

December 1, 2022

Andrew Perry
Senior Planner
Northeast Team, Current Planning Division
San Francisco Planning Department
1650 Mission Street,
Suite 400
San Francisco, California 94103

RE: Golden Gate University, Institutional Master Plan – 2022 Update

Dear Mr. Perry,

In October 2020 Golden Gate University submitted the two-year update to our Institutional Master Plan (IMP) as required by Planning Code Section 304.5(f). This memo provides additional updated information.

While much of the information detailed in the 2017 IMP, and the subsequent updates, remains relevant, the “census data” (i.e., the number of employees, students, academic programs, and demographics changes each term). Additionally, we continue to assess our facility needs, especially in light of the COVID pandemic, and the challenges and opportunities it has offered, and with our view of the future for higher education going forward.

Higher education is changing. While there is still much demand for traditional in-person programs and services, we are at a turning point where we are seeing greater demand and for more on-line options. But this demand for remote programming doesn't stop at the classroom door. We are also seeing changes in how learning is achieved.

For example, during the pre-pandemic times, our “traditional” business library, which had been fully on-campus with plenty of books, shelves, seating, and open spaces has now evolved to an all-online library that only occupies a fraction of the space. Students can access our electronic library resources from their home, or anywhere else, and they are doing so successfully and without any concern. Fast-forward to today, we now have a much smaller “library space”, called the Learning Commons, where students who do want to come onto campus can do so to read, study or collaborate fellow students. It's a new world.

Coupled with these changes in our academic world is the fact that the COVID pandemic has made it clearly obvious that many of our administrative functions can be successfully accomplished by employees who are working remotely. There isn't a need for the entire IT team, or Finance team, or Human Resources team to be physically present on campus to do

their jobs, they can do so from their homes in the Bay Area, or anywhere else for that matter. Totally new to us these past few years is the fact that we now have employees who live in Washington, Oregon, Ohio, Florida and many other locations. This ability to work remotely has opened-up much space on campus. Rarely is the day where we see more than 50% of the available staff seating on campus being used, with large numbers of our employees working remotely all of the time, or at least one or two days per week.

What does it all mean and what do we do? Prior to the pandemic, and then during these past two years of the pandemic, we have conducted an extensive assessment of our space needs, looking at what is needed now and into the future. This space needs assessment demonstrated that we clearly have too much space, and it is space that is expensive to operate for our academic and administrative business needs.

As a result of this assessment, and with our vision for the future clearly in focus, and with the support and approval of our Board of Trustees, we have assembled a team of real estate, financial and legal advisors to assist us on this journey to determine how best to use the properties as well as to evaluate the real estate market to determine if there is any interest.

As mentioned in the previous update, we are currently operating with an excess space capacity, making it proper to seriously consider how to better utilize our valuable real estate resources. And while our vision for 2030, and beyond, calls for a greatly expanded international and online presence, we know that our current facility footprint is too large. So, we are actively exploring opportunities for how best to use ours resources in support of this. The bottom-line is that we are, at our very heart, a San Francisco institution, and fully envision that we will always have a presence in this City.

When we have a clearer picture of the direction we will take, and our next steps, we will submit an update, or a full IMP as needed. In the meantime, if there any questions about this please contact me or Mike Koperski, our Executive Director of Business Services, Facilities and Administration at mkoperski@ggu.edu or you can reach him directly 415-442-7082.

Here are the links to our 2017 IMP and the 2019 and 2020 updates:

https://sfplanning.org/sites/default/files/za/GGU-IMP_Final170731.pdf

https://sfplanning.org/sites/default/files/za/GGU-IMP_Final-121319.pdf

https://sfplanning.org/sites/default/files/za/IMP_GGU_100220.pdf

Sincerely,



Elaine Clark
Chief Financial Officer