



# 2017 INSTITUTIONAL MASTER PLAN



ACADEMY *of* ART UNIVERSITY®





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## Table of Contents

I. Introduction	3
II. Executive Summary	4
III. Academy of Art University Overview	10
Mission	10
Commitment to an Urban Campus	11
History of the Academy of Art University	11
IV. Academic Departments and Curricula	12
Online Students	12
Alignment of Degree Programs Online/Onsite	12
Online Course Approval	13
Accreditation	13
Academy Programs	14
Classic Automobile Collection	17
Academy of Art University Athletics	17
V. City and Neighborhood Benefits and Impacts	18
Benefits Overview	18
Security and Maintenance	20
Addressing Neighborhood Needs	20
Scholarships for San Francisco and Bay Area Residents	21
Active Engagement in Community Programs	21
Pro-Bono Design Work and Other Academy Civic Engagement	22
VI. Students, Faculty and Staff	31
Enrollment	31
Enrollment Trends	32
Diversity	34
Student Housing	34
Cost of Attendance & Financial Aid	35
Faculty and Staff	37
The Academy's Equal Employment Policy	37
VII. Existing Facilities	38
Neighborhood Context and Land Use Requirements	38
Policy of Adaptive Re-Use	41
Campus Safety	41

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VIII. Current and Future Needs	45
10-yr Plan: Consolidate and Centralize the Campus	45
Near Term Plan: Proposed Changes to the Academy Campus	46
Transportation: Changes and Improvements Affecting the Shuttle Program	50
Student Housing and Metering Relationship to Enrollment	52
IX. Environmental Impact Report and the Existing Sites Technical Memorandum	53
Historic Preservation	53
X. General Plan Consistency	54
San Francisco Priority Policies	54
Consistency of General Plan Elements	56
Relevant Area Plans	61
XI. Attachments	64
Attachment 1: Employers	64
Attachment 2: Neighborhood Context Groups	76
Attachment 3: Existing Institutional and Residential Sites	77
Attachment 4: Study Areas	78
Attachment 5: Shuttle Systems: Current and Proposed/Future Shuttle Map	79

## I. Introduction

Academy of Art University (hereinafter Academy or University) submits the 2017 Institutional Master Plan (hereinafter IMP) to replace its 2011 IMP currently on file with the San Francisco Planning Department. Since 2011, the Academy has filed timely updates in 2013, 2015 and most recently in May 2017 (as further revised in July 2017). This IMP provides an overview of the Academy's current programs and facilities and its plans for future growth that will guide the Academy's decision making regarding future facilities and site improvements in the coming years.

The Academy is an urban campus, with institutional buildings found throughout San Francisco. A majority of the Academy's student residential buildings are in the North of Market/Union Square neighborhood or the Van Ness and Lombard corridor, with either academic and office buildings primarily in the North of Market/Union Square, South of Market, Fisherman's Wharf/North Beach, and Financial District Areas.

San Francisco Planning Code Section 304.5 (e) requires postsecondary educational institutions to prepare and file an IMP. While the Planning Commission takes no action on the IMP, the IMP itself is an informational document with the primary purpose of informing City officials and the public of an institution's current and future growth plans.

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## II. Executive Summary

### Overview

The Academy, established in 1929, is the largest private, regionally accredited university of art and design in the United States. The Academy offers both undergraduate and graduate degrees with a mission to offer hands-on, professional training for aspiring artists and designers. Graduates leave the University with industry-ready portfolio of work and are prepared to make an immediate contribution in their chosen field, with many alumni working for companies in San Francisco. Indeed, the Academy has created a strong pipeline to seed economic growth in the Bay Area, producing over 2,000 graduates annually in 30 distinct areas of study. In line with its mission, the University employs over 1,040 onsite working artists and designers to mentor students in the realities and the demands of the marketplace; many of them work nearby in the high-tech and digital design businesses that are located south of Market, near the Academy.<sup>1</sup> It employs 679 full-time and 198 part-time non-faculty staff onsite.

The Academy is proud to positively affect the cultural and economic quality of life in San Francisco. The Academy contributes significantly to the economy of San Francisco through capital expenditures, general operating expenses, property taxes, and payroll taxes. Visitors attending University events along with family members of enrolled students also further benefit the City as it contributes to the positive impacts gained from tourism. In addition, the most recent economic study conducted in 2012, found that the Academy made operational expenditures of approximately \$114 million in the City and \$136 million in the nine-county Bay Area. As this spending circulates through the economy, it generates over \$40 million in additional indirect spending in the City and \$45 million in additional induced direct spending in the City for a total of \$199 million in the local economy. Student spending, including multiplier effects, generates an impact on the San Francisco economy of approximately \$170 million and \$316 million on the regional economy.<sup>2</sup>

Given the strong historical connection between the Academy and the City, it is the desire of Academy to remain based in San Francisco. The Academy was founded in 1929 by Richard S. Stephens, a fine art painter and creative director of *Sunset Magazine*, and his wife Clara. The school was originally housed at 215 Kearny Street. As the Academy grew, its physical presence in San Francisco has grown, and today, the Academy operates a campus like other urban universities, such as New York University, Harvard University, Savannah College of Art and Design, and School of Visual Arts. These schools, along with the Academy, are integrated within the City, face the challenges of and must operate its physical locations, within a thriving City. This urban integration provides clear benefits to students, enabling them to interact with the City and providing them with a wide array of creative learning opportunities. For example, students have partnered with the San Francisco Department of Public Works in the Graffiti Watch Program to combat a significant problem for the City. The Academy believes that both students and the community benefit from the Academy's presence in San Francisco.

Like San Francisco, the student body is known for its creativity and diversity. While nearly 40% of all onsite students list California as their home state, over 50% come to the University from overseas. The Academy attracts a large, diverse population with students from throughout the U.S. and over 100 countries. Students live within the nine-county Bay Area with approximately 60% of onsite students living in San Francisco, approximately 5% commuting from outside the region and the remaining living in other parts of the Bay Area. In addition, online students live all over the world enriching the Academy with cultural perspectives in their fields of study while contributing to the economic strength of the local economy with no additional demands on local infrastructure. The online program provides so many resources with such flexibility that many local students access resources fully or partially online, thereby further minimizing their impact on campus and neighborhood resources.

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4 <sup>1</sup> Source: 229 full-time and 811 part-time onsite faculty.

<sup>2</sup> Source: December 2012 Study prepared by Capitol PFG "Preparing Students for the 21st Century Innovation Economy."

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As a central part of its mission, the Academy is committed to providing equal access to an art and design education for undergraduate students. Its inclusive admissions policy, which does not presume that students have had the benefit of access to art classes during their secondary education, makes the Academy unique.

The Academy is a leader among regional institutions in responding quickly to emerging trends and evolving technologies in visual, performing arts and design industries (for example computer animation, visual effects, interactive design, game development and visual development) and has adapted to the changing markets for varied programming. The expansion of programs directly reflects demand for professional training in these areas. This educational approach has consistently led to strong employment statistics for Academy graduates.

The Academy's facility needs are also unique because of the broad range of industry that it serves. Its studio art classrooms require large open floor plates with windows and high ceilings, adequate light and space to accommodate large materials, such as sculptures, or industrial-scale machinery, such as commercial size sewing and knitting equipment. In addition, these studios often need to be partitioned to allow for classes of different sizes. Given such spatial requirements, the Academy has found that these needs are most easily met in existing older buildings. Older buildings are often built with higher ceilings, and wider floorplans that do not have many dividing structural walls.

It remains the strategy of the Academy's President, Dr. Elisa Stephens, granddaughter of the founder, to pursue existing, often historic properties to meet facility needs. The Academy is committed to preserving such historic buildings by occupying and utilizing space in existing historic or culturally interesting buildings in need of renovation and/or revitalization; this is beneficial to San Francisco as it reinforces the preservation of these beautiful buildings in the City. Because of the high costs related to renovation of these older buildings, there is little incentive from the private sector to participate in their preservation. Many buildings leased by the Academy have been vacant, neglected, and/or on the market for extended periods of time and have been subsequently renovated and revitalized by the Academy. This strategy for finding suitable properties is an environmentally sustainable type of redevelopment and is in alignment with the mission of the Heritage Foundation of San Francisco "to preserve and enhance San Francisco's unique architectural and cultural identity... advocating for smart growth through the protection and reuse of historic structures and landscapes."

It is important to emphasize that the facility needs of the Academy are a direct result of its success, and that this success is what allows the Academy to contribute to the City in the many ways that it does: to the urban landscape by the adaptive re-use of important buildings; and to the fields of visual and performing arts and design, both as a supplier of talent and as an employer. Other direct contributions made by the Academy to the community are outlined in the body of this IMP.

The Academy seeks to operate in an urban environment, where academic programs can contribute to and draw from the cultural wealth of the City and its neighborhoods as well as create opportunities for students to interact with the urban community by maintaining facilities throughout the City. The Academy also provides student housing for full-time onsite students who desire to live in Academy housing. It will continue its efforts to manage its facilities in a flexible manner to ensure availability of space to meet changing needs and requirements of academic programs. As part of this dynamic process, the Academy continues to focus its efforts to consolidate administrative and classroom functions for each academic discipline in the same buildings so that students and faculty do not have to travel from building to building unnecessarily.

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The Academy currently owns or leases 40 properties accounting for 1,961,529 square feet of space for its educational programs, student housing, administrative functions and recreational uses. These buildings are connected by an extensive transportation system and are clustered in several different neighborhoods; principally in the northeastern sector of the City. Many buildings and functions are clustered in five areas: the Van Ness Transit Corridor, Fisherman's Wharf/North Beach, North of Market/Union Square, the Financial District, and South of Market.

### **Environmental Impact Report (EIR) & Existing Sites Technical Memorandum (ESTM)**

The City certified an Environmental Impact Report for the Academy Project on July 28, 2016. The Certified EIR analyzed program-level growth; project-level growth; regularization of prior changes of use; and future shuttle system expansion. The Final EIR identified 12 study areas on a program-level basis<sup>3</sup>. Many of the study areas are identified as areas with the capacity to accommodate growth in which the Academy already has a presence or in which the Academy would like to establish a presence. The study areas are intended to direct the future growth of the Academy by concentrating the Academy into 'clusters' – concentrated areas where the Academy can maximize the efficiency of its use, particularly around transportation throughout the City, resulting in less traffic. There is no expectation that the Academy would expand in all 12 of these study areas.

In addition to the EIR, the Planning Department prepared the Existing Sites Technical Memorandum (ESTM). The ESTM provides information about the effects of previous physical changes from the Academy's past changes of use and ongoing operations at 34 locations used by the Academy prior to the Notice of Preparation for the EIR. The Planning Department published the ESTM in May 2016, after which a 30-day public review and comment period was provided. Following the close of this period, the Department considered all comments on the ESTM, incorporated necessary changes, and the Final ESTM was accepted by the Planning Commission on July 28, 2016.

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<sup>6</sup> <sup>3</sup> Source: Draft Environmental Impact Report, page 3-21, 4.4-7, calculations taken from 2010 baseline with 2020 EIR projected=approximate increase of 6,100 students, divided by 10 years



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**10-Year Plan Period**

The Academy has seen an overall decline in student enrollment since its 2015 IMP Update. For 2017, the EIR 2016 projected an onsite enrollment of 15,4523 whereas actual onsite enrollment in the spring of 2017 was only 7,715, resulting in the Academy meeting only 50% of enrollment projections.

Notwithstanding the decline in onsite enrollment, the Academy has ongoing efforts to consolidate and centralize its campus buildings. The future plan for the next 10-year period includes the closure of three of the outermost buildings in North Beach located at 700 Montgomery Street, 2295 Taylor Street and 2340 Stockton, as well as 1055 Pine Street and 1069 Pine Street. The closure of these buildings are scheduled to be completed within the next two years, and as a result, the Academy will vacate approximately 77,860 sq. ft. of institutional uses and one student housing building.

As part of its 10-year plan and consistent with the 'cluster' concept for future growth, the Academy proposes to concentrate future growth in the Van Ness Area. This area is historically known as "Auto Row" and is cited by a Planning Department Survey of the Van Ness Auto Row Support Structures which highlights the historical importance of not only the automobile showrooms and public garages of "Auto Row" but buildings that housed an automobile engineering college. Future plans are to occupy 1946 Van Ness Avenue (aka the Bakery) set for Industrial Design, specifically the Auto Restoration program and to occupy 1142 Van Ness Avenue (aka the Concordia Club) for the School of Fashion so it will be in closer proximity to 625 Polk Street, which is currently utilized by the School of Fashion.

The Academy will vacate two properties, 1055 Pine Street currently used for student housing and 1069 Pine Street, currently operated as a gym and storage for the Academy. Students living at 1055 Pine Street will be moved to a current tourist hotel at 2550 Van Ness Avenue. The relocation of students to 2550 Van Ness Avenue will result in a net increase of 117 beds of new student housing and will consolidate students along the Van Ness Corridor enabling the Academy to meet all its housing requirements for onsite students.

### **Student Housing**

The Academy continues to monitor and provide student housing in coordination with its enrollment to minimize any negative effects on San Francisco's general housing supply. The Academy's student housing capacity has remained constant at 1,810 beds<sup>4</sup>. The Academy reserves a portion of its bed spaces for other uses, such as visiting faculty and study rooms, which allows for flexibility to accommodate changes in housing demand year-to-year by utilizing those reserved spaces for students when needed.

### **Transportation**

Impacts on transportation have increased for all San Franciscans due to many factors, including major construction throughout the city, and increased usage of car share services such as Uber/Lyft. The Academy has and continues to promote a policy discouraging automobile use by students, supports bicycle usage by students and faculty, operates shuttles to supplement MUNI transit and concentrates most of its facilities around transit corridors. Additionally, the Academy will continue to support bicycle usage by improving onsite bicycle storage and updating its racks throughout its facilities.

The Academy shuttle system provides for efficient, on-time transportation of students and staff among Academy sites with minimal traffic impacts. The shuttle system is modified on an ongoing basis as classroom and other locations are changed, based on regular data collection and analysis of ridership. Current shuttle routes are depicted on the Map entitled "Current Shuttle Bus System Map". The Academy has eliminated or consolidated stop locations, modified routes and schedules to better connect classrooms and residences, and minimized underutilization of shuttle vehicles. The Academy has also focused on reducing traffic and air emissions by replacing diesel vehicles with gasoline-powered vehicles along with installing new filters on all buses.

Overall shuttle usage has decreased. Average ridership per weekday in Spring 2017 was 2,197. This number represents 1,673 fewer per weekday riders than the 2015 IMP Update. The decrease in shuttle ridership is likely the result of a combination of factors including a decrease in onsite student enrollment and the consolidation of course offerings within Academy buildings which necessitates fewer transfers. The Academy continues to constantly monitor demand and reduce service wherever possible.

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### **Affordable Housing Public Benefits**

In recognition of the critical need for new affordable housing in San Francisco for the community at large, the Academy will provide new affordable housing units to the City's housing stock. The Academy will fund significant renovations for 1055 Pine Street and construct a new building at 1069 Pine Street to provide a total of at least 142 units of affordable housing over the long term. The properties will be leased to third party non-profit operators as new affordable housing for 66 year terms.

1055 Pine Street is in its final planning stages to lease this site to Chinatown Community Development Center (CCDC) for conversion into 100% affordable housing. The Academy is finalizing a 66-year ground lease with CCDC to have them operate an affordable housing development at 1055 Pine Street. The 1055 Pine Street conversion provides for substantial building upgrades including improved disabled access, a new building elevator, individual bathrooms for all units and approximately 83 units that will house over 160 residents. It is anticipated that renovations will occur beginning at the later part of 2018.

1069 Pine is in preliminary design stages and will also have an affordable housing operator. This location will have a newly constructed building that will provide for similar affordable housing benefits as in 1055 Pine Street.

### **Economic Benefits and Impacts**

Among the many benefits the Academy brings to San Francisco are the adaptive re-use of underutilized, often historic buildings, the contribution of over \$114 million in direct operational expenditures and over \$110 million in direct student spending<sup>5</sup>, local employment of hundreds of artists and administrators, and participation in numerous charitable and volunteer efforts by both the Academy and its students. The Academy provides business opportunities to neighborhoods that otherwise might not have enough pedestrian and other traffic to support them. Distribution of students throughout the City increase student spending at local businesses; the resulting increase in sales taxes is also an indirect benefit to the City.

### III. Academy of Art University Overview

#### **Mission**

Academy of Art University prepares aspiring professionals in the fields of design, communication and the arts by delivering excellent undergraduate and graduate degrees and certificate and portfolio development programs.

To achieve its mission, the Academy:

- Maintains an inclusive admissions policy for all persons who meet basic requirements for admission and instruction and who want to obtain higher learning in a wide spectrum of disciplines in art and design;
- Teaches a disciplined approach to the study of art and design that encourages students to develop their own styles that blend their talents, technical skills and creative aspirations with professional knowledge;
- Enlists a dedicated and very able full-time and part-time faculty of career artists, designers, and scholars who are professionals and whose success as educators comes from their ability to teach students through the wisdom and skill they have amassed through years of experience and study;
- Operates in an urban context so that academic programs can draw upon and contribute to the cultural wealth of those communities that are served;
- Provides a creative environment that is at once supportive and challenging and underpinned by excellent personalized teaching and support services that address the needs of students of diverse ages and backgrounds;
- Offers an undergraduate general education program designed to stimulate the development of critical thinking, and communications skills and to encourage emerging artists to draw upon a variety of disciplines, to look at issues from multiple perspectives, and to cultivate the ability to function as educated global citizens;
- Manages in an ethical and efficient manner; administers the finances in a prudent fashion; and
- Fosters optimum quality in all aspects of programs and services.

### **Commitment to an Urban Campus**

In selecting and locating its facilities, the Academy seeks to integrate its programs with the community, for the benefit of both, consistent with the practice of world-renowned universities such as New York University, Harvard University, Savannah College of Art and Design, and School of Visual Arts.

### **History of Academy of Art University**

The Academy was established in San Francisco in 1929 by Richard S. Stephens, a creative director with *Sunset Magazine*. Richard originally opened the Academy to teach Advertising Art. Richard and his wife, Clara, started the new school in a rented room on Kearny Street. Within a few years, they assembled a distinguished faculty of practicing art and design professionals. Thus, the school's philosophy was formulated: hire established professionals to teach future professionals. In 1933, the curriculum was expanded to include Fashion Illustration, and in 1936 a Fine Arts Department was added.

In 1951, Richard A. Stephens took over the Presidency from his parents and continued to expand the school's offerings. In 1966, the school incorporated. Concurrently, the Council for Private and Postsecondary and Vocational Education of the State of California granted the school authority to offer a Bachelor's Degree in Fine Arts. The Academy inaugurated its Masters program in 1977, which the state approved in 1983.

In 1992, Richard S. Stephens' granddaughter, Elisa Stephens, succeeded her father as President of the Academy. The Academy offers certificate programs, Associate of Arts, Bachelor of Fine Arts, Bachelor of Arts, Bachelor of Architecture, Bachelor of Science, Master of Fine Arts, Master of Arts and Master of Architecture degrees in twenty-two different majors. Courses are offered in the Spring, Summer and Fall semesters.

The urban location of the Academy, its mission, and core belief in an education by artists, for artists remain the same, as does the institutional commitment to equal access to an art and design education. The Academy maintains an inclusive admissions policy for interested undergraduates. While many core values have remained the same, the Academy has seen tremendous growth in the eighty-eight years since its founding. Today, the school consists of an urban campus encompassing forty academic and residential buildings.

## IV. Academic Departments and Curricula

The Academy is comprised of 22 academic departments and offers certificate programs, Associate of Arts (AA), Bachelor of Fine Arts (BFA), Bachelor of Arts (BA), Bachelor of Architecture (B. Arch.), Bachelor of Science (BS), Master of Fine Arts (MFA), Master of Arts (MA) and Master of Architecture (M. Arch.) degrees.

### **Online Students**

The Academy's online undergraduate and graduate degree programs provide an exceptional education for Academy students who desire flexibility in the mode of delivery of their courses. Access is an integral part of this educational model, and the Academy's online program offers flexibility for the student to access their classes at their discretion using a proprietary "Learning Management System" of art and design developed by the Academy. In concert with inclusive admissions, the online program gives the Academy worldwide reach, provides freedom from geographic or scheduling limitations, and brings diverse cultural perspectives to the Academy's programs. Operating since 2002, the program has continued to develop into a dynamic experience providing flexibility.

### **Alignment of Degree Programs Online/Onsite**

The Academy has ensured alignment of online offerings with onsite offerings in the following ways:

- It is University policy that all academic programs shall be offered both on campus and online (subject to accreditation approval for new online programs). Currently all degree programs are offered online except Acting (AA, BFA, MA, MFA), Advanced Architectural Design (MA), Automotive Restoration, (AA), Textile Design (AA, BFA, MFA), and, Writing & Directing for Film (MA)
- Program design, mission and objectives, and program and course learning outcomes for each academic program are identical.
- In many cases, online classes are designed, taught, and continually improved by the same faculty members who teach the classes on campus.
- Online directors or coordinators (faculty) work with academic department directors to oversee the onsite and online versions of the same program.
- The online learning environment uses innovative technology to mirror the campus learning environment.
- Extensive academic support systems are offered equally on campus and online.

**Online Course Approval**

All courses developed for online have an approval process that mandates specific and measurable course learning outcomes, explicit assessment strategies, and department approved course content (topics). The intended course learning outcomes, syllabus, assessment features and pace of learning are the same for onsite/online courses and are determined by the faculty and academic department directors. Online courses are reviewed and approved by the faculty member, the academic department director or online director/coordinator, and the relevant online education staff members before the course goes live. The overall online build and course approval process is overseen by the Vice President of Online Education, working with the online academic director/coordinator. Course rebuilds are also approved through the same channels. All online courses are designed within a standardized delivery format that mirrors the structure of onsite courses. Innovative use of technology allows for the instructor to demonstrate key skills in engaging video segments, publicly critique student projects, provide formative and summative evaluations, conduct graded class discussions, and assign live student presentations.

**Accreditation**

Academy is accredited by many organizations, including the WASC Senior College and University Commission (WSCUC). WSCUC is one of the six regional associations that accredit public and private colleges and schools in the United States. WSCUC accreditation requires an assessment for quality and effectiveness for all programs offered by the Academy. Institutional structures, processes and resources are rigorously evaluated and monitored.

The Academy is also accredited by the National Association of Schools of Art and Design (NASAD) to offer degrees of Associate of Arts, Bachelor of Fine Arts, Master of Fine Arts, and Certificates. The BFA Interior Architecture & Design and MFA Interior Architecture & Design Programs are also accredited by The Council for Interior Design Accreditation (CIDA) as a Council for Interior Design Accreditation Accredited Professional Level Program. The Bachelor of Architecture and Masters in Architecture Programs are also accredited by the National Architectural Accrediting Board (NAAB). All online Associate of Arts, Bachelor of Fine Arts, Bachelor of Arts, Master of Fine Arts, Master of Architecture and Master of Arts programs are also accredited by WSCUC. The National Association of Schools of Art and Design (NASAD) also accredits online AA, BFA and MFA Programs.

Degrees Offered Only On Campus

The following degrees can only be completed on campus:						
Major	AA	BA	BS	BFA	MA	MFA
Acting	✓			✓	✓	✓
Advanced Architectural Design					✓	
Automotive Restoration	✓					
Textile Design	✓			✓		✓
Writing & Directing for Film					✓	



## Degrees Offered On Campus and Online

The following degrees can be completed entirely either on campus or online.										
Major	AA	BA	B. Arch	BFA	BS	MA	M.Arch	MAT**	MFA	OAC*
Advertising	✓			✓		✓			✓	✓
Animation & Visual Effects	✓			✓		✓			✓	✓
Architectural Design		✓								
Architecture			✓				✓			
Art Education				✓		✓		✓		
Art History				✓		✓				
Communications & Media Technologies		✓				✓				
Costume Design				✓		✓			✓	
Fashion	✓			✓		✓			✓	✓
Fashion Journalism	✓	✓				✓				
Fashion Marketing	✓			✓						
Fashion Marketing & Brand Management									✓	
Fashion Merchandising	✓			✓		✓				
Fashion Merchandising & Management									✓	
Fashion Product Development	✓			✓					✓	
Fashion Styling	✓			✓						
Fashion Visual Merchandising	✓			✓						
Fine Art	✓			✓		✓			✓	

Major	AA	BA	B. Arch	BFA	BS	MA	M.Arch	MAT**	MFA	OAC*
Game Development	✓			✓		✓			✓	✓
Game Programing					✓					
Graphic Design	✓			✓		✓			✓	✓
Illustration	✓			✓		✓			✓	
Industrial Design	✓			✓		✓			✓	
Interior Architecture & Design	✓			✓		✓			✓	
Jewelry & Metal Art	✓			✓		✓			✓	
Landscape Architecture	✓			✓		✓			✓	
Motion Pictures & Television	✓			✓					✓	
Music Production	✓			✓						
Music Scoring & Composition				✓		✓			✓	
Photography	✓			✓		✓			✓	✓
Sound Design	✓			✓		✓			✓	
Studio Production for Advertising & Design	✓									
Visual Development	✓			✓		✓			✓	
Web Design & New Media	✓			✓		✓			✓	
Writing for Film, Television & Digital Media				✓					✓	

\*OAC = Online Award of Completion

\*\*One semester of student teaching and fieldwork assignments in local Bay Area public schools must be completed at the Academy's urban campus in San Francisco

### **Classic Automobile Collection**

The classic automobile collection consists of over 200 cars, mostly pre-World War I classics. This collection is made available to the public and to students of the University, principally students from the School of Industrial Design. The classic automobiles also serve as educational material for the Associates Degree in Automotive Restoration. The Collection is open to the public for viewing, by appointment.

### **Academy of Art University Athletics**

The Academy is the only higher art education institution in the U.S. to have an NCAA athletics program. Student athletes use the following facilities in San Francisco: Kezar Pavilion, Kezar Stadium, City College of San Francisco, Beach Chalet Soccer Field, Mission Blue Field, Laney College Baseball Field, Bay Club Tennis San Francisco, and Presidio Golf Course. Men's sports include baseball, basketball, cross country, golf, soccer, track and field. Women's sports include basketball, cross country, golf, soccer, softball, tennis, track and field and volleyball.

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## V. City and Neighborhood Benefits and Impacts

The mission of Academy of Art University is to prepare aspiring professionals in the fields of design, communication and the arts by delivering excellent undergraduate and graduate degrees and certificate and portfolio programs. A key measure of the success of the Academy's mission is the number of current and graduating students that are employed as artists in professional fields. Employers who employ students from Academy of Art University are listed in an attachment entitled "Employers". In addition to providing an excellent and marketable arts education, the Academy offers many other significant benefits to San Francisco.

### **Benefits Overview**

The Academy is one of the San Francisco Bay Area's premier art and design institutions and the largest private postsecondary art school in the country due to the incremental efforts of one family over three generations in time. As the Academy grew, it welcomed the opportunity to improve San Francisco neighborhoods and recognized the mutual benefits to the Academy and to the City of engaging and embedding its facilities in multiple neighborhoods throughout San Francisco. As the Academy was developing as a multi-site campus, it took advantage of concentrating buildings and functions when it was able. The clusters of its buildings in the Sutter corridor and along and around Van Ness Avenue speak to this concentration of activity.

### **Economic Benefits**

#### Adaptive Re-use

The strategy of the Academy in meeting its facilities needs has been to pursue existing, often historic properties, and this strategy is still in place. Many buildings leased by the University from its affiliates under this strategy needed renovation and revitalization, having been vacant, neglected, and/or on the market for extended periods of time. The Academy is committed to preserving such older, often historic buildings. This practice eases the need for public funding from the City for preservation. It also provides economic benefits that are dispersed throughout the City, as property values in the immediate vicinity of the renovated properties are positively affected. Examples of buildings that the Academy has preserved and potentially saved from demolition include St. Brigid's Church at 2151 Van Ness Avenue, currently used for institutional purposes, the First Congregational Church at 491 Post Street, also used for institutional purposes, and the former YWCA residence designed by Julia Morgan at 620 Sutter Street currently utilized for student housing.

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### **Student Spending**

While enrollment has decreased, the expenses of cost of attendance, housing, supplies and living expenses can still make a significant impact. Indeed, a study conducted in December 2012, “Preparing Students for the 21st -Century Innovation Economy”, indicated figures as high as \$170 million attributed to student spending to the San Francisco economy.

Spending of this magnitude, which does not include spending by the University itself, or by faculty or visitors, is a significant benefit to the San Francisco economy. The Academy provides business opportunities to neighborhoods that otherwise might not have enough pedestrian and other traffic to support them. For instance, a University building housing its fine art program provides a foundation for the development and sustenance of neighboring galleries, retail art shops and art supplies shops. The resulting increase in sales taxes is also an indirect benefit to the City.

Many Academy students participate in the Knight Kash program, which is a debit card program used by students. Knight Kash cards can be used not only at Academy food service locations but at approximately 15 private businesses in the City, including markets and restaurants. This program generated \$364,105 of total revenue in 2016 at these businesses, of which \$287,688 or 79% was spent at non-Academy businesses. This is an example of how the Academy works with local businesses to increase student spending throughout the City.

### **Benefits to Students**

The Academy endeavors to prepare students for successful careers in art and design industries. Students and graduates seeking employment can take advantage of businesses that are near Academy facilities. For example, the classrooms on New Montgomery are just blocks away from the digital media and design companies in South Beach and other South of Market areas. Students in graphic design, game design, multimedia communications and web design have increased opportunities to network with these nearby employers. Similarly, the location of Academy facilities near South Beach and South of Market media and design companies, and near the advertising businesses around Union Square, facilitates the Academy’s ability to employ part-time faculty who are active in these art and design worlds. This use of local talent both provides better and more up-to-date course content, and provides important networking opportunities for students.

The Academy’s student residences allow students to live in small, attractive buildings, rather than in the large institutional (in some cases even high-rise) dormitories provided by other San Francisco colleges and universities with comparable student populations. Students can easily enjoy the surrounding neighborhoods in many ways and are able to interact with and contribute to the neighborhood communities. They can patronize a wider range of neighborhood-serving retail establishments. They are able to recognize and correct neighborhood problems, such as participating in graffiti removal in one neighborhood and tree-planting in another. Participation in such projects, and living in a building with a close connection to the street, give students the opportunity to meet and interact with their neighbors. And as artists, students are exposed to an enriching and widely varied environment from which to draw their ideas and contribute to identified needs.

Further, students in smaller housing units are more easily grouped by the relevant categories the Academy uses, such as: first-year students (who are required to have a meal plan), and under 21 or over 21 students. Residential facilities are staffed with a Residence Director or Resident Assistants, giving students more and better opportunities to interact with these staff members than they would have in large facilities.

### **Security and Maintenance**

The fact that many Academy buildings were previously vacant or under-utilized and are now actively in use is another benefit to the security of the immediately surrounding neighborhoods. Occupied buildings serve as “eyes on the street” and discourage destructive vagrancy, graffiti and other common street crimes. Academy use of previously underutilized buildings results in a safer and more pleasant pedestrian environment around the properties for both building residents and neighborhood residents.

### **Addressing Neighborhood Needs**

The Academy engages in an expansive volunteer and philanthropic program that enhances the lives of San Francisco residents, especially children and the underprivileged. While most universities offer various programs and benefits to their surrounding communities, the Academy provides benefits that are both geographically broad – throughout the city – and geographically concentrated to respond to specific needs of the neighborhoods and residents surrounding its buildings. In neighborhoods where it is needed, students volunteer on graffiti removal, tree plantings or have designed and painted murals. Living in various neighborhoods, the students see first-hand the needs of the neighborhood and are integrated with the community by offering their time and talent to address needs through locally targeted efforts, including participation in non- Academy sponsored programs. Properties used by the Academy are well maintained and present an attractive appearance, improving the overall image of their respective neighborhoods.

### **Scholarships for San Francisco and Bay Area Residents**

Pre-College Summer Art Experience is free to all students of both public and private schools. It is also accessible to students participating in programs sponsored by non-profit organizations. The Academy bears the costs of providing this experience.

All first-time undergraduate Academy students enrolled full time in a degree-seeking or certificate program in the Summer semester and enrolled for at least two courses for the following Fall semester are encouraged to apply for the Portfolio Grant Scholarship. This scholarship is merit based; students may earn up to 100% full tuition for two courses in the Fall semester.

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### **Active Engagement in Community Programs**

Since its establishment in 1929, the University operated based on compassion for humanities with its over-arching goal of training students to work hard to be the best professional artists in the field. The Academy of Art University is deeply committed to our beloved City and believes in giving back. Here is a list of recent community engagement with the University, students, and staff.

The Academy participates in the following City programs to keep San Francisco clean, green and beautiful, improving the quality of life for all residents.

- The Academy joined the Graffiti Watch Program in 2008 and has adopted 16 city- blocks. Academy students abate graffiti on public furnishings, as well as on private properties when requested, every other weekend when school is in session. Program continues today in 2017.
- The Academy has a seat on the San Francisco's Graffiti Advisory Board working with City Departments (Office of the Mayor, SFPD, SFDA, DPW, SFMTA, SFUSD) and with private businesses as a think-tank group on strategies to prevent, eradicate and/or control graffiti vandalism. Rebecca Delgado Rottman occupies Seat #16 representing the Academy of Art since 2008 through 2018. Ms. Delgado has raised funds to subsidize costs of every-two year Anti-Graffiti International and National Conferences in the City.
- Since 2003 the Academy has participated in the City's Community Clean Team, consistently providing a large group of student and staff volunteers for monthly efforts in various neighborhoods in the City - planting trees, abating graffiti, cleaning community gardens, picking up litter. Participation continues in 2017.
- From time to time, the Academy provides financial assistance and transportation needs for the volunteers in DPW's Community Clean Team monthly community activities.
- The Academy is a member of Yerba Buena, Union Square, Fisherman's Wharf, Greater Rincon Hill/East Cut and Lower Polk Community Benefit Districts.

### **Pro-Bono Design Work and Other Academy Civic Engagement**

#### SF Department of Public Works (Fall 2014 – present)

School of Landscape Architecture Landscape-Student designs and presentations act as a catalyst for community revitalization projects.

#### SF Parks Alliance (Summer and Fall 2014)

School of Landscape Architecture hosts Street Parks Workshops

#### Fisherman's Wharf Community Benefit District (December 2011, intermittent basis)

School of Landscape Architecture-Undergraduate-level redesign of Joseph Conrad Park

#### Fisherman's Wharf Community Benefit District-SOBO Committee (August 2013)

School of Landscape Architecture-Graduate-level analysis of the public space and Schematic Master Plan, which instigated discussion among the local community

#### Ridge Lane Neighbors – 2014 – present)

School of Landscape Architecture-Graduate-level student project envisioning future design of a Neighborhood Improvement Project in Ingleside. Student presentations provide viable options for revitalization and is a catalyst for future funding.

#### NOMAD Gardens (July 2014 – May 2015)

School of Landscape Architecture-Undergraduate-level student analysis and schematic plans as exploration of possible design for the permanent community garden in Mission Bay district. Student presentations provide viable options for revitalization and is a catalyst for future funding.

#### Connecticut Friendship Garden (September-December 2014)

School of Landscape Architecture-Undergraduate-level student analysis and schematic plans as exploration of possible redesign for the permanent community garden on Pennsylvania Ave. Student presentations provide viable options for accessibility to a variety of users, and is a catalyst for future funding.



Ritch St. Business Owners (February-May 2014)

School of Landscape Architecture-"The Crook" A student-lead design/build installation over 8-hours, which served the local public and businesses on Ritch St.

Sheet Metal Workers (September-December 2013)

School of Landscape Architecture & School of Fine Art Sculpture collaborated in designing prominent outdoor space and sculpture to celebrate the Sheet Metal Worker's Union, prominently located at the San Francisco Headquarters.

Bethany Center (June 2014-May 2015)

School of Landscape Architecture-Student designs for a sustainable outdoor space for elderly retired international residents presented to the Board and Bethany Center Community. Student proposals are part of a 12 million dollar renovation of The Bethany Center and Ruth's Table.

Golden Gate National Parks (February 2014)

School of Landscape Architecture donated trees and students volunteered for Habitat Restoration in Muir Woods.

San Francisco Flower & Garden Show (August-March 2012)

School of Landscape Architecture-Student installation at annual event offering alternative approach to explorations of outdoor space with innovative use of ideas and materials. Gold Medal and People's Choice, 2013 Silver Medal, 2014 Silver Medal, 2015 Gold Medal and Best of Show.

American Society of Landscape Architects, Northern California Chapter (2013 – present on intermittent basis)

School of Landscape Architecture-Collaborative Relationship for Lecture Series and Urban Hike for ASLA Emerging Young Professionals; Student Work exhibited at events; Joint PR pitch for the profession of Landscape Architecture.

Aquatic Park Neighbors (2012-2013)

School of Landscape Architecture-Graduate design proposal and presentation about the public use potential of this premier location. As a result of discussion initiated by AAU students, a public park has been approved for the land.

North Beach Neighbors (2012-2013)

School of Landscape Architecture-Graduate design proposal and presentation about the public use potential of this premier location. As a result of discussion initiated by AAU students, a public park has been approved for the land.

Russian Hill Improvement Association (2012–2013)

School of Landscape Design-Graduate design proposal and presentation about the public use potential of this premier location, Francisco Reservoir. As a result of discussion initiated by AAU students, a public park has been approved for the land.

Russian Hill Neighbors (2012-2013)

School of Landscape Architecture-Graduate design proposal and presentation about the public use potential of this premier location. As a result of discussion initiated by AAU students, a public park has been approved for the land.

Pavement to Parks (2010-2017 on-going, annual activity)

School of Landscape Architecture-Student participation in the international Park(ing) Day event, for which they temporarily reclaim vehicular space for public use through the conversion of a parking spot to a public open space. LAN students also have designed permanent interventions of the same nature, currently up for review by DPW.

Filipino American Arts Exposition (FAAE) / Pistahan Parade and Festival (2010 on-going, annual planning)

Space Sharing. AAU provides meeting space at 79NM to plan community parade & festival @ Yerba Buena Gardens. Meeting is held once a week over 6-9 months prior to event.

Larkin Street Youth Services (2010-2017 as needed basis)

Space sharing. Held annual Youth Performing Arts night and graduation ceremony.

Fisherman's Wharf Community Benefit District-Marketing Committee (2010)

School of Fashion Design, Visual Merchandising. Students designed merchant's window space to draw customers and increase sales through window displays and onsite advertisements.

SF Mayor's Office of Economic & Workforce Development, Family of deceased sailor, Mr. Simpson, Artemis Team and America's Cup (2013)

School of Fine Art Mural - The University produced the largest public mural in San Francisco, it measured 116-by-50-foot @ 150 Hayes. The mural was dedicated to the deceased sailor, Andrew "Bart" Simpson of the Artemis Team. The dedication ceremony was held on 9/5/13.

Tenderloin Housing Clinic (2012)

School of Fine Art Mural painted the historical Bristol Hotel mural located on the corner of Mason and Eddy Streets. This mural depicts a scene from the interior of a supper club located there in the 1910 era.

Pacific Gas and Electric Company (2014)

The School of Fine Art Mural painted twelve panels of scenes of historical significance to the Tenderloin at the PG&E sub-station, Tenderloin's Little Saigon District on Eddy and Larkin.

CBRE | Asset Services Group (2014)

School of Fine Art Mural painted a large mural at Fisherman's Wharf Anchorage Mall on Jefferson & Beach Streets in-front of the F-Line Stop. The mural depicted the history of Fisherman's Wharf fishing industry, the histories and culture of the Italian families to add vibrancy in the neighborhood.

O'Farrell Theatre (2010)

School of Fine Art Mural painted a marine life mural that measured approximately 30'x 75' at the O'Farrell Theatre. The whimsical mural of large floating whales above a SF skyline received a lot of praise from art enthusiasts as well as many residents of San Francisco.

Saint Brigid School (2014)

"School of Fine Art mural painted a colorful 66-foot-long, "Animal Race" showcases members of the animal kingdom moving at various paces – from monkey to lion and owl. The mural brightened the formerly drab play area and it serves to illustrate St. Brigid School's motto "We have heart."

Epiphany Center (2015)

School of Fine Art Mural painted a large mural creating a magical fantasy world where young children could create, imagine, play, and learn. The ultimate goal of the project was to improve and create a beautiful Playground, leave lasting memories of "happily ever after" for the children.

The National Liberty Ship Memorial, Inc. (NLSM), USS Jeremiah O'Brien / Jordan Harrison Insurance Brokers (2016)

The National Liberty Ship Memorial, Inc. (NLSM), USS Jeremiah O'Brien / Jordan Harrison Insurance Brokers.

San Francisco Fire Department (2016)

School of Fine Art painted a mural that represented a timeline of the three buildings formerly occupied by Firehouse #1 on the occasion of the department's 150th anniversary and the relocation of the firehouse.

SF Museum & Historical Society (2013)

School of Fashion-Produced a Fashion Show at the SF Museum & Historical Society's annual fundraising event at the Old Mint.

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SF Department of Public Works (2007 ongoing 2017)

AAU has been a member of DPW's Graffiti Watch Program since 2007. Kappa Sigma Fraternity abates graffiti on 16-city blocks, 17x a year from Post, Sutter, Bush, Pine intersecting streets from Mason to Leavenworth.

SF Department of Public Works (2004 ongoing 2017)

AAU students have been participating in DPW's Community Clean Team since 2004, ten times a year abating graffiti, planting trees and cleaning neighborhoods in the 11 supervisorial districts.

SF Department of Public Works (2007 through 2018)

AAU holds seat #16 at the Graffiti Advisory Board since 2007 and has participated, donated resources, produced and raised money for the semi-annual Anti-Graffiti Conferences in San Francisco.

Filipina Women's Network (2014-2015-2016)

AAU assists Filipina Women's Network at their annual Women Leadership Summit in SF by providing meeting space and transportation to professional women from all over the world.

Tel-Hi Neighborhood Center (2012 – 2017)

AAU provides transportation for students' out-of-town field trips, provides summer and presidential scholarships, and held a seat in the Board of Directors.

West Bay Pilipino Center (2015 and present, 2017)

AAU provides transportation for students' out-of-town field trips, provides summer and presidential scholarships, and holds a seat in the Board of Directors.

SF Parks & Recreation (see dates below)

Athletics – The Academy rents numerous facilities from SF Parks & Recreation and have assisted in various events such as SFPRD Appreciation (9/7/17), Scaregrove Carnival (10/28/16), Girls in Sports Winter Extravaganza (3/26/16), etc.

Larkin Street Youth Services (12/3/14)

Athletics - Volleyball (assisting in collecting and organizing clothes for the local youth homeless shelter)

Redding Elementary School (September 2015 to December 2015)

Athletics - Women's Basketball (weekly mentorship program hosted at Redding Elementary)

First Tee of San Francisco (10/3/15, 10/1/16 and 9/30/17)

Men's Golf (assisting in the design of the First Tee's new classroom building in Golden Gate Park) & Women's Golf assisted in Mayor's Cup.

Golden Gate National Parks Conservancy (12/9/14)

Athletics - Men's Golf (assisted in cleaning up Crissy Field).

SF Firefighters Toy Drive (12/11/15, 12/9/16, and 4/15/17)

Athletics - Baseball, M. Basketball, M&W Track (assisting in Toy Drive).

Fleetweek (Every year in October since 2010)

Athletics - Softball (participating in a scrimmage).

San Francisco Little League (9/13/15, 9/27/15, 1/30/16, 9/11/16, 1/14/17 and 9/10/17)

Athletics - Softball (hosting camps for SF Little League).

America Scores Bay Area (10/6/12 and then every year in November and December)

Athletics - M& W Soccer (volunteered at practices with America SCORES kids, helped referee and run sessions with kids, mentoring program).

Girls Leading Girls (every year since 2015 – multiple events throughout the year)

Athletics - Women's Soccer (helping out with all girls soccer clinics at ER Taylor Elementary School, demonstrating and teaching proper soccer technique and skills, playing fun, but educational games, mentoring girls ages 8-12).

Jamestown Youth Center (11/12/15)

Athletics - Women's Soccer (hosted a free clinic to Jamestown Youth Soccer club after a game)

Project Open Hand (Have done it since February 2012, most recently on 9/11/17)

Athletics - M&W Cross Country (assisted in helping serve meals to elderly or seriously ill people of the community)

GLIDE Memorial Church (Student Athletes volunteer since 11/11/15)

Athletics - Men's Soccer (served meals to the homeless)

Harper for Kids (Septembert 2015)

Athletics - tennis team met with Harper for Kids students and helped create self portraits

Joe Goode Performance Group (2017)

In-Kind Donation. AAU donated a guided Private Tour of the Automobile Museum for a group of 12 to be auctioned off at organization's fundraising event.

Lions Club International (2016)

In-Kind Donation. AAU donated a guided Private Tour of the Automobile Museum for the visiting President of the International Lions Club and his Cabinet; a group of 20.

Larkin Street Youth Services (2015)

In-Kind Donation. AAU donated a guided Private Tour of the Automobile Museum for a group of 12 to be auctioned off at organization's annual fundraising event, "Paving the Way."

SFPD Central Station, CPAB (Ongoing every year since 2013)

AAU Donates food and participates in SFPD Central Station's annual "National Night Out" community celebration.

SFPD Northern Station (2016)

AAU donated 150 "Back To School" backpacks for the youth residing at the Ammel Park Co-Op at the Tenderloin, in collaboration with the SFPD Northern Station, Capt. Jaimerena.

Hamilton Families (2014)

AAU provided pro-bono design work in rebranding organization logo, designed invitations and promotional materials for fundraising event, provided photographer to take photos of families for the Holiday season.

San Francisco Fleet Week Association (ongoing every year in October since 2010)

AAU provides transportation to the members of the military to and from events during entire city sponsored programs and activities.

La Porziuncola Nouva (2014)

AAU provided both pro-bono work and cash donations to the development of the chapel and plaza.

SF Police Department (ongoing every summer since 2011 – 2017).

Since 2011, AAU has been providing round-trip transportation over a 2-month period each year to assist SFPD and The Garden Project transporting youth at risk in underserved neighborhoods to and from.

Inneract Project (ongoing since 2010-2017)

AAU provides classroom facilities at 79 NM offering Graphic Design classes to inner-city kids twice a year.

Five Keys Schools and Programs (2017)

AAU's School of Graphic Design rebranded "Five Keys" from logo to website.

SF LGBT Center (2012)

Designed the Center's website over two semesters (valued at \$80,000).

GAMES4Rehab (2010)

Designed website for organization caring for disabled children.

Office of the Mayor and the John Stewart Company (2010)

Photographed families in the Bayview Hunters Point neighborhood.

Athletics - Baseball, Men's Basketball, Men's and Women's Track (assisting in Toy Drive).

**Academy Facilities are made available, and/or shuttles are provided for transportation, for City, non- profit organizations and events, including:**

- San Francisco Gay Men's Chorus (space)
- Community Women's Orchestra (space)
- San Francisco LGBT Center (transportation)
- Filipina Women's Network (space and transportation)
- Young Professional Association (transportation)
- Asian Art Museum (transportation)
- San Francisco Historical Society (transportation)
- San Francisco Museum and Historical Society (transportation)
- Fleet Week (transportation)
- Tel Hi Neighborhood Center (transportation)
- West Bay Pilipino Center (transportation)
- Department of Public Works Community Clean Team (transportation)
- Epiphany Center (transportation)



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## VI. Students, Faculty and Staff

### Enrollment

The student population includes traditional college students as well as those seeking personal artistic enrichment. The Academy’s Spring 2017 onsite enrollment was 7,715 . Students range in age from recent high school graduates to those in their thirties, forties, and beyond. These students come to study in San Francisco, a city known for the vibrancy of its art and design community. Nearly 40% of the Academy’s onsite students now list California as their home state, while over 50% of onsite students come to the Academy from overseas.

Onsite Full-Time Equivalent (FTE) Enrollment (Spring 2017, data as of 4/3/2017)				
	Headcount			FTE Total (FT + 1/3 PT)
	Full-Time	Part-Time	Total	
Undergraduate	2055	3024	5079	3063
Graduate	1412	1224	2636	1820
Total	3467	4248	7715	4883

## Enrollment Trends

The Certified EIR studied a projected on-site enrollment of 17,282 students by 2020, which represented an increase of five percent per year from 2010 on-site enrollment of 11,182 (total growth of 6,100 students). However, actual enrollment is significantly lower than the projected enrollment that was studied in the Certified EIR. For 2017, the Certified EIR projected an on-site enrollment of 15,452 students. Actual on-site enrollment in spring 2017 was 7,715 students. Thus, actual enrollment is currently approximately 50% of projected enrollment. Refer to the following table for additional data on enrollment trends.

Actual Enrollment vs. Projected (Analyzed) Enrollment								
Total On-site students (full-time & part-time)	2010	Spring 2012	Spring 2013	Spring 2016	Spring 2017	2018	2019	2020
Actual Enrollment <sup>1</sup>	11,182	11,055	10,797	8,649 <sup>2</sup>	7,715 <sup>3</sup>			
Change in Actual Enrollment from Prior Year		-1.1%	-2.3%		-10.8%			
Projected / Analyzed in the EIR <sup>4</sup>		12,402	13,012	14,842	15,452	16,062	16,672	17,282

<sup>1</sup> Source: EIR-AAU Growth Trends, 4.4-7-Actual Enrollment for years 2010, Spring 2012, Spring 2013

<sup>2</sup> Source: 2015 IMP Update-Actual Enrollment for Spring 2016

<sup>3</sup> Source: 2017 IMP Update-Actual Enrollment for Spring 2017

<sup>4</sup> Source: Calculations 2010 baseline with 2020 EIR projected approximate increase of 610 students/year (represents roughly 5.5% annual growth)

Enrollment projections are modest and provided by Department in the table below.

<b>Fall 2017 Enrollment: Onsite/Hybrid Only (data as of census, 9/18/17) and Projected Onsite/Hybrid Enrollment - Academic Year Beginning Fall</b>							
<b>Department</b>	<b>(Actual) 2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Annual Growth Rate over Next 5 Years</b>
Acting	198	200	203	208	215	224	2.50%
Advertising	224	226	228	231	235	240	1.39%
Art History	18	18	18	18	19	20	2.13%
Animation	881	899	919	943	975	1019	2.95%
Art Education	44	45	46	48	50	53	3.79%
Architecture	226	230	234	239	246	256	2.52%
Communications & Media Technologies	187	191	196	202	210	221	3.40%
Fine Art	204	208	213	219	227	237	3.04%
Fashion	1302	1318	1336	1358	1387	1426	1.84%
Game Development	467	476	486	499	516	539	2.91%
Graphic Design	604	610	617	632	653	681	2.43%
Interior Arch & Design	371	377	383	391	401	414	2.22%
Industrial Design	323	326	330	334	340	348	1.50%
Illustration	383	391	400	411	425	444	3.00%
Jewelry & Metal Arts	85	86	87	88	90	92	1.60%
Landscape Architecture	53	54	55	56	57	58	1.82%
Motion Picture Television	504	514	525	539	557	582	2.92%
Music Production & Sound design for visual media	269	273	278	284	291	301	2.27%
Photography	335	341	348	356	367	381	2.61%
Visual Development	350	356	363	371	382	397	2.55%
Web Design & New Media	499	509	520	534	552	577	2.95%
Writing-Film/TV/Dig. Med.	59	60	61	63	65	68	2.88%
Major Undeclared	2	2	2	2	2	2	0.00%
<b>Total</b>	<b>7,588</b>	<b>7,710</b>	<b>7,848</b>	<b>8,026</b>	<b>8,262</b>	<b>8,580</b>	<b>2.49%</b>
		1.61%	1.79%	2.27%	2.94%	3.85%	

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## Diversity

The Academy has a diverse student body, with a proud emphasis on the international and cultural diversity of its students. The Academy's international admissions department strives to continue this tradition of international student diversity. The Academy looks at diversity in terms of international and cultural diversity, racial and ethnic diversity, and socio-economic diversity. These factors, as well as the needs of students with disabilities and of students who are "at risk" of academic failure (students from diverse learning backgrounds), are part of the Academy's diversity efforts.

## Student Housing

The Academy provides housing in San Francisco for full-time onsite students. Full-time onsite students take 12 or more credits per semester (undergraduate) or 9 or more credits per semester (graduate), all of which are onsite<sup>6</sup>. The Academy currently uses 17 buildings for this purpose. During the reporting period from Fall 2015 to Spring 2017, full-time onsite student enrollment declined from prior years. Demand for campus housing correspondingly decreased. Surplus bed spaces were offered to other full-time students who enrolled in one online class, with the balance of classes taken onsite (for a total of at least 12 or 9 credits, respectively).

Student housing offers students more than a place to sleep. Student housing includes laundry facilities, study rooms, computer centers, free Wi-Fi and student lounges equipped with pool tables, televisions, and other entertainment. The Academy's housing also provides a variety of cooking and eating facilities, including individual kitchens in the apartment-style accommodations, shared kitchens in dormitories, cafeterias in some buildings, and cafes or small restaurants. Most of the residential buildings have some kind of outside space for student use as well. In addition, each building is fully staffed with a resident manager or resident assistants, and is visited regularly by security patrols.

Student residents are bound by a license agreement that governs their stay in Academy housing. This agreement, among other things, establishes the rules and regulations pertaining to student housing. Drug and alcohol use, smoking and parties are prohibited. Students may not sublet their space or allow additional persons to live or spend the night in their rooms. Student residents are also prohibited from having an automobile on campus and the Academy does not provide any student parking at any of its facilities. All residents are expected to consistently demonstrate their ability and willingness to maintain reasonable relationships with their roommates and neighbors and to act with courtesy and consideration for others at all times.

All students, whether residents in campus housing or not, are also bound by the Student Code of Conduct. It governs students' conduct among their fellow students and the Academy staff, and addresses students' interaction with the surrounding community. It reminds students that violation of the law will not be tolerated and encourages respectful conduct towards fellow members of the Academy as well as the local community.

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**Cost of Attendance & Financial Aid Tuition and Housing Costs**

Currently, undergraduate tuition is \$873 per unit, with each class consisting of 3 units. Graduate tuition is \$982 per unit, with each class consisting of 3 units. The table below shows the estimated average undergraduate student's expenses for the 2017-2018 academic year.

<b>Estimate Student Expenses for 2017-2018 Undergraduate Academic Year*</b>	
<b>Category</b>	<b>Cost</b>
Application Fee	\$50
Tuition (\$873/unit, 24 units)	\$20,952
Tuition Deposit	\$200
Registration Fee	\$40
Enrollment Fee	\$95, first term domestic students only
Student Activity Fee	\$60
Course Fees (average)	\$800
Materials/Supplies (average)	\$1,750
Estimated Total	\$23,727**

\*Source: [www.academyart.edu](http://www.academyart.edu)

\*\*Tuition deposit is subtracted from the tuition when the students commences

For the Spring 2017 semester, the Academy provided housing to 1,579 of the 3,467 full-time onsite students. Housing costs, by semester, range from \$4,132 for a shared dormitory room to \$8,139 per semester for a private studio apartment in the Fall or Spring semester for students over 21 years old, and from \$2,407 for a shared dormitory in the Summer semester. Utility costs (electric, water, heat) are included in the housing costs.

Meal plans cost \$2,608 per semester for Fall and/or Spring and \$1,156 for the Summer semester. Meal plans are also required for all residents living in The Commodore (825 Sutter Street), Howard Brodie (655 Sutter Street), Auguste Rodin (1055 Pine Street), International House (860 Sutter Street), and Clara Gil Stephens (620 Sutter Street).

## Financial Aid & Scholarships

The Academy administers need-based financial aid to approximately 25% of its onsite students. Approximately 24% percent of onsite students receive Pell Grants, federal grants reserved for the lowest income students. The Academy's financial aid packages are created to bridge the gap between a student's financial need and his or her family's ability to contribute to the cost of the student's education. The Academy distributes aid from the Federal Department of Education (including Pell Grants, Direct Subsidized and Unsubsidized Stafford Loans, Direct Parent Plus Loans, Direct Graduate Plus Loans, Federal Supplemental Education Opportunity Grants, Federal Work Study Program, and ACG Academic Competitiveness Grant), the California state government (including Cal Grants) and private sources.

The Academy offers a tuition-free pre-college program available to all current high school students through a scholarship. Scholarships cover application fees and tuition costs for up to 2 classes for Fall/Spring and up to 3 classes for Summer semester.

<b>Onsite Students Receiving Financial Aid* (Spring 2017)</b>		
	<b>Number of Onsite Students</b>	<b>Percentage of Students</b>
Total Onsite Students Receiving Need-Based Financial Aid	1,945	25.2%
Onsite Students Receiving Pell Grants in Addition to Other Aid	493	24%

*\* Percentage based on 7,715 onsite students (including undergraduate & graduate, full-time, part-time & personal enrichment)*

*Note: Of the 2,043 full-time degree-seeking undergraduate students, 24.1% received Pell Grants.*

*Source: AAU Office of Institutional Research*

Since the Academy's scholarship program was founded over forty years ago, it has helped over 45,000 aspiring artists and designers pursue their educational goals. The Academy offers many innovative and inexpensive ways for first-time Academy students, high school students, and teachers to improve their skills and experience all that the Academy has to offer. For the aid year 2017, the Academy funded over 900 scholarships to enrolled students. These range from help with tuition in a course to a Presidential Scholarship that may cover full expenses.

**Faculty and Staff**

The Academy's success is largely due to its ability to select outstanding members of the art and design community in San Francisco to serve as faculty. The fact that several of the Academy's classrooms are near Union Square, the Financial District and South of Market makes it possible for many of the faculty members who are also employed in art and design positions to teach part time. This has the benefit of providing instructors who have current experience in the areas that they are teaching, as well as the advantage that many of these instructors can walk or take transit to the classroom. During the Spring 2017, the Academy employed 229 full-time faculty and 811 part-time faculty onsite.

The Academy provides employment opportunities for staff in a variety of different education and business-related occupations, from senior administrators to admissions representatives, classroom instructors to maintenance staff. Aside from the outsourcing of certain janitorial and security services and the management of its residential facilities, the vast majority of the positions necessary to operate a large art and design school with several facilities are filled by full- and part-time employees of the Academy. During Spring 2017, the Academy employed approximately 679 full-time and 198 part-time staff (not including faculty) onsite.

**The Academy's Equal Employment Policy**

Equal employment opportunity has been, and will continue to be, a basic principle at the Academy. Employment at the Academy is based upon merit, ability and qualifications. No qualified applicant or employee is to be discriminated against because of the following protected categories: race, color, national origin, religion, age, sex (including pregnancy and child-birth), physical and mental disabilities, veteran status, genetic information, Aids or HIV positive status, marital status, domestic partnership, medical condition or genetic characteristics, gender identity, gender and sexual orientation or other status protected by federal, state, local or other law. All such discrimination is unlawful. The Academy's commitment to equal opportunity employment applies to all persons involved in the operations of the Academy and prohibits unlawful discrimination by any employee of the Academy.

## VII. Existing Facilities

### Neighborhood Context and Land Use Requirements

The Academy of Art campus includes 40 institutional and residential sites in the City, with properties concentrated primarily in the South of Market, Financial District, Downtown Union Square, Van Ness-Lombard transit corridor and Fisherman’s Wharf areas.

The Table below identifies all existing Academy sites in San Francisco, labeled for ease of reference as “residential” or “institutional.”

Existing Academy of Arts University Sites						
Location No.	Address	Academy Use	Building Sq. Ft. Used by the Academy	District	Zoning District	Legal/Authorized Use
1	168 Bluxome Street	Residential <sup>1</sup>	73,822	South of Market	SLI	Group Housing
2	601 Brannan Street	Institutional	73,666	South of Market	SLI	Light Industrial
3	410 Bush Street	Institutional <sup>1</sup>	43,557	Financial District	C-3-O	Institutional
4	1080 Bush Street	Residential	24,528	North of Market-Union Square	RC-4	Group Housing
5	1153 Bush Street	Residential	10,456	North of Market-Union Square	RC-4	Group Housing
6	58-60 Federal Street	Institutional	91,522	South of Market	SSO	Office
7	575 Harrison Street	Residential <sup>1</sup>	35,491	South of Market	SSO	Live/Work Units
8	150 Hayes Street	Institutional	80,330	-	C-3-G	Office
9	1900 Jackson Street	Residential <sup>1</sup>	10,798	Van Ness Avenue Transit Corridor	RH-2	Dwelling Units
10	2225 Jerrold Avenue	Institutional <sup>2</sup>	68,684	-	PDR-2	Industrial
11	736 Jones Street	Residential <sup>1</sup>	20,321	North of Market-Union Square	RC-4	Dwelling Units
12	2801 Leavenworth Street	Institutional	86,675	Fisherman’s Wharf-North Beach	C-2	Office and Retail



Location No.	Address	Academy Use	Building Sq. Ft. Used by the Academy	District	Zoning District	Legal/Authorized Use
13	1727 Lombard Street	Residential	16,371	Van Ness Avenue Transit Corridor	NC-3/ RH-2	Tourist Hotel
14	700 Montgomery Street	Institutional <sup>1</sup>	8,159	Financial District	C-2	Office and Retail
15	77-79 New Montgomery Street	Institutional	147,509	Financial District	C-3-O	Office
16	180 New Montgomery Street	Institutional	190,066	Financial District	C-3-O	Office
17	1916 Octavia Street	Residential	13,171	Van Ness Avenue Transit Corridor	RH-2	Group Housing
18	1055 Pine Street	Residential	36,213	North of Market-Union Square	RM-4	Group Housing
19	1069 Pine Street	Institutional	1,875	North of Market-Union Square	RM-4	Retail
20	625 Polk Street	Institutional <sup>1</sup>	93,103	Van Ness Avenue Transit Corridor	NC-3	Institutional
21	491 Post Street	Institutional	37,730	North of Market-Union Square	C-3-G	Institutional
22	540 Powell Street	Institutional <sup>1</sup>	30,900	North of Market-Union Square	C-3-R	Institutional
23	560 Powell Street	Residential <sup>1</sup>	18,790	North of Market-Union Square	RC-4	Dwelling Units
24	2340 Stockton Street	Institutional	44,530	Fisherman's Wharf-North Beach	C-2	Office
25	620 Sutter Street	Residential	67,775	North of Market-Union Square	C-3-G	Tourist Hotel
26	625-629 Sutter Street	Institutional <sup>1</sup>	26,322	North of Market-Union Square	C-3-G	Institutional
27	655 Sutter Street	Residential <sup>1</sup>	37,716	North of Market-Union Square	C-3-G	Group Housing

Location No.	Address	Academy Use	Building Sq. Ft. Used by the Academy	District	Zoning District	Legal/Authorized Use
28	680-688 Sutter Street	Residential <sup>1</sup>	15,996	North of Market-Union Square	C-3-G	Dwelling Units
29	817-831 Sutter Street	Residential	51,990	North of Market-Union Square	RC-4	Tourist Hotel
30	860 Sutter Street	Residential	35,292	North of Market-Union Square	RC-4	Dwelling Units
31	740 Taylor Street	Institutional <sup>1</sup>	9,100	North of Market-Union Square	RC-4	Institutional
32	2295 Taylor (aka 701 Chestnut) Street	Institutional	10,440	Fisherman's Wharf-North Beach	North Beach NCD	Retail
33	460 Townsend Street	Institutional	25,920	South of Market	SLI	Industrial
34	466 Townsend Street	Institutional	113,436	South of Market	SLI	Industrial
35	950 Van Ness Avenue / 963 O'Farrell Street	Institutional	50,700	Van Ness Avenue Transit Corridor	RC-4	Retail
36	1849 Van Ness Avenue	Institutional	107,908	Van Ness Avenue Transit Corridor	RC-4	Retail
37	2151 Van Ness Avenue	Institutional	27,912	Van Ness Avenue Transit Corridor	RC-4	Institutional
38	2209 Van Ness Avenue	Residential	11,897	Van Ness Avenue Transit Corridor	RC-3	Dwelling Units
39	2211 Van Ness Avenue	Residential	5,076	Van Ness Avenue Transit Corridor	RC-3	Dwelling Units and Retail
40	121 Wisconsin Street	Institutional <sup>3</sup>	1,140	-	UMU	Bus storage

1 Source: A change in use approval for a conditional use authorization or a building permit is not required for this property.

2 Source: While uses at 2225 Jerrold Avenue are referred to here and elsewhere in this IMP Update as "institutional" as a short-hand reference, the property's current uses are limited to storage and accessory office.

3 Source: While uses at 121 Wisconsin Avenue are referred to here and elsewhere in this IMP Update as "institutional" as a short-hand reference, the property's current uses are limited to vehicle storage.

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Existing Academy properties are depicted in the Map entitled “Existing Institutional and Residential Sites”. It shows all 40 properties currently used by the Academy and is color-coded to distinguish between institutional and residential sites. The Map entitled “Neighborhood Context Groups” shows how Academy properties are grouped into neighborhood clusters and reflects the Academy’s strategy to concentrate its operations to the extent feasible. This map updates Map 1 in the 2011 IMP (p. 52). The Map entitled “Study Areas” shows all existing Academy properties and all “Study Areas” that were analyzed in the EIR. The Study Areas are geographic areas that were analyzed in the EIR as areas where the Academy could occupy buildings to accommodate the Academy’s growth through 2020, as it was projected in the EIR baseline year of 2010. The Study Areas are consistent with the Neighborhood Context Groups, except for the inclusion of a Study Area in the mid-Market neighborhood. This map updates Map 4 in the 2011 IMP (p. 127).

### **Policy of Adaptive Re-Use**

The desire of The Academy is to preserve historic or prominent properties by adaptive reuse as they offer larger floor plates, high ceilings with large windows and industrial size elevators. Because of the Academy’s need for space and because of its willingness to invest its resources in this manner, the Academy has been able to pursue a plan of leasing and preserving properties that not only suit its curriculum-driven needs or its need to provide housing for students, but that are attractive and often historic or prominent. Many of these buildings needed renovation and revitalization, having been vacant and/or on the market for extended periods. Because public funding for such preservation efforts is limited, it falls to the private sector to fill this need. Buildings of this type that the Academy has leased and preserved include St. Brigid’s Church at 2151 Van Ness Avenue, the former First Congregational church at 491 Post Street, and the former YWCA residence designed by Julia Morgan at 620 Sutter Street. These preservation efforts are an environmentally sustainable type of redevelopment.

### **Campus Safety**

#### ***Department of Campus Safety***

The Department of Campus Safety is a proactive, service-oriented Department that responds to the unique needs of students, staff, and neighbors of the Academy’s urban campus. The Department is staffed and equipped to deliver personalized protection with pride, sensitivity, and integrity.

The goals and scope of the Department of Campus Safety center on ensuring the safety of the entire Academy community including students, staff, faculty and other stakeholders. The Department of Campus Safety is committed to compliance with all federal, state and local laws and to active collaboration with law enforcement at all levels.

The Academy provides a staff of approximately 90 Campus Hosts. Campus Hosts are stationed at all academic buildings and many residences. They are experts on the facilities they staff and provide a valuable link between the public, the students and the Academy Staff. Campus Hosts provide the following services:

- Welcome guests, answer questions and provide literature about the Academy, Academy facilities and the Academy bus system
- Answer student questions
- Manage guest and visitors to the university
- Limit access to buildings to staff, students and invited guests
- Call security, 9-1-1, police or fire departments when necessary
- Explain emergency operating procedures and disaster recovery plans and,
- Direct students, staff and the public to neighborhood amenities and other University facilities. Monitor video footage and alarms.

Patrol Services: The University has five vehicles and nine patrol officers providing twenty-four hour/seven days a week roving patrols around all campus locations. The Patrol Team is responsible for an aggressive Foot Patrol Program in the Sutter-Bush and Pine Street University neighborhoods. They patrol the various properties in cars, on bikes, and on foot.

The Campus Safety Patrol Team members are highly trained and provide an excellent resource for students and staff. All officers are CPR and First Aid certified. In addition, officers are required to attend monthly training activities on various first responder responsibilities. The Patrol Team has a rigorous commitment to crime prevention efforts in the University community.

#### Services Provided by the Patrol Team

- Code of Conduct investigations
- Observe and Report Incidents to the Police and Fire Departments
- Campus Safety Escorts for students and Staff
- Building security services
- Burglar alarm triage

**Emergency Preparedness, Crisis Management & Business Resumption**

Because emergencies can happen at any time, students and employees at the Academy must be aware of what procedures to follow in the event of an emergency. Student residents are provided a booklet titled “Welcome Home: A Guide to Living in the Academy’s Residential Buildings” that instructs students on emergency procedures in the event of a fire or earthquake.

As part of the Academy’s emergency preparedness focus, the Vice President of Campus Safety has established a working relationship with the San Francisco Emergency Operations Center and the San Francisco Hotel Security Association.

In March of 2010 the Academy rolled out its new Mass Notification System to its students and staff. The system reaches out to the student body via strategically placed flat screens in 32 locations. During any emergency, the system broadcasts information on the type of emergency and protocols to follow. In addition to the video screen display the system also announces the same instructions via Email and text messaging.

**Prevention of Campus Crime**

The Academy maintains an ongoing working relationship with the San Francisco Police Department. The SFPD provides the Academy with reports of crimes that take place within the neighborhoods surround the Academy facilities. The Academy maintains a hard copy as well as the electronic crime log that records criminal incidents by the date reported.

The Campus Safety Department has a strong relationship with the San Francisco Fire Department. All campus safety Host and Patrol Officers are neighborhood Emergency Response Team (NERT) Certified.

A daily crime log and statistical data is maintained by the Campus Safety Department by means of a sophisticated software program. In addition, the SFPD supplies the Academy on an annual basis with crime statistics and maps documenting the location of crimes in the neighborhoods surrounding the Academy’s buildings.

In compliance with the U.S. Department of Education requirements, the Academy publishes an annual report on campus crime (The Cleary Report) by October 1st to all enrolled students and employees. The Cleary Report presents crime statistics by Cleary Act geographic locations and by year reported. The Academy provides notice, as appropriate, to all prospective students and employees.

The Academy enjoys a strong working relationship with all neighboring police agencies. The Department of Campus Safety works very closely with the San Francisco Police Department and other law enforcement agencies such as the California Highway Patrol (CHP) to assist them with incidents involving Academy property. The Vice President of Campus Safety meets regularly with representatives from the San Francisco Police Department, the San Francisco Fire Department and the Academy of California, San Francisco police and administrative team to discuss strategies and issues related to campus safety. To foster this relationship the Academy has an innovative software program (Mutual Link) that allows the local police and fire department the ability to monitor our video feeds from many of our buildings. These video feeds could be very useful in emergency situations.

Active crime prevention programs include the following:

- Facebook postings on Crime Prevention tactics
- Monthly Newsletter posted online and distributed in the building lobbies
- Monthly New Hire Orientation Presentations for new staff
- Online and in-person training during New Student Orientation Programs
- Education for students through patrol encounters, Email and Video Presentations on how to be safe and secure in San Francisco
- Students escorts provided free of charge by Campus Safety staff, 24 hours per day/7 days per week in and around the City. Escorts can be given on foot or by vehicle.
- The Campus Safety Department is available to all department staff and students for active discussions on crime prevention topics
- Innovative Bike Patrol Program
- All doors on campus are locked 24 hours a day, seven days a week. A networked card access system with high end credentialing allows student/staff access as needed.

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## VIII. Current and Future Needs

The Academy must meet a wide variety of needs within its academic facilities. All Academy departments require traditional classroom space, offices for faculty and administrative support, art studios, and quiet places for students to study and work. Beyond these traditional spaces, however, the layout and function of the Academy's spaces can sometimes diverge dramatically across disciplines. For example, while the School of Interior Architecture and Design has more traditional style classrooms and studios for students to learn and work, the School of Photography has black-and-white and color darkrooms, a wheelchair-accessible darkroom, a digital darkroom, equipment storage and issue rooms, and dedicated photography studios – both small studios and a studio large enough for production shoots (i.e., cars, groups, large props). The School of Industrial Design has shop areas corresponding to each different discipline: A Wood Shop, Plastics, Metal Shop, Painting Shop and a 3D computer lab. The School of Advertising is designed to look, feel, and function like an ad agency, with conference room, classrooms, an open gallery area for students to meet and work together creatively, a small photo studio for shooting ad concepts, and several drawing studios. The School of Animation and Visual Effects is outfitted with the latest in technology, with computer labs, a video lab, a green screen studio, a sound booth, and even a game room and classroom.

### **10-year Plan: Consolidate and Centralize the Campus**

Although the Academy's existing properties are spread throughout several areas of the City, there are relationships between clusters of certain residential and institutional buildings. As shown in Map entitled 'Neighborhood Context Groups', 10 of the Academy's 17 residential properties are clustered in the North of Market/Union Square neighborhood, which is approximately a five-square block area. Several Academy institutional sites are within walking distance to this cluster of residential properties, and many public transportation options are available within the area.

Since its founding in 1929, the Academy has seen tremendous growth, and today the school consists of an urban campus encompassing forty academic and residential buildings, connected by an efficient transportation system. On July 28, 2016, a Final Environmental Impact Report ("EIR") was certified (Motion number 19704) for the Academy. The EIR identifies 12 study areas as a way of evaluating a range of growth that can occur within certain geographic areas of the City on a program-level basis<sup>8</sup>. Many of the study areas are identified as areas with the capacity to accommodate growth in which the Academy already has a presence or in which the Academy would like to establish a presence. The study areas are helping to direct the future growth of the Academy by concentrating the Academy into 'clusters' – concentrated areas where the Academy can maximize the efficiency of its use, particularly around existing transportation throughout the city, resulting in less traffic. The Academy's future plans are to continue to consolidate its campus into clusters, commencing with the proposal to occupy three buildings on Van Ness Avenue, 1946 Van Ness Avenue (the Bakery), and 1142 Van Ness Avenue (the Concordia Club), and 2550 Van Ness Avenue (the Da Vinci), further described below.

### Near Term Plan: Proposed Changes to The Academy Campus

The Academy will vacate five buildings and add three buildings to its campus as further described below.

**Institutional Uses:** The Academy will vacate approximately 77,860 sf of institutional uses at 1069 Pine, 700 Montgomery, 2295 Taylor, and 2340 Stockton, and will activate approximately 78,314 sf of new institutional uses at 1946 Van Ness and 1142 Van Ness. This results in a net increase of approximately 454 sf of new institutional uses.

**Student Housing:** The Academy will vacate 81 units / 155 beds of existing student housing at 1055 Pine, and will relocate those students to a tourist hotel at 2550 Van Ness with 136 rooms that can accommodate an estimated 272 beds of student housing. This results in a net increase of 117 beds of new student housing.

The Table below identifies properties where Academy uses are proposed to be vacated, modified, or relocated.

<b>Proposed Changes to Academy of Art University Sites-Existing and Proposed</b>			
<b>Address</b>	<b>Current Academy Use</b>	<b>Proposed Academy Use</b>	<b>Academy Sq. Ft.</b>
1055 Pine Street <sup>1</sup>	Residential	Academy to Vacate	36,213
1069 Pine Street <sup>1</sup>	Institutional	Academy to Vacate	1,875
2295 Taylor Street <sup>1</sup>	Institutional	Academy to Vacate	10,440
700 Montgomery Street <sup>1</sup>	Institutional	Academy to Vacate	8,159
2340 Stockton Street <sup>1</sup>	Institutional	Academy to Vacate	44,540
2225 Jerrold Avenue <sup>1</sup>	Institutional	Community Facility	68,684 <sup>3</sup>
2550 Van Ness Avenue <sup>2</sup>	None	Residential	54,298
1142 Van Ness Avenue <sup>2</sup>	None	Institutional	52,475
1946 Van Ness <sup>2</sup>	None	Institutional	25,839

<sup>1</sup> Source: These sites are currently used by the Academy and are proposed to be vacated.

<sup>2</sup> Source: These sites are new for Academy use.

<sup>3</sup> Source: 17,533 square feet is a community facility (defined as recreation space in the EIR), remaining building area is used for vehicle storage and office.



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### **The Van Ness Cluster**

As noted in the 2011 IMP, the Academy generally seeks new space through the adaptive reuse of existing vacant or under-utilized properties within areas in the northeastern quadrant of the City, as shown in the Map Existing Institutional and Residential sites.

Consistent with its past practice and experience, the Academy is aware that many buildings that they could potentially occupy will be historic, and indeed, may need significant rehabilitation and code upgrades particularly in cases where the buildings have been vacant or neglected for extended periods of time. The Academy has previously demonstrated and will continue to be committed to the preservation of such historic buildings as an environmentally sustainable form of redevelopment that benefits all citizens of San Francisco. The Academy proposes to use three properties on Van Ness Avenue as focused acquisitions in transit areas to reduce impact to transportation as directed in the EIR. These properties are summarized below.

#### **1946 Van Ness, aka the “Bakery”**

1946 Van Ness Avenue is a 25,839-square foot building that was acquired by 1946 Van Ness Avenue, LLC in December 2012. Previously issued building permits have established the building use as automobile sales/showroom and office. The property is located in an RC-4 (residential, commercial, high density) Zoning District and is in an 80-D Height and Bulk District. The Academy proposes to convert the property for a post-secondary educational institutional use. The conversion for post-secondary educational institutional use will require minor modifications to the base building core and shell to bring the building into compliance with current life safety codes. The conversion will be limited to open flexible space for the school’s use. Future interior improvements for specific industrial design programs will be completed later once the defined school program use is determined by the Academy and separate permits for these interior spaces will be applied for at a later date. In furtherance of the industrial design studies and program, an accessory use, a classic car museum, will be located on the site. The museum will be available to the students and open to the public by appointment, similar to the museums located at 950 and 1849 Van Ness. Sign permit applications would be submitted with the change of use application. The Academy will make use of existing shuttle lines on Van Ness to serve the property.

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**2550 Van Ness Avenue, aka the “Da Vinci”**

2550 Van Ness Avenue is a 54,298-square foot building that was acquired in September 2010 by 2550 VN Pool, LLC. Previously issued building permits have established the building use as a tourist hotel/motel. The property straddles two zoning districts, RM-3 (residential - mixed, medium density), and RC-3 (residential – commercial, medium density), and is in a 65-A Height and Bulk District. The Academy proposes to use 2550 Van Ness as 136 units-or approximately 272 beds-of student housing, including replacement housing for students vacated from the existing building at 1055 Pine Street. As part of this proposal, the Academy will submit permit applications for the conversion that includes the type of residential use and number of units for student housing. To ensure the most efficient use of the building with regard to meeting student housing needs and providing accommodation for tourists, it is anticipated that any beds not used for student housing will be retained for tourist hotel use. If and when student enrollment reaches levels that the Academy needs to provide student housing to meet housing needs, hotel rooms will be converted to student housing. Until such time, both uses shall occupy the building. At present, no tenant improvements are expected as part of the conversion. Sign permit applications would be submitted with the change of use application. The Academy will make use of existing shuttle lines on Van Ness to serve the property.

**1142 Van Ness Avenue, aka the “Concordia”**

1142 Van Ness Avenue is a 52,475-square foot building that was acquired by 1142 Van Ness LLC in December 2014. Previously issued building permits have established the building use as office/club. The property is located in an RC-4 (residential, commercial, high density) Zoning District and in a 130-V Height and Bulk District. The Academy proposes to use 1142 Van Ness for post-secondary educational institutional use. At this time, there will be no need for any tenant improvements as the current configuration supports educational, office and as needed event hosting space. Sign permit applications would be submitted with the change of use application. The Academy will make use of existing shuttle lines on Van Ness to serve the property.

**1055 and 1069 Pine Street – Withdraw Pending Change-of-Use Applications (not for Academy affiliated use)**

The Academy currently uses 1055 Pine Street for student housing (155 beds), and 1069 Pine Street for recreation (1,875 square foot building). The Academy will vacate its use of these two sites to provide affordable housing benefits to the community. The student housing at 1055 Pine Street would be relocated to 2550 Van Ness Avenue (currently a tourist hotel known as the Da Vinci Hotel), and the building would then be converted to affordable housing and leased to a third party non-profit operator. The Academy will cause to be developed the 1069 Pine Street site for new affordable housing. The relocation of student housing to the Da Vinci hotel will result in a net gain of student housing for the Academy.

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**2801 Leavenworth Street (the Cannery) – Modify application to retain active ground floor**

The Certified EIR analyzed the Academy’s proposed use of 133,675 square feet of this site as postsecondary educational institutional use to accommodate approximately 1,600 students and 18 faculty/staff per day. The Academy will modify the application for 2801 Leavenworth Street to retain retail or other active uses on the ground floor that are physically accessible to members of the public during the normal retail hours of operation customary in the neighborhood, which uses may include Academy galleries, and limiting other uses to the mezzanine, second and third floors of the building. The entitlement for the Approved Uses will be authorized contemporaneously with and through the City’s final approval of a Development Agreement (“DA”).

**2225 Jerrold**

The Academy proposes to use approximately 17,533 square feet of the building as a community facility for recreational use. Recreational facilities would include a weight room and basketball/volleyball court to be used between the hours of 6:00 a.m. and 10:00 p.m. It is expected that the facility will be utilized primarily by the non-profit community group Community Youth Center (“CYC”). CYC has a Bayview branch office located at 4438 3rd Street, nearby to 2225 Jerrold and provides services to respond to the complex set of issues youth in the community face, including acculturation, difficulties in school, economic hardship, substance abuse, and gang involvement. The Academy’s use of the facility would not exceed one third of the total use of the facility consistent with the Planning Code’s accessory use guidelines. Therefore, two thirds of the time, the 17,533-square foot community facility will be used by CYC and the remaining one third of the time, the community facility will be used by the Academy. Scheduling of the facility will be done by the Academy, who will ensure that CYC retains primary use of the facility for the hours that it is open. Academy use would consist solely of training and practice for Academy sports teams; no intercollegiate games would be played at the site. The proposal will commence immediately upon approval of the DA and upon the issuance of any necessary permits for the use.

**700 Montgomery Street**

In 2011, the Academy began leasing approximately 7,000 square feet of office space on two floors of a three-floor office building at 700 Montgomery Street. The Academy will vacate its use of this site and relocate the office uses to 150 Hayes Street.

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### Transportation: Changes and Improvements Affecting the Shuttle Program

The Academy operates a shuttle system among its various locations in San Francisco to provide for efficient, on-time transportation of students and staff among Academy sites with minimal traffic impacts. The Academy implemented comprehensive updates to the shuttle system in 2010 and 2014, and adopted a successful Shuttle Bus Policy. The Planning Department has noted in past staff reports that the system has “drastically improved.” The shuttle system is modified on an ongoing basis as classroom and other locations are changed, based on regular data collection and analysis of ridership.

Current shuttle routes are depicted in the Map entitled “Current Shuttle Bus System Map”, which updates Figure F.12 in the 2011 IMP. Currently, the Academy has six regular weekday routes (D, E, G, H, I, and M) that operate between 14 and 17 hours per day and six express routes that operate for a range of times. Four of the express routes (Federal, North Point, Polk/Warehouse, and Warehouse) operate for less than one hour per day. The remaining two express routes (Hayes and Sutter) operate between 9 and 12 hours per day. On Saturday, four regular routes (1, 2, 3, and 4) operate 16 hours per day, while one regular route (1) operates 9 hours per day on Sunday. The Academy has two primary shuttle hubs, 620/860 Sutter Street and 180 New Montgomery Street, and one secondary shuttle hub, 466 Townsend Street. All express routes currently use nine-passenger vans. There are minor modifications expected to be made to the Shuttle Bus System— the 2300 Stockton Street stop will be removed when the Academy vacates the property. There are shuttle stops located at 1849 Van Ness and 2209 Van Ness Street, and these stops will serve 1946 Van Ness Street and 2550 Van Ness Street. 1142 Van Ness Street has a white curb in front which will be used.

While shuttle stop locations for existing buildings generally remain constant, the Academy modifies routes and schedules to better connect classrooms and residences, and to minimize underutilization of shuttle vehicles, as class configurations change each semester. Specific improvements since the last IMP Update include:

- Overall shuttle usage has decreased. Average ridership per weekday as of Spring 2017 is 2,197. This number represents 1,673 fewer riders than the last update in 2015. The decrease in shuttle ridership is likely the result of a combination of factors including a decrease in enrollment, an increase in the use of other private transportation services such as Lyft and Uber, and the consolidation of course offerings within Academy buildings which necessitates fewer transfers.
- The total number of shuttle buses in use has decreased, and fewer secondary shuttles are needed to supplement service during peak hours. Back-up shuttles H and I are no longer in use, and a third back-up bus that was formerly used to accommodate overflow is no longer in use. Exhibit B, Supplement 2 describes the number of shuttle buses in the shuttle bus system and their capacity. Based on the reduction in demand, the total number of shuttle buses has been reduced from 42 to 40 since the last update.
- To reduce potential effects on traffic and air emissions, several diesel shuttles have been replaced with gasoline-powered vehicles, and new filters have been installed on all buses.

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As of spring 2017, and consistent with the mitigation measures in the ESTM (and TMP where it overlaps), the Academy is testing the relocation of the shuttle stops from 620 and 860 Sutter Street to 491 Post Street during afternoon commute hours (4:00-6:00 p.m.) to alleviate shuttle stop issues on Sutter Street; the shuttle stop at 60 Federal Street was moved from Second and Taber into the Federal alleyway immediately proximal to the Academy building, to improve vehicular and pedestrian safety at that site; and shuttle stops have been eliminated at 2295 Taylor Street and 1055 Pine Street, due to low demand.

The Academy continues to constantly monitor demand and reduce service wherever possible. Based on this information, a number of strategic actions have been taken or are in process to enhance the efficiency of the Shuttle Program. These actions include:

- Limiting the G route and Sutter Express to peak-hours only,
- Limiting the G route to Class C driver (a single van) throughout the day,
- Routes D, E and M have been reduced to Class C driver (a single van) after 7pm,
- Route H, I and the Hayes Express have drivers that place their vans on 'out of service' to take their own breaks, rather than sending out relievers. This reduces road-time for the vehicles,
- Exploring limiting D, E and M route buses to peak hours only in the Fall,
- Cancelled shuttle services during the "off" periods such as Intersession and Spring Break,
- Monitoring the Hayes Express shuttles – in March 2017 14 student passengers and 19 staff passengers used the shuttle, giving sufficient cause to continue its operation. Continue to monitor.

### Student Housing and Metering Relationship to Enrollment

The Academy will monitor and provide student housing in coordination with its enrollment so as not to burden San Francisco’s general housing supply unnecessarily. The Academy will meet all future housing needs for its students through new construction on property that is zoned for such use, or conversion of existing non-residential, non-PDR structures to student housing use, and the Academy will not promise students more housing units than the number of lawful units that are at its disposal. The Academy will occasionally and temporarily house students by the leasing of facilities identified as student housing by third parties. Among the many benefits the Academy has brought to the City is the adaptive re-use of underutilized, often historic buildings for student housing and the Academy will continue to do so in coordination with enrollment as necessary.

The Academy’s current student housing capacity is approximately 1,810 beds. The relocation of student housing from 1055 Pine to 2550 Van Ness will result in a net increase of 117 beds, for a total capacity of 1,927 beds. The Academy will then have the capacity to provide campus housing for approximately 56 percent of its full-time onsite Students, if all beds are in student use (1,927 beds for 3,467 students).

The Academy typically reserves a portion of its bed spaces for other uses, such as visiting faculty and study rooms. The Academy has the flexibility to accommodate changes in housing demand year-to-year by utilizing those extra spaces for students when needed. As of February 2017, approximately 1,579 beds were used by full-time onsite Students. With the additional 117 beds from 2550 Van Ness, the Academy will provide campus housing for approximately 49 percent of its full-time onsite Students (1,696 beds for 3,467 students).

The Academy currently has sufficient student housing to accommodate demand from full-time onsite Students. Additional student housing at 2550 Van Ness will increase overall supply to meet future demand. The Academy will continue to monitor its enrollment in relation to its housing supply needs.

<b>On-Campus Student Enrollment Trends</b>			
<b>Spring 2016 Full-Time</b>	<b>Spring 2017 Full-Time</b>	<b>Spring 2016 Part-Time</b>	<b>Spring 2017 Part-Time</b>
Undergraduate - 2,632 Graduate - 1,639 Total - 4,271	Undergraduate - 2,055 Graduate - 1,412 Total - 3,467	Undergraduate - 3,165 Graduate - 1,213 Total -4,378	Undergraduate - 3,024 Graduate - 1,224 Total - 4,248

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## IX. Environmental Impact Report and the Existing Sites Technical Memorandum

The Academy has submitted applications to the City for approval of uses at those facilities that require change in use approvals. The City has held these applications pending completion of the Final EIR and ESTM. These were completed in July 2016. Currently, these applications are being deferred pending the approval of a Development Agreement. Some applications will need to be modified or withdrawn, and new applications will be filed for the transition of those uses to other locations.

The Draft EIR analyzes the Academy's six "project sites," possible growth through 2020, and shuttle service levels that could accommodate that growth. Map 3 ("Study Areas") shows the Academy's existing sites and the 12 "study areas" identified in the EIR for potential future expansion. There is no expectation that the Academy would expand in all 12 of these study areas. The Draft EIR was published on February 25, 2015; public comments were received; and the Final EIR was certified by the Planning Commission on July 28, 2016.

In addition to the EIR, the Planning Department prepared a separate informational document called the Existing Sites Technical Memorandum (ESTM). The ESTM provides information to the Planning Commission about the effects of previous physical changes from the Academy's past changes of use and ongoing operations at 34 locations used by the Academy prior to the Notice of Preparation for the EIR. The Planning Department published the ESTM in May 2016, after which a 30-day public review and comment period was provided. Following the close of this period, the Department considered all comments on the ESTM, incorporated necessary changes, and the Final ESTM was accepted by the Planning Commission on July 28, 2016.

The Academy filed an application for a DA on December 19, 2016, and continues to work in cooperation with the City to finalize the DA, and bring its properties into full compliance with the Planning Code.

On June 22, 2017, the Academy filed an environmental evaluation application for the above-referenced changes to the Academy's campus. An Addendum is currently being prepared which will include an environmental, historical, and transportation analysis.

### **Historic Preservation**

The ESTM included historic resource evaluations and Secretary's Standards compliance review for 26 properties that included building and property descriptions, site history, building permit history, California register analysis of the historic resource evaluation, alteration summary, an article 11 analysis and recommendations. An overview of the historical resource review and findings can be found in the Appendix HR of the ESTM.

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## X. General Plan Consistency

Pursuant to Section 304.5 of the San Francisco Planning Code, The Academy is required to analyze its plans for consistency with the City's eight priority policies, along with other provisions of the current San Francisco General Plan and other relevant area plans.

### **San Francisco Priority Policies**

The San Francisco Planning Code and General Plan include eight priority policies which are the basis upon which inconsistencies in the General Plan are resolved. These policies and the Academy's response describing how it complies and will comply with the policies follow.

- 1. That existing neighborhood-serving retail uses be preserved and enhanced and future opportunities for resident employment in and ownership of such businesses be enhanced.*

The Academy benefits numerous existing neighborhood-serving retail uses through its operational, student and employee populations which contribute directly and indirectly to San Francisco's economy annually.

- 2. That existing housing and neighborhood character be conserved and protected in order to preserve the cultural and economic diversity of our neighborhoods.*

The Academy leases and rehabilitates existing buildings, often putting the buildings to use in ways and intensities similar to how they have been used in the past.

- 3. That the City's supply of affordable housing be preserved and enhanced.*

The residential buildings the Academy has leased have been underutilized, poorly maintained or vacant; in reusing these buildings the Academy has enhanced security, rehabilitated units and housed students who might otherwise have competed with non-students for more marketable residential rental space.

In recognition of the critical need for new affordable housing in San Francisco, both for students and for the community at large, the Academy will provide new affordable housing units to the City's housing stock. The Academy will make available 1055 Pine Street and 1069 Pine Street and provide a total of at least 142-174 units of affordable housing over the long term. The properties will be leased to third party non-profit operators as new affordable housing for 66 year terms.

1055 Pine Street is in its final stages of planning to lease this facility to Chinatown Community Development Center to convert to 83 units of affordable units housing to provide for housing for upwards of 140 San Francisco, non-Academy, residents. Substantial building upgrades include replacement of the building elevator to improve accessibility, providing for new bathrooms for each individual unit, new laundry and kitchen facilities, and overall provision of a highly well-maintained building to increase affordable housing supply.



1069 Pine Street is in early planning stages to construct over 60 units or more of newly affordable housing units for the City's general affordable housing supply.

Concurrently, the Academy will lease from an affiliate an existing tourist hotel for students housing, which will increase its overall student housing inventory further minimizing its impact to the City's supply of affordable housing.

*4. That commuter traffic not impede Muni transit services or overburden our streets or neighborhood parking.*

Concentrations of buildings and functions occur on Van Ness Avenue, Sutter Street, and New Montgomery Street reducing the need for private or public transit use by students in many instances. The Academy has and continues to promote a policy against automobile use by students, operates shuttles to supplement MUNI transit and concentrates most of its structures around transit corridors.

*5. That a diverse economic base be maintained by protecting our industrial and service sectors from displacement due to commercial office development, and that future opportunities for resident employment and ownership in these sectors be enhanced.*

The Academy has not and does not anticipate adding any new net office space to the City. Its student, employee and visitor population support existing local businesses through every neighborhood of the City.

*6. That the City achieves the greatest possible preparedness to protect against injury and the loss of life in an earthquake.*

The Academy maintains a Mass Notification System to broadcast emergency information and protocols. In coordination with the San Francisco Police Department and the

U.S. Department of Homeland Security, Academy Campus Hosts are NIM (National Incident Management System) certified. AAU has applied for permits to comply with the requirements in all Notices of Violation for life safety (e.g., San Francisco Fire and Building Code violations) and all of the life safety improvements at the AAU existing sites have been approved by the Planning Department, except for three life safety improvement permits that are currently pending City issuance and one that was cancelled by the City. Many buildings have been seismically strengthened and others may be strengthened to current Code standards in the future.

*7. That landmarks and historic buildings be preserved.*

Several buildings used by the Academy are designated landmarks or otherwise identified at various levels of architectural and/or historical importance. Some had been neglected or poorly maintained prior to the Academy leasing them. Though its program of adaptive re-use the Academy has ensured the continued use and rehabilitation of those structures.

*8. That our parks and open space and their access to sunlight and vistas be protected from development.*

The Academy has not built new structures, it has not caused any shadows on or blocked any vistas to parks or open space.

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### Consistency of General Plan Elements

The following is a review of the project's consistency with relevant policies and objectives contained in the Arts, Commerce and Industry, Recreation and Open Space, Transportation, Urban Design, Community Safety, and Housing Elements. There is no discussion of Community Facilities as this element pertains principally to the development of new police facilities and is not applicable to this Institutional Master Plan. Similarly, the Air Quality and Environmental Protection Elements are not discussed at this time – they are being analyzed separately as part of the environmental evaluation for 1069 Pine Street.

### Arts

As the largest private, regionally accredited Academy of art and design in the nation, The Academy provides professional training in the arts, employs 1,040 onsite working artists and designers, provides highly trained employees to San Francisco and Bay Area firms and promotes the arts through collaborations with local schools, non-profits and a variety of business and community groups. It accepts all students meeting high school equivalency standards and provides scholarships to local under-served students. In so doing, it actively promotes:

**Objective I-1, Policy I-1.4 (provide access to the creative process and cultural resources for neighborhoods, cultural communities, and segments of the city and its populations);**

**Objective II-3, Policy II-3.1 (Encourage arts education offerings in the community and the schools to include art and artists from many cultures);**

**Objective IV-1, Policy IV-1.1 (Advocate for arts education opportunities for all residents of San Francisco);**

**Objective IV-1, Policy IV-1.2 (Strengthen collaborations among artists, art organizations, and teachers, school administrators, and others responsible for arts curricula);**

**Objective IV-2, Policy IV-2.1 (Support and increase the participation of artists in San Francisco's arts education programs); and**

**Objective V-3, Policy V-3.1 (Develop partnerships with the private sector and the business community to encourage monetary and non-monetary support of the arts, as well as sponsorships of arts organizations and events).**

In its operation of the Academy, administrators have implemented a practice and philosophy of locating clusters of buildings throughout San Francisco neighborhoods, thereby embedding art galleries, emerging artist and art programs throughout the City. This philosophy and practice is, perhaps, the most vivid implementation of the General Plan's **Objective VI-1, Policy VI-1.II (Identify, recognize, and support existing arts clusters and, wherever possible, encourage the development of clusters of arts facilities and arts related businesses throughout the city)** in the City's history.

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## Commerce and Industry

The Academy employs roughly 1,040 onsite from a variety of disciplines. It has provided thousands of scholarships to disadvantaged and under-served youth, to teachers and to the community at large. The Academy and its students are responsible for the contribution of direct, indirect, and induced expenditures to the San Francisco economy. The Academy pays payroll tax and through its leased and owned properties, pays property taxes. In these contributions, it meets the following General Plan objectives:

**Objective 2 (Maintain and enhance a sound and diverse economic base and fiscal structure for the City) and**

**Objective 3 (Provide expanded employment opportunities for city residents, particularly the unemployed and economically disadvantaged).**

Offering coursework and degrees in the high-tech growth fields of multimedia, web design and new media, visual effects and game development. The Academy trains students for jobs with Bay Area films such as Lucas Films, Pixar, Adobe and Industrial Light and Magic – and in doing so contributes to San Francisco’s and the Bay Area’s worldwide reputation in cutting-edge computer arts, promoting **Objective 3, Policy 3.4 (Assist newly emerging activities).**

As an entity concentrated in several clusters which are in a few San Francisco neighborhoods, the University contributes to **Objective 6 (Maintain and strengthen viable neighborhood commercial areas easily accessible to City residents).**

Many programs offered by The Academy recall and promote long-established industries in San Francisco. The Industrial Design and Sculpture programs incorporate forging, fabrication, manufacturing, and all forms of industrial production. The Fashion program hosts textile classrooms and makes use of industrial knitting and sewing machines; it is as concerned with manufacture as it is design. Other programs support the expansion of more recent City industries including multimedia and computer graphics. In training employees for these industries, the University improves the viability of these trades, provides firms with highly skilled workers and promotes the City as a venue for their location, in support of **Objective 4 (Improve the Viability of Existing Industry in the City and the attractiveness of the City as a location for new industry).**

Because the University houses its students and provides its classes in multiple City neighborhoods, it directly and indirectly benefits many of the City’s neighborhoods. Its students and teachers patronize restaurants and other businesses clustered around its buildings. Its visitors shop in arts-related enterprises such as art supply stores and galleries. Because the University leases existing buildings and occupies them in ways not dissimilar to their prior use, it blends into and supports existing neighborhood character, all in concert with **Objective 6, Policy 6.1 (Ensure and encourage the retention and provision of neighborhood serving goods and services in the City’s neighborhood commercial districts, while recognizing and encouraging diversity among the districts).**

In areas such as the Tenderloin, bordered by neighborhood commercial districts to the west, The Academy is contributing to a renaissance of neighborhood-serving retail uses and providing both a built-in market for businesses emerging to meet the needs of its highly trained, technologically savvy student and faculty population and a place for students themselves to start small businesses, in support of **Objective 6, Policy 6.2 (Promote economically vital neighborhood commercial districts which foster small business enterprises and entrepreneurship and which are responsive to economic and technological innovation in the market place and society).**

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Much has been said on the public record regarding the University's policy of integrating with existing neighborhoods in existing buildings. The University's development has promoted and supported the mixed-use nature of the neighborhood commercial districts in and adjacent to areas in which it has located some of its functions, especially in areas like the Sutter corridor, adjacent to the Polk Street and NC-3 neighborhood commercial districts. It has expanded in a pattern directly mirroring prior use but has brought vitality to building facades and maintenance and security to sites formerly fallen to vagrancy and disrepair, all in support of **Objective 6, Policy 6.3 (Preserve and promote the mixed commercial-residential character in neighborhood commercial districts. Strike a balance between the preservation of existing affordable housing and needed expansion of commercial activity).**

The Academy seeks out underutilized, often unusual or specialized-functioning older buildings to meet the unique needs of its programs. The large open spaces, with high ceilings and large floor plates are often found in historically and architecturally important structures which the Academy cherishes and rehabilitates in support of **Objective 6, Policy 6.8 (Preserve historically and/or architecturally important buildings or groups of buildings in neighborhood commercial districts).**

The University's hosting of an annual fashion show, media awards and spring show, as well as its contribution to number of events sponsored by local non-profit, government and business entities further General Plan **Objective 8 (Enhance San Francisco's position as a national center for conventions and visitor trade).**

### **Recreation and Open Space**

Most objectives and policies of the Recreation and Open Space Element are not applicable to the University's presence or expansion plans in the City. Its focus on leasing existing buildings instead of developing a newly constructed central campus obviate the need for removing existing open space from the City and avoid casting shadows on existing parks and open space. Its representatives hold a seat on the San Francisco Graffiti Advisory Board and its students and faculty volunteer to remove graffiti, plant trees, clean community gardens, and pick up litter from both public and private spaces citywide. Students have designed and painted murals citywide.

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## Transportation

The Academy maintains a policy of not providing parking spaces to students, mirroring the parking policies of the Downtown Plan, in an effort to minimize automobile use. It locates the bulk of its residential and educational buildings along or near existing transit corridors. It supplements City transit with a fleet of shuttle vehicles. It has clustered a number of residential and educational buildings in the Sutter Street corridor, promoting a pedestrian access between some residential and educational uses. These multimodal policies support the following General Plan policies:

**Objective 1, Policy 1.3 (Give priority to public transit and other alternatives to the private automobile as the means of meeting San Francisco’s transportation needs, particularly those of commuters);**

**Objective 1, Policy 1.6 (Ensure choices among modes of travel and accommodate each mode when and where it is most appropriate); and**

**Objective 17, Policy 17.1 (Discourage the provision of new long-term parking downtown and near major employment centers).**

## Urban Design

The Academy’s policy of leasing existing older structures and utilizing their original spatial and functional characteristics promotes and preserves San Francisco’s rich heritage as a City noted worldwide for its historic character. Several the Academy’s structures are registered landmarks, downtown category-designated and identified in historic surveys. Its emphasis on leasing and preserving these buildings promotes the General Plan policies found in the Urban Design Element:

**Objective 2, Policy 2.4 (Preserve notable landmarks and areas of historic, architectural or aesthetic value, and promote the preservation of other buildings and features that provide continuity with past development);**

**Objective 2, Policy 2.4 (Use care in remodeling of older buildings, in order to enhance rather than weaken the original character of such buildings); and**

**Objective 4, Policy 4.7 (Encourage and assist in voluntary programs for neighborhood improvement).**

### **Community Safety**

The Academy promotes a practice of rehabilitating seismically deficient structures, consistent with Objective 2 (Reduce structural and non-structural hazards to life-safety, minimize property damage and resulting social, cultural and economic dislocations resulting from future disasters). Through its National Incident Management System (NIMS) participation it promotes Objective 3 (Ensure the protection of life and property from disasters through effective emergency response. Provide public education and training about earthquakes and other natural disasters and how individuals, businesses and communities can reduce impacts of disasters).

### **Housing**

It is The Academy's policy to provide housing to any full-time onsite student needing it. The Academy provides housing by leasing buildings constructed for and appropriate to residential uses.

**Objective 2, Policy 2.4 (Promote improvements and continued maintenance to existing units to ensure long term habitation and safety);**

**Objective 4 (Foster a housing stock that meets the needs of all residents across lifecycles);**

**Objective 5, Policy 5.4 (Provide a range of unit types for all segments of need, and work to move residents between unit types as their needs change);**

**Objective 11, Policy 11.3 (Ensure growth is accommodated without substantially and adversely impacting existing residential neighborhood character);**

**Objective 11, Policy 11.7 (Respect San Francisco's historic fabric, by preserving landmark buildings and ensuring consistency with historic districts); and**

**Objective 13, Policy 13.4 (Promote the highest feasible level of "green" development in both private and municipally-supported housing).**

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## Relevant Area Plans

### Van Ness Avenue

The Academy operates several buildings, both institutional and residential, within the corridor addressed by the Van Ness Avenue Area Plan. In that most of the policies of this plan address new mixed-use and residential construction, the Academy's move into this area is unrelated to most plan policies.

#### **Objective 10, Policy 10.1 (Encourage preservation of existing housing structures unless adequate mitigation measures are initiated).**

The Academy has promoted Objective 11, (Preserve the fine architectural resources of Van Ness Avenue) in its rehabilitation of St. Brigid's Church, which was at the threat of demolition, at 2151 Van Ness Avenue, and 2209 Van Ness, both identified as significant buildings and in its rehabilitation of 2211 Van Ness Avenue, a contributory building.

### Northeastern Waterfront

The Academy operates two buildings near the Northeastern Waterfront: The Cannery, at 2801 Leavenworth Street, and 2340 Stockton Street. The Cannery, a historic and visual landmark in this area, has been underutilized and struggling to maintain occupancy for an extended period of time. The Academy uses the Cannery for classrooms, office and gallery space, while also accommodating the office and retail uses housed there during the tenure of previous owners. It uses the Stockton building for classrooms and offices.

The Academy's buildings in this area promote **Objective 1, Policy 1.1 (Accommodate where appropriate, additional activities which strengthen the predominant economic functions of each subarea of the Northeastern Waterfront; Objective 2, Policy 2.2 (Diversify activities to encourage the use of the Northeastern Waterfront by a broad spectrum of the population); and Objective 2, Policy 2.3 (Encourage land uses having different peak periods of activity within each subarea to contribute to the area's diversity, to expand the period of use, to decrease peak period traffic congestions, to facilitate efficient use of the transit system and to preserve and enhance environmental quality of the waterfront).**

### Downtown

The Academy operates several buildings in the Downtown area, including classrooms, art studios, labs, gallery space, offices, and the residential facilities. Previous use categories for these existing buildings were schools and offices. As most of the Downtown Plan policies are directed at new development, they are for the most part not relevant to the Academy.

By adding gallery space where offices and schools had been, the Academy has promoted **Objective 4 (Enhance San Francisco's Role as a Tourist and Visitor Center) and Objective 16, Policy 16.5 (Encourage the incorporation of publicly visible art works in new private development and in various public spaces downtown).**

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### Showplace Square

The Academy leases 121 Wisconsin Street as a bus lot. The site appears to have been an open storage lot for vehicles previously, thus represents no apparent change of use and does not impact Area Plan policies.

### East SoMa

Two of the Academy's properties, 58-60 Federal Street and 575 Harrison Street, are in the East SoMa Area. The Federal property, former office space, is used for classrooms, labs, art studios, office and lounge. The Harrison property was constructed as live/work and used as student housing. East SoMa policies promote a mixed-use character that combine production, distribution and repair (PDR) uses with housing, office, retail and entertainment. It is a vibrant community attractive to students and urban professionals. The Academy uses promote **Objective 1, Policy 1.1.2 (Encourage small flexible, office space throughout the East SoMa and encourage larger office in the 2nd Street Corridor) and Objective 1.4 (Support a role for 'Knowledge Sector' businesses in east SoMa).**

### South of Market

A cluster of four Academy buildings, 168 Bluxome St., 601 Brannan Street, 460 Townsend Street and 466 Townsend Street, are located in the area subject to South of Market Plan policies. The Bluxome building, currently occupied by students, was constructed as live/work. The other three buildings are in use as classrooms, labs, art studios and offices. Much of the policies and legislation applicable to South of Market is intended to preserve and promote artist space for living and working, uses principal to the Academy's purpose. Although the live/work use did not anticipate student live/work use associated with an institution, it is philosophically an ideal match in purpose and intent and therefore promotes **Objective 1, Policy 1.2 (Facilitate the preservation of and promote the development of affordable 'live/work' loft space).**

### Bayview Hunters Point

The Academy's vehicle storage yard with administrative offices is located at 2225 Jerrold Avenue, in the Bayview Hunters Point area. The prior use was similar and there has been no change in character of the use or neighborhood. Consequently, there is no impact on Bayview Hunters Point Area Plan policies.





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## Attachment I: Employers

Listed below are some of the many companies which employ Academy students as interns and as full-time and part-time employees. Many of these are San Francisco Bay Area companies or companies with local offices. Often, student interns are offered permanent positions with these companies after graduation.

Creative IQ Art Studio	adidas America Inc.	Ammunition Group
@WalmartLabs	adidas Korea	AMOJEE Inc.
111 Minna Gallery	Adobe Systems, Inc.	AnchorFree Inc.
1650 Gallery	Adolph Gasser Photography	Andre Rothblatt Architecture
2 x 4	Adopt-a-Pet.com	ANDRIA LO Photography
215 McCANN	AE3 Partners, Inc.	Angie Crabtree
2b Photographers' Agency	AE7QA	Ann Taylor
2K Games, Inc.	Aechelon Technology, Inc.	Anna Sui
2K SPORTS	Aeria Games Europe GmbH	Anne Bowen
3.1 Phillip Lim	Aerohive	Annie Leibovitz
300 Fee tOut	Aetypic	ANTHEM Design Group
3060 ADVERTISING	AGERpoint, Inc.	Anthem Worldwide
32 TEN Studios	Agilent Technologies	Anthropologie
3lb Games LLC	Ahnu	AOL Inc.
3Motion Creative	Ahnu Shoes	Apartment One
66mint Fine Estate Jewelry	Airship Syndicate	Aplat Inc.
7 For All Mankind	Akatsuki Inc.	Apple Inc.
7x7 Magazine	AKQA Inc.	Applegate Tran Interiors
99designs	AL Interiors	AppLovin
A Mano Trading	Alexander Wang	Aquent
AAI Design	Alice + Olivia	ARACHNID GAMES
Aatma Animation Studio	Alice Roche Jewelry	Architectural Dimensions
ABC Inc., KGO-TV	All In One Productions	ArenaNet, LLC
ABC Television Network	Alliance Architecture	Argon Effects Ltd.
Abeck, Inc.	ALLSAINTS	ARGONAUT
Abercrombie & Fitch	ALMA	Ariat International, Inc.
Abmeyer + Wood	AltspaceVR, Inc.	Art + Soul Gallery
Accenture	ALU	Art Explosions Studios
Acne Studios	Amabile School of Music	Art Streiber Photography
Action Publishing, Inc.	Amazon.com, Inc.	Artigen Corporation
Active Network, LLC	Abercrombie & Fitch	Artist Portfolio Magazine
ActivisionBlizzard, Inc.	Améredia Incorporated	Arts Guild New Jersey
Adam Lippes	American Art Collector	Ashley Morgan Designs
Adeeni Design Group	American Art Institute	Aspen Leaf Interiors
adidas	AMERICAN GREETINGS	Astro Studios

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Atomic Fiction Inc.	BioWare	British Vogue
Atrium Music	BioWare (Electronic Arts Inc)	Broadfoot & Broadfoot
Attack! Marketing	Birchbox	Broadway By The Bay
ATTIK	Birds n Bones Jewelry	Brooks Brothers
AUDIOWELLS Studio	Birst Inc.	Brooks Brothers Group, Inc.
August Home	BitTorrent Inc.	btrax, Inc.
Aurora ArtBar	Black Box Gallery - Oregon	Bully! Entertainment
Autodesk Inc.	Black Entertainment	Burberry
Aveda Corporation	Bleu Marketing Solutions	Butchershop Creative
AVMS	Blink Inc.	BUTCHERSHOP CREATIVE LLC
AvroKO	Blizzard Entertainment, Inc.	BUTLER, SHINE, STERN & PARTNERS
Awasu Design	Bloom Studios	Butler, Shine, Stern & Partners
AXIOO	Bloomingdale's	BuzzFeed
AZADEH	Bloomsbury Publishing	Byer California
BAMM.tv	BloomSky, Inc.	C2C Research & Design
Banana Republic	Blue Jeans Network, Inc.	Cake Studios
Bandito Brothers	BLUE OCEAN NETWORK	Callison China
Bandura Games	Blue Sky Studios, Inc.	CallisonRTKL
BantaDESIGN	Blue Truck	Cambia Health Solutions, Inc.
Baran Studio Architecture	Blue Truck Studio	Cameron Art Museum
Barcelon Jang Architecture	BlueHornet	Candelaria Design Associates
Bardel Entertainment Inc.	Blur Studio	CanDid Art Accessories
Barkley	BMW Group Designworks	Canisius College
Barneys New York	Bob Cut Mag	Canoe Studios
Barrett Art Center	Bohlin Cywinski Jackson	Canon U.S.A.
Bartle Bogle Hegarty	BÖK Modern	Capital One
Base Fx	Bonfire Labs	Capital One Financial Corporation
BBDO	Book & Job Gallery	Captora
BBDO San Francisco	Boom! Models & Talent	Carden Academy of Almaden
BBDO Worldwide	Boost Media Inc.	Carol H Williams
BCBG MAX AZRIA GROUP, LLC	BorderX Lab Inc.	Caroline Cecil Textiles
BCS Media Studio	Boreas Gear, Inc.	Carrier Johnson + Culture
Beans & Croydon	Brand Outlet	Cartier
bebe	Brand Union	Cartoon Network
BeKom Design	Branded Online	Castells & Asociados
Bendon	BrandMade Design Co.	catapult Art Magazine
Benefit Cosmetics LLC	Bravo Media LLC	CBS' "Criminal Minds" TV series
Bento Box Entertainment	BraytonHughes Design	CBS Interactive, Inc.
Berean Christian	BRICK Knitwear	CBS RADIO
Berkeley County School	Bridgeport Art Center	CEI Media Group
Berland Design	Brigham Young University - Idaho	Cena Media
Betabrand	Bright Horizons Family Solutions	Centro39
Big Screen Entertainment	Brit + Co	Cercle Social

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CF NAPA Brand Design	CONTENT MAGAZINE	DDB Worldwide Communications
CHANEL	Continuum	DDW LLC
CHAOS Magazine	Converse	De Meza + Architecture, Inc.
Character	Coos Art Museum	De Sousa Hughes
Charlotte-Mecklenburg	CorAsia Corp.	de Young Museum
CHATTEL AND STRUT	Corduroy Media	Deckers Brands
ChefsFeed	Corecell Technology CO Ltd.	Delfina Balda
Chen Design Associates, Inc.	Corgan Associates, Inc.	DeNA
Cherwell Software, LLC	Corrino Media Group	Dentsu Media Group Indonesia
Chictopia	Corsair Components, Inc.	DEPESHA Russian Lifestyle Magazine
Children's Creativity	CoSA vfx	DES Architects + Engineers
China Shipbuilding Industry	CouldB Entertainment	DeSanti Talents
China Xinhua News	Coup D'Etat	Design Atelier
Christian Daniels Gallery	Cowtan & Tout	Design Blitz
Christian Dior S.A.	Coyote Post	Design Reactor, Inc.
Chronicle Books	Crafty Apes	Deutsch
Chrysler Group LLC	Crazy Good Marketing	Deux Hommes
Cibo	Create Advertising Group	Dexati LLC
CipherCloud	Creative Arts Center of Dallas	DHX Media Ltd.
Cirql	Creative Bath Products, Inc.	Diesel
Cisco	Creative Circle	Digital Media Arts College
Cisco Systems, Inc.	CREATIVE JUICE\BANGKOK	Digital Post Services
Citizens of Humanity	Cricket Magazine	DigitasLBi
Citrix Systems, Inc.	Crispin Porter + Bogusky	Digitrove, Inc.
CITY MODELS LLC	Crooked Abe	Dilworth Eliot Studio Inc.
Clive Christian San Francisco	Crossings TV	Dior Homme
Cloud Imperium Games	Cryptic Industries	Dire Productions
Cloudburst Games, LLC	Crystal Dynamics	Discovery Communications, Inc.
Club Monaco Corp.	CSHQA	Discovery Digital Networks
CMC Broadcasting Company	CSM Media Research	Disney Hyperion Books
Coach, Inc.	CSN's "Yahoo! SportsTalk	Disney INTERACTIVE
Code and Theory	CULT360	Disney Interactive Studios, Inc.
Cognito Comics	Cunningham Group, Inc.	Disney Mobile
Collectively Inc.	Curbed Network	Disney/ABC Television Group
Collins	Custom Tattoo Design, Inc.	Disneyland Resort
Colorhythm LLC	Cutwater	Diversity Casting
Comcast SportsNet Bay	CyArk	Dixie State University
CONCEPT - Smart Artful	Cynthia Rowley	DKNY
Concept Art House	Daddy-O Productions	DLA
CONCEPT ART HOUSE, INC.	DAE Advertising, Inc.	DMAX Imaging
Concrete Images	David LaChapelle	DODOcase
Condé Nast	David's Bridal	Dogtown Development
CONNIE BERG	DDB New York	DOGTV Network

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Donnerwood Media, Inc.	Equilar Inc.	Form & Fiction
Doremus	Eric Quezada Center	FORMA LLC
Dote, Inc.	eShares, Inc.	
Double Six Design	Esquire Latinoamérica	ForrestPerkins LLC
Draftfcb, Hamburg	Ethan Allen Global, Inc.	Forty Forty Agency
drchrono Inc.	Eth-Noh-Tec	Fossil, Inc.
Dream Out Loud Productions	Eugenia Kim	Foster-Gwin Gallery
DreamWorks Animation LLC	evelynH. Jewelry, INC.	Founded
DreamWorks Animation SKG	Eventbrite	Fox News
Drew Wright Photography	EVIL EYE PICTURES LLC	FOX Sports
Drisko Studio Architects	Evolve Media, LLC	FOX's "Alcatraz" TV series
Droga5	Expressions Gallery	FOX's "American Idol" TV series
D-Scheme Studio	Facebook	FOX's "The X Factor" TV series
DukaMedia	Façonnable	Framestore
Duke Photography	FACTORY Labs	Frameworks Artists, Inc.
Duncan Millery Gallery	Fantasy Flight Games	Freda Salvador
DynoSense	Fantasy Studios	FreshDigitalGroup
Dystel, Goderich & Bourret	FAR FETCHED CREATIONS	FreshPaintMagazine Ltd.
E. & J. Gallo Winery	FarFaria	frog design inc.
e.l.f. Cosmetics, Inc .	Farfetch	Fuhu, Inc.
Eastwood Development	Fashion Times LLC	Fullscreen, Inc.
eBay Inc.	FATHOM	fuseproject
ECCO Design Inc.	FCB Worldwide, Inc.	Gaia Interactive, Inc.
Edelman Digital	Fenrir Studios	Galanter & Jones
EDG	Fetch	Gallery of Jewels
Egg by Susan Lazar	Fiat Chrysler Automobiles	Gameloft
EHDD		GameSamba
Elance, Inc.	Field Paoli Architects	GameVision Studios
Electronic Arts, Inc.	FILA	Gannett Co. Inc.
Eleven, Inc.	Film Independent	Gap Inc.
ELLE Magazine	Fine Arts Museums of San Francisco	Gary Francis Fine Art
Elle Magazine, Vietnam	Fireforge Games	Gazillion Entertainment
Elliott Fouts Gallery	First Person Inc.	Gazillion, Inc.
Emerald Art Galleria	FleishmanHillard Inc.	G-dcast
emotion studios, inc.	Float Hybrid Entertainment	GEMOLOGEE
Emotive Brand	Florida Gulf Coast University	General Motors
Encore VFX	Fluid Inc.	General Motors Company
End Boss Games LLC	FME Architecture + Design	GeniUs Orbit Production
Eneractive Entertainment	Focus Product Design, Inc.	Gensler
Enlisted Design	Food Network	George Street Photo & Video
EnMaze Pictures	Ford Motor Company	Gerard Darel
Epic Aircraft	Forever 21	Geremia Design
Epic Creations Inc.	Forio	Getty Images

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Giant Rabbit, LLC	Havas Worldwide, LLC	IA Interior Architects
GILT GROUPE, INC.	Havenly, Inc.	Ian Birchall & Associates
Giorgio Armani S.p.A.	HB Kitchen Bath Inc.	IBM
Giroux Fine Jewelry	HBA/Hirsch Bedner	IBM Cloudant
Girl Friday Productions	HBO's "Girls" TV series	Icon Sportswire
Global Net Group, LLC	Healthy Buildings	iCrossing, Inc.
GLOW	Heartwood Inc.	id8
Glu Mobile, Inc.	Heat	IDEO
Godfrey Q	Heath Ceramics	iDreamsky Games
GoldieBlox, Inc.	Heather Hilliard Design LLC	IDW Publishing
Good Mother Gallery	Hectic Digital, LLC	IGIGI
Good&Co, Inc.	Helios Interactive	Igloo Books
Goodby Silverstein & Partners	Heller Manus Architects	Ignite Game Technologies
Google BrandLab	HELLO! Magazine Thailand	iGreen Media Group
Google Inc.	Hempstead May	iHeartMedia, Inc.
GoPro, Inc.	Henning Larsen Architects	Immediate Music
Grace Portraits	Henrial Corp	Indigo Films
Gracenote, Inc.	Hewlett Packard Enterprise	Indigo Slate
gravitytank	Hex Entertainment	Industrial Light & Magic
GRAZIA INTERNATIONAL	HGA Architects and Engineers	Ineffable Music Group
Green Couch Interior Design	HGTV	Infinity Ward
Green Horizon, LLC	HGTV's "House Hunters" TV	Infosys Limited
Greenpoint Pictures	High Noon Entertainment	Ingenuity Studios
Gresham, Smith and Partners	Highlights Magazine	Innospark, Inc.
GREY Group	Highrise, Inc.	Instacart
GSN	Hilldale School	Intel
GUESS	Hirsch Bedner Associates	Intel Corporation
GUIDEBOAT CO.	HispanoPost	Interbrand
GuideSpark	HOK	Interior Architects
Gunn Meyerhoff Shay	Hollywood Performers	International Museum of Women
Gymboree	Hornet, Inc.	International Talent Casting
H & M	Hot Studio	Intuit Inc.
HALSTON HERITAGE	Houzz Inc.	Iron Mountain Incorporated
Handle, Inc.	Howard/Mandville Gallery	ITV Studios
Hang Art	HP	IXL Learning
Harrington College of Design	Huang Iboshi Architecture	J S Nolan + Associates Lighting De
Harvey Milk Photography	Hub Strategy & Communication, Inc.	J. Walter Thompson Worldwide
Hasbro	Huge	J.Crew
Hasbro Studios	Human-Engine	Jack Morton Worldwide
Hasbro, Inc.	Humphreys & Partners Architects	Jam City/SGN Games
Haskoll Ltd.	Hybrid Design	Jamwix
Hatch	Hyde Street Studios	J'Amy Tarr
Hatch Design SF	Hyundai Motor Company	Janie and Jack

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JCPenney	Kiss That Frog	Levi's Footware & Accessories
JDL Development	Kit and Ace	Lieberman Productions
JE Model Management	Kiwi, Inc.	Light Chaser Animation Studios
Jefferson Browne Architects	KIXEYE Inc.	Lightbox Visual Communications Inc
Jeremy Scott	Klout, Inc.	Lightning Motorcycles
Jerry Pace Agency	KMD Architects	LightSail
Jill Siefert	KNBR Sports Radio	Lightstar Studios
Jim Goldberg Photography	Kneedler   Fauchère Group	Lightstream Animation Studios
Jim Hughes Photography	KO Kids Books	Lila Pepino Gallery, Paris, France
Jimmy Choo	Kohler Co.	Lilikoi Design + Letterpress
JJ LA, LLC	Koneo Mobile	Limner Gallery
John McNeil Studio	Kontera Technologies	Link TV
John Natsoulas Gallery	Koski Research	LinkedIn Corporation
JOHN PENCE GALLERY	Kravet Inc.	Linus Art Galleries
JOHN SUTTON	Kreber Graphics, Inc.	Lippincott London
JonaJo Consulting	Krispy Pictures	Liquid Agency
Jonathan Rachman Design	KRON-TV	Little Moving Pictures
Joseph Cassell	KSH Architects	LiveCareer
JOYRICH INC.	KTSF Channel 26	Livefyre
JOYUS	Kugler Ning Lighting	Local Wolves Magazine
Joyus, Inc.	Kwan Music Studio	LOCZIdesign
JR casting	La Bodega Gallery	Logitech
JSM Music	LAIKA, LLC	Lonely Planet
Juice Media	Landor Associates	Long Beach Island Foundation
KABAM, INC.	Lansing Art Gallery	LOOK Agency
Kahuna	Le Vision Pictures	Look Gallery SF
Kala Art Institute	Leadman Electronics USA, Inc.	LOOK Talent Agency
Kappe Architects	Leap Arts in Education	LookMazing, Inc.
KarFarm Inc.	LeapFrog Enterprises, Inc.	Lookout, Inc.
KARMIC PARTNERS, LLC	Learning A-Z	Los Angeles Times
kate spade new york	Lee Architects & Interior	Louis Vuitton
Katharine Kidd	Lee Jofa	Louisiana School
Kathryn McCarron	Lee University	Lovely
Katonah Museum of Art	Lee, Burkhart, Liu Inc.	Lowe Indonesia
Kauai Museum	Legacy Entertainment Services, Inc	Lucasfilm Ltd. LLC
KBCW	Legacy Gallery	Lucid Motors, Inc.
KBS America	Legend 3D, Inc.	Lucid VR Inc.
Ken Fulk Inc.	LEGO Systems, Inc.	Lucky Brand Jeans
Kendall Wilkinson Design	Lemonade Illustration Agency	Lucy Activewear
Kendo Brands	lenartstudios llc	Lululemon Athletica Inc.
Kenner-USA, Inc.	Leo Burnett Worldwide	Luma Pictures
KEVIN TWOMEY	Les Enphants Cp. Ltd	Lumba, Inc
KID Group, LLC	Levi Strauss & Co.	Lumos Labs, Inc.

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LUNAR	Mediatrope, LLC	MPC Moving Picture Company
M Squared Productions	Megan Media	MR. X
m0xy	Mei Jia Chinese Learning Center	MRM//McCann
Mac House Productions	Mekanism	MRY
Machine Zone, Inc.	Melody Academy of Music	Mtechnica
Macy's, Inc.	MeltzerMedia Productions	MTV Networks
Madefire	Mendola Artists Representatives	Mullen
Madewell	Menlo Technologies	MullenLowe
Madison Park Business & Art	Merlin Entertainments	MunkyFun Inc.
Magna Karsa Interior Design	Metacafe	Museum of Children's Art
Magnopus	Method Studios	Music Orange, Inc.
Magnum Photos	Metropolis Architecture	Musicality International Inc.
MAKEBISH GALLERY	MIBE	Musync
Makita Construction Inc.	Michael Heacock Architects	Muthership Productions
Malcolm Davis Architecture	MICHAEL HOFF PROD	NAGRA
MAO Public Relations	Michael Osborne Design, Inc.	Naked Sky Entertainment, Inc.
Marc Jacobs	Michele Clement	Napa Valley College
MARC JACOBS INTERNATIONAL, LLC	Microsoft Corporation	Narvalous Inc.
Marchesa	Mighty Play LLC	National Theatre of Iceland
Marin Museum of Contemporary Art	MILLY	NAVER Corp.
Marja Germans Gard Studio	MindBlown Labs	NBA Entertainment
Mark Horton Architecture	Mindlance	NBC's "The Blacklist" TV series
Mark Leibowitz Photography Inc.	Minted LLC	NBCUniversal, Inc.
Mark Newman Design	MKTG	NCSOFT Corp.
MARNI	MLB Advanced Media	Neiman Marcus
Marshall Strategy Inc.	mOcean	Neo@Ogilvy
Martha Angus Inc.	Moda & Estilo	NEOWIZ GAMES Corporation
Martha O'Hara Interiors	ModCloth	Net2TV Corp.
Marvell Semiconductor, Inc	Mode Select	Netflix
Mashery, Inc.	Modern Eden Gallery	Netflix's "Grace and Frankie" TV
Mason Architects	Modern Life Designs	Netherfire Entertainment
Massive Black	Modernbook Gallery	Netra Center for Arts
MASTERSFX	Modsy	Neversoft
Mattel, Inc.	MOFAC STUDIO, Korea	New Balance
Max Mara	Moguldom Media Group LLC	NewDealDesign LLC
Max-Bone	Monkey Wrench Design	NewSchool of Architecture + Design
Mayo Studios, Inc.	mono	Nezzoh Studios
MBH Architects	Montaag	NFL Network
McCann Worldgroup	Mork Ulnes Architects	NIAD Art Center
Mcgarrybowen New York	Motion Math	Niantic, Inc.
Meadow Brook Theatre	Mount St. Mary's University	NicholsBooth Architects
MEDA Organics International	Mountain Hardwear	Nickelodeon Animation
MedExpert	Moving Brands	



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Nicole Hollis Interior Design	Operator	POAD Group Limited
NIDO living	Optimizely	Poggenpohl U.S., Inc.
Nike, Inc.	Oracle Corporation	Poliform San Francisco
Ninebot Inc.	Organic, Inc.	Polo Ralph Lauren
No Starch Press	Orion Labs	Polyfab Australia
Noel Barnhurst Photographer	Oscar de la Renta	Polygon Entertainment
Noel Barnhurst Studio	Pac-12 Networks	Polytech Associates Inc.
Noise 13	Pacific Grove Art Center	popSLATE Media, Inc.
Nokia	Paige Denim	POPSUGAR Inc.
Nomis Solutions, Inc.	Paletteur	PORTAL A
Nordstrom, Inc.	Palo Alto Players	Portland Art Museum
NORMAN MASLOVT	PANDORA Jewelry	PORTS
North Kingdom Design	Pandora Media, Inc.	Ports 1961
Northwest College of Art	Paper Culture LLC	POSSIBLE, INC.
NotBland Photography	Paramount Pictures	Pottery Barn
Novella Magazine	Park Couture	Pottery Barn Kids
Noviant	Parker Dusseau	Prabal Gurung
NTROPIC	Patrick Stull Studios	PRADA
Numerify, Inc.	PayPal	Presence Learning
NVIDIA Corporation	Peet's Coffee & Tea, Inc.	Press Start Studios
nWay Inc.	Penrose Studios, Inc.	Pride.com
NYLO Model & Talent Agency	Pentagram Design	Primary Kids, Inc.
OAK + FORT	People Power Company	PRIZMedia, Inc.
Oakland Athletics	People's Daily Online	PRO Unlimited, Inc.
Oakland Museum of California	Pereira & O'Dell LLC.	Proenza Schouler
Oakland Unified School District	Perfect World Entertainment Inc.	Prolific Interactive
Oakley, Inc.	Pfeiffer Lab	Propane Studio
Obscura Digital, Inc.	Phantom Power	Propel(x)
Octopus Creative	Phelps	Prophet
Oculus Architecture and Design	Philip Treacy Limited	Prototype New York LLC
Oculus Story Studio	Phillips Gallery	proTunes
OFFICE: Jason Schulte Design	Phoenix Age	PSFK LLC
OGILVY & MATHER	Phoenix Satellite Television Co.	Psyop
OH HAPPY DAY!, Inc.	PhotoPlace Gallery	PUBLIC SCHOOL NYC
OHIO Designs	Phunware Inc.	Publicis Groupe
Old Navy	Pinterest	Puccini Group
Oliso Inc.	Pixar Animation Studios	Purchia Communications
On Board Experiential	Pixel Corps	Queens Museum
One Union Recording Studios	PIXOMONDO	Quezada Architecture
One Workplace	Playchemy, Inc.	R. Torre & Company, Inc.
Ooyal, Inc.	Play-I, Inc.	R2integrated
Open Lab Magazine	PlayNext, Inc.	Rachel Zoe
OPeRA Studio - Operative	PLAYSTUDIOS	Rainfactory, Inc.

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Ralph Lauren  
Ranger Rick Magazine  
Rapt Studio  
Razorfish  
Ready at Dawn Studios, LLC  
Red Cube Production Inc.  
Red Eye Collection  
Red Rocks Community College  
Redbook  
Redstone Technologies LLC  
Reebok Korea  
Reel FX, Inc.  
Region Design & Contracting  
Rehabtek LLC  
REI  
RELAPSE MAGAZINE  
Reload Studios, Inc.  
Renren, Inc.  
Respawn Entertainment  
Restoration Games  
Restoration Hardware, Inc.  
Richard Solomon Artists  
Rick Owens  
Rindal & Co.  
Riot Games, Inc.  
River Studios  
RKD Music & Talent  
RKS Design  
RMW Architecture  
Robert Bosch LLC  
Robert Houser Photography  
Robert Mowat Associates  
ROBERT TAT GALLERY  
Robinson Finishes  
ROBLOX Corporation  
Robot Sea Monster Games  
Roboto Games  
RockBridge Productions  
Rockstar Games  
RODAN BUILDERS, INC.  
ROI-DNA, Inc.  
RollAngle  
Rooftop Media, Inc.

Root Division  
ROSCOE CERAMIC GALLERY  
Ross Valley Players  
Rough House Editorial, Inc.  
ROUSH Media  
RP3 Agency  
RPA - Rubin Postaer  
Ruth Asawa San Francisco  
Ryan Roche  
Saatchi & Saatchi Los Angeles  
Saida+Sullivan Design Partners  
Saks Fifth Avenue  
Salesforce.com, Inc.  
Salt Branding  
Salvatore Ferragamo  
Samsung  
Samsung Research America  
Samuels Advertising  
San Antonio Current  
San Francisco 49ers  
San Francisco Bay Guardian  
San Francisco Chronicle  
San Francisco Design Center  
San Francisco Giants  
San Francisco International New Co  
San Francisco Salt Company  
Sandbox Studios  
Sandra Lee Gallery  
Sandro San Francisco  
SanFrancisco Magazine  
SAP Labs  
Sarah Kehoe Productions  
Sargenti Architects  
SBS International, Inc.  
Scanadu Inc.  
Schlumberger Limited  
Scholastic Inc.  
Scientific Games  
SCORE A SCORE  
Scout Model Agency  
Sears Holdings Corporation  
Section Studios, Inc.  
Senda Athletics

Sephora USA, Inc.  
Sercler Inc.  
SF Camerawork  
SF Weekly  
sfHEIMAT  
SGN Games Inc.  
Shade VFX  
Shadowland Productions  
Shana Astrachan Jewelry & Objects  
Shanghai Media Group  
Shanghai Theatre Academy  
Shannon Associates, LLC  
SHIRAKIPHOTO & DESIGN LLC  
Shook Design Inc.  
Shook Design Studio  
SHOP HERS  
Shopcade  
Shutterfly, Inc.  
SIA Consultants  
Side Effects Software Inc.  
SideFX  
Silicon Valley-China Wireless  
Simple Science, Inc.  
SINA.com  
Sing Tao Chinese Radio  
Sing Tao Chinese Radio Station  
Sino Network Television  
Sixthriver Architects  
Skanska  
SKECHERS USA, Inc.  
Skidmore, Owings & Merrill LLP  
Sky Link TV USA  
Skywalker Sound  
SLAP HAPPY Cartoons Inc.  
SLEDGEHAMMER GAMES  
Smart Coos, Inc.  
Smart Design  
Smile  
SMITH+SMITH Landscape  
Smule, Inc.  
Snapfish by HP  
SNP Communications, Inc.  
SOCIAL PRINT STUDIO

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Soft-World International	Studio O+A	THE ADART COMPANY
SOL REPUBLIC	Studio SHK	The Architects Collaborative
Solar Mosaic, Inc.	STUDIOS Architecture	The Art House Gallery
SolarWinds Worldwide, LLC	Style Media Group	The Art Institutes
SOMA Magazine	Suitable Technologies, Inc.	The Article Group
SoMa Play	Summit Golf	The Asian Art Museum of San Francisco
SOMArts	Sundance Film Festival	The Barbarian Group LLC
Somatone Interactive	SunnyBoy	The Chemistry Club
Sony Computer	Sunset Neighborhood Beacon	The Christian Daniels Gallery
Sony Interactive	Superior Communications	The City of Calgary (Alberta, Canada)
Sony Pictures Electronics	SurveyMonkey	The Clorox Company
Sony Pictures Animation	Susquehanna Art Museum	The Collective At LAIR
Sony Pictures Classics	SWA Group	The D.N.A. Group
Sony Pictures Entertainment	Swatt   Miers Architects	The Edge Center for the Arts
Sony Pictures Imageworks	Swell Music + Sound	The Gap, Inc.
Southwest Art Magazine	Swift	The Golden State Warriors
Sparky Animation Pte Ltd.	Swing Education	The Griffin Museum of Photography
Specialized Bicycle	Swirl	The John Pence Gallery
Speck Design, Inc.	Swirl Networks, Inc.	The Kohan Group
Spectrum Visions Global, Inc.	Taft College	The Kooples
Speedo International	Taipei Design Center U.S.	The KPA Group
Spritz LLC	Talend	The Little Acorn
Square Enix	Tangible Play, Inc.	The Mill
SQUARE ENIX - CRYSTAL	Tapjoy, Inc.	The Molecule
SRI International	Tastemade	The North Face, Inc.
St. John Knits	Tata Consultancy Services	The Oakland Raiders
Stanford University	TATTOO STRATEGY	The Octagon Center for the Arts
Starbucks Corporation	TBWA\Worldwide	THE OUTNET.COM
Stargate Studios	Tea Collection	The Oya Group
Stars, the Agency	TEAK	The Photogenic Lab
Stella & Dot LLC	Team 7 International	The RealReal, Inc.
Stereo D, LLC	Telegraph Media	The Scott Nichols Gallery
Sterling Becker	Telltale Games, Inc.	The Singapore Biennale
Sticker Mule	Tennebaum-Manheim	The Sketch Collective
STILLA	Terra Gallery	The Third Floor, Inc.
Stitch Fix, Inc.	Terrain Studio	The TJX Companies, Inc.
Storm8, Inc.	Tesla	THE UNTITLED MAGAZINE
Stranger & Stranger Inc.	Tethered by Letters	The Wall Street Journal
Strawberry Hill Music	Tex Saverio	The Walt Disney Company
Stuart Gilchrist Interiors	THAKOON	The Wattis Institute
StubHub, Inc.	Thalia Jewelry	The Weinstein Company
Studio Becker	THANN USA LLC	The Wet Seal, LLC
STUDIO Gallery	The 155 Project	The Audience

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Theory	Uber	VIPMerit, Inc.
Third Street Works LLC	Uber Technologies Inc.	Visa Inc.
Thom Browne	Ubisoft Entertainment	Viscira
TIBI LLC	Ubisoft Shanghai	Visual Concepts
Tiffany & Co.	UGG Australia	Visual i Solutions
Tikkun	Uhouzz USA Inc.	Vode Media, Inc.
TiNi Aerospace, Inc.	Ulloa Elementary School	Vogue Eyewear
TinyCo	Umlaut Films	Voicebox Creative
Tippett Studio	Unemployable Music	Volare Studio
Tiro Tiro Jewelry	UNIQLO CO. LTD.	Voltage Pictures
Titan Industries Inc.	UNIQLO USA	Volvo Trucks
TiVo Inc.	UNIT partners LLC	VOX + ASSOCIATES
TOAST, Inc.	Universal Production	VR Playhouse
Toaster	University of Alaska	Walla Walla University
Tobi.com LLC	University of Pittsburgh	Walmart eCommerce
Todd Davis Architecture	University of Wisconsin	Walt Disney Animation Studios
TOD'S	Univision Communications	Walt Disney Imagineering
Tod's Group	Upper Playground	Walter Robbs Callahan & Pierce
To-go Ware	Upwork Global Inc.	Walter Wickiser Gallery
Tokyo Art Fair	Urban Outfitters, Inc.	Walters Story Design Group
TokyoSF Agency	Ursa Major	Wanelo, Inc.
Tolleson	ustwo	Warner Bros. Entertainment
Tommy Bahama	USYYCar Inc.	Waterhouse Gallery
Tommy Hilfiger	VALENTINO	Wearless Tech, Inc.
Tonry Talent	Valiantica, Inc.	WEBER SHANDWICK
Tory Burch	Van Der Plas Gallery	Weber Shandwick, Inc.
Tracy Reese	Venables Bell & Partners	Weee!, Inc.
TradioV	Venture Capital College of America	Wefunder Inc.
Transvideo Studios	Vera Bradley	Wendy Lynn & Co.
Trew Productions	Vera Wang	west elm
T-Rex Lab Co.	VERA WANG BRIDE	West St. Studios
Tribal Worldwide	Verde Design, Inc.	Westward Leaning
Trip Haenisch & Associates	Verizon Communications	WGSN
Triple Spiral Productions	Versace, Thailand	Wheeler Design Group
Trumaker	VersaWear	Whipsaw Industrial Design
Tubi TV	Vertigo Software, Inc.	WHISKYTREE
Tumi, Inc.	VI Creative	Whiskytree Inc.
Turner Duckworth	Viaduct Gallery	WHITLEY Designs
Turtle Entertainment	Vibrant Films	Wick Video
TWiB! Media	Vicarious Visions	WildAid
Twitter Inc.	Victoria Hagan Interiors	William Morris Endeavor
Two.fifteen.mccann	Vid Studio	Williams-Sonoma, Inc.
TYPSA Group	VideoAmp	Wizards of the Coast

WJZY: FOX 46 Charlotte  
WOLF & CROW  
Wolff Olins  
Wonderland SF Gallery  
Workday, Inc.  
Worldwise, Inc.  
Worthington Architecture  
WRiTE BRAiN BOOKS  
WX  
Xist Publishing  
XYZ Films  
Y Media Labs  
Y STUDIOS LLC  
Y.A. studio  
Yahoo!  
YELLOW BRICK ROAD  
Yelp Inc.  
Yigal Azrouël, Inc.  
Young & Rubicam Group  
Young Rembrandts  
YouTube, LLC  
Z Gallerie, Inc.  
Zara USA, Inc.  
ZAW STUDIOS  
Zero + Maria Cornejo  
Zesty, Inc.  
ZGC Innovation Center  
Zillow Group  
Zimmerman Advertising  
ZipRecruiter, Inc.  
Zoic Studios  
ZUMA Press  
Zynga Inc.

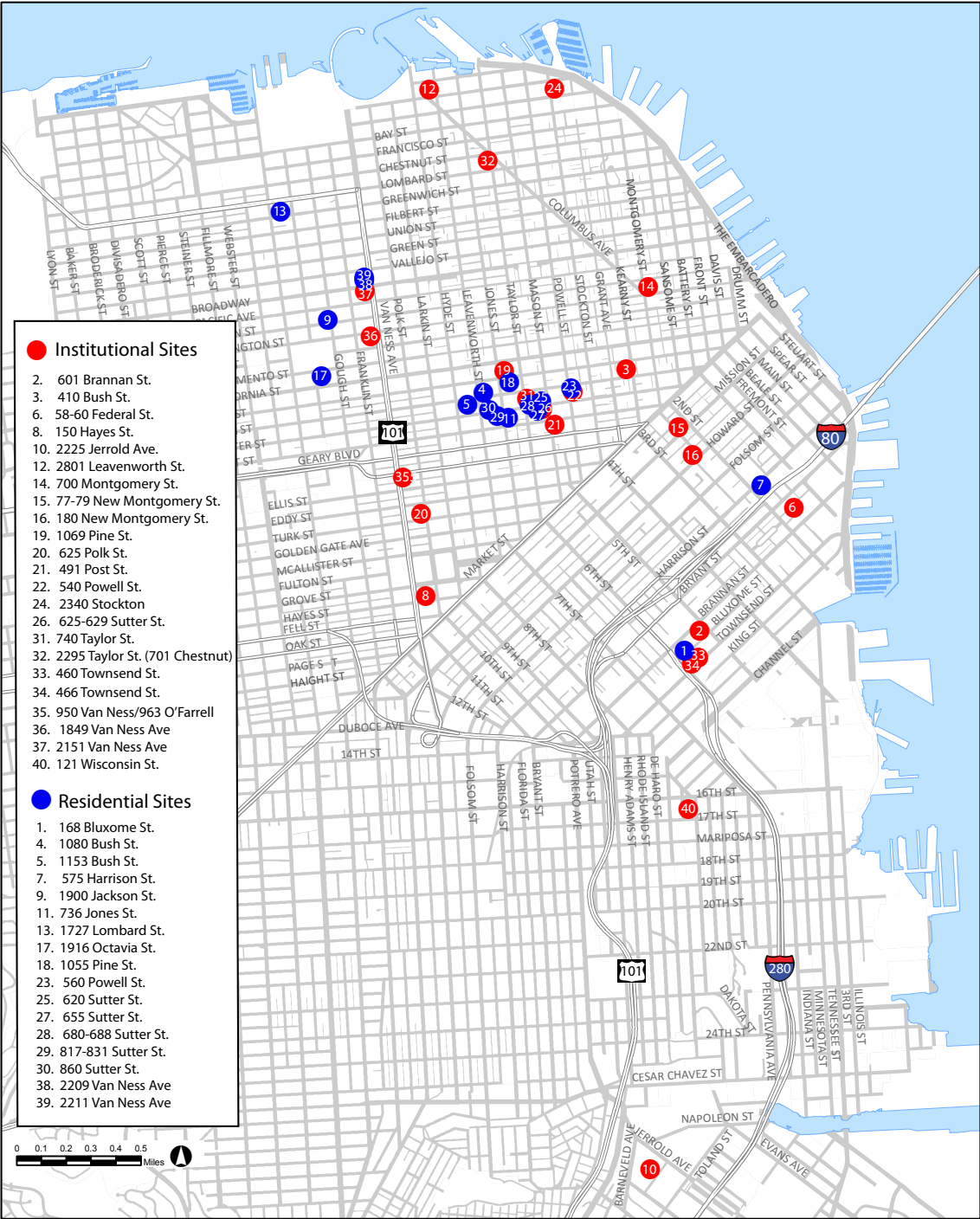
## Attachment 2: Neighborhood Context Groups



Source: AAU  
Updated 10/29/2015

Academy of Art University  
Existing Institutional and Residential Sites  
and Neighborhood Context Groups

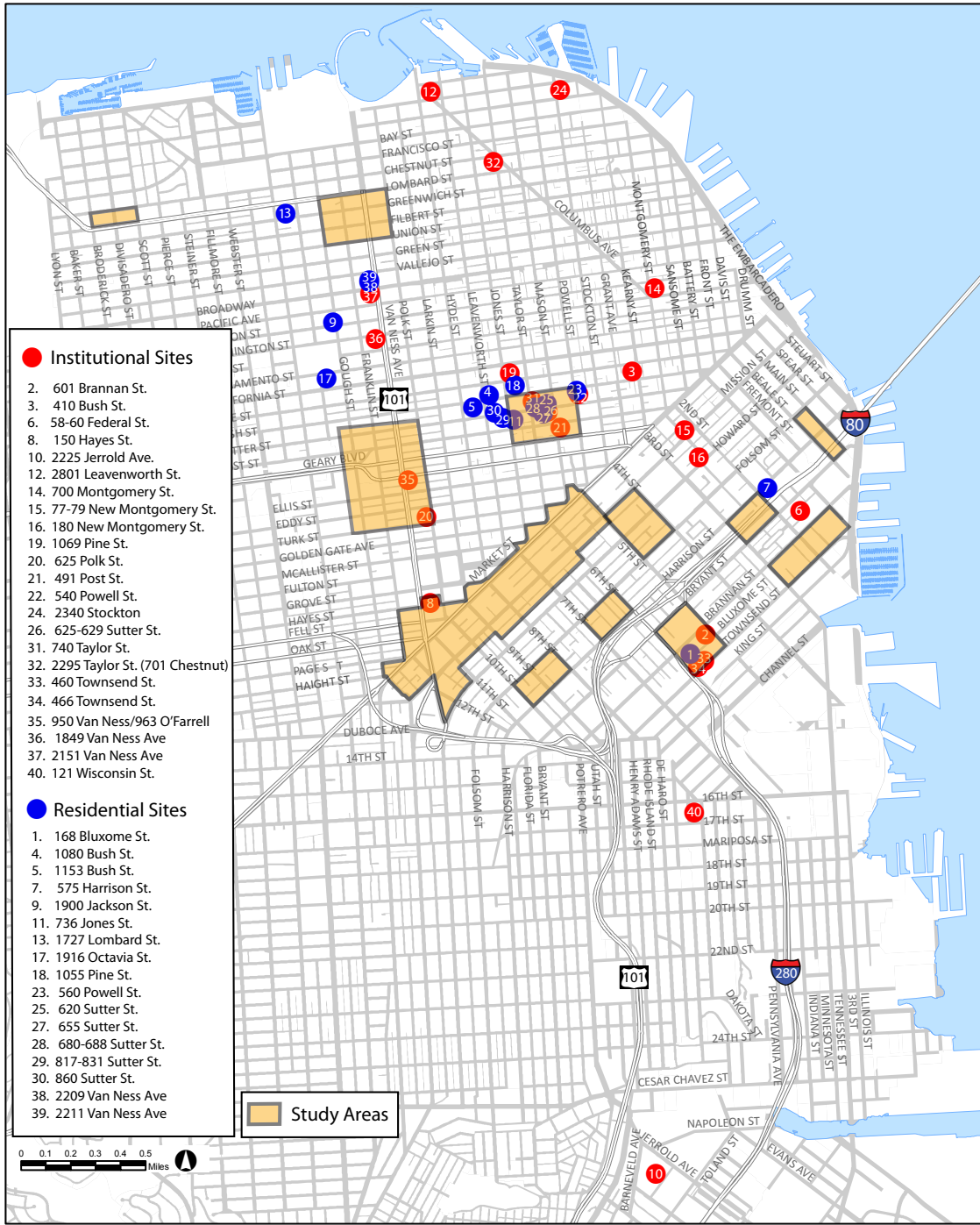
# Attachment 3: Map - Existing Institutional and Residential Site



Source: AAU  
Updated 10/29/2015

Academy of Art University  
Existing Institutional and Residential Sites

## Attachment 4: Study Areas



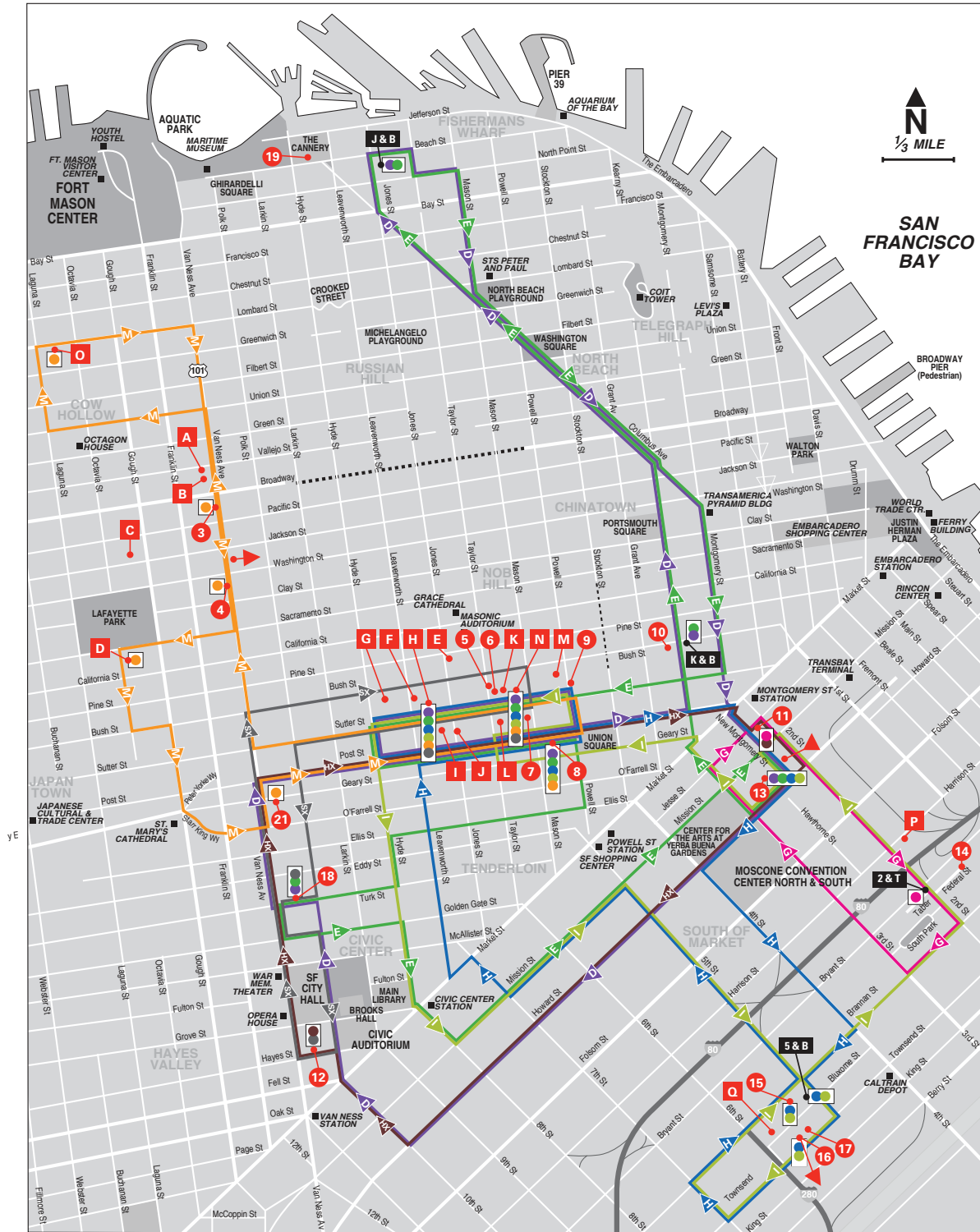
Academy of Art University  
Existing Institutional and Residential Sites and Study Areas



# Attachment 5: Shuttle System



Current Shuttle Bus System Map



Proposed/Future Shuttle Bus System Map

LEGEND FOR CURRENT AND PROPOSED/FUTURE SHUTTLE BUS SYSTEM MAPS

**● Campus Academic & Administrative Buildings**

- |   |   |  |
|---|---|--|
| <p><b>1</b> 2300 STOCKTON ST. [NORTHPOINT]<br/>_Fashion Classrooms<br/>_Fashion Merchandising Workshop<br/>_Liberal Arts Classrooms</p> <p><b>2</b> 701 CHESTNUT ST.<br/>_Fine Art MFA Studios</p> <p><b>3</b> 2151 VAN NESS AVE. [ST. BRIGID'S]<br/>_Auditorium<br/>_IDS Classrooms</p> <p><b>4</b> 1849 WASHINGTON ST. @ VAN NESS AVE. [THE WAREHOUSE]<br/>_Industrial Design<br/>_Photo Classrooms<br/>_Photo Studios<br/>_Firestone Café</p> <p><b>5</b> 740 TAYLOR ST.<br/>_Photo Classrooms<br/>_Photo Darkrooms<br/>_Photo Issue Room<br/>_Snack Bar (Laszlo Lounge)</p> <p><b>6</b> 688 SUTTER ST.<br/>_Acting</p> <p><b>7</b> 625 SUTTER ST.<br/>_Photography<br/>_Student Gallery<br/>_Photo Darkrooms<br/>_Photo Issue Room<br/>_Photo Studios</p> <p><b>8</b> 491 POST ST. [MORGAN AUDITORIUM]<br/>_Liberal Arts<br/>_Art History</p> <p><b>9</b> 540 POWELL ST.<br/>_2D Animation and Visual Effects<br/>_Illustration<br/>_Visual Development<br/>_Bradley Hall</p> <p><b>10</b> 410 BUSH ST.<br/>_Advertising<br/>_Jewelry and Small Metal<br/>_Fine Art Sculpture Studios<br/>_Fine Art Sculpture<br/>_Fine Art Sculpture Tool</p> <p><b>11</b> 79 NEW MONTGOMERY ST. [79NM]<br/>_Academy Resource Center<br/>_Admissions (Grad &amp; Ungrad)<br/>_Atelier<br/>_English for Art Purposes<br/>_Graphic Design<br/>_Grievance<br/>_Housing<br/>_Human Resources<br/>_International Student Offices<br/>_Motion Pictures &amp; Television Issue Room &amp; Film Post<br/>_Multimedia Communications<br/>_Student Copy Center<br/>_Theater<br/>_Tours</p> | <p><b>12</b> 150 HAYES ST.<br/>_Accounts Receivable<br/>_Administration Offices<br/>_Financial Aid<br/>_Graduate School<br/>_Online Education</p> <p><b>13</b> 180 NEW MONTGOMERY ST. [180NM]<br/>_2D Animation &amp; Visual Effects<br/>_3D Animation &amp; Visual Effects<br/>_Art Education<br/>_Digital Photography<br/>_Fashion Classrooms<br/>_Game Design<br/>_Library<br/>_Music Production &amp; Sound Design for Visual Media<br/>_Mac Lab<br/>_MPT Editing Facilities<br/>_Multimedia Language Lab<br/>_PC Lab<br/>_Security<br/>_Student ID Distribution<br/>_Student Lounge (Café Dior)<br/>_Study Hall/Writing Lab<br/>_Web Design and New Media</p> <p><b>14</b> 60 FEDERAL ST.<br/>_Fine Art<br/>_Foundations Classrooms</p> <p><b>15</b> 601 BRANNAN ST.<br/>_Architecture<br/>_Interior Architecture &amp; Design<br/>_Landscape Architecture<br/>_Usability Lab<br/>_Wood Shop<br/>_Student Lounge</p> | <p><b>16</b> 466 TOWNSEND ST.<br/>_MPT<br/>_Foundations<br/>_Acting Classrooms<br/>_MPT Studios<br/>_Architecture Studio Classrooms</p> <p><b>17</b> 460 TOWNSEND ST.<br/>_Interior Architecture &amp; Design<br/>_Classrooms<br/>_Landscape Architecture<br/>_Classrooms</p> <p><b>18</b> 625 POLK ST.<br/>_Fashion<br/>_Café Dior &amp; Dior Express</p> <p><b>19</b> 2801 LEAVENWORTH ST. [THE CANNERY]<br/>_Athletics<br/>_Campus Life/Activities<br/>_Fine Art Sculpture<br/>_Foundations Classrooms</p> <p><b>20</b> 360 SWIFT AVE.* SOUTH SAN FRANCISCO<br/>*(Not shown on this map)<br/>_Foundry</p> |
|---|---|--|

**▲ Utrecht Art Supplies**

- \_Academy of Art @ Townsend  
466 Townsend Street, 3rd Fl.  
\_1930 Van Ness Ave.  
\_149 New Montgomery St.  
\_Academy of Art @ Federal  
60 Federal Street, 4th Fl.

**■ Campus Housing**



































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| <p><b>A</b> 2211 VAN NESS AVE.<br/>_Ansel Adams Apartments</p> <p><b>B</b> 2209 VAN NESS AVE.<br/>_Mary Cassatt House</p> <p><b>C</b> 1900 JACKSON ST.<br/>_John Singer Sargent Graduate Apartments</p> <p><b>D</b> 1916 OCTAVIA ST.<br/>_Coco Chanel House</p> <p><b>E</b> 1055 PINE ST.<br/>_Auguste Rodin Hall<br/>_Café Rodin</p> <p><b>F</b> 1080 BUSH ST.<br/>_Leonardo da Vinci Apartments</p> <p><b>G</b> 1153 BUSH ST.<br/>_Frank Lloyd Wright House</p> <p><b>H</b> 860 SUTTER ST.<br/>_International House<br/>_I House Cafe</p> <p><b>I</b> 825 SUTTER ST.<br/>_The Commodore Hall</p> | <p><b>J</b> 736 JONES ST.<br/>_Johannes Vermeer Apartments</p> <p><b>K</b> 680 SUTTER ST.<br/>_Edgar Degas Apartments</p> <p><b>L</b> 655 SUTTER ST.<br/>_Howard Brodie Hall<br/>_Campus Life &amp; Leadership<br/>_Urban Knights Art Café</p> <p><b>M</b> 560 POWELL ST.<br/>_Fritz Lang Apartments</p> <p><b>N</b> 620 SUTTER ST.<br/>_Clara Gil Stephens Hall<br/>_620 Sutter Cafe<br/>_Dance Studio<br/>_Fitness Area<br/>_Swimming Pool</p> <p><b>O</b> 1727 LOMBARD ST.<br/>_Star Hall</p> <p><b>P</b> 575 HARRISON ST.<br/>_Halfmoon Apartments</p> <p><b>Q</b> 168 BLUXOME ST.<br/>_The Bluxome Lofts</p> |
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## Monday - Friday

### BUS ROUTES

-  **D**
-  **E**
-  **G**
-  **H**
-  **I**
-  **M**
-  **SX**  
Sutter Express
-  **HX**  
Hayes Express

### BUS STOPS

Ware house	1916 Octavia	1727 Lombard	491 Post	620 Sutter	860 Sutter
					
			 (4-6pm)		
Hayes	79 NM	Kearny & Bush (410 Bush)	Jones & Beach (The Cannery)	Northpoint	
					
					
180 NM	Polk	2nd & Taber (60 Federal)	5th & Bluxome	466 Townsend	601 Brannan
					
					 (after 6pm)