solar everywhere!

Solar + battery storage

Microgrid

Microgrid

design open air cooling in future building for spring time frame

solar

incorporate hydrogen backup power generators to future refreshes

Ensure strong strategy in place for backup power for buildings beyond just emergency power for fire/life/safety systems.

### Mobility

Discourage VMT with SOV. Bike lanes, connectivity, TDM, etc.

electric bike charging stations

## Off Campus Connections

### Boards 16-20

#### Board 1 - Main Campus/South Campus Connections

- The South Campus is a resource for parking and athletics. It could potentially include more academics, housing, campus programming, and reasons to go between the two.
- Improve reliability, safety, and flexibility of options to get around with enhancements to bike, pedestrian, shuttle, micro-mobility, transit. Make faster links.
- Anticipate future transportation in the next 20 years: shared/autonomous mobility options
- Improve the branding, signage, lighting, landscaping, and sidewalks down 10th and 7th streets to strengthen the connection and make it safer
- Improve marketing for ease of access and ways to get to campus with campus shuttle schedules, bike share, provide a single source online for mobility information.
- Need better connections to neighborhood services: grocery, medical, laundry
- Anticipate the connection to BART, Diridon Station

#### Board 2 - Other Off-Campus Sites and Development

- Anticipate and improve regional transit connections - e.g., Diridon, Berryessa BART (near term) and Downtown SJ BART (long term), CalTrain, VTA Light Rail and Busses
- Consider the areas outside the Silicon Valley like Livermore/Pleasanton, Central Valley
- Make frequent, reliable, and seamless connections to high travelled locations
  - Strive to locate affordable housing nearby for students, staff, and faculty so they don't have to as far
  - Improve access to services - food, retail, medical, laundry, (Midtown, Taylor/Coleman, Valley Fair, Santana Row) shops, malls, shopping to make living near campus easier
  - Consider the connections to student jobs
  - Consider connections to local daycare, pre-schools, elementary/middle schools
  - Consider the connection to arts and culture downtown and on campus
- Make a stronger connection to SJ downtown and City Hall and to the Spartan Keyes Neighborhood and South University Neighborhood, and Santa Clara
- Strengthen connections to the Community Colleges
- Involve students in community issues and projects
- Consider faculty connections from the region and culture

#### Board 3 - Coordination with the City of San José and Silicon Valley

- SJSU needs to be planned more closely with City of San Jose. Especially on maps
- Campus is perceived as unsafe. Safety impacts transit use.
- Strengthen SJSU as a downtown San José destination for arts, culture, learning opportunities for the community
- Create better partnerships with, big companies and employers in the downtown area to

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address connections

- Invisible barrier around Main Campus. Streets that border the University need to be more porous and activated with businesses

### Board 4 - Self-Powered Mobility (Peds/Bikes/Micromobility)

- Activate boundary streets, reinvent the City side to make streets more active on the border
- Close San Salvador to be pedestrian/bicycle/scooter only
- Improve 4th street for access to Downtown
- Manage curb space at border streets of Main Campus. Designate drop off zones
- Consider High vehicle speeds on 10th/11th and 3rd/4th and reconsider one-way pairs
- Consider P3 projects along San Fernando, potentially replacing older buildings with newer buildings that connect into the City

### Board 5 - Parking

- Finite resource - reassess access, rates, policies to discourage people from driving to campus
- Remove parking structures where ped-oriented environments are desired
- Move parking off campus
- Leverage technology for parking
- Schedule uses (classes, events, etc.) on campus to minimize parking demand (especially at peak times)





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## OFF CAMPUS CONNECTIONS Coordination with the City of San Jose and Silicon Valley

