



# **Institutional Master Plan**

April 2008

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## ***I. Introduction & Purpose of the Plan***

This Master Plan for the Academy of Art University provides an overview of the University's facilities and programs, as well as projections for future growth, that will guide the University's decision making regarding future facilities and site improvements in the coming years. In addition to serving the needs of the University by facilitating orderly growth and change, preparation of the Master Plan satisfies requirements of the Planning Code of the City and County of San Francisco (Section 304.5) that call for medical and educational institutions to provide the Planning Commission with a long-range development plan. The purposes of this plan are to advise the Planning Commission and the public of long-range development projects proposed by the institution and to identify the potential impacts of these developments to the City's Master Plan and to the adjacent neighborhoods.

This Master Plan takes a detailed look at the facilities of the University, highlighting their use for educational, administrative and residential purposes, as well as predicting the real estate needs of the University for approximately the next ten years.

## ***II. Institutional Overview***

### ***A. Vision, Mission and Values***

The Academy of Art University prepares aspiring artists and designers for careers in the fields of art and design by delivering excellent undergraduate and professional degree and certificate programs.

To achieve its mission, the Academy of Art University:

- Maintains a no-barrier undergraduate admissions policy for all people 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 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, where academic programs can contribute to and draw upon the cultural wealth of the local communities;
- Provides a creative environment that is at once both supportive and challenging as well as 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 critical thinking, develop communication skills and 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 University administration in an ethical and efficient manner and administers the finances in a prudent fashion; and
- Fosters optimum quality in all aspects of programs and services.

### ***B. Commitment to an Urban Campus***

In selecting and locating its facilities, the University seeks to integrate the University and the community, for the benefit of both, consistent with the practice of world-renowned universities such as New York University, Charles University in Prague, and the Universidad de Buenos Aires. For more on the principles that guide this mission, please read “Notes About an Urban Campus” by Alberto Bertoli at page 78 of this document.

### ***C. History of the Academy of Art University***

The Academy of Art University 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 of Art University. Today the University has approximately 11,300 students, in San Francisco and online, making it the largest private school of art and design in the country. Students now have the opportunity to pursue AA, BFA, MFA and Certificate Programs in thirteen different majors.

The urban location of the school, 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 University maintains a no-barrier admissions policy for interested undergraduates. While many core values have remained the same, the

University has seen tremendous growth in the seventy-eight years since its founding. Today, the school consists of an urban campus encompassing thirty-two academic and residential buildings, connected by an extensive University transportation system.

**Exhibit 1** below summarizes the historical and longitudinal statistics relative to growth of student population, faculty, staff and properties utilized, from the founding of the University to the present.

### ***D. The University Today***

The University aligns its resources with its mission and educational objectives by allocating thirty-four percent (34%) of its operating budget to equipment and learning facilities. The administration of the art and design departments is housed in the same buildings where the majority of classes take place. Students have their director close at hand for advice and counseling. Directors may have their facilities custom tailored to their program. For example, our Warehouse building has a blue screen room large enough to photograph full size vehicles for the benefit of Industrial Design and Photography students. The building elevator is large enough to carry a car. University operations and the woodshop often build furniture tailored to our classroom needs.

Classrooms are dedicated to curriculum, which requires special equipment and technology. For example, in Motion Pictures and Television, classes require dedicated spaces for computers, film and sound editing, lighting, and acting. This type of arrangement allows for a hands-on learning experience. Many classrooms are set up for digital instruction; we also have additional AV equipment available from conveniently located “issue rooms.”

The Curriculum Department assigns classroom spaces appropriate to each department’s curriculum. In order to support the curriculum, the University maintains a variety of labs. For example, the University has film and sound editing labs, computer labs, traditional and 3D animation labs, digital and traditional photography labs. Additional workspaces are designated for print makers, metal arts, and wood workers.

### ***1. Degree Programs***

The Academy of Art University is the largest accredited private art school in the United States. Students first choose to study in one of thirteen art and design departments; within those departments, they may then choose to specialize in one of thirty possible tracks. Students may study for AA, BFA, and MFA degrees in any of the following Schools:

- Advertising
- Architecture (Master of Architecture)
- Animation and Visual Effects
- Computer Arts New Media

- Digital Arts & Communication
- Fashion
- Fine Art
- Graphic Design
- Illustration
- Industrial Design
- Interior Architecture and Design
- Motion Pictures and Television
- Photography

The University has several accreditations. It is regionally accredited through the Western Association of Schools and Colleges (WASC). The University has full accreditation by the National Architectural Accrediting Board (NAAB) to offer a two-year Master of Architecture degree. It is also nationally accredited by the National Association of School of Art and Design (NASAD) and the Accrediting Council of Independent Schools and Colleges (ACICS) and the Council for Interior Design Accreditation (CIDA), formerly known as FIDER.

Students enrolled in the undergraduate Bachelor of Fine Arts (BFA) program will complete course units in four academic sections: 78 units in their major courses, 9 units of art electives, and 45 units in liberal arts courses. A minimum of 12 units must be taken in Art History. Students must earn a total of 132 semester units with an overall cumulative grade-point average of at least 2.0 in order to receive their degree.

Graduate (Master of Fine Arts and Master of Architecture) students must earn a total of 63 to 102 semester units of graduate course work, depending on the student's program of study, with an overall cumulative grade-point average of at least 2.0 in order to receive their degree. The graduate curriculum is comprised of the following components: studio courses (27 to 66 units), directed study (18 units), academic study (12 units), and electives (6 units).

Many of our departments utilize the asset of the San Francisco Bay Area's diversity. In one of the most effective practices, faculty select classes whose curriculum can be augmented by building partnerships with community-based organizations. These mutually beneficial relationships offer University students the opportunity to design creative services to meet the community's needs. An example of this practice is the School of Graphic Design's partnership in recent years with organizations such as:

- The Coalition for the Homeless
- The Ann Martin Children's Center
- The Red Cross

- OILA, a Latino literacy program
- Rotoplast, an organization which provides free reconstructive surgery and treatment to underprivileged children.
- Lifeflow, a non-profit organization “providing resources and education for caring for aging parents and quality end of life care.”

## ***2. Admissions Procedures***

### ***a. Undergraduate Programs***

The University maintains a no-barrier admissions policy for all undergraduate programs. The University was built on the educational philosophy that all students interested in studying art and design deserve the opportunity to do so. Previous experience with art and design is not required for admission, and students of all skill levels are encouraged to apply. The University offers foundation courses that provide students with the core art and design skills they will need to succeed. It is the University's belief that all students willing to make the appropriate commitment have the ability to learn professional-level skills that will lead to economically rewarding careers.

The University has rolling admissions – students may apply year-round to enroll in classes for the fall, spring, and summer semesters. The University requires all students in degree-seeking programs to have either a high school diploma, a Certificate of General Educational Development (“GED”), or proof of successful completion of a Department of Education approved “ability to benefit” test if the applicant is beyond the age of compulsory attendance.

### ***b. Graduate Programs***

The Academy of Art University graduate programs are designed for students who desire to improve their portfolio. The Academy requires graduate applicants to demonstrate their ability and intent to complete a Master of Fine Arts or Master of Architecture program. After submitting the application form and application fee, graduate applicants must submit the following additional items to be considered for admission. Students may only register for graduate classes after being admitted into a Master of Fine Arts or Master of Architecture program.

- **Portfolio:** A body of work representing the chosen discipline is required for placement purposes. Based on the skill level of the portfolio, a candidate applying to the Master of Fine Arts or Master of Architecture program may be required to take preparatory classes in advance of entering graduate-level classes.
- **Official College Transcripts:** Transcripts must show completion of an undergraduate degree.

- Statement of Intent: One page, typed, explaining the student's goals in Graduate School leading to the Master of Fine Arts or Master of Architecture final project.
- Résumé: Describes the student's educational and professional experience.

### **3. Showcasing Student Work**

The University stages numerous events throughout the year to showcase student work and to maintain the University's extensive ties with industry. These events are open to the public. Because the venues for these events are near concentrated commercial areas such as Union Square, the neighboring restaurants, retail and entertainment venues benefit from attendee patronage.

The School of Fashion augments its hugely popular Annual Fashion Show (which dovetails with the Spring Show) with a Fall Show in New York, again showcasing student work and providing top graduates with the opportunity to interview and network with industry leaders. During the Industrial Design Open House, students in studio classes such as Product Design, Transportation, and Furniture & Toy Design are asked to display their final projects. Industrial design professionals attend and provide valuable, real-world feedback on students' work that will help the students in their future endeavors. In addition, students of all levels learn by viewing the work of their peers.

The School of Advertising's annual awards show features the best student work and has winners chosen by industry jurors. This reception provides a key opportunity for graduating students to network with industry invitees.

The School of Animation and Visual Effects has an annual Festival of Animation highlighting student work in the fall semester. This public event gives students the opportunity to enter their work in a competitive festival and to win awards.

The School of Graphic Design has a Winter Show featuring the portfolios of graduating students and the best work from the semester. The University hosts a reception for industry professionals—inviting them to critique the showcased work—where graduating students have the opportunity to meet potential employers.

To highlight student, faculty and guest artwork, the University maintains three full-time nonprofit galleries that are open to the public. These street-level galleries are located in two academic buildings and next door to a student residence. Artists promote and sell their artwork as well as network with the industry at 79 New Montgomery, 625 Sutter and 680 Sutter. A gallery manager supervises and schedules the artwork. Gallery personnel assist with sales, hanging and shipping.

#### ***4. Spring Show***

The University's best-known campus event is the Spring Show, held every year after the end of the Spring Semester. The Spring Show is an exhibition and juried competition celebrating the dedication and talent of the University's students. It is also one of the University's most popular and powerful evaluative mechanisms for faculty and administration. All students are encouraged to submit work for consideration during the selection process. Faculty members from each department select the pieces to be exhibited, and faculty and industry representatives from the community judge the many categories of competition. This extensive show of the students' best work showcases the phenomenal talent of University students and provides an important public venue through which the effectiveness of the University is evaluated. It also brings the University's various art forms to the community in an accessible way, increasing the profile of the art community in San Francisco.

#### ***5. Industry Speakers & Conferences***

The University sponsors frequent industry guest speakers and special conferences to supplement classroom learning. For example, the School of Motion Pictures & Television has hosted the following guest speakers over the past two years:

- Shirley MacLaine, Academy Award-winning actress
- Adam Goodman, Studio Head, Dreamworks Studio
- Peter Guber, CEO, Mandalay Pictures
- Peter Dowling, Screenwriter (Flightplan)
- Lloyd Silverman, Producer (Snow Falling on Cedars)
- Hiro Narita, Cinematographer (Star Trek 6)
- Jenny Seagrove, Actress (A Woman of Substance)
- Frank Langella, Actor (Good Night and Good Luck)
- Richard Benjamin, Actor/Director (Deconstructing Harry)
- Paula Prentiss, Actress (The Stepford Wives)
- Dr. Neal Baer, Executive Producer (Law and Order: SVU)
- Robert DiNozzi & Nana Greenwald, Producers, Kopelson Productions (Flightplan)

The University's conferences and events have included:

- Compostmodern 2008: a conference bringing together designers, business people, environmental activists and University faculty and students to share ideas, solutions and inspiration regarding design's role in a sustainable future.

- Los Angeles Academy Day: an industry event showcasing emerging artists and bringing together representatives from the art and entertainment industry.
- OPENCALL: an event that offers University alumni and current student designers and artists the opportunity to sell to the public in the University's retail store.
- The Lily Project: an event that brings together students from the University and students from the Lily Bunka Academy of Art in Mito, Japan for a unique cross-cultural event featuring a design competition.

**Exhibit 1: General Historical Statistics**

	1929	1940	1960	1980	1990	2000	2003	2004	2005	2006	2007
Student population	45	220	700	1,600	1,767	5,995	6,968	7,784	8,715	9,483	11,334
Full-time	0	*	*	*	1,209	3,614	4,438	4,704	5,257	6,139	7,309
Part-time	45	*	*	*	558	2,381	2,317	2,723	3,367	3,344	4,025
Undergraduate	0	*	*	*	1,738	5,294	5,438	5,858	6,356	7,073	8,210
Graduate	0	*	*	*	27	701	1,117	1,358	1,666	2,045	2,689
Non-Degree	45	*	*	*	2	0	202	211	264	355	427
On-site	45	220	700	1,600	1,767	5,995	6,755	6,567	6,816	7,456	8,428
Online	n/a	n/a	n/a	n/a	n/a	n/a	n/a	860	1,470	2,027	2,906
Residential	n/a	n/a	n/a	n/a	n/a	628	667	600	813	970	1,471
Commuter	45	220	700	1,600	1,767	5,367	6,088	5,967	6,003	6,486	6,957
Faculty	1	*	*	123	165	696	803	834	896	1,047	1,228
Full-time	0	*	*	*	*	94	103	124	145	148	158
Part-time	1	*	*	*	*	602	700	710	751	899	1,070
Staff	1	*	*	*	*	480	574	644	694	773	847
Full-time	1	*	*	*	*	293	348	419	458	515	564
Part-time	0	*	*	*	*	187	226	225	236	258	283
Properties <sup>1</sup>	1	1	1	3	3	19	22	22	27	28	32

\* Indicates data unavailable

n/a indicates program not offered.

<sup>1</sup> This IMP addresses specifically the institutional facilities and development within San Francisco. This table entry, therefore, is limited to University-operated institutional facilities and student housing within San Francisco.



## ***E. Population Characteristics***

### ***1. Students***

The student population includes traditional college students as well as those seeking personal artistic enrichment. Students range in age from recent high school graduates to those in their thirties, forties and beyond. The Academy of Art University is the largest accredited private art school in the United States. Our 8,428 on-campus students come from 103 countries to study in San Francisco, a city known for the vibrancy of its art and design community. An additional 2,906 students access the resources of the University through online courses. The University serves a dedicated and diverse student body.

- Nearly sixty-four percent (64%) of our students are full-time
- There are 1,200 transfer students (11% of our student population)
- One hundred twenty-five students (1% of our student body) receive classroom services for disabilities

**Exhibit 2: Race & Ethnic Composition of University Population\***

	<i>Total</i>	<i>Percentage of Total Students</i>
<b><i>Men</i></b>	5274	46.5
Nonresident alien (foreign)	982	8.7
Black, non-Hispanic	252	2.2
American Indian/Alaska Native	36	0.3
Asian/Pacific Islander	604	5.3
Hispanic	450	4.0
White, non-Hispanic	2065	18.2
Race/ethnicity unknown	885	7.8
<b><i>Women</i></b>	6060	53.5
Nonresident alien (foreign)	1211	10.7
Black, non-Hispanic	336	3.0
American Indian/Alaska Native	42	0.4
Asian/Pacific Islander	635	5.6
Hispanic	432	3.8
White, non-Hispanic	2388	21.1
Race/ethnicity unknown	1016	8.9
<b><i>Grand Total</i></b>	11334	100

\*Self-reported; Includes online student population.

Source: AAU Office of Institutional Research (Compiled from census of Fall 2007 students for reporting to U.S. Department of Education Integrated Postsecondary Education Data System.)



**Exhibit 3: Home Residence of Onsite Students\***

International	24%						
U.S.	76%	U.S., not California	14%				
		U.S., California	62%	California, not Bay Area	12%		
				California, Bay Area	50%	Bay Area, not San Francisco	24%
						Bay Area, San Francisco	26%

\*Percentages based on 8,428 onsite students (Including Graduate & Undergraduate, Full-time, Part-time & Personal Enrichment).

Source: AAU Office of Institutional Research. (Data reflects location of students permanent home addresses compiled at time of enrollment.)

## ***2. Faculty & Staff***

The University provides employment opportunities in a variety of different education- and business-related occupations, from senior administrators to admissions representatives, classroom instructors to maintenance staff. Aside from outsourcing certain janitorial and security services, the vast majority of the positions necessary to run a large art and design school (including its infrastructure) are filled by full- and part-time employees of the school. The University has approximately 564 full-time and 283 part-time staff.

### ***The Academy of Art University's equal employment policy:***

Equal employment opportunity has been, and continues to be, a core value at the Academy of Art University. Employment at the University is based upon merit, ability and qualifications. No qualified applicant or employee is to be discriminated against because of race, color, religion, sex, sexual preference, age, national origin, citizenship, disability, veteran status or other status protected by federal, state, local or other law. The University's commitment to equal opportunity employment applies to all persons involved in the operations of the University and prohibits unlawful discrimination by any employee of the University, including supervisors and coworkers.

## ***F. Affirmative Action Policies***

The Academy of Art University maintains a no-barrier admissions policy for all undergraduate programs. The University was built on the educational philosophy that all students interested in studying art and design deserve the opportunity to do so. Previous experience with art and design is not required for admission, and students of all skill levels are encouraged to apply. The University offers foundational courses that provide students with core art and design skills. It is our belief that all students willing to make the appropriate commitment have the ability to learn professional-level skills. The Academy of Art University requires all students in degree-seeking programs to have a high school diploma or an equivalency.

The University has a diverse student body, with a proud emphasis on the international and cultural diversity of its students. The University's recruiting department aims to continue this tradition of international student diversity. In our recruiting, we look at diversity in terms of international and cultural diversity, racial and ethnic diversity, and socio-economic diversity. On campus, we consider the above factors, plus the needs of students with disabilities and of students who are "at risk" of academic failure (students from diverse learning backgrounds), as part of our diversity efforts.

## ***G. Cost of Attendance & Financial Aid***

### ***1. Tuition & Housing Costs***

Currently, undergraduate tuition is \$600 per unit, with each class consisting of 3 units. Graduate tuition is \$700 per unit, with each class consisting of 3 units. The table below shows the average undergraduate student's expenses for the '07/'08 academic year.

**Exhibit 4: Estimated Student Expenses For Academic Year '07/'08**

Category	Cost
Tuition (\$600/unit, 24 units)	\$14,400*
Registration/Student Activity Fee	\$80
Course Fees (average)	\$800
Materials/Supplies (average)	\$1,200
Total	\$16,480

\*In comparison, for the '07/'08 academic year the University of San Francisco charges undergraduates in its arts, sciences, business and nursing programs \$1,100 per unit, or a flat full-time tuition of \$15,420 annually. Tuition at San Francisco University High School for the '07/'08 academic year is \$28,725.

During the fall 2007 semester, the University provided housing to 1,471 of the 8,428 onsite students. Housing costs, by semester, range from \$3,400 for a shared dormitory room to \$5,500 for a private studio apartment in the Fall or Spring semester, and from \$1,750 for a shared dormitory room to \$2,800 for a private studio apartment in the Summer semester. Utility costs (electric, water, heat) are included in the housing costs.

### ***2. Financial Aid & Scholarships***

The University administers need-based financial aid to approximately 52 percent of its onsite students. Nineteen percent of onsite students receive Pell Grants, federal grants reserved for the lowest income students. The University's financial aid packages are created to bridge the gap between a student's financial need and their and their family's ability to contribute to the cost of their education. The University 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.

**Exhibit 5: Students Receiving Financial Aid\***

	Number of Students	Percentage of Students
Total Onsite Students Receiving Need-Based Financial Aid	4,365	52% <sup>‡</sup>
Onsite Students Receiving Pell Grants in Addition to Other Aid <sup>†</sup>	1,589	19%

\* Percentages based on 8,428 onsite students (including graduate & undergraduate, full-time, part-time & personal enrichment).

<sup>‡</sup> In comparison, 56% of undergraduates at the University of San Francisco receive need-based financial aid.

<sup>†</sup>Note: Of the 4,976 full-time degree-seeking undergraduate students, 25% received Pell Grants.

Source: AAU Office of Institutional Research.

Since the University's scholarship program was founded over forty years ago, it has helped over 45,000 aspiring artists and designers pursue their educational goals in art and design. The University offers a number of innovative and inexpensive ways for first-time University students, high school students, and teachers to improve their skills and experience all that the Academy has to offer.

All first-time Academy students who are enrolling in two or more onsite or online classes in a degree-seeking or certificate program for the Summer Semester are encouraged to apply for the Portfolio Grant, a merit-based scholarship awarded in amounts up to 100% of tuition costs for the summer semester.

All high school students are invited to apply for a full-tuition scholarship for the Pre-College Summer Art Experience and Pre-College Saturday Art Experience, programs that provide intensive art experiences for high school students.

The Teacher Grant provides high school and community college art teachers an opportunity to practice and improve their skills. These full-tuition scholarships apply toward any regular undergraduate course and are subject to limited availability.

The University has provided full-time and summer scholarships to youth involved in a variety of local organizations, including the sons and daughters of the San Francisco Police and Fire Departments, Larkin Street Youth Services, Glide Memorial's Janice Mirikitani Family Youth Services, Glide YouthBuild Scholars Program, Urban Solutions Youth, the San Francisco District Attorney's Back on Track Program, and the San Francisco Unified School District John O'Connell High School and School of the Arts.

The University also offers athletic scholarships to prospective student athletes.

### ***H. 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 University'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 University 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.

## 1. University Security & Safety Policies

**Access:** The Department of Campus Safety secures all buildings according to published building hours. After hours, a faculty or staff ID is required for access. A department director or staff member must monitor students working in non-residential buildings after hours. Residential life personnel remain on residential premises at all times.

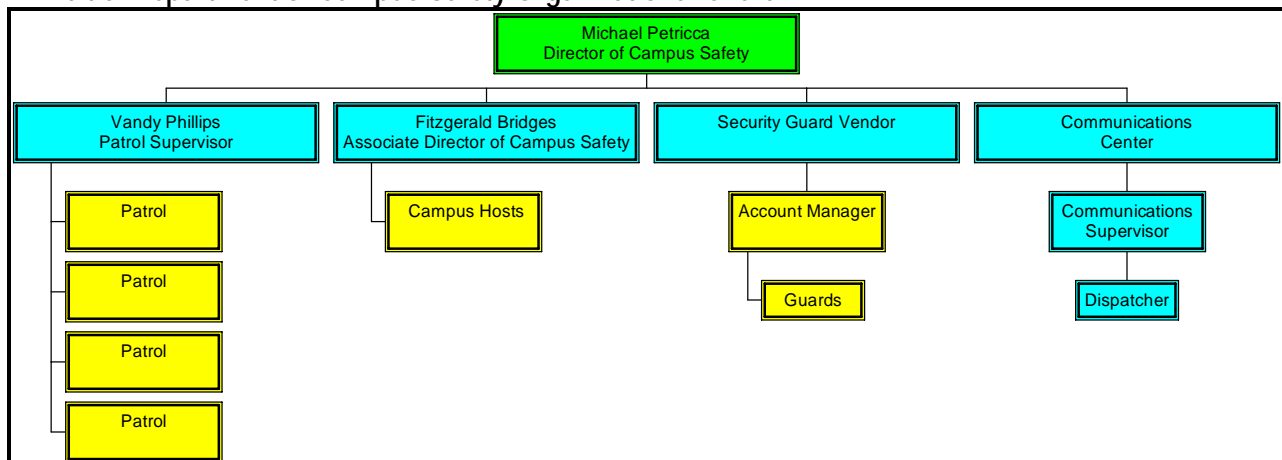
**Communications:** The University communications center is staffed twenty four hours a day and provides radio and cell phone dispatch for the Department of Campus Safety.

**Security, Surveillance & Maintenance:** High-density University facilities are monitored by video-surveillance, and a combination of card-key, hard key and silent alarm systems. University housing facilities have resident life personnel on the premises at all time.

Campus facilities are rigorously maintained by Building Operations. Maintenance personnel must have the approval of the Director of Business Operations, Gordon North, for entry into any building. The building operations team and vendors regularly test phones and lights and submit work orders for repair of any physical hazards they notice. The University undertakes periodic crime prevention surveys when a crime trend occurs, or when it makes physical changes to office space and equipment, or when an administrator requests it.

## 2. University Safety Personnel

Exhibit 6: Department of Campus Safety Organizational Chart



Mike Petricca, Director of Campus Safety, joined the Academy of Art University in 2006. Originally from the Chicago area, Mr. Petricca has long been involved in law enforcement. He is a former Chief of Police of Webster City, Iowa. From 1999 through

2006, Mr. Petricca managed AT&T's Public Safety Services Team, driving new 9-1-1 and Public Safety Code Service technologies with Police, Fire and EMS agencies across the United States. Since joining the University's staff, Mr. Petricca has established a comprehensive approach to campus safety and security.

The University has a staff of twenty-eight Campus Hosts, who work under the direction of the Associate Director of Campus Safety, Fitzgerald Bridges. Mr. Bridges has over 10 years of law enforcement and educational security experience. 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 and University security. Campus Hosts provide the following services:

- Welcome guests, answer questions and provide literature about the University, University facilities and the University bus system;
- 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

Securitas, a private security firm, provides static guard services at many campus locations. During the academic year, Securitas provides up to forty staff members for this purpose. During the low occupancy summer months, this security staff may drop to less than ten.

Currently, Securitas also provides roving vehicular and foot patrols, in addition to static guards in many individual campus buildings. The roving patrols will soon move in-house under the direction of the University Patrol Supervisor Vandy Phillips. Mr. Phillips has over 30 years of experience with University policing at the University of San Francisco and the University of California, San Francisco. The University expects that by mid-November, 2007, it will have two vehicles and seven staff providing twenty-four hour roving patrols around all campus locations. In addition, security staff patrol the Sutter-Bush University neighborhood and the Bluxome Street University neighborhood on foot between the hours of 8 pm and 4 am daily. This function will also move in-house soon.

### ***3. Emergency Preparedness, Crisis Management & Business Resumption***

The Department of Campus Safety is committed to helping the University community prepare for and cope with emergencies of all kinds. Emergency Preparedness and Business Continuity Planning are strategic components of the overall campus safety program. This program focuses on the following:

- People: students, faculty, staff, parents and other stakeholders;
- Property: University buildings and equipment;
- Logistics: the ability to feed, house, and keep the community safe during a community-wide disaster;
- Communication: to internal and external stakeholders through timely implementation of the emergency phone bank and a toll-free emergency number for parents to contact the University;
- Access to information: via the University website;
- Public trust: effective response to emergencies and crises protects the University's reputation within the community; and,
- Training: collaboration with SFPD and the US Department of Homeland Security.

Because emergencies can happen at any time, students and employees at the Academy of Art University 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 University's emergency preparedness focus, the Director of Campus Safety has established a working relationship with the San Francisco Emergency Operations Center and the San Francisco Hotel Security Association.

The Department of Campus Safety has established a new collaborative relationship with the San Francisco Police Department and the U.S. Department of Homeland Security through the National Incident Management System (NIMS) training. The University hosted a NIMS training in August, 2007 at the University's Morgan Auditorium. This specialized training will be presented by the SFPD to all colleges and universities within the City and County of San Francisco. The Academy of Art University training was the first of its kind among San Francisco institutions. All of the Campus Hosts took the required test following the training and are now NIMS certified.

#### ***4. Prevention of Campus Crime***

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

- The nature of the crime;
- The date and time the crime occurred;



- The general location of the crime; and,
- The disposition of the complaint, if known.

The staff of Securitas maintains a daily crime log and statistical data. In addition, the SFPD supplies the University on an annual basis with crime statistics and maps documenting the location of crimes in the neighborhoods surrounding the University's buildings.

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

The University 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 University property. The Director of Campus Safety meets regularly with representatives from the San Francisco Police Department, the San Francisco Fire Department and the University of California, San Francisco police and administrative team to discuss strategies and issues related to campus safety.

### ***I. Athletics***

In the ancient Greek tradition, the Academy of Art University seeks to integrate art and athletics. This combination is critical for the development of its unique students. The University will create a tradition of excellence, competition, teamwork, sportsmanship and school pride through a two-pronged approach. The University has established Division II Intercollegiate standing, by joining the NCAA Pacific West Conference for the Fall 2008 season. The Urban Knights will compete in 11 NCAA Division II sports including: baseball, basketball (men's and women's), cross country (men's and women's), golf (men's), soccer (men's and women's), softball, tennis (women's), volleyball (women's). The Urban Knights will begin competing in the PacWest in fall 2008 as an independent program and will play a full conference schedule beginning in 2009. The University also offers campus intramurals, as friendly-but-spirited play among University students.

To build its Division II athletic program, the University is hiring coaches, recruiting athletes, offering scholarships, securing adequate facilities, scheduling opponents and marketing the athletics program nationally. To establish a robust intramural program, a school must offer a creative sports plan to the general student body. These efforts also requires adequate facilities. The University is methodically making strides in all areas, though acquiring or securing sufficient practice and game facilities remains an obstacle.



For its intercollegiate program, the University currently rents space on an hourly basis from various public and private entities. For example, the University rents 16 hours per week of practice time and space from the Treasure Island YMCA for its Men and Women's Basketball teams. The University secures 6 hours per week for Men's Soccer and Men's Baseball, respectively, from the Treasure Island Development Authority (TIDA). The University has also secured 5 hours per week at UCSF-Mission Bay Baker Fitness Center for Women's Basketball. The Women's Soccer team practices at various parks around San Francisco but will be moving to Treasure Island in early 2008. See **Exhibit 7** below for a list of the facilities the University currently uses and some sites where the University will be seeking to rent space and time in the future.

In early 2008, the University will be looking for practice facilities to host its softball, volleyball, cross-country/track, golf and tennis teams. Practice time required will likely double for each team as the University approaches its Fall 2008 semester, as student-athletes prepare for their first competitions as Urban Knights. As for games, the University is negotiating with San Francisco Park and Recreation to host its home play at Kezar Stadium and Pavilion, which would include basketball, volleyball, soccer and cross-country/track. Locations to play softball, golf, tennis and baseball home games are still under review.



University athletes currently weight train, perform cardio and do skill work at our 620 Sutter Gym and 601 Brannan locations. Other University properties are being reviewed as possible fitness sites. Intramural sports and recreational activities, such as volleyball, basketball, baseball (batting cage) and skateboarding, are held in the parking lot at 601 Brannan. The University is considering adding a climbing wall for student recreation. A removable "sport court" surface temporarily covers a portion of the parking area when students are practicing or participating in athletics at this location.

Students occasionally use the St. Brigid's basement, which was the church gymnasium, for recreational games such as ping pong, dodge ball, and tug-of-war. This facility is also used approximately 16 hours per week for fencing, 4 hours per week for martial arts and 4 hours per week for intramural basketball. The 620 Sutter pool is available for club and recreation sports and fitness. The University will also use City parks and Treasure Island sites for intramural and recreation sports.

In the next four to ten years, the University seeks to build a Division I program and become the only University in San Francisco to offer football. The University is looking to secure a long-term "home" site for all intercollegiate sports. The school also hopes to obtain property or convert a building to "exclusive" athletic use for fitness, nutrition, and curriculum. The nature of real estate in San Francisco leaves many unknowns as to where and how future facility needs will evolve. Nevertheless, the Urban Knights of the



Academy of Art University Athletics will strive to become a successful urban university athletic powerhouse.

As with other areas of University growth, the University intends to develop its athletic facilities primarily, at least in the short term, by making use of existing spaces and facilities, some of which are currently owned by the University. See **Exhibit 7** below for a list of facilities the University will seek to utilize in the future. The University is cognizant, however, of the strain on recreational facilities in urban areas generally and in San Francisco in particular, and has long-term plans to identify and develop facilities that will support a full-fledged athletics program. The University hopes to work with the Planning Department and the Mayor's office to identify spaces and facilities that are advantageous to both the City and the University for these uses. The University is interested in the potential for partnering with the City to rehabilitate and/or renew existing facilities that may currently be underutilized or in disrepair.

#### Exhibit 7: Athletic Facilities

Facility	Athletic Program Served	Number of Athletes	Hours AAU Uses Facility (Per Week)	Hours Forecast For Future AAU Use of Facility
<b>Facilities Currently Used By University Athletics</b>				
Treasure Island YMCA	Men's & Women's Basketball	20	10-16	10-16
Treasure Island Development Authority Baseball/Soccer Field	Baseball; Men's & Women's Soccer	40	14-18	20-30
South San Francisco High School Athletic Fields	Men's Soccer	40	14-18	20-30
San Francisco Parks & Recreation Department Facilities (Balboa Park, Crocker Amazon Playground, Big Rec)	Baseball	20	6	14-20
UCSF Mission Bay Bakar Fitness Center	Men's & Women's Basketball	20	5	4-6
601 Brannan Basketball Court	Men's & Women's Basketball	unlimited	open	open
620 Sutter Gym	All Sports	unlimited	open	open
St. Brigid's Basement	Fencing/Recreation	30	10-24	10-24
<b>Future Facilities</b>				
Kezar Pavilion	Men's & Women's Basketball & Volleyball	30	0	10-16
Kezar Stadium	Men's & Women's Soccer & Track and Field	60	0	10-16
Treasure Island Little League Softball Field	Softball	20	0	16-20
Treasure Island Development Authority Tennis Courts or TBD	Women's Tennis	10	0	16-20
SF Municipal Golf Courses or TBD	Men's Golf	8	0	16-20

### ***III. Existing Facilities***

#### ***A. Overview***

The University operates thirty-two academic and student residential facilities in the City and County of San Francisco, including fifteen academic and administrative buildings and seventeen student residences. Many buildings are owned by the University, or an affiliated entity, but some are leased either short- or long-term.<sup>1</sup> The University has approximately 342,000 square feet of instructional and administrative space in San Francisco. University facilities are concentrated in the downtown and theater districts, with a few sites located in the more industrial areas south of Market Street, a couple are in North Beach/Fisherman's Wharf locations, and a handful are along the Lombard/Van Ness Corridor. The buildings represent a significant contribution to these neighborhoods, as evidenced by the prior underutilization of these sites.

**Exhibits 8 and 9** below summarize the University's inventory of academic and administrative facilities and student housing facilities.

**Exhibits 10 and 11** below summarize the prior uses of the University's academic and administrative facilities and student housing facilities.

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<sup>1</sup> Throughout the discussion of facilities, buildings will be referred to as owned by the University if they are owned by the University or an affiliated entity. A description of a building that is leased means that the building is owned by a wholly unaffiliated entity.

**Exhibit 8: Summary of Academic and Administrative Facilities**

Location	Year Acquired	Own / Lease	Property Size (sq ft)	Building Size (sq ft)	Use	Population	
						Students	Faculty / Staff
601 Brannan Street	2007	Own	68,750	73,687	classrooms, labs/studios, machine shop	1375	45
410 Bush Street	1994	Own	13,198	43,557	classrooms, labs/studios, offices, gallery	145	26
58-60 Federal Street	2005	Own	18,162	92,507	classrooms, labs/studios, offices, lounge	390	97
79 New Montgomery Street	1992	Own	22,562	135,014	offices, classrooms, labs/studios, gallery	1,604	457
180 New Montgomery Street	1995	Own	21,418	172,178	classrooms, labs/studios, library, offices, lounge, cafe	2,722	212
1069 Pine	2000	Own	2,622	1,890	student lounge clubhouse office	n/a	n/a
491 Post Street	2002	Own	15,124	39,936	auditorium, classrooms offices	2,646	58
540 Powell Street	1977	Own	6,873	33,470	classrooms, labs/studios, offices, art store	543	43
2340 Stockton Street	1991	Own	37,812	44,402	classrooms, labs/studios, offices, gallery, darkroom	707	101
625-29 Sutter Street	1968	Own	6,660	26,900	classrooms, labs/studios, offices, gallery, darkroom	240	30
740 Taylor Street	1966	Own	3,593	10,164	classrooms, labs/studios, offices	226	31
2295 Taylor (aka 701 Chestnut)	2003	Own	10,440	20,000	classrooms, labs/studios, offices, gallery	228	52
466 Townsend Street	2005	Own	37,812	115,000	classrooms, labs/studios, offices, lounge, art store	363	33
1849 Van Ness	1998	Own	26,412	108,600	classrooms, labs/studios, offices, art store, lounge, cafe	379	40
2151 Van Ness Avenue	2005	Own	21,492	27,912	auditorium, lecture facilities	1,000	20

**Exhibit 9: Summary of Student Housing Facilities**

Location	Year Acquired	Own/ Lease	Property Size (sq ft)	Building Size (sq ft)	Layout	Capacity (bedspace)
168 Bluxome Street	2007	Lease	21,771	unknown	58 units	192
1080 Bush Street	1999	Own	6,294	24,528	42 apartments, 15 rooms	122
1153 Bush Street	1998	Own	5,841	10,456	15 rooms	31
575 Harrison Street	2007	Lease	unknown	unknown	33 units	136
1900 Jackson Street	1997	Own	2,678	7,152	9 apartments	28
736 Jones Street	1994	Own	4,031	16,005	34 apartments	70
1727 Lombard Street	2007	Own	25,465	unknown	52 rooms	101
1916 Octavia Street	1995	Own	9,750	8,000	23 rooms	46
1055 Pine Street	2000	Own	20,738	37,490	81 rooms, cafeteria	151
560 Powell Street	1996	Own	3,037	25,008	27 apartments	64
620 Sutter Street	2005	Leased	12,667	96,892	offices, 65 rooms	141
655 Sutter Street	1999	Own	8,318	44,975	56 rooms	141
680-688 Sutter Street	1993	Own	4,098	22,092	28 apartments, gallery	67
817-831 Sutter Street	2006	Own	8,563	100,000	112 rooms, cafe	227
860 Sutter Street	2003	Own	6,410	21,244	89 rooms	164
2209 Van Ness Avenue	1998	Own	6,368	12,033	18 rooms	51
2211 Van Ness Avenue	2005	Own	3,689	4,539	3 apartments, 4 rooms	20

**Exhibit 10: Prior Uses of Academic and Administrative Facilities**

Facility	Prior Use (in reverse chronological order)
601 Brannan Street	Digital Think offices
410 Bush Street	United Way offices, Insurance office, Westinghouse electric office
58-60 Federal Street	Offices
180 New Montgomery Street	Pac Bell offices
77 New Montgomery Street	Perhaps briefly a restaurant before Loma Prieta, Crocker Bank
1069 Pine Street	Restaurant and bar in the 1940s and 50s, unknown use immediately before AAU
491 Post Street	Church
540 Powell Street	Erotic art museum and hotel
2340 Stockton Street	Otis elevator offices
625-629 Sutter Street	June Terry School
740 Taylor Street	Benihana restaurant
2295 Taylor Street	San Francisco Art Institute, Gap, Tire stores
466 Townsend Street	Office, Telecom storage
1849 Van Ness Avenue	Auto showroom
2151 Van Ness Avenue	St. Brigid's church

**Exhibit 11: Prior Uses of Student Housing Facilities**

Facility	Prior Use
168 Bluxome Street	Live/work condos
1080 Bush Street	Apartments
1153 Bush Street	Prior use unclear: Permits indicate single-family dwelling with guest rooms; also known as a multifamily dwelling for a religious sect and/or physician
575 Harrison Street	Live/work condominiums
1900 Jackson Street	Apartments
736 Jones Street	Apartments
1727 Lombard Street	Tourist Motel (the Star Motel)
1916 Octavia Street	Elder Care Hotel, Guest House, Apartments, Hotel, Rooming House
1055 Pine Street	St. Anthony's elder care
560 Powell Street	Apartments with restaurant downstairs
620 Sutter Street	Hotel, YWCA
655 Sutter Street	Offices
680-688 Sutter Street	Apartments
817-831 Sutter Street	Commodore Hotel with various restaurants and cocktail lounges
860 Sutter Street	Hotel
2209 Van Ness Avenue	International Institute of SF (a non-profit agency) offices, built in 1913 as rooming house
2211 Van Ness Avenue	Two-family dwelling and restaurant

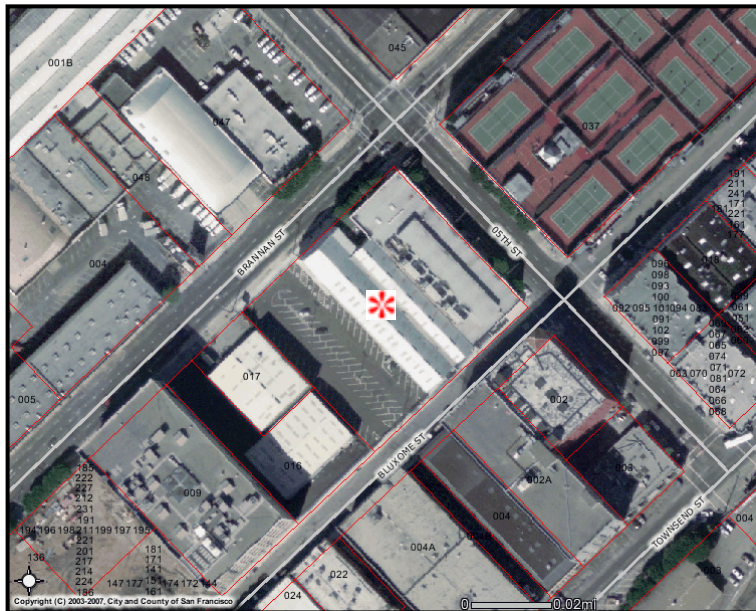
## B. Academic & Administrative Facilities

### 1. 601 Brannan

601 Brannan is the current home of the University's Graduate School of Architecture. This two-story building has classrooms, studios and labs, a computer studio, a presentation area, and a machine shop for the Architecture and Illustration departments. This building is located on the same city block as 466 Townsend.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
2007	own	SLI (Western SOMA)	68,750	73,687	classrooms, labs, studios	1375	45



601 Brannan originally consisted of two separate structures – one brick and one metal – which were joined, renovated for office use and which now function as one. Prior to the University's acquisition of the property in 2007, the building was leased to a now defunct dot-com.





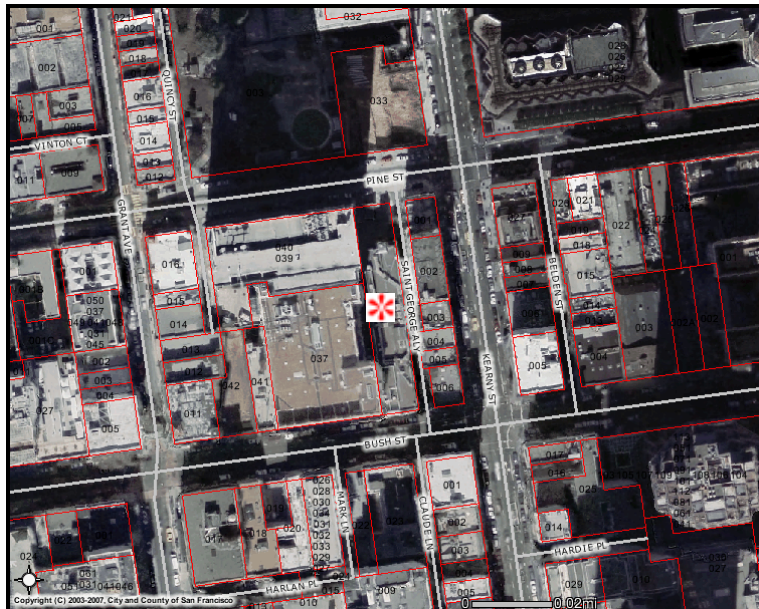
## 2. 410 Bush

410 Bush houses several classrooms and studios, including a bronze casting studio, sculpture classrooms, a furniture construction classroom, a model-making and casting studio, a metal art and jewelry classroom, a ceramics classroom, and a figure modeling studio. This building is three stories with no on-site parking. Prior to the University's acquisition, this building housed offices.

This property has been identified as within the Kearny-Market-Mason-Sutter Conservation District.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
1994	own	C-3-O	13,198	43,557	classrooms, labs, studios, offices, gallery	228	52

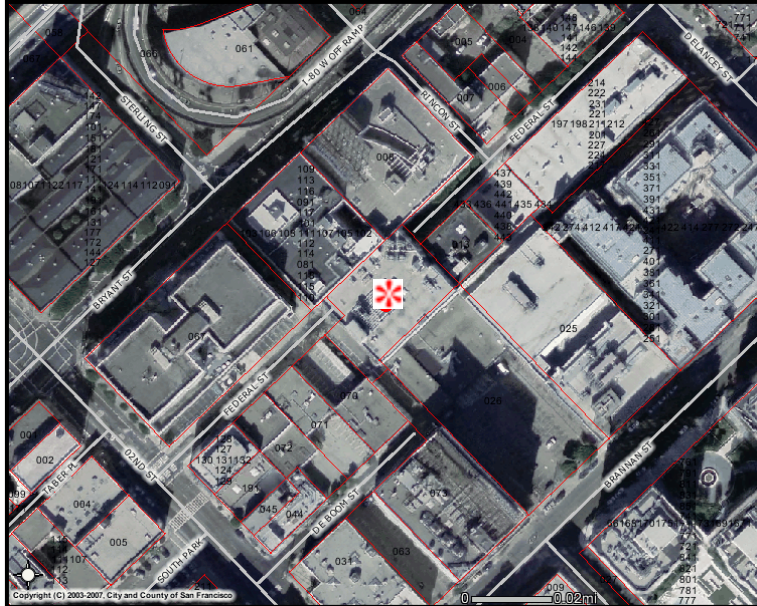


### 3. 58-60 Federal

58-60 Federal Street houses the Fine Art, Painting and Advertising Departments. Within this building, studios and classrooms are used for teaching and practicing printmaking, textile arts, painting, drawing, silkscreen, lithography, etching, and bookarts. This former office space also houses a student lounge.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
2005	own	SSO	18,162	92,507	classrooms, labs, studios, offices, lounge	390	97



This property has been identified as within the South End Historic District.





#### 4. 79 New Montgomery

The 79 New Montgomery building serves as the hub of University administration, housing most of the University's administrative offices, including Admissions, Alumni & Career Services, the Athletics Department, Campus Housing, Curriculum, executive offices, Financial Aid, Graduate School offices, Human Resources, Information Technology, Registration, Student Affairs, Student Advisors offices, Student Services, and the Transportation department. This former bank building also has a gallery and displays a variety of student and alumni artwork in the street-level window displays.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
1992	OWN	C-3-O	22,562	135,014	offices, classrooms, labs, studios, gallery	1,604	457



This building was, at one time, Crocker Bank offices. An owner obtained a permit to build a restaurant just prior to the Loma Prieta earthquake in 1989, after which the building needed substantial repair. When the University acquired the property in 1992, the building had been condemned. After rehabilitation, the building became home to the Graphic Design and Motion Pictures & Television/Acting Departments, in addition to the home of many administrative offices.

This property has been identified as a Category I building within the New Montgomery-Second Street Conservation District.

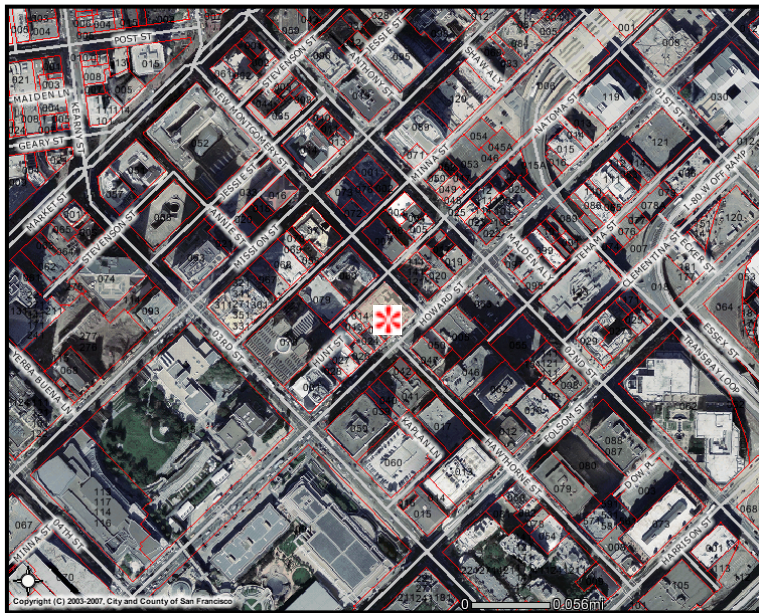


### 5. 180 New Montgomery

180 New Montgomery is home to the Animation and Visual Effects, Computer Arts/New Media, and Fashion Departments. The building also houses the University Library, University Resource Center, Audio-Visual Issue Room, Campus Activities (CASE), and Security offices. Student lounges, a study hall and writing lab, and the Café Dior round out the student amenities here.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
1995	OWN	C-3-O (SD)	21,418	172,178	classrooms, labs, studios, library, offices, lounges, cafe	2,722	212



Before the University acquired 180 New Montgomery, it was used as office space for Pacific Bell.

This property has been identified as within the New Montgomery-Second Street Conservation District.





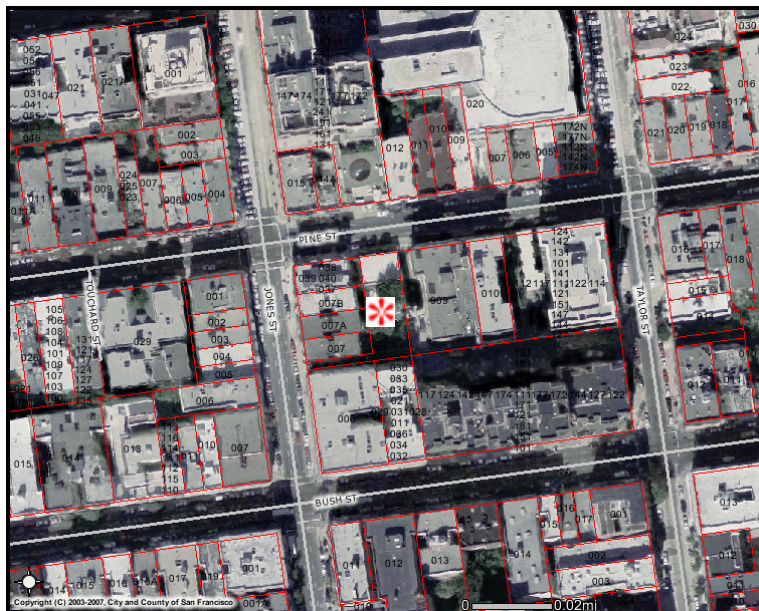
## 6. 1069 Pine

1069 Pine Street is used infrequently as a gathering space for informal and formal club meetings. It is a simple building with one main room and an office, and is immediately adjacent to the dormitory at 1055 Pine street.

This building was, at one time, used as retail space.



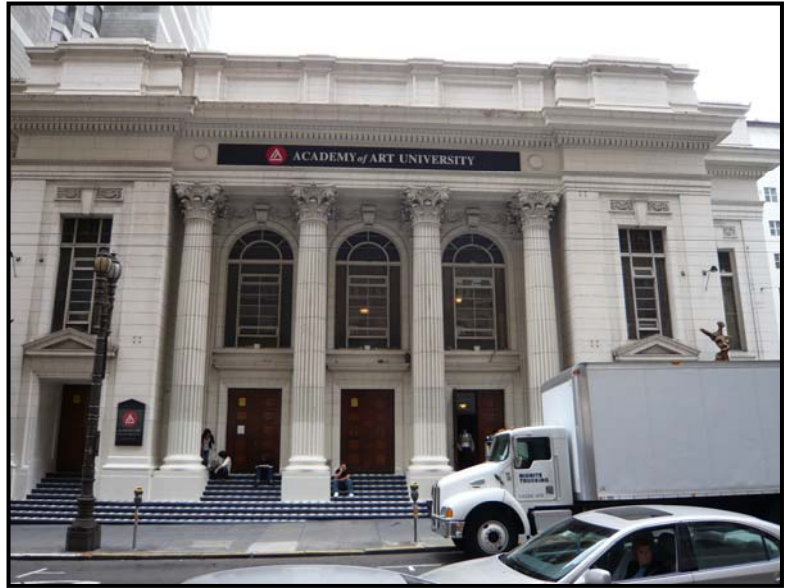
Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
2000	own	RM-4	2,622	1,890	student lounge, clubhouse, office	n/a	n/a



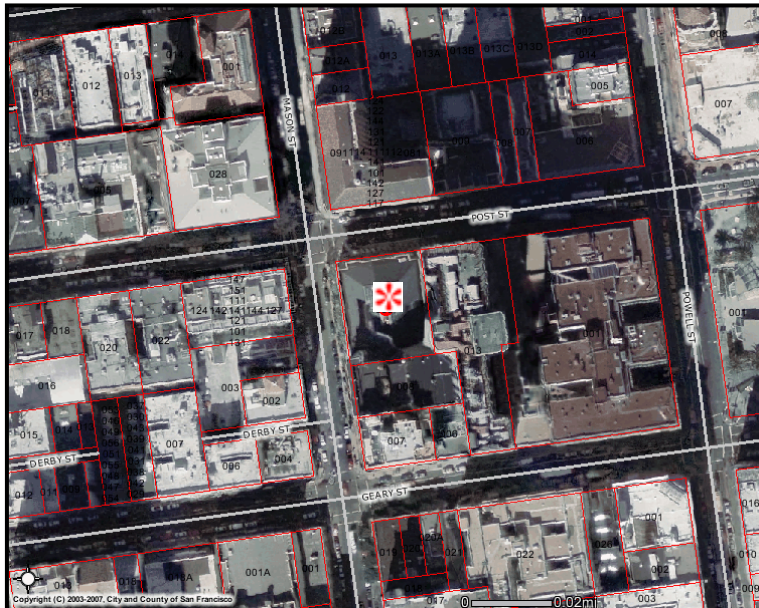


## 7. 491 Post

491 Post Street is home to the University's Liberal Arts department and the Morgan Auditorium, with a capacity of 1,200. This building houses a number of offices as well as various lecture classrooms. The University acquired 491 Post in 2002 from a religious congregation seeking to dispose of the historic church property.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
2002	own	C-3-G	15,124	39,936	auditorium, classrooms, offices	2,646	58



This property is designated as City Landmark number 177 and has been identified as a Category I building within the Kearny-Market-Mason-Sutter Conservation District.





## 8. 540 Powell

540 Powell houses the 2-D Animation and Illustration academic departments, with a number of classrooms and animation labs suited to those studies. It also houses a Utrecht Art Store and Bradley Hall, a large studio space. Prior to the University's use of this building, it was reportedly an erotic art museum and hotel.

This property has been identified as a Category I building within the Kearny-Market-Mason-Sutter Conservation District.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
1977	own	C-3-R	6,873	33,470	classrooms, labs, studios, offices, art store	543	43



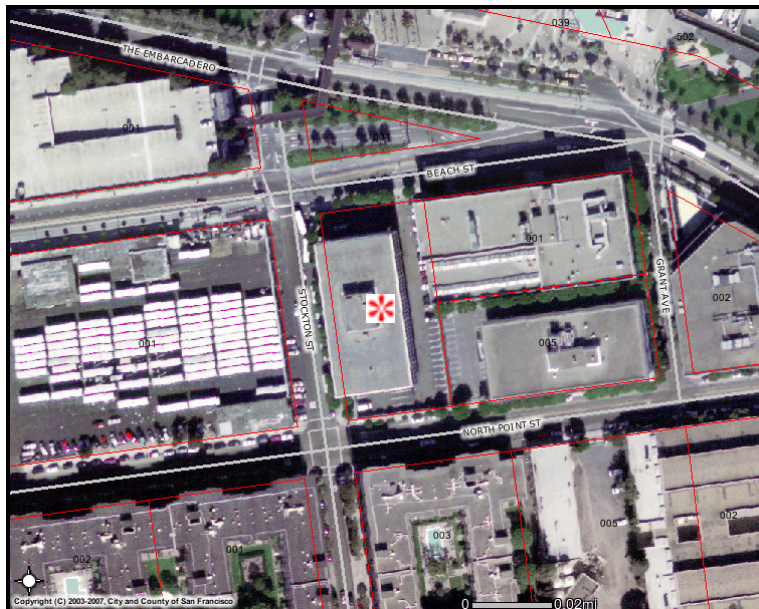


## 9. 2340 Stockton

2340 Stockton, called “Northpoint” by the University, houses the School of Graduate Architecture, a variety of administrative offices, some classrooms and computer labs, and a small gallery. This building is also home to the growing Cyber Campus, the administrative arm of the University’s online programs. Before the University acquired this building in 1991, it housed a library. Prior to that, the Otis Elevator company had offices here.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
1991	own	C-2	37,812	44,402	classrooms, labs, studios, offices, gallery, darkrooms	707	101





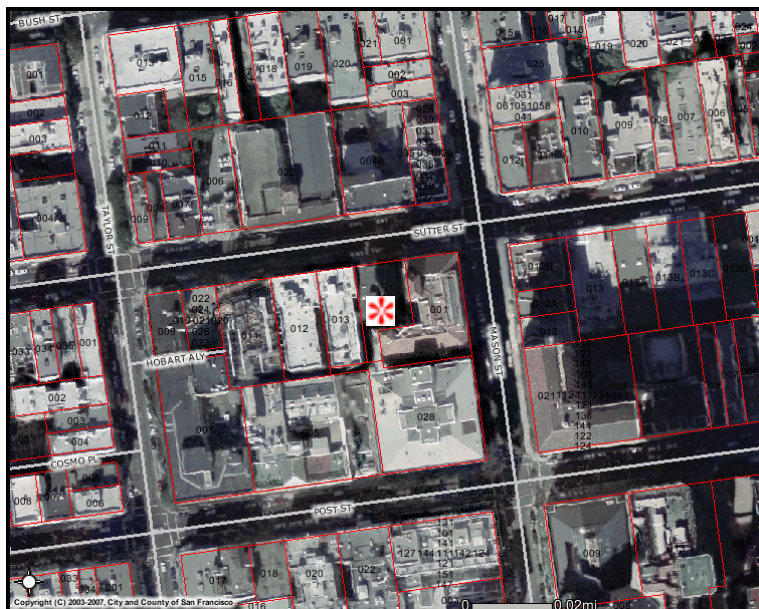
## 10. 625-29 Sutter

625-29 Sutter houses the BFA and MFA programs in Photography. The building has a number of classrooms and studios suited to photography instruction and practice. It also has darkrooms, including an ADA accessible darkroom on the second floor. The photography department stores and issues equipment for student use from the photo issue room on the top level. Before the University acquired this property in 1968, it was already in use for educational purposes by the June Terry School.

This property has been identified as a Category II building within the Kearny-Market-Mason-Sutter Conservation District.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
1968	own	C-3-G	6,660	26,900	classrooms, labs, studios, offices, gallery, darkrooms	240	30



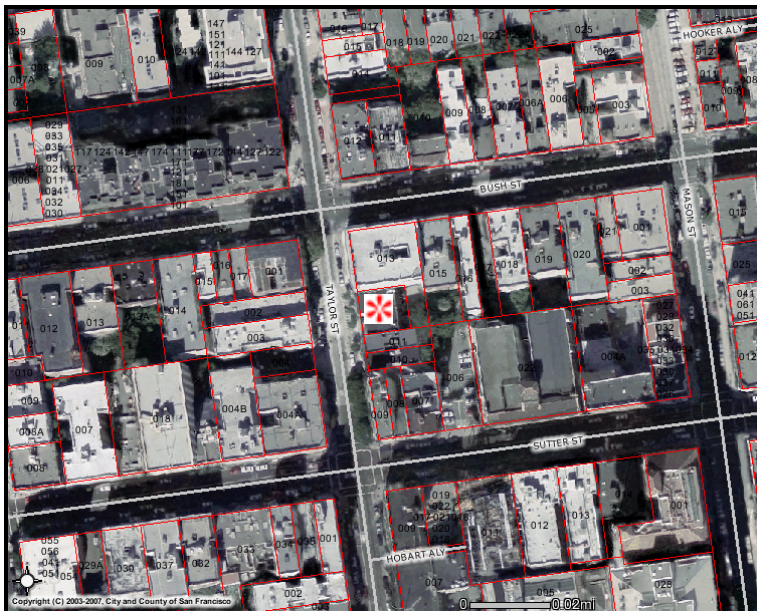


## 11. 740 Taylor

740 Taylor is home to the Photography department and is configured for the instruction and practice of photographic arts. Although the University acquired the building in 1966, it was leased for many years to the proprietor of the Benihana restaurant chain. In the late 1980's, the University needed the building and refurbished it for its current use. The building has classrooms, labs, and offices for the Photography Department, and several photography darkrooms.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
1966	own	RC-4	3,593	10,164	classrooms, labs, studios, offices	226	31





## 12. 2295 Taylor

2295 Taylor was acquired in 2003. Shortly before it was acquired, the Art Institute of San Francisco adapted the building, which had housed a GAP clothing store and parking lot, for use as an artistic teaching space. The bottom floor has small airy studio spaces for graduate students, and a street-level gallery space. The upper floor has classroom space, with movable walls for easy reconfiguration as need requires.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
2003	own	North Beach NCD	10,440	20,000	classrooms, labs, studios, offices, gallery	228	52

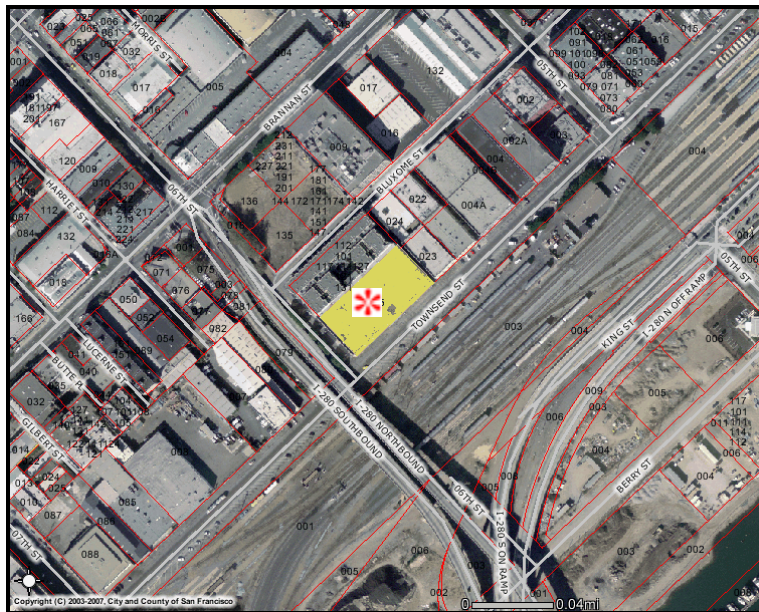


### 13. 466 Townsend

466 Townsend houses the Foundations and Motion Picture, Television, and Acting Departments. The building is configured with a number of lecture, design and drawing classrooms, as well as an acting studio, dance studio, set studio, lighting and cinematography studio, and figure modeling studio. The building also has the student amenities of an activity room, student lounge, and a Utrecht Art Store. Before the Academy acquired this building, it was used as offices and as a storage facility.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
2005	own	SLI (Western SOMA)	37,812	115,000	classrooms, labs, studios, offices, art store, lounge	363	33







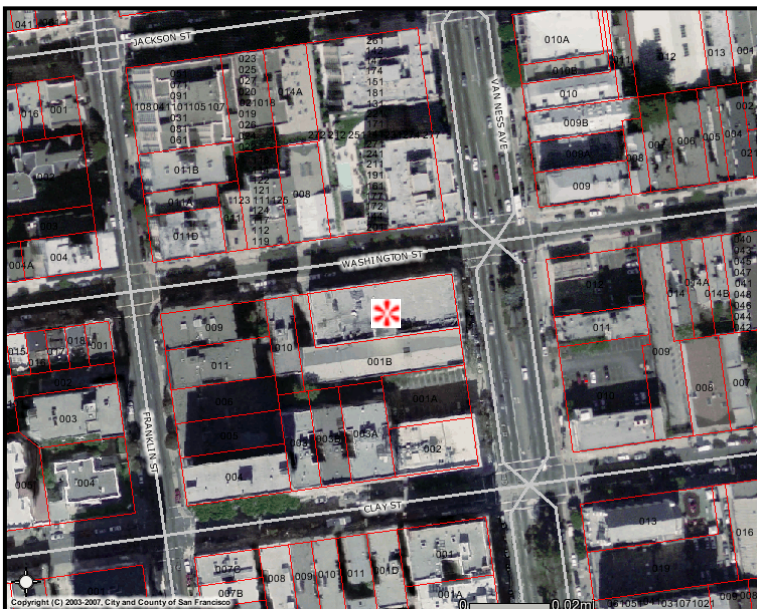
#### 14. 1849 Van Ness

1849 Van Ness, known as the “Warehouse”, continues to be used in accord with its industrial roots. This building was originally built as an automobile showroom, and was used as an auto dealership before the University acquired it in 1998. Since then, the University has adapted the building for use by the Industrial Design Department. Here, students have the facilities to learn and practice industrial design from start to finish. Concepts are born and engineered in the

computer labs and classrooms, models are constructed in the studio spaces. This building has an automobile elevator, a full-scale automobile paint booth, and a large photography studio perfect for instructing students on the photography and marketing of the large industrial products that they create. The building also has student lounge, the small Firestone Café, and a branch of the Utrecht Art Store.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
1998	own	RC-4	26,412	108,600	classrooms, labs, studios, offices, art store, café, lounge	379	40



This property has been identified in the Van Ness Area Plan as a contributory building.

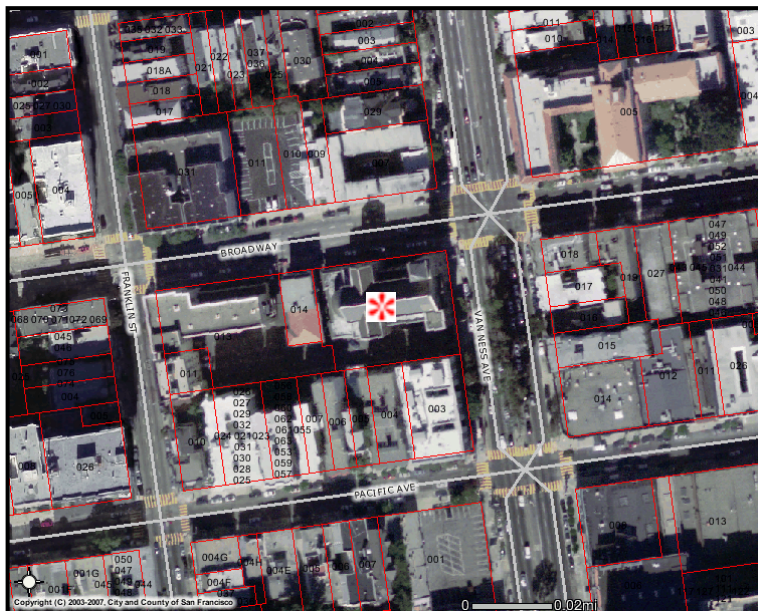


## 15. 2151 Van Ness

2151 Van Ness is more commonly known as Saint Brigid's Church. In 2005, the University purchased the building, saving it from near-certain demolition by a developer. At that time, the church had been vacant for thirteen years, as the Catholic Diocese did not have the funding to keep the church open or in good repair. Thirteen years of decay, neglect, and severe water damage had taken a toll on the building, and the University set about restoring the church and fixing the damage. The University currently uses this building in a very limited manner for a few drawing classes per week. The basement space, which was the church's gymnasium, is also used for intramural sports (ping pong, tug-of-war, dodge ball, etc.).



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Service Population	
						Students	Staff
2005	own	RC-4	21,492	27,912	auditorium, lecture facilities	1,000	20



This property is designated as City Landmark number 252 and has been identified in the Van Ness Area Plan as a significant building.

## ***C. Residential Facilities***

### ***1. Student Residents***

The Academy of Art University offers campus housing to all full time students and roughly half of the University's buildings are residential in nature. Of the 17 buildings currently housing University students, the University owns 14 and has a lease arrangement on the other three. Combined, these spaces provide a total capacity for approximately 1,719 students in approximately 766 rooms as outlined in **Exhibit 12** below.

**Exhibit 12: Residential Facilities**

Building	Rooms	Capacity (bedspace)
168 Bluxome	57	192
1080 Bush	57	120
1153 Bush	15	33
575 Harrison	33	141
1900 Jackson	9	28
736 Jones	34	70
1727 Lombard	52	105
1916 Octavia	23	46
1055 Pine	81	151
560 Powell	27	61
620 Sutter	65	117
655 Sutter	56	141
680-88 Sutter	28	64
817-31 Sutter	112	219
860 Sutter	89	159
2209 Van Ness	18	52
2211 Van Ness	10	20
<b>TOTAL (17)</b>	<b>766</b>	<b>1,719</b>

These figures represent overall capacity and do not indicate the number of students living in a particular facility at a given time. Three factors affect each building's student capacity. First, many rooms that might be capable of housing students are actually put to use as lounges, study rooms, computer labs, etc. Thus, flexibility is built into the design and room count. For example, a dorm room one year may be used as a quiet study room the next if demand allows. The statistics presented count total possible rooms and bedspace. Second, each building has one resident manager and one or more resident assistants, who also must be factored into the available capacity. Resident managers and assistants account for approximately 65 rooms. Finally, some non-student tenants remain in residence at some University housing facilities, as discussed in more detail below. Taking these three factors into account, the actual student resident population in 2007 is approximately 1,470.

The University is committed to providing housing for students who need it. Because attendance and the concurrent need for student housing fluctuates from year to year,



there are times when the University's housing stock is strained, at least temporarily. In those circumstances, much like other major universities, the University has in the past, and may continue in the future, to rent hotel or motel rooms on a short-term basis until more permanent space becomes available. This is not the University's preferred option for dealing with unexpected overflow, but its commitment to the students necessitates such nimble response.

With respect to the University's effect on housing units in San Francisco, the University has a history of purchasing existing buildings when need dictates, and then renovating or upgrading them in order to provide adequate housing facilities to the students. The school does not develop new housing units, it updates existing ones.

The University's student housing includes a wide range of residential configurations. The student rooms take the form of traditional dorm rooms with and without attached bathrooms, apartments and even loft-style apartments. The buildings range from relatively new construction to the oldest being constructed in the 1920s. The University has student housing in a number of neighborhoods; but in keeping with the University's overall goals, it is concentrated in the downtown and surrounding neighborhoods.

Much of the University's growth over the past ten years has been in the form of housing accommodations. It is expected that growth in this area will continue into the future but at a slower pace. As discussed in Section V, much of the foreseeable growth in student population will be concentrated in the online programs which do not carry any demand for campus housing.

## **2. Student Life**

Student housing offers students more than a place to sleep. Student housing includes laundry facilities, study rooms, computer centers, free WiFi and student lounges stocked with pool tables, televisions and other entertainment. The University'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, resident assistants and is visited regularly by roving security patrols.

Student residents are bound by a license agreement that governs their stay in University 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 University 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 University staff, and addresses students' interaction with the surrounding community. In particular, it reminds students that violation of the law will not be tolerated and encourages respectful conduct towards fellow members of the University as well as the local community.

### **3. Non-Student Residents**

To increase its stock of student housing, the University has purchased existing residential properties, such as apartment buildings, hotels, or other group housing-type accommodations. The University specifically targets properties whose space is being utilized primarily by the current owner. This allows the building to be delivered largely vacant, thereby giving the University immediate access to an effective amount of usable space without having to "force out" any tenants. Nevertheless, some University student housing accommodations house non-student tenants, whose tenancy carried over from the previous owner. The University's policy is not to evict tenants, but to allow residents to remain in the University-run buildings for as long as they wish. In total, the University houses approximately 22 non-student tenants in six of its buildings, as detailed in **Exhibit 13**.

**Exhibit 13: Non-Student Residents**

Property Address	Number of Non-Student Residents
1080 Bush	4
1900 Jackson	2
560 Powell	5
736 Jones	6
680 Sutter	3
860 Sutter	2
<b>TOTAL</b>	<b>22</b>



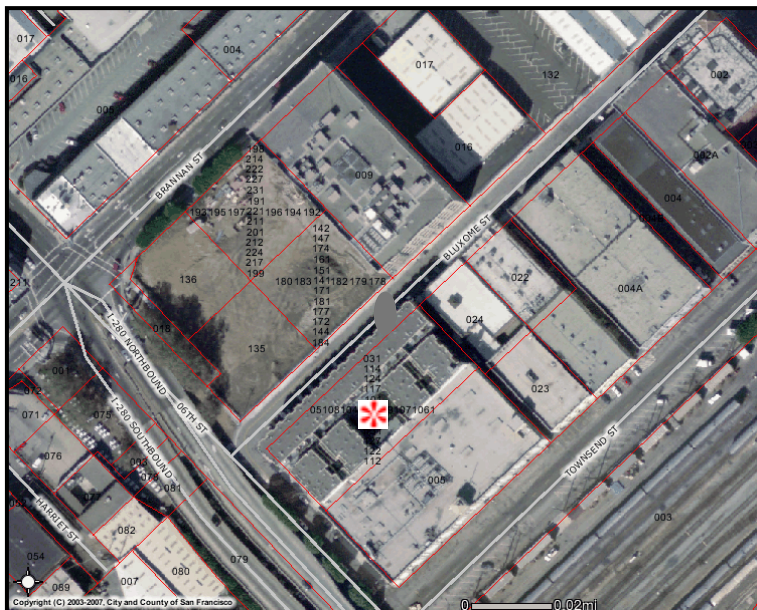
#### 4. Property Summaries

##### 1. 168 Bluxome

The University currently leases 58 units at 168 Bluxome for use as student housing for approximately 192 students. This property was recently built as live/work lofts. Each unit features a private kitchen and bath. The building has a Manager's Office, a recreation room and a study room. In addition, non-student residents live in units not leased by the University.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
2007	lease	SLI (Western SOMA)	21,771	unknown	residences	192





## 2. 1080 Bush

1080 Bush, known as the Leonardo Da Vinci Apartments, is a six-story dormitory with a capacity of approximately 120 students. This former apartment house is still predominantly “apartment style” with individual kitchens in all but 15 units. There are also communal kitchens and individual and communal baths. The building has a Manager’s office, as well as a laundry room, a recreation room and computers for student use. This lower Nob Hill building is within walking distance of most of the University’s downtown housing and academic facilities, grocery stores, cafes, and restaurants. It is located near the California Cable Car line, and is only a ten-minute walk from Chinatown.

Six non-student tenants reside in this building.



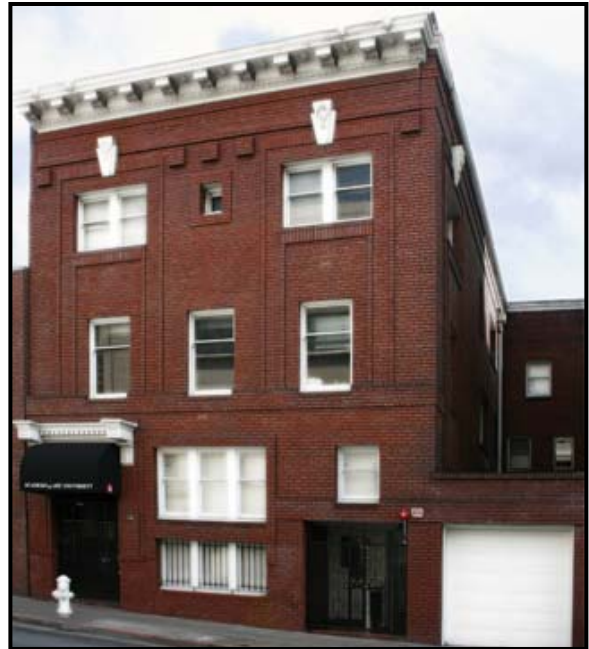
Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
1999	own	RC-4	6,294	24,528	residences	120



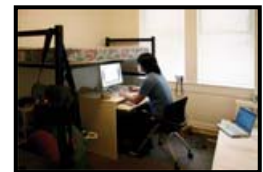
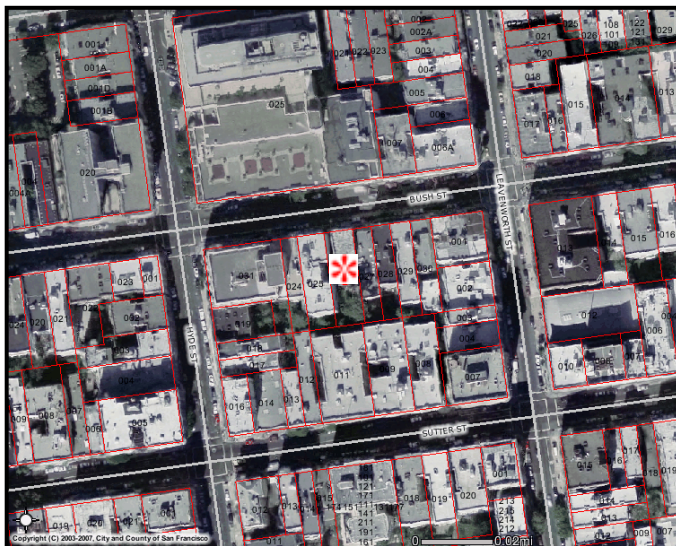


### 3. 1153 Bush

The Frank Lloyd Wright Men's Dormitory at 1153 Bush is a classic Victorian structure featuring stained-glass windows, an oak staircase, hardwood flooring, a large dining room, and a communal kitchen with locked cabinet and refrigerator space for student food storage. City records indicate that it may have been a single family dwelling with guest rooms. Anecdotally, the University has learned that may have been used as a residence and care facility by a private physician and/or housing for a religious sect. There is an outdoor patio and half-basketball court behind the building. Inside, there is a Manager's office, as well as a laundry room, TV room, and recreation room for student use. The building has a capacity of approximately 33 students. This Nob Hill building is within walking distance of the University's downtown campus buildings, as well as Union Square and Chinatown.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
1998	own	RC-4	5,841	10,456	residences	33





#### 4. 575 Harrison

The University currently leases 33 units at 575 Harrison for use as student housing for approximately 132 students. This property was recently built as live/work lofts. Each unit features a private kitchen and bath. The building has a Manager's Office, and a recreation room and study room for student use.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
2007	lease	SSO	unknown	unknown	residences	132







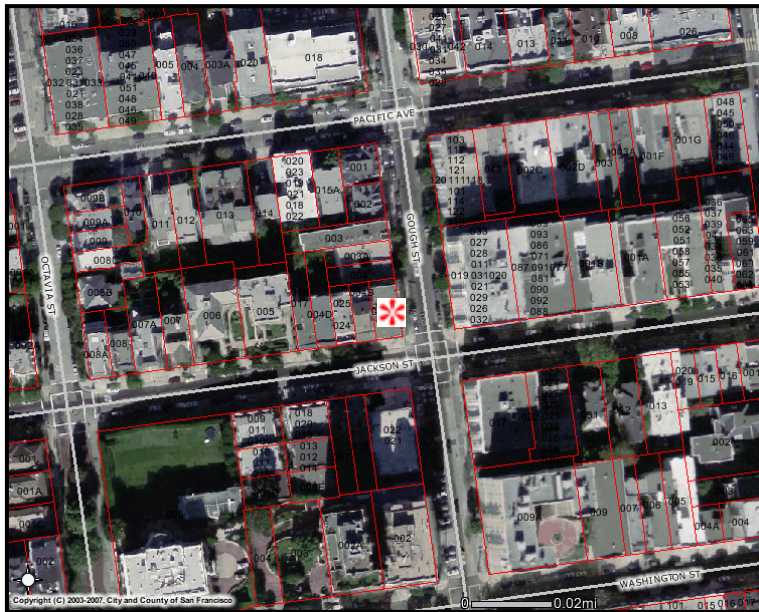
## 5. 1900 Jackson

The John Singer Sargent Graduate Apartments at 1900 Jackson is a modern building located in the Pacific Heights neighborhood with beautiful bay views. This former apartment house retains its apartment-style units with individual kitchens and private baths, and a capacity of approximately 28 students. The building has a laundry room for student use, and a 9-space garage.

Two non-student tenants reside in this building.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
1997	OWN	RH-2	2,678	7,152	residences	28







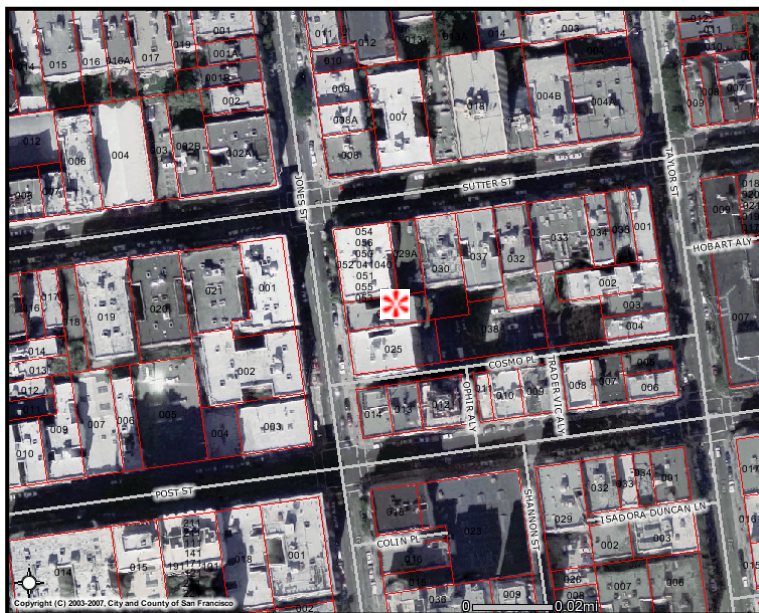
## 6. 736 Jones

The Vermeer Apartments at 736 Jones occupy a handsome and quiet building perched on one of San Francisco's famed hills, surrounded by restaurants and galleries. The building is located within walking distance of University campus buildings, Union Square, and Chinatown. This former apartment house has a capacity of approximately 70 students in apartment-style units with individual kitchens and private baths. A Manager's office, TV lounge, study room, computer kiosk, laundry room and back patio round out the building's amenities.

Six non-student tenants reside in this building.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
1994	own	RC-4	4,031	16,005	residences	70



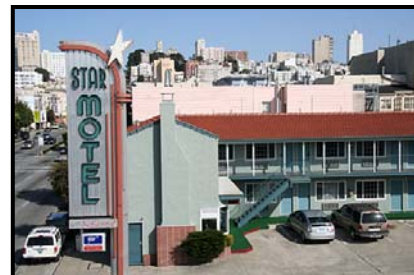
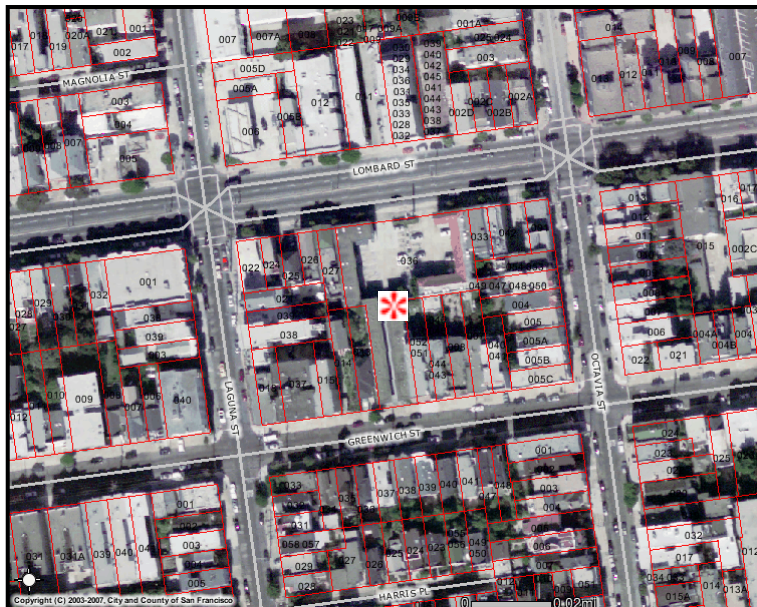


## 7. 1727 Lombard

The former Star Motel at 1727 Lombard Street serves as a dormitory for approximately 105 students. The University adapted this recent purchase from a tourist hotel to student housing. Individual rooms have private baths. The dormitory also has a recreation room, a study room, and a Manager's office with a kitchen.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
2007	own	NC-3/RH-2	25,465	unknown	residences	105







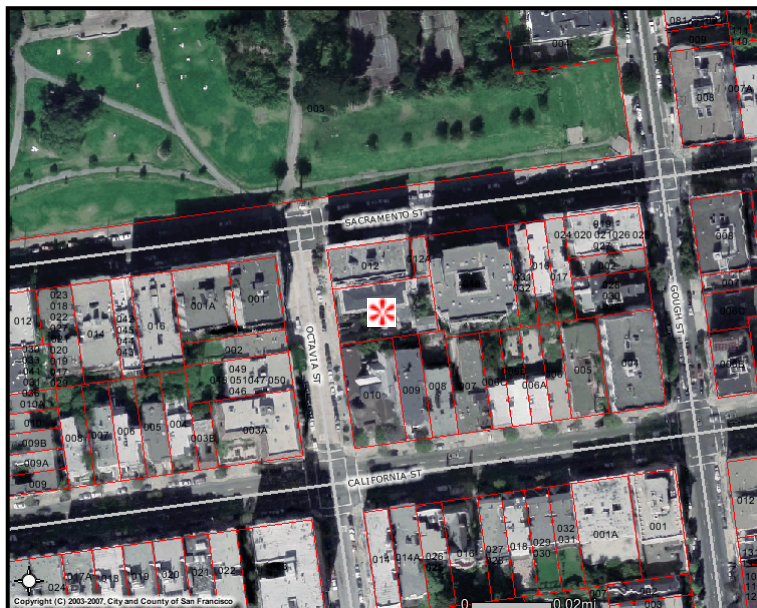
## 8. 1916 Octavia

The Coco Chanel Female Dormitory at 1916 Octavia is a classic San Francisco mansion with a wide spiral staircase and hardwood floors. This former hotel is located in Pacific Heights near Lafayette Park, and retains much of its original grandeur, including a gilded ballroom with parquet floors. The rooms each have a distinctive personality, and have either private or shared bathrooms. The dormitory

has a Manager's office, a laundry room, a large study room, a TV room and computer kiosks available for student use. The communal kitchen and dining room has locked cabinets and refrigerators for student food storage. 1916 Octavia has a capacity of approximately 46 students.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
1995	own	RH-2	9,750	8,000	residences	46







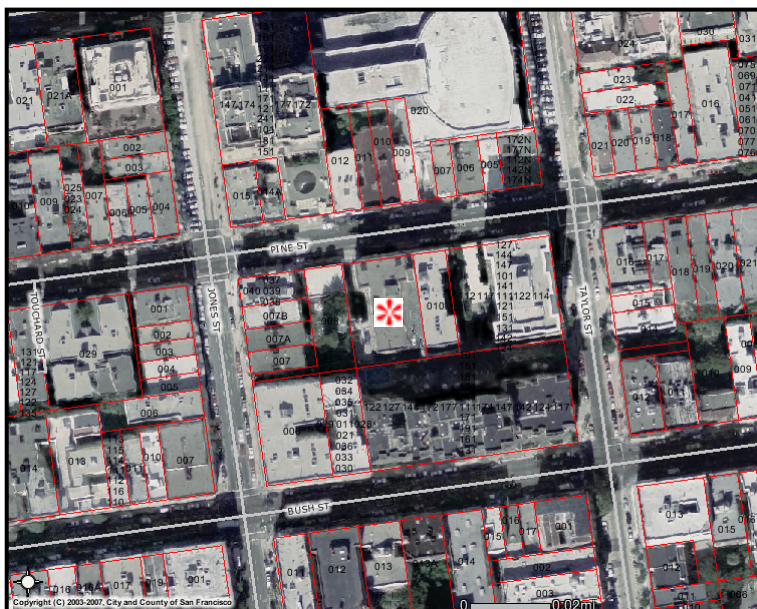
## 9. 1055 Pine

The Auguste Rodin Men's Dormitory at 1055 Pine Street is the University's largest male dormitory with a capacity of approximately 151 students. It is a turn-of-the-century building located in the Nob Hill area adjacent to the University's student club house at 1069 Pine. The building was previously used by St. Anthony's for senior housing. The rooms are spacious and feature both shared and private bathrooms. The dormitory has large study rooms and computer rooms. This



building also has a laundry room, recreational rooms, a weight room, offices, a cafeteria run by Sodexo to accommodate students on the meal plan, an outdoor basketball area and a garden. There are three communal kitchens on the upper floors for student use.

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
2000	own	RM-4	20,738	37,490	residences cafeteria	151





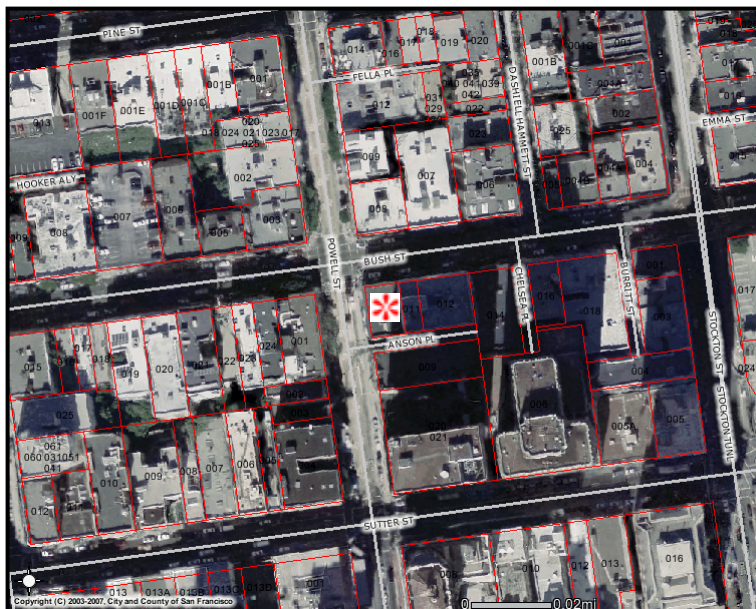
## 10. 560 Powell

The Fritz Lang Apartments at 560 Powell occupies a beautiful, turn-of-the-century building, with a capacity of approximately 61 students. The University refurbished this former apartment house, which is located next door to the 540 Powell academic facility and along the Powell Street cable car line. The building has apartment-style units with individual kitchens and private baths. The building also has a Manager's office and laundry room for student use.

Six non-student tenants reside in this building.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
1996	own	RC-4	3,037	25,008	residences	61





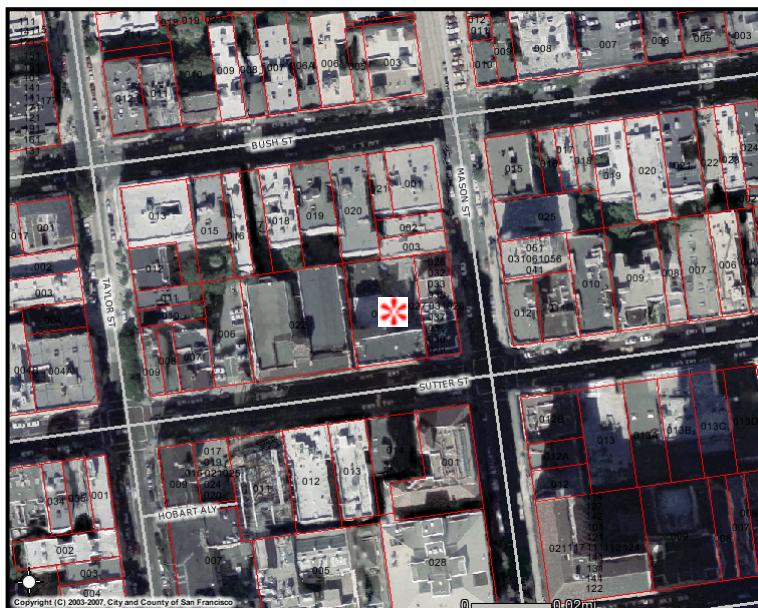
## 11. 620 Sutter

The Clara Stephens Building at 620 Sutter was designed by famed architect Julia Morgan. The building originally housed the San Francisco YWCA, and was later used as a hotel. It features high vaulted lobby ceilings, a beautiful indoor pool area, grand entrance doors, and an exterior adorned with an array of international flags. Today, the building offers co-ed housing for approximately 117 students, with a communal kitchen and private and communal baths. The Clara Stephens building sits within walking distance of many other of the University's academic and residential facilities. The building is also the home to the Academy's fitness gym and has an indoor swimming pool equipped with locker rooms. The building features a large common room on the second floor, a computer and study room, storage closets, office and lockers, as well as a small café.



This property has been identified as a Category I building within the Kearny-Market-Mason-Sutter Conservation District.

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
2005	lease	C-3-G	12,667	96,892	residences offices	117







## 12. 655 Sutter

The Howard Brodie Women's Dormitory at 655 Sutter is a modern building located in the heart of Nob Hill, two blocks from Union Square. This former office building is within easy walking distance of the University's downtown campus buildings. The building has a capacity of approximately 141 students, and has a communal kitchen and communal baths. The building also has a laundry room, a TV lounge and pool table, a computer room, a painting room, a Manager's office, and a locker room.

This property has been identified as a Category IV building within the Kearny-Market-Mason-Sutter Conservation District.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
1999	own	C-3-G	8,318	44,975	residences	141



### 13. 680-688 Sutter

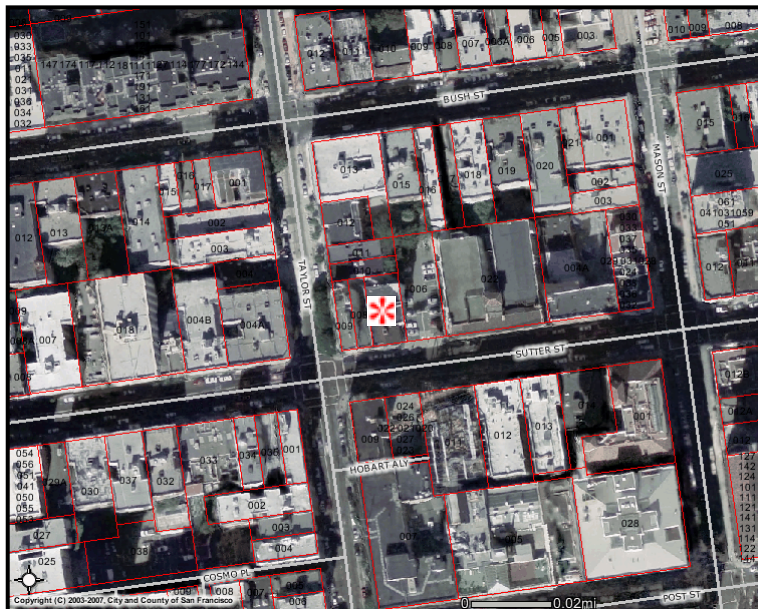
The Edgar Degas Apartments at 680 Sutter are housed in a lovely former apartment building, which is located in the heart of Nob Hill, next door to one of the Academy's galleries, and across the street from the University's 625 Sutter academic facility. A University gallery is open to the public at 688 Sutter. The building has apartment-style units with individual kitchens and private baths with a capacity of approximately 64 students. The building has a laundry room, a Manager's office, a recreation room and a courtyard for student use.

This property has been identified as a Category IV building within the Kearny-Market-Mason-Sutter Conservation District.

Three non-student tenants reside in this building.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
1993	own	C-3-G	4,098	22,092	residences gallery	64







#### 14. 817-831 Sutter

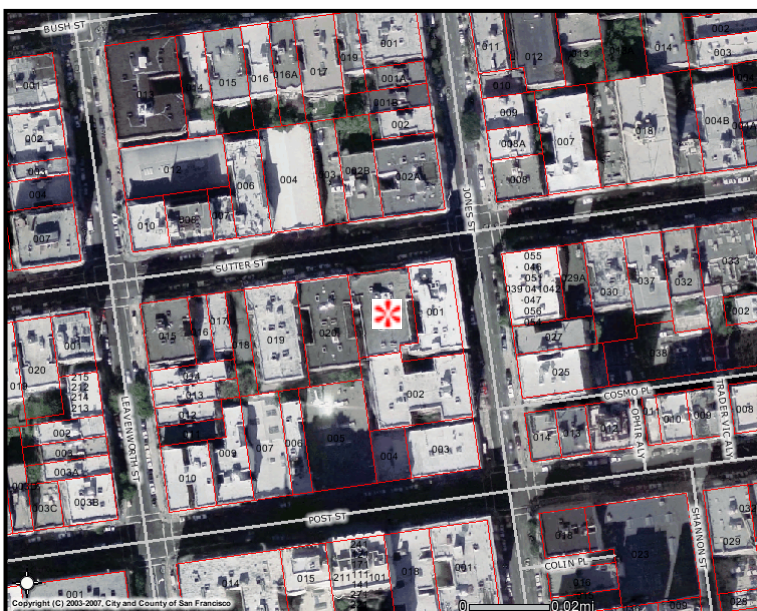
817-831 Sutter, known as 825 Sutter, is the former Commodore Hotel. Built in 1928 as a merchant seaman hotel, the Commodore has a whimsical eye for Neo-Deco styling and luxury liner details. Dramatic mosaics, murals and playful custom furnishings give The Commodore an air of sophisticated fun.

This dormitory is a co-ed, all-age residence that features private baths and a capacity of approximately 219 students.

Residents of this building are required to be on a meal plan. It is located in Nob Hill, a few short blocks from several other University buildings in the area. The entire building (student rooms and common areas) is WiFi connected. Common areas include study room, recreation room, computer kiosks, mini-kitchen, coin-operated laundry, and large lobby with sitting areas.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
2006	own	RC-4	8,563	100,000	residences	219





### 15. 860 Sutter

The International House at 860 Sutter Street residence is a turn-of-the-century, six-story former hotel. The residence features an environment where domestic students can learn about diverse cultures from all over the world. Programming and activities are geared toward the exploration of international cultures, customs and traditions.

The building has a capacity of approximately 159 students, with both communal and private baths. Residents are required to be on a meal plan. Common areas include a recreation room, a Manager's office, a laundry room, and a café.

Two non-student tenants reside in this building.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
2003	own	RC-4	6,410	21,244	residences	159



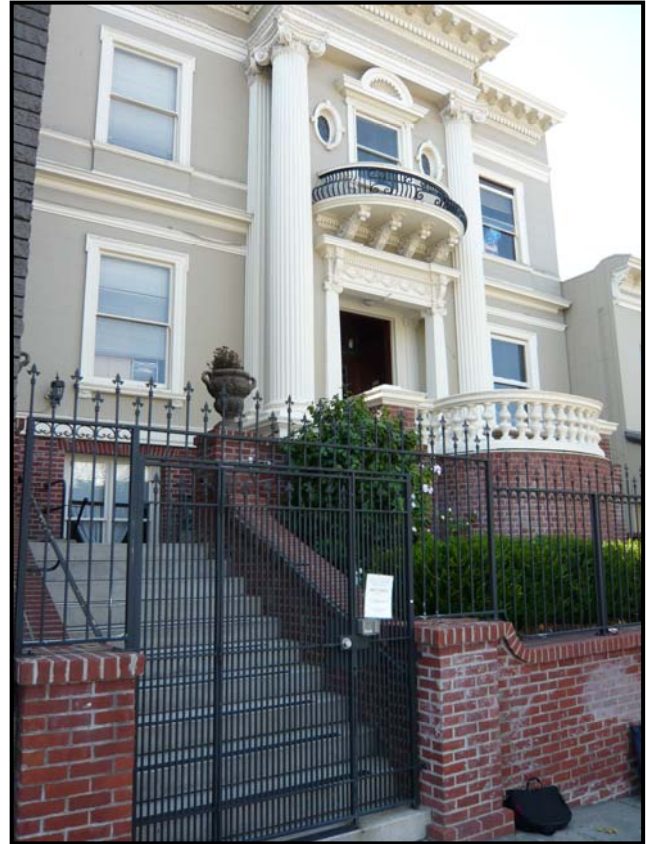




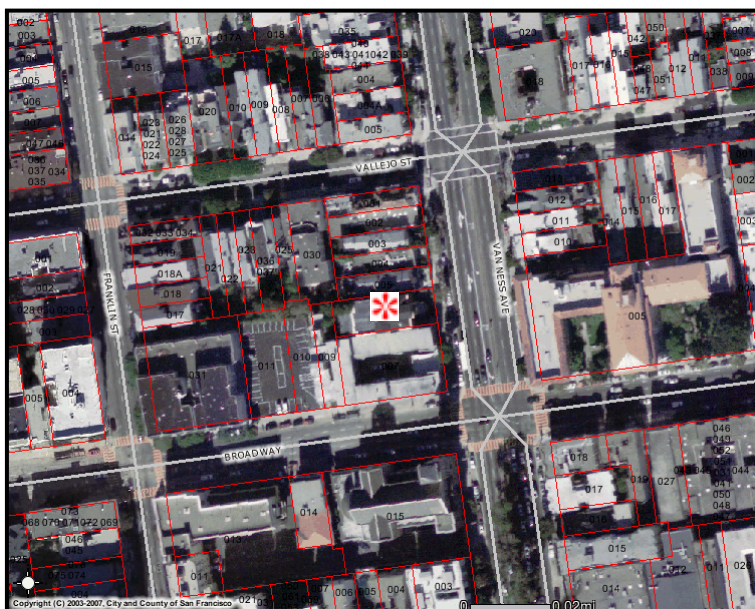
## 16. 2209 Van Ness

The Mary Cassatt Co-ed Dormitory at 2209 Van Ness is a classic Victorian building with a capacity of 52 students. The building features a carved oak spiral staircase, hardwood floors, and stunning architecture in general. The rooms are spacious and have their own distinctive styles. The rooms feature shared bathrooms. The dormitory has computer kiosks available for student use, as well as a recreation room, a study room, a laundry room, a kitchen and dining room, a Manager's office and a backyard patio. This building features one of the University's many ADA-accessible residences.

This property has been identified in the Van Ness Area Plan as a significant building.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
1998	own	RC-3	6,569	12,033	residences	52

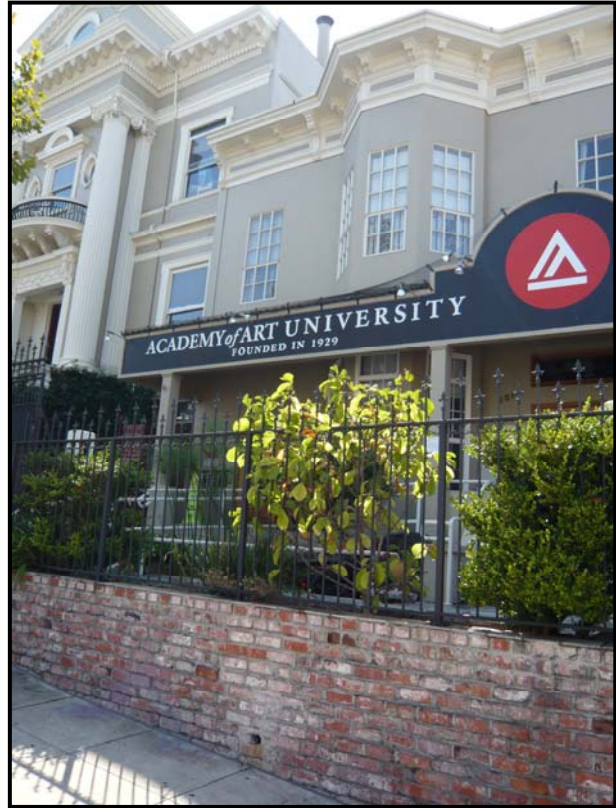




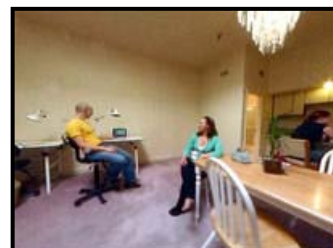
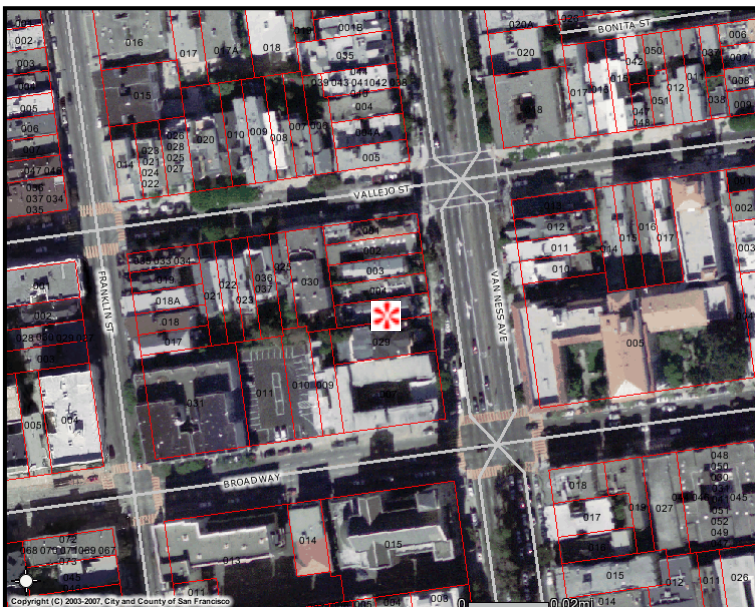
### 17. 2211 Van Ness

The Ansel Adams Building houses approximately 20 graduate students in both apartment-style units with private kitchens and dormitory-style units with a communal kitchen. The building, which was renovated for University use, features unique wood carvings on the walls, and a beautiful koi pond surrounded with landscaped foliage in the front. There is a laundry room for student use.

This property has been identified in the Van Ness Area Plan as a contributory building.



Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use	Capacity by Bedspace
2005	own	RC-3	3,689	4,539	residences	20





***D. Faculty, Executive & Dignitary Accommodations***

***1. 1021 California Street, 1201 California Street, Apartment 1501 & 900 Bush Street, Penthouse 8***

These properties are maintained by the University in order to provide guest accommodations for University executives, staff and visiting dignitaries. The single family home at 1021 California Street is used as the President's home.

***2. 8400 Oceanview Terrace, Apartment 207***

This property was purchased by the University for use as a residence for a long-time staff member.

#### ***IV. City & Neighborhood Impacts***

##### ***A. Contribution to Neighborhood Communities***

Academy of Art University buildings are located in several commercial and residential neighborhoods within the City of San Francisco. Each of these buildings brings the following contributions to the neighborhood's economy and quality of life:

- *Property Taxes.* The University is a for-profit, proprietary school and the buildings are subject to the requisite property tax levied on any other privately owned real estate.
- *Enhanced Visual Aesthetics.* Each of the University properties is well-maintained and presents a professional appearance that improves the overall image of the neighborhood.
- *Reducing the Demand for Affordable Housing.* The University takes great pride in being able to guarantee housing for its students. If it were not for University-sponsored housing, many of these students would be seeking other inexpensive housing options. Therefore, the University's guaranteed housing policy actually reduces the potential demand for "affordable" housing.
- *Good Neighbors.* Students who wish to reside in University housing must sign a lengthy Housing License Agreement and are subject to an extensive set of rules and regulations. The intent is to maintain good order within the residence and to ensure that University students are good neighbors to the rest of the community.
- *Supporting Neighborhood Small Business.* University employees and students contribute to the economic well being of their neighborhoods by patronizing stores, cafes, coffeehouses and other neighborhood small businesses.
- *Supporting Community Programs.* The University strives to create a campus environment of caring and compassion, and one that deters hateful and destructive behavior through a strong commitment to the community. One of the most effective ways to achieve such a commitment is through service learning. The residents of University campus housing work with Glide Memorial Church, donate generously to several food and clothing drives benefiting Goodwill, the Salvation Army, San Francisco Women Against Rape and the San Francisco Food Bank. Fundraising efforts have been extended to the American Heart Association and the San Francisco Women Against Rape (SFWAR). The students partner directly with SFWAR, organizing donations and recruiting volunteers for the Walk Against Rape 5K. In addition, the University offers students the opportunity to become actively involved in a variety of community projects, such as the Arbor Day tree-planting sponsored by the Mayor's Office, Department of Public Works, and Friends of the Urban Forest.



- *Providing Scholarships To Neighborhood Youth.* The University has been awarding scholarships since the school's inception to deserving youth in San Francisco and the Bay Area.
- *Pro bono professional service to the community.* Dr. Stephens and the University faculty have provided extensive community service in their *pro bono* work for community projects such as the American Red Cross, AIDS-related causes such as AMFAR, Passport and Health and Safety programs.

The University estimates that it contributes directly and indirectly approximately \$225 million annually to the local economy. This estimate includes all University expenditures including but not limited to, property taxes, teacher and staff salaries, and operational costs. It also encompasses an estimated \$114 million in expenditures by students on common living expense such as art supplies, food, clothing and entertainment.

### ***B. Contribution to Local Business***

The Academy of Art University's mission is to prepare aspiring artists and designers for careers in the fields of art and design by delivering excellent undergraduate and professional degree and certificate programs. A key measure of the success of the University's mission is the number of current and graduating students that are employed as *artists* in professional fields.

Although University graduates are recruited nationally and internationally, the vast majority of current students and graduates find jobs and internships in the San Francisco Bay Area. Of the 20,000 jobs posted on the University's online JobBoard since 2001, 22% have been for internships and 21% have been for full-time employment, with the balance made up of part-time and freelance positions.

Listed below are some of the many companies which employ University students as interns and as full- 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.<sup>2</sup>

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<sup>2</sup> Additional lists of companies employing University students and graduates can be found on the University's website at [http://www.academyart.edu/career\\_resources.html](http://www.academyart.edu/career_resources.html).



- 7x7 Magazine (San Francisco)
- Adteractive, Inc. (San Francisco)
- Adeeni Design Group (San Francisco)
- Alamosa Design (San Francisco)
- Alexander McQueen (London)
- Ambrosi (San Francisco)
- Amber Design Group (Oakland)
- Amy Kuschel Bridal (San Francisco)
- Anderson DDB (San Francisco)
- Anna Kondolf Lighting Design (Fairfax, CA)
- Arami Designs (San Carlos, CA)
- Artic Advertising (Indonesia)
- Ashton Abeck (San Francisco)
- ASUC Art Studio (Berkeley, CA)
- Attik (San Francisco)
- Avenue 304 (San Francisco)
- BCBG Max Azria (Los Angeles)
- BEST OF, LLC (San Francisco)
- Blue Sky Studios (New York)
- BreatheCast (New York)
- Btrax, Inc. (San Francisco)
- Butler, Shine, Stern & Partners (Sausalito, CA)
- Carol H Williams Advertising (Oakland, CA)
- Catherine Karnow (San Francisco)
- CBS 5 (San Francisco)
- Christine S. Suzuki & Associates (Seattle, WA)
- CNET Networks (San Francisco)
- Colby & Partners (New York)
- Contra, Integrated Creative Services (San Francisco)
- Cornyn & Partners (San Francisco)
- Crispin Porter & Bogusky (Miami, FL & Boulder, CO)
- Current TV (San Francisco)
- Curve Magazine (San Francisco)
- Cutwater (San Francisco)
- Danskin (New York)
- David Maisel Studio (Sausalito, CA)
- Deeper Shades of Soul (San Francisco)
- deYoung Museum Store (San Francisco)
- Dial House (San Francisco)
- Dieste Harmel & Partners (Dallas, TX)
- Digitrove, Inc. (San Jose, CA)
- Electronic Arts (Redwood City, CA)
- Ellerbe Becket (San Francisco, CA)
- Epoch Hometex, Inc. (Burlingame, CA)
- Erik Almas Photography (San Francisco)
- Erik Powell Arts (Berkeley, CA)
- Erin Fetherston (New York)
- EVB (San Francisco)
- EVE (Olive Tree)
- Evil Eye Pictures LLC (San Francisco)
- Factor 5, LLC (San Rafael, CA)
- Fast Search & Transfer (San Francisco)
- Filipino American Coalition for Environmental Solidarity (FACES) (Berkeley, CA)
- Film Hanza Co., Ltd
- Fluid Inc. (San Francisco)
- Foote Cone & Belding (San Francisco)
- Gamespot/CNET Networks (San Francisco)
- General Motors (Detroit, MI)
- Gensler (San Francisco)
- Giant Killer Robots (San Francisco)
- Gimme Shoes, Inc. (San Francisco)
- Ginkgo Design, Inc. (St. Louis, MO)
- Goldenbleu (New York)
- Goodby, Silverstein & Partners (San Francisco)
- gr.dano (Sausalito, CA)
- Gray Worldwide (New York)
- Grey SF (San Francisco)
- GSD&M (Austin, TX)
- Hunter Freeman Photography (San Francisco)
- Hyde Park Entertainment (Los Angeles)
- IDEO (Palo Alto, CA)
- Industrial Light & Magic (San Francisco)
- Intralink Film (Los Angeles)
- Jade King Productions (Daly City, CA)
- Jason Madara Photography (San Francisco)
- Kaboom Productions (San Francisco)
- Kai Kuhne LLC (New York)
- Kari Feinstein PR (Los Angeles)
- KBFD TV (Honolulu, HI)
- KBCW-TV (San Francisco)
- KBWB TV 20 (San Francisco)
- KQED (San Francisco)
- KRON TV 4 (San Francisco)
- KTSF (San Francisco)
- Landor Associates (San Francisco)
- Lawrence - Berkeley Lab (Berkeley, CA)
- Light Rhythm Visuals/North America
- Linden Lab (San Francisco)
- LK Media Group (Carlsbad, CA)
- Loomis Group (San Francisco)
- LT Collaborative, Inc. (San Francisco)



- Lucasfilm (San Francisco)
- M&C Saatchi (London)
- MAC (Modern Appealing Company)
- Makani Power (Alameda, CA)
- Margaret O'Leary, Inc. (San Francisco)
- Mavericks Surf Ventures, LLC (San Francisco)
- McCann Worldgroup (San Francisco)
- Method, Inc. (San Francisco)
- Michael Kors U.S.A., Inc. (New York)
- Michael Osborne Design (San Francisco)
- MINE (San Francisco)
- Momentum Cinema (San Francisco)
- Monaco Digital Film Labs (San Francisco)
- Mortar Agency (San Francisco)
- Movado Group, Inc. (New York)
- mudpoet (San Francisco)
- MTV Networks (New York)
- Namco Bandai Games (Santa Clara, CA)
- National Capital Institute of Telecommunications (Canada)
- National Geographic Television & Film (Washington D.C.)
- NBC (New York)
- Neri & Hu Design and Research Office (China)
- New Deal Design (San Francisco)
- Nickelodeon Animation Studios (Burbank, CA)
- Nordstrom (Seattle, WA)
- Ogilvy One Worldwide (New York)
- Page 44 Studios LLC (San Francisco)
- Papercity Magazine (Dallas, TX)
- Paypal (San Jose, CA)
- PDI/DreamWorks (Glendale, CA)
- Pentagram Design (San Francisco)
- Peters & Associates (San Francisco)
- Peter Samuels, photographer (San Francisco)
- Pfeiffer Price (San Francisco)
- Propane Studio (Southern California)
- Pinwheel Design Corp (San Francisco)
- Pixar (Emeryville, CA)
- Prompt Technologies (Santa Clara, CA)
- Publicis Dialog (San Francisco)
- PUMA North America
- Radium (San Francisco)
- Rebuilding Together (San Francisco)
- Red Brick Media (San Francisco)
- Red Envelope (San Francisco)
- Regency Virtual Studio (San Francisco)
- Rhythm and Hues Studios (Marina Del Rey, CA)
- RJ Muna Pictures (San Francisco)
- Robert Koch Gallery (San Francisco)
- Robin Brouillette (San Francisco)
- RotoFactory, Inc. (Santa Rosa)
- San Francisco Cinematheque (San Francisco)
- San Francisco Museum of Modern Art (San Francisco)
- SF Camerawork (San Francisco)
- Shaba Games (San Francisco)
- Shipman Associates (San Francisco)
- Soft Air USA, Inc. (Walnut Creek, CA)
- Sole Graphics & Marketing, Inc.
- Sony Pictures Entertainment
- Spark Unlimited, Inc. (Sherman Oaks, CA)
- Speerion, Inc. (San Francisco)
- Starting Arts (Santa Clara, CA)
- Sterling Brands (San Francisco)
- Stormfront Studios (San Rafael, CA)
- Swirl (San Francisco)
- Tangan Kiri Productions (Indonesia)
- Tea Collection (San Francisco)
- The Arttime Group (Pasadena, CA)
- The Balm (San Francisco)
- The Hive Advertising (San Francisco)
- The Orphanage (San Francisco)
- The Weinstein Company (New York)
- Thomas Marsh - Sculptor (Sonoma, CA)
- Timbuk 2 Designs Inc. (San Francisco)
- Totally Games (Novato, CA)
- Twentieth Century Fox Film Corp. (Los Angeles, CA)
- Twenty Two Shoes (Oakland, CA)
- Vagadu (San Francisco)
- Venables, Bell & Partners (San Francisco)
- Visual Affects Productions (Concord, CA)
- Walt Disney Animation Studio (Burbank, CA)
- Water Buffalo Films (San Francisco)
- Wendy Lynn & Co. (Annapolis, MD)
- White Walls Gallery (San Francisco)
- Williams-Sonoma (San Francisco)
- World Speed Motorsports (Sonoma, CA)
- Yahoo (Sunnyvale, CA)
- Zoom Systems, Inc. (San Francisco)



### ***C. Transportation***

The University does not operate on a traditional campus. Buildings are clustered in the downtown and surrounding neighborhoods, with several buildings scattered in other city neighborhoods. This pattern necessitates the coordinated movement of students and staff among the various academic locations. The University employs a three-fold transportation plan involving:

- 1) Encouraging and facilitating the use of public transportation systems;
- 2) University-run bus and shuttle programs; and,
- 3) University policy discouraging automobile use.

**Exhibit 14: Student Commuting Statistics**

Location Students Commute From	Full-Time	Part-Time
San Francisco	2,675	872
South Bay (San Mateo, Santa Clara counties)	591	261
East Bay (Alameda, Contra Costa counties)	798	417
North Bay (Marin, Sonoma, Napa, Solano counties)	205	101
Central Valley (Sacramento and Stockton areas)	105	30
Central Coast (Santa Cruz and Monterey areas)	37	11

### ***1. Transit Systems Serving University Facilities***

#### ***University's Commitment to Public Transportation***

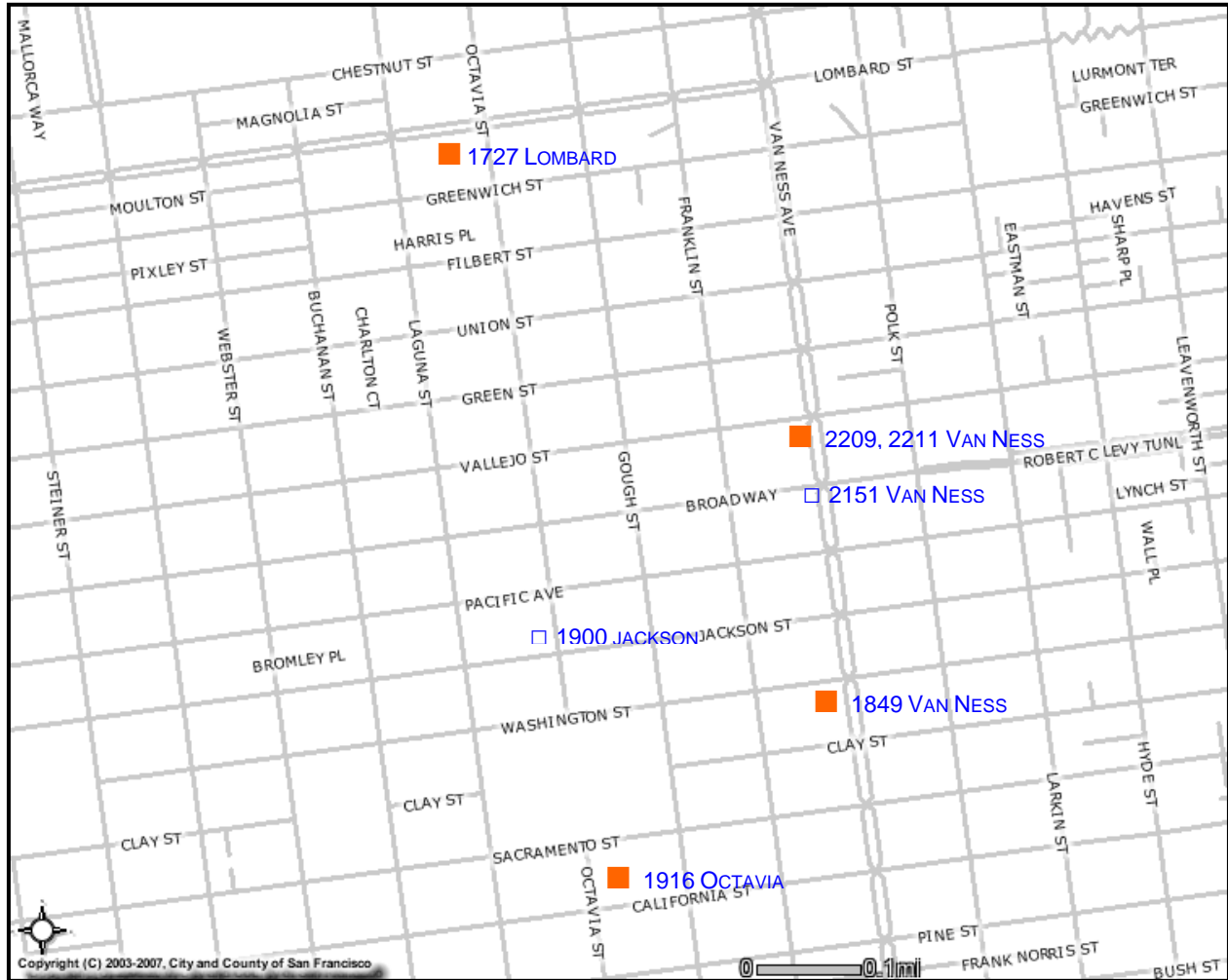
Like San Francisco, the University espouses a transit-first policy. The University is committed to promoting the use of public transit by students and employees both within and outside San Francisco. Employees have the option of enrolling in a “pre-tax” deduction for purchase of monthly public transit passes. The University pays for the set-up and administrative fees associated with the vendor, Wage Works. In October 2007, there were 267 faculty and staff participants in the public transit program. Students are also encouraged to obtain MUNI and other transit passes. This expense is expressly factored in to cost information distributed to incoming students.

Most, if not all, of the University's facilities are located conveniently to public transit. **Exhibit 15** below illustrates the University and MUNI bus routes in the following neighborhoods:

- Lower Pacific Heights/Van Ness Corridor
- Downtown/Union Square
- SOMA
- North Beach/Fisherman's Wharf

**Exhibit 15: Transportation Maps**

**A: Lower Pacific Heights/Van Ness**

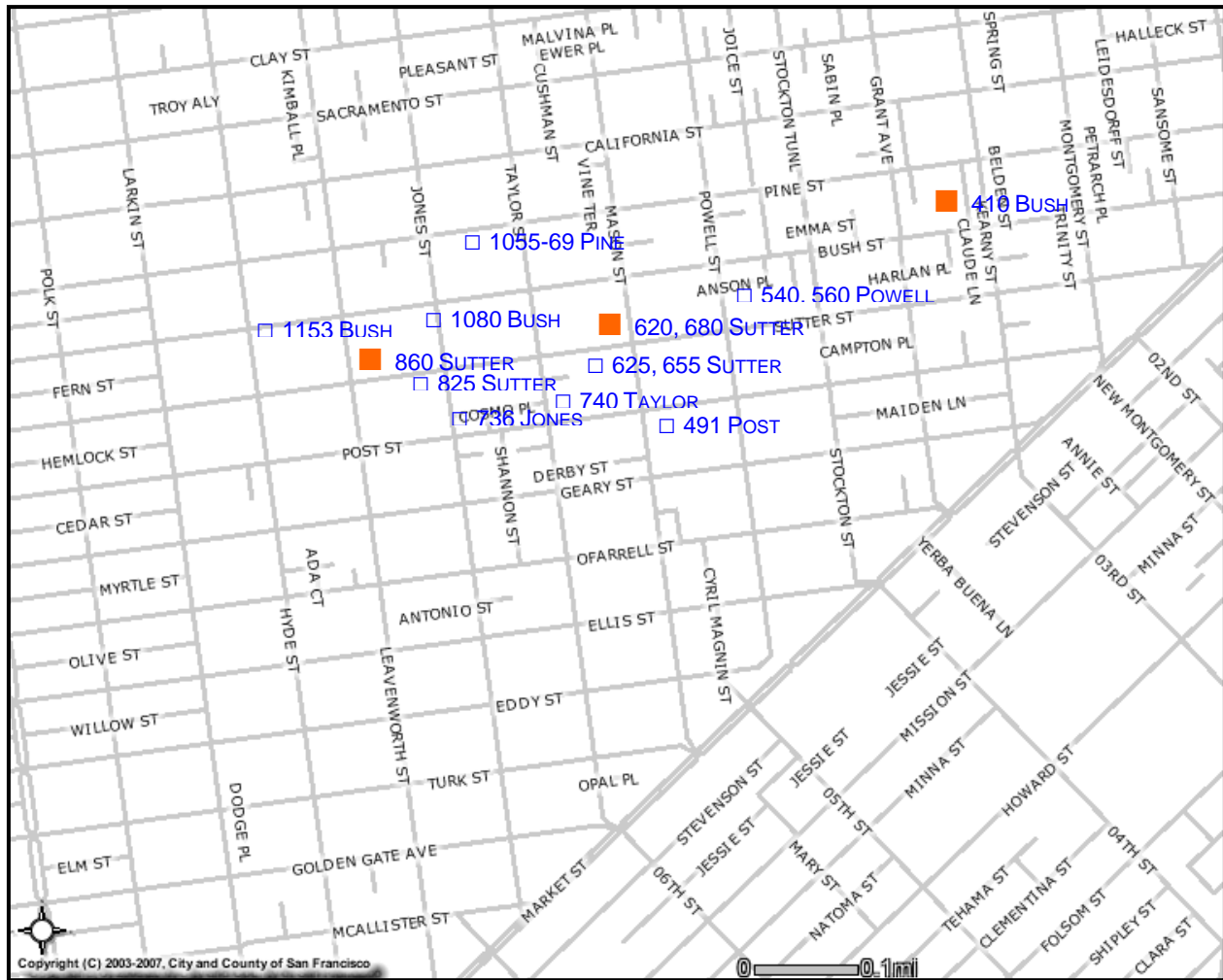


<b>AAU Shuttle Lines</b> (stops at 1727 Lombard, 1916 Octavia, 1849 Van Ness, 2209 Van Ness)	<b>MUNI Lines</b>
A: to North Beach, SOMA, Downtown D: to Sutter, SOMA E: to SOMA, Downtown G: to SOMA J: to North Beach, Downtown, SOMA K: to Downtown, SOMA L: from Downtown, North Beach, SOMA M: to SOMA, North Beach, Downtown P: to Downtown, SOMA, North Beach Q: from Downtown, North Beach R: (evening only) – to SOMA, Downtown S: to Downtown, SOMA T: from North Beach, SOMA U: to Downtown, North Beach, SOMA V (evening only): from Downtown, SOMA	<ul style="list-style-type: none"> <li>• California Street Cable Car</li> <li>• 1 California</li> <li>• 12 Folsom/Pacific</li> <li>• 19 Polk</li> <li>• 31 Balboa</li> <li>• 38 Geary</li> <li>• 41 Union</li> <li>• 45 Union/Stockton</li> <li>• 47 Van Ness</li> <li>• 49 Van Ness/Mission</li> <li>• 76 Marin Headlands</li> </ul>

□ = University Facility

■ = University Facility & Shuttle Stop

### B. Downtown/Union Square



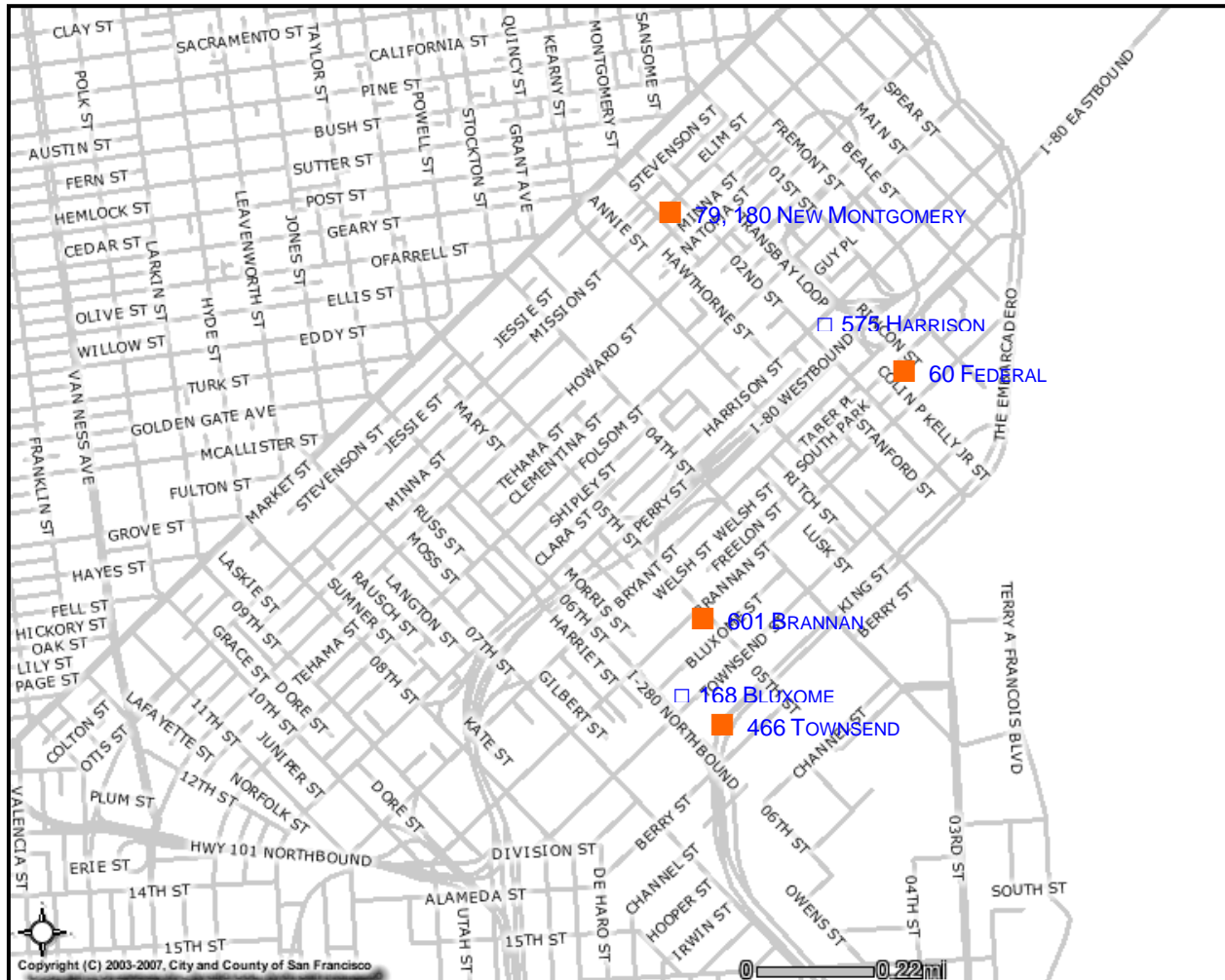
AAU Shuttle Lines (stops at 620 Sutter, 860 Sutter, 410 Bush)	MUNI Lines
<p>A: to Van Ness, North Beach, SOMA            B: to North Beach; from SOMA            C: to SOMA,            D: to SOMA, Van Ness            E: from Van Ness, SOMA            F: to SOMA; from North Beach            I: from Van Ness, North Beach, SOMA            J: to North Beach, SOMA; from Van Ness, North Beach            K: to SOMA, Van Ness            L: to North Beach, SOMA, Van Ness            M: to SOMA, North Beach            N: to SOMA            P: to SOMA, North Beach, Van Ness            Q: to North Beach, Van Ness            R: to SOMA            S: to SOMA, Van Ness            U: to North Beach, Van Ness, SOMA            V (evening only): to and from SOMA, Van Ness</p>	<ul style="list-style-type: none"> <li>• California Street Cable Car</li> <li>• 1 California</li> <li>• 2 Clement</li> <li>• 3 Jackson</li> <li>• 4 Sutter</li> <li>• 9X San Bruno Express</li> <li>• 27 Bryant</li> <li>• 30 Stockton</li> <li>• 31 Balboa</li> <li>• 38 Geary</li> <li>• 45 Union/Stockton</li> <li>• 76 Marin Headlands</li> </ul>

□ = University Facility

■ = University Facility & Shuttle Stop



C. South of Market (SOMA)



AAU Shuttle Lines (stops at 79 & 180 New Montgomery, 466 Townsend, 60 Federal & 601 Brannan)	MUNI Lines
<p>A: to Downtown, Van Ness, North Beach</p> <p>B: to Downtown, North Beach</p> <p>C: to SOMA, Downtown</p> <p>D: to Van Ness, Downtown, SOMA</p> <p>E: to Downtown, Van Ness</p> <p>F: from North Beach, Downtown,</p> <p>H: to South Park, South SOMA</p> <p>I: to SOMA, Downtown; from Van Ness, North Beach</p> <p>M: to Van Ness; from SOMA, North Beach, Downtown</p> <p>O: to North Beach; from North Beach</p> <p>P: from North Beach, Van Ness, Downtown, SOMA</p> <p>R: from SOMA, Union Square</p> <p>S: to Van Ness; from Van Ness, Downtown</p> <p>U: to SOMA; from Downtown, North Beach, Van Ness</p> <p>V (evening only): to SOMA, Van Ness, Downtown; from Downtown</p>	<ul style="list-style-type: none"> <li>• F Market &amp; Wharves</li> <li>• T Third Street</li> <li>• 9X San Bruno Express</li> <li>• 10 Townsend</li> <li>• 12 Folsom/Pacific</li> <li>• 27 Bryant</li> <li>• 30 Stockton</li> <li>• 45 Union/Stockton</li> </ul>

□ = University Facility

■ = University Facility & Shuttle Stop

D. Fisherman's Wharf/North Beach



AAU Shuttle Lines (stops at 2295 Taylor, 2340 Stockton)	MUNI Lines
<p>A: to North Beach, SOMA; from Downtown, Van Ness  B: from SOMA, Downtown, North Beach  J: to Downtown, North Beach, SOMA, Van Ness  L: to SOMA, Van Ness, Downtown  M: to Downtown, SOMA; from Van Ness, SOMA, North Beach  O: to SOMA, North Beach  Q: to Downtown, Van Ness; from Downtown  U: to North Beach, Van Ness, Downtown, SOMA; from Downtown</p>	<ul style="list-style-type: none"> <li>• F Market &amp; Wharves</li> <li>• Powell/Mason Cable Car</li> <li>• 9X San Bruno Express</li> <li>• 10 Townsend</li> <li>• 20 Columbus</li> <li>• 30 Stockton</li> <li>• 41 Union</li> <li>• 45 Union/Stockton</li> <li>• 47 Van Ness</li> </ul>

□ = University Facility

■ = University Facility & Shuttle Stop

## 2. University Bus & Shuttle Service

To augment existing public transit options, the University runs an extensive bus and shuttle program to transport students and staff among University facilities. **Appendix A** is a copy of the University's most current bus schedule, which is made readily available to students, faculty and staff in both printed and online form. University bus drivers generally follow the same routes as they make their point-to-point schedule. Busses are equipped, however, with GPS tracking devices and are in communication with a dispatch center that instructs drivers to change their route when appropriate.

### ***Ridership of University Bus & Shuttle Service***

The weekly ridership numbers displayed in **Exhibit 16** were compiled during the first week of the Fall 2006 Semester. Limited ridership counts were conducted again during the first two full weeks of the Fall 2007 semester (September 10-23) and in the first two weeks of October 2007 (October 1-14). Those surveys indicated that the University's weekly ridership has increased this year to approximately 9,000 passengers a week, on 26 regular and 5 express routes.

**Exhibit 16: Fall 2006 Ridership**

Daily Routes	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Weekly Total
A	131	126	107	111	86	108	108	777
B	117	147	128	133	160	130	107	922
C	308	356	358	280	247	233	266	2048
D	62	65	66	29	36	53	72	383
E	203	179	158	131	185	145	97	1098
F	142	143	125	85	68	81	78	722
G	38	39	38	21	35	47	27	245
H	146	145	142	82	137	122	155	929
I	81	107	115	119	96	107	101	726
J	32	41	30	40	34	38	55	270
K	150	140	135	109	118	125	147	924
L	19	9	12	3	8	3	15	69
M	128	131	107	106	141	63	146	822
N	82	140	122	45	78	75	118	660
O	69	52	62	24	41	42	42	332
P	112	13	88	92	65	42	111	523
Q	22	37	23	34	10	17	39	182
R	50	58	28	38	88	37	44	343
S	122	139	104	57	110	78	124	734
T	12	37	25	3	8	3	22	110
U	105	137	170	117	107	97	87	820
V	40	28	133	107	87	77	45	517
<b>Totals</b>	<b>2171</b>	<b>2269</b>	<b>2276</b>	<b>1766</b>	<b>1945</b>	<b>1723</b>	<b>2006</b>	<b>14156</b>

\* Ridership determined by counting total number of boardings on day of survey.



**Exhibit 16: Fall 2006 Ridership, continued**

Saturday Only Routes	Passengers
SAT 1	39
SAT 2	19
SAT 3	36
SAT 4	59
SAT 5	28
SAT 6	49
<b>Total</b>	<b>230</b>

### ***Fleet Vehicles***

The University maintains a bus and shuttle fleet of approximately thirty-one vehicles, as detailed in **Exhibit 17** below. In addition, the University uses approximately twenty vehicles for University maintenance, as well as for transportation for University executives, guests and student projects. The support fleet includes six cube van trucks, four cargo vans, one pick-up truck, four limos, four passenger automobiles, and one automobile transport trailer.

The University currently has twenty bio-diesel vehicles—including all of its “busses” on the table below. The University is committed to purchasing only bio-diesel and other clean fuel vehicles in the future.

**Exhibit 17: Fleet Vehicles**

Number of Vehicles	Passenger capacity	Type of Vehicle	Fuel Capacity (gallons)	Date of Purchase
1	8	Van	25	September 2007
1	11	Van	28	September 2007
3	14	Van	28	date not available
1	14	Bus (cut-a-way)	35	January 2007
7	27	Bus (school bus)	45	1997
4	31	Bus (transit coach)	88	January 2007
2	32	Bus (transit coach)	88	November 2006
3	33	Bus (cut-a-way)	58	October 2006
3	34	Bus (transit coach)	95	November 2006
6	42	Bus (transit coach)	95	October 2007

All vehicle maintenance is performed by outside vendors. The University stores its busses and vans primarily in a lot located on Wisconsin Street and operated by a private parking company. In addition, some vehicles are parked at the SF-MOMA parking garage.

### ***3. Parking Policies***

The Academy of Art University is committed to the minimization of traffic on the streets surrounding its buildings. The nature and proximity of the buildings to each other is such that walking between classes is also a viable option for our students. In addition to encouraging the use of public transit and providing the University-run transportation

system, the University also actively discourages the use of private automobiles by students. No parking is provided for students at any University facilities.

In the University's admissions literature, it repeatedly promotes the convenience and virtues of not only the University bus system, but BART and MUNI as well. Due to the nature of the campus and San Francisco, the vast majority of students (and employees) heed the recommendation to avoid driving to and from campus buildings. Thanks to these concerted efforts, the school has not experienced any increased parking issues at or around its properties.

## ***V. Current & Future Needs***

### ***A. Current & Near-Term Needs***

The predicted increase in student population and size of physical plant outlined in **Exhibit 18** below is estimated based on the recent growth and anticipated future growth of the University. While the need for new facilities to accommodate students and administration is highly likely, the cyclical nature of private, post-secondary art and design educational institutions makes exact growth numbers and specific building acquisitions difficult to predict.

**Exhibit 18: Projected Growth**

	<i>2007</i>	<i>2012</i>	<i>2017</i>
Student population	11,334	16,500	24,000
On-site	8,428	11,001	14,400
Online	2,906	5,500	9,600
Residential	1,471	1,600	1,800
Commuter	6,957	9,400	12,600
Undergrad	8,210	12,900	19,200
Graduate	2,689	3,000	3,900
Non-Degree	427	600	900
Full-time	7,309	10,600	15,500
Part-time	4,025	5,900	8,500
Faculty	1,228	1,425	1,950
Full-time	158	200	250
Part-time	1,070	1,225	1,700
Staff	847	900	1,100
Full-time	564	650	800
Part-time	283	250	300
Properties <sup>1</sup>	32	38	43

<sup>1</sup> Includes academic and administrative facilities, as well as student housing.

As the above Exhibit reflects, the University expects to continue to grow at a steady rate. In most departments, the University expects to increase enrollment by approximately 3.8% per year for the next five years. The University is experiencing a higher demand for Animation, Fashion, and Graphic Design programs, and therefore expects to expand those programs by approximately 7% annually for the next five years. Communications and Education are also projected to expand by 7% annually for the next five years. Digital Arts is tremendously popular and programs are in great demand by both students and employers seeking qualified candidates. Therefore, the University expects to expand its Digital Arts offering at a rate of approximately 50% annually for the near-term. **Exhibit 22**, at the end of this section, details the projected annual onsite enrollment by department for the next five years.

The University's projected growth is a response to several factors: student demand for additional and more varied programming, the growth of arts employers in various fields (especially in digital arts and media), and the University's desire to adapt with the changing markets to maintain its status as a world-class educational institution. This growth also supports the City's desire to encourage creativity by continuing to develop San Francisco as a center for the arts, which in turn betters the overall quality of life of the City.<sup>3</sup> Despite the inherent unpredictability of these factors and the variability of the San Francisco real estate market, the University has attempted to provide a reasonable estimation of the particular space needs its growth will require over the next five years, as shown in **Exhibits 19 to 21**, below.

**Exhibit 19: Projected Five Year Growth In Onsite Enrollment**

Academic Year (Beginning In Fall)	Onsite Student Enrollment
2008	8856
2009	9315
2010	9900
2011	10446
2012	11001

<sup>3</sup> See the report "Sustaining Our Prosperity: The San Francisco Economic Strategy", dated November 1, 2007, and prepared for the Mayor's Office of Economic and Workforce Development by ICF International at page 104.



### Exhibit 20: Projected Space Needs To Accommodate Five Year Growth

Type of Facility	Estimated New Square Feet Required
Dormitory/Housing	96,000*
Classroom/Studio	378,000**
Office/Administration	0
Other Space (Including Library, Athletic Facilities, Student Common Areas)	100,000

\*This space would accommodate approximately 500 students (from all majors).

\*\*See Exhibit 21 for the distribution by Department.

### Exhibit 21: Distribution Of Five Year Space Needs By Department

Department	Estimated New Square Feet Required
Animation	78,000
Fashion	55,000
Fine Art (incl. Painting & Sculpture)	95,000
Graphic Design	50,000
Industrial Design	50,000
Motion Pictures & Television (incl. Acting)	50,000
<b>Total</b>	<b>378,000</b>

## 1. Configuration of University Space

The University must meet a wide variety of needs within its academic facilities. All University departments require traditional classroom space, offices for faculty and administrative support, and quiet places for students to study and work. Beyond these traditional spaces, however, the layout and function of the University'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 Shop, 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.

## ***2. Target Locations***

University facilities are clustered in the downtown and surrounding neighborhoods, with a few exceptions located in other city neighborhoods. See Academy of Art University Facility Locations In San Francisco, **Appendix C**. As the University expands its operations, it will seek space in buildings and properties near its existing facilities. This clustering will accomplish several objectives. It minimizes the impact of the University on the City's transit systems and minimizes the University's need to provide transit for students because students can walk between classes. Clustering provides a sense of campus unity while still maintaining the benefits of a dispersed urban campus as the learning environment for University students. Clustering also makes administrative sense – it helps to streamline the operations of the University when the facilities are easily accessible to all University students and staff, and it allows professors to teach and work in close proximity to students' daily activities.

## ***3. Recent & Pending Acquisitions***

One specific acquisition is pending. The University plans to take over additional space in 620 Sutter Street, an existing University dormitory, to house the University's gymnasium.

Building acquisition has typically occurred in response to the natural growth of the student body rather than the other way around. The recent purchases of larger buildings such as 466 Townsend, 58-60 Federal, 601 Brannan, and 2151 Van Ness have augmented facility space to accommodate the current population and most of the projected near-term growth. Much of the recent increase in enrollment is attributable to the University's focus and growth in online education, the growth of which will not necessitate any further expansion of the school's physical plant.

Based on the University's typical practice of housing two students per room, the predicted growth in residential population will likely necessitate the acquisition of 250 or so additional rooms in the next five years. In addition, some of the residential buildings that are under lease will need to be either renewed or replaced during the same time period. While the University's preference would be to obtain these rooms within a single building, the vagaries of the San Francisco real estate market may require multiple acquisitions in order to accommodate these student residents. Any new properties acquired will ideally be located in one of the pockets in the City where the University currently has facilities (see **Exhibit 15** for maps of groupings).

The University has identified the Heritage Marina Hotel at 2550 Van Ness Avenue, currently a tourist hotel, as a potential site for interim student housing. The University may seek to lease this property for a limited time, in order to meet the projected short-term demand for student housing. This property has approximately 130 rooms and is within walking distance of several University facilities along the Van Ness corridor. This

property is located within an RC-3 zoning district, and its use for group housing would require a conditional use authorization.

It is important to note that the University is not a developer: “new” buildings to the school are usually old structures that the University preserves and restores, working with the existing architecture to make them viable for classroom, studio, administrative or residential use. The school has never torn down a building it has purchased, nor has the University ever sold a building it has purchased—there is too much architectural beauty and detail that is lost in the City every year. The University strives preserve and enhance the beauty around all of us.

It is the goal and intent of the University to conform its properties to the General Plan of San Francisco and any pertinent Neighborhood Plans on file with the Planning Department. As the University considers future property acquisitions, it will conduct due diligence to determine whether the University’s future use of the property would comply with City policies and regulations. After purchase, the University will comply with City rules and regulations to establish any new uses in the buildings.



**Exhibit 22: Projected Onsite Enrollment Growth By Department**

Academic Year (Beginning in Fall)	Projected Onsite Student Enrollment*	Academic Year (Beginning in Fall)	Projected Onsite Student Enrollment*
<b>Advertising</b>		<b>Illustration</b>	
2008	442	2008	710
2009	459	2009	737
2010	476	2010	765
2011	495	2011	794
2012	513	2012	824
<b>Animation</b>		<b>Industrial Design</b>	
2008	1753	2008	592
2009	1875	2009	614
2010	2007	2010	637
2011	2147	2011	662
2012	2297	2012	687
<b>Architecture</b>		<b>Interior Architecture &amp; Design</b>	
2008	51	2008	498
2009	53	2009	517
2010	55	2010	537
2011	57	2011	557
2012	59	2012	578
<b>Computer Arts/New Media</b>		<b>Motion Pictures &amp; Television</b>	
2008	471	2008	1228
2009	489	2009	1275
2010	508	2010	1323
2011	527	2011	1373
2012	547	2012	1425
<b>Digital Arts &amp; Communication</b>		<b>Photography</b>	
2008	5	2008	628
2009	7	2009	652
2010	10	2010	677
2011	15	2011	702
2012	23	2012	729
<b>Fashion</b>		<b>Communications</b>	
2008	1202	2008	0
2009	1286	2009	0
2010	1376	2010**	100
2011	1472	2011	107
2012	1575	2012	114
<b>Fine Art</b>		<b>Teaching Credential</b>	
2008	447	2008	0
2009	464	2009	0
2010	482	2010	0
2011	500	2011**	25
2012	519	2012	27
<b>Graphic Design</b>			
2008	785	*Projections based on 3.8% annual increase in enrollment in most departments; 7% increase in Animation, Fashion, Graphic Design, Communications and Education; 50% increase in Digital Arts. Totals reflected above may, in some cases, be lower than projected rate because students with "Undecided" as their major are not included. **Program expected to be introduced in this year.	
2009	840		
2010	899		
2011	962		
2012	1029		

### ***B. Long-term Growth***

The University's growth plans for the next ten years will involve three primary growth areas. It is anticipated that by the year 2017, the University will require an additional nine to ten properties.

First, the University aims to increase its enrollment in online programs. This growth allows the University to maximize its reach and accessibility with minimal impact on the physical environment and the City and County of San Francisco. For example, the University is in the process of translating all of its online programs into Spanish in order to expand beyond its traditional English-speaking market. Online program growth will not necessitate any substantial new facilities.

Second, the University will continue to increase its traditional enrollment as demand allows. This growth will require both new classroom and residential facilities. The University will look to existing structures with existing or past uses that are consistent with University purposes and will employ clustering by seeking to locate in neighborhoods that are already home to University facilities.

The final area of projected growth relates to the athletic program. As described in more detail in section II.I., the University plans to institute a top-flight Division I athletic program over the next ten years, including football, basketball, soccer, baseball, volleyball, golf, and track. The University intends to develop a comprehensive athletic facility for its athletic programs either by acquiring existing facilities, converting existing structures, or building new facilities. This type of athletic facility requires significant space and may require additional analysis of impacts and mitigation measures before proceeding. At this time, the University has not identified a potential site either in San Francisco or outside of the City. Once a potential site or sites have been identified, the University will work with the Planning Department to evaluate the appropriateness of such a project.

### ***C. Neighborhood Growth***

For the most part, any University "development" that occurs does so in areas that are already replete with the commercial services that are typical in our densely populated metropolis. Potential increases in related services and physical development, if any, may include art supply stores, restaurants, galleries, and other retail establishments that could appear in response to the increased foot traffic that our students may provide. The use of 466 Townsend for art studio space will likely not attract much development, due to the fact that students will have easy access to the rest of the City via our bus system. Further, the school provides vending machines and an in-house art supply store for students, as well as access to dining facilities.

The University anticipates that it will continue to contribute to the enhancement of the culture, vitality and, to a lesser extent, commerce of the neighborhoods surrounding its buildings. Throughout its seventy-five-plus years in the City, the University has served

to invigorate the community with youthful energy and artistic spirit. The foot traffic associated with the school use often adds vitality to a neighborhood, both economically and socially. Students use local cafes and coffee houses, and shop in local stores, thereby supporting local businesses, adding diversity to the streetscape and putting additional “eyes” on the street. These benefits augment the University’s already significant contributions to San Francisco.

In some instances the University invests in buildings in older parts of the City with established commercial and industrial uses. A school use in these areas often staggers hours of activity throughout the day. This staggering of hours can reduce peak-hour parking and traffic impacts in the area.

With respect to the effect on housing units, the University has a history of purchasing or leasing “new” residences when need dictates, and then renovating or upgrading them as necessary to provide adequate housing facilities for students. The University targets existing structures with previous uses that are compatible with the school’s plans. For example, the University recently leased a number of “live work” lofts for student use. The use of the lofts by art students is consistent with their original purpose and the high rate of development of loft housing in recent years means that there is a surplus in the City. As in this example, the school does not develop new housing units. Therefore, effects on population density, traffic patterns, or parking availability due to the University’s purchase of a building are largely insignificant.

Consistent with past practice, any relocation of existing tenants, whether commercial or industrial, will occur one-at-a-time at the expiration of each individual leases, or by mutual agreement (*i.e.*, the tenant is looking for an opportunity to vacate the premises). While residential tenants are generally permitted to stay as long as they like, the University will continue to target properties in which space is being utilized primarily by the current owner, allowing the owner to deliver the building largely vacant. This approach enables the University to avoid “forcing out” any tenants in order to gain an effective amount of usable space.

As is the University’s practice, any future purchases of buildings and any subsequent improvements made to them will be designed to retain the fundamental nature of the structure, be minimally invasive and be safety-oriented (upgrading fire and electrical systems as needed). The character and scale of any such projects will be in keeping with that which exists in the neighborhood, as the University has never demolished, expanded upon or externally remodeled a building it has purchased. Any specific changes in local traffic levels, patterns, and parking availability are speculative at this juncture. However, it is anticipated that the University bus system would offset traffic and parking impacts. As part of the conditional use authorization process, the University recognizes that new uses may be subject to review under the California Environmental Quality Act (CEQA). Therefore, building restoration, change in use and sign permit applications will be filed in compliance with City regulations and the appropriate level of environmental (CEQA) review will take place as a consequence of the process.





NOTES ABOUT AN URBAN CAMPUS, by Alberto Bertoli, Director, AAU School of Architecture\*

During the early part of the twentieth century, the modern movement was inspiring men to observe the world around and challenge the prevailing interpretation of historical references as sources of order and form, question all established rules of organization and if possible define a new world independent of traditional models. During that time numerous provocative ideas and proposals initiated a debate that has continued through our times and found partial implementation in many cities throughout the world. On urban issues, we are still in a trial period.

In Le Corbusier's seminal and visionary work "The Radiant City," modern city buildings of different uses and densities, he proposed, are to be located on a common open ground space with large green areas of separation in between. Other prevailing ideas supported the notion that grouping similar functions within buildings would create cities and urban spaces having a clear organization. Further notions postulated that any city when observed as a complete entity would involve the interaction of four general activities molding urban life: Living, Working, Cultivating Body/Mind and Moving About.

For an urban place to have a well balanced and engaging physical configuration the above-mentioned activities must occur simultaneously, overlap and be all inclusive. Each activity needs the presence and proximity of the others, not in a distant exclusive area or building

block, but in mutually shared grounds where the mix will bring interaction and allow a city to function as a community.

Those activities involve people of all ages and interest: Adults, Children, Seniors and Students are the parts that, when combined within an urban setting, have the potential of making a vibrant whole. A successful urban environment has a significant overlap and mix of activities. Educational facilities are one of the city physical components where Body and Mind are cultivated. The act of learning is not only obtained through reading and academic discussion about historical events, discoveries and thought that evolved the concept civilization to what it is today, but through the daily exposure to existing conditions outside the walls of a classroom or the boundaries of an isolated campus. The incorporation of the City as the "other classroom" is paramount to the issues confronted by the daily experience of the learning mind.

Many cities in the world have recognized the benefit and importance of having different schools and colleges of a major university dispersed throughout their urban setting: all graduates become not only knowledgeable of their individual studies but well informed on the issues of the moment. From the venerable and old Charles University in Prague, through the successful New York University in New York (NYU) and the respected Universidad de Buenos Aires in Latin America, among others,

distribution of their different colleges and programs woven throughout the city is the norm. For example, NYU's undergraduate housing system alone has twenty-one buildings scattered across New York. This model, proposing interaction instead of separation, recognizes the benefits of having students and faculty dispersed in different areas to observe, learn and eventually propose solutions to community issues based on sound and all-inclusive knowledge. Both, the urban place and the individual become the beneficiaries of such strategy.

San Francisco, as a special city bridging the old and the new, the traditional and the progressive, is the right place to incorporate this concept of a city-integrated urban campus. The Academy of Art University in San Francisco, with its dispersed and city interwoven programs and schools, exemplifies this all inclusive-creative thinking strategy in the field of higher education.

Based on the examples found in many cities around the world, the traditional models for urban configurations analyzed by the modernists during last century seem to provide the best option and a more universal understanding of the multi-level conditions that a successful community, or a city having a sense of place, needs to accommodate.

We should continue the search . . .

AB.

\*Mr. Bertoli, has served as director and faculty member at the Academy of Art University Graduate School of Architecture since 2004 and is an architect with Patri Merker Architects since 1997. He also sits on the California State Historical Resources Commission. Previously, Mr. Bertoli was self-employed as a design architect and consultant from 1991 to 1996 and architect with Arthur Erickson Architects from 1981 to 1991. His work ranges from the planning of shuttle facilities for the space program to the designing of a performing arts center. He most recently designed the soon-to-be-completed InterContinental San Francisco hotel. His work has also been recognized by multiple AIA Chapters, the Architectural Association of France, and at numerous international competitions. Mr. Bertoli started his formal education at the University of Buenos Aires, and continued at Cal Poly San Luis Obispo. He is a licensed in the State of California. Before joining the Academy he was a lecturer at Cal Poly SLO, UCLA Graduate School of Architecture, and taught for more than 20 years at SCI-ARC.

## ***D. Policies & Procedures for Growth***

### ***1. Adaptive Re-Use***

The University is a San Francisco institution and will continue to grow within this dynamic city. The University policies for future growth center around accommodating the needs of a growing student population, providing top of the line art facilities meeting the needs of a variety of artistic disciplines, providing for traditional academic space, accommodating the need for occasional assembly space, and providing office space for the University's administrative staff. With an eye towards meeting the needs in each of these areas, the University's future growth will continue to be focused on acquiring, either through ownership or lease, existing structures and renovating or improving them to meet the University's sometimes unique requirements. As it has done in the past, the University will continue to avoid demolition of existing buildings and instead will employ an adaptive re-use strategy. In pursuing facilities to meet future needs, the University will target buildings with existing uses that are in line with the planned institutional use. This approach will minimize impacts on the physical environment as well as on the surrounding community.

### ***2. Compliance Mechanisms***

In 2007, the University received notice of non-compliance with the City of San Francisco's Planning Code. The stated violations involved this Institutional Master Plan, conditional use authorization for certain properties, change of occupancy class for certain properties, building permits and building signage. The University and its representatives have been working with Planning Department staff to address these concerns as expeditiously as possible as described below:

- 1) On September 14, 2007, the University submitted 14 conditional use applications for buildings. The University submitted 3 additional conditional use applications on October 31, 2007. These conditional use applications fall into two basic categories. The first is residential buildings that for the most part continue to be used for residential purposes but require conditional use authorization for institutional housing. The second is non-residential buildings, such as office or industrial spaces, that are currently being used for academic classrooms, studios, and labs, which require conditional use authorization in certain districts.
- 2) The University will be submitting building permits for changes of use where such permits are required. These efforts have been hampered by the Building Department requirement that any application, even one where no physical change is involved, be accompanied by a set of building plans. Due to the age of many of the University's buildings, many do not have existing/historic building plans. University representatives are diligently working to create plans where none exist.
- 3) The University is currently in the process of working with the Planning and Building Department staff to address any outstanding issues representing health

and safety concerns or not requiring a building permit or conditional use authorization to correct.

- 4) The University will be submitting all other necessary building or planning code applications, as required by law, including for building permits for signs.
- 5) With this document, the University is updating the IMP on file.

### ***3. Future Compliance***

The University is not simply looking to correct past missteps but has also instituted a mechanism for ensuring compliance with all local laws and regulations going forward. The University is in the process of hiring a permanent staff member who will be responsible for assuring the University's compliance with local land use laws. This employee will be responsible to the University's director of business operations and will work in conjunction with that department and the University's compliance department, which currently is responsible for maintaining compliance with standards established as part of the university accreditation system.

The University seeks to work with the City's Planning Department and the Mayor's Office of Economic and Workforce Development to identify facilities in San Francisco that will meet both the needs of the University and the City.

Once a new facility has been identified, the University will consult outside legal counsel as well as architects to determine what local land use authorizations are required for the University's use of the facility. Prior to occupancy of any new facility, the University will consult with the Planning Department regarding any required permits and the University's proposed use, and will apply for and obtain the appropriate permits.

In addition to systematically addressing the need for City authorization of the University's use of its facilities, as described above, the University will ensure that this IMP is supplemented as appropriate and updated every two years as required by the Planning Code.

### ***E. Alternatives To University's Preferred Growth Plan***

Planning Code section 304.5(c)(3)(C) requires that this Master Plan identify and discuss any alternatives which may avoid or lessen the impacts of the University's growth on the City's neighborhoods. A discussion of alternatives follows:

#### ***1. No Physical Growth***

The University predicts that its total student population will reach up to 16,500 in 2012 and potentially up to 24,000 in 2017. This projected increase includes a large percentage of online students with no impact on the University's need for additional facilities in San Francisco; the University expects up to 5,500 online students in 2012 and up to 9,600 in 2017. However, the projected population increase also includes the



addition of on-site students requiring additional facilities in San Francisco. One alternative to the University's preferred growth plan is no acquisition or operation of any additional facilities for the duration of this plan.

The no physical growth alternative would require the University to fail to meet demand for its programs either by capping enrollment or by under-serving its student population in terms of programs and facilities. As this does not meet the fundamental mission of the University to provide high-quality art education to all interested individuals meeting minimum admissions criteria, this is an unacceptable alternative from an institutional standpoint. Furthermore, this alternative could have negative impacts greater than the University's preferred growth plan of adaptive re-use.

If the University were to undertake the no physical growth alternative, it would initially seek to maximize its use of existing facility space. In the student housing facilities, this would mean housing students in residences at the maximum density permitted under San Francisco law. In order to accommodate the maximum number of students needing housing, the University would remove amenities such as computer labs, study rooms and recreational areas that are currently located in rooms that could otherwise legally accommodate students. This would degrade the quality of the residential experience for students. Additionally, one of the qualities on which the University prides itself is its flexible use of academic and administrative space to best serve the unique needs of a large urban art school. As administrative and educational facilities became constrained under this plan, the University's ability to flexibly use its space would be the first casualty.

With no further physical growth, the University would fail to meet demand for student housing. Students turned away from University housing would be forced to look elsewhere, putting pressure on San Francisco's already tight housing market. Students seeking low-cost, temporary (nine academic months of a calendar year) housing may be simply unable to find it within San Francisco. Students forced out of the City would have to commute to their classes and academic activities in the City. A portion of commuters would travel by car, causing associated impacts on roads, air quality, and parking.

Additionally, the University's bus and shuttle system serves University facilities, including student residences. As a greater percentage of students under this alternative would be living outside University facilities, the University bus and shuttle system would serve a proportionally smaller amount of University students. And because students would be dispersed to places where they would be able to obtain low-cost, temporary housing, the University bus and shuttle system would be unable to add routes to serve those students effectively. The environmental benefits of the University's bus and shuttle system would decrease under this alternative.

Many of the academic and administrative facilities that the University purchases and operates are acquired by the University at the end of their "useful" life for the purpose for which they were built, and are either vacant or underused at the time of acquisition

by the University. For example, 79 New Montgomery was condemned before the University acquired it in 1992. The University was able to rehabilitate and adapt the building to modern educational use while preserving the original structure. If the University were not to acquire additional facilities in San Francisco, it is likely that some buildings that the University would otherwise purchase and adaptively re-use will be left empty or may be razed and developed, resulting in impacts typical of development projects and further eroding the existing fabric of San Francisco.

Finally, adopting a no growth plan would almost certainly foreclose the University's ability to pursue its intercollegiate athletics program. As discussed in Section II.G., the University will need to pursue the acquisition or operation of additional athletic facilities in order for its student athletes to prepare for their inaugural competitions in the Fall 2008 semester.

## ***2. New Development***

The University could undertake new development to meet student enrollment demand in the upcoming years. In order to meet projected demand, this would require the University to acquire a large parcel and to develop a number of buildings. As there are very few, if any, areas of the City that could accommodate such development at present, this would likely require the University to begin to accumulate contiguous parcels in some area of the City, aim to demolish the existing buildings and design and build new buildings. Alternatively, the University could potentially target new development on Treasure Island or in Mission Bay, if sufficient suitable space were available.

New development would reverse some of the positive impacts of the University's preferred growth plan. First, new development would almost certainly be in an area of the City where the University does not currently operate facilities. This would disperse the impacts of the University across a broader area of the City. The University has historically targeted, and would like to continue targeting, new acquisitions in areas of the City where it already operates, thus creating pockets of University facilities or "campuses" that are within easy walking distance and reducing the need for students to use automobiles or transit to move within those areas. New development would add a wholly new geographic area of University growth, and would require that the University expand its bus and shuttle service to effectively serve the students and staff at the new facilities.

Adopting a strategy of new development would foreclose the University from acquiring older buildings that are past their original "useful life" and adaptively re-using those buildings for University purposes. This would discourage the rehabilitation and adaptive use of historic buildings and other historic resources in the City which are more likely to be demolished in the hands of a developer than under the control of the University.

New development creates new impacts on traffic and transit, noise, air quality, housing, public services, and cultural resources. If the University were to pursue this alternative,

it is likely that the environmental impacts generated by new development would far exceed the environmental impacts of the University's preferred growth alternative which centers on adaptive re-use. Adaptive re-use of buildings may have no net increase of impacts or may actually decrease some of these impacts. For example, adapting a tourist hotel to University student housing will lessen the demand on housing in the City, will reduce the amount of traffic to and from that location, and reduce the attendant noise and air quality impacts of traffic, as students are served with the University bus and shuttle system. Furthermore, such adaptation contributes to the stability and vitality of the neighborhood by providing a constant resident market for local goods and services.

### ***3. Growth In Other Urban Centers***

The University could seek to accommodate its future growth outside San Francisco. In order for this to be a viable alternative from an institutional standpoint, this alternative would involve the University acquiring substantial property outside of the City in another urban center, and relocating all of its administrative, academic and residential facilities to that new location. Spreading the University between two cities would not be viable from an administrative or economic standpoint, so this alternative would ultimately result in the University's relocation elsewhere, removing a long-standing San Francisco institution from the City. The University would target other Bay Area cities with thriving arts and cultural communities, such as Oakland or San Jose.

The relocation of the University would be a tremendous loss to the City both culturally and economically. As discussed in depth in Section II, the University has been a San Francisco institution for over 75 years, educating students in artistic industries that are vital to the arts community in the City as well as many commercial and industrial industries that call San Francisco home. Additionally, relocating the University to another city would cause the City to lose a large contributor to San Francisco's economy: jobs would be lost, tax revenue would decline, and neighborhoods that had previously been home to University facilities would lose a substantial customer base.

Relocating the University to another urban center would also leave many of the buildings that the University has rehabilitated and restored for educational purposes empty. Many of these buildings were at the end of their useful life when the University acquired them and it will be difficult for another private owner to reuse them economically. For example, the University's "warehouse" at 2151 Van Ness was, prior to the University's acquisition, an automobile showroom. The University has rehabilitated the building to provide space for the school's industrial design program. The two-story building has unusually tall floorplates, and the building has been identified by the City as contributing to the Van Ness Area automotive corridor so that any reconfiguration of the building will have to preserve the historic elements of the façade. The convergence of these factors means that it is unlikely that the building could be adapted to office, commercial or residential use in any economical fashion. The likely result of the University relocating from this structure is demolition and new development at the site.



## ***F. Master Plan Consistency***

The IMP requirements in section 304.5 of the Planning Code requires an analysis of whether the University's potential development will be in conformity with the Master Plan of the City and County of San Francisco and with any neighborhood plans on file with the Planning Department. Eight priority policies were adopted in Planning Code section 101.1, and provide a framework for this Master Plan conformity analysis. In addition, the University has facilities within the boundaries of the Downtown Plan, the Van Ness Area Plan and the SOMA Area Plan.

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

It is the University's policy to acquire property that is well suited to its needs, rather than develop vacant property or demolish buildings and build to suit. This has meant, in the past, purchasing residential buildings when a need for student housing arises and purchasing commercial or office buildings when there is a need for office or classroom space. Because of this policy, it is rare for neighborhood-serving retail uses to be displaced when the University acquires a new property. Typically, the same goods and services continue to be available to neighborhood residents before and after the University's arrival. In some instances, such as the acquisition of Saint Brigid's Church and 79 New Montgomery, the University has sought out buildings that had been abandoned or condemned. In those places, the University's presence has added a vitality to the property and surrounding neighborhood that was missing. The University adds a reliable customer base to the neighborhood, thereby enhancing the viability of the neighborhood-serving retail. Students, faculty and staff occupying University buildings support general neighborhood retail in their day-to-day activities by frequenting local small retail stores, restaurants and cafes, and specifically support more specialized stores such as art supply stores and book stores.

In some instances, the University has acquired space that needs some adaptation. For example, the University acquired 2211 Van Ness in 2005 and renovated a Thai Restaurant on the ground floor into a dormitory space; the second floor of apartments was left unchanged, and is now used to house students.

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

It is the University's policy to acquire property that is already well suited to its needs, rather than develop vacant property or demolish buildings and build to suit. When the University needs to house additional students, it seeks out buildings that are already being used residentially, thereby preserving the existing housing and neighborhood character. Furthermore, the University provides housing and educational services for a

diverse student body, with students from over 100 countries, and ranging in age from recent high school graduates to more mature professionals, enhancing the cultural diversity of the neighborhoods where University students, faculty and staff reside, work and learn.

The University's presence adds to the cultural and economic diversity and vitality of San Francisco neighborhoods in many ways.

- *Enhanced Visual Aesthetics.* Each of the University properties is well-maintained and presents a professional appearance that improves the overall image of the neighborhood.
- *Good Neighbors.* Students who wish to reside in University housing must sign a lengthy Housing License Agreement and are subject to an extensive set of rules and regulations. The intent is to maintain good order within the residence and to ensure that University students are good neighbors to the rest of the community.
- *Supporting Neighborhood Small Business.* University employees and students contribute to the economic well being of their neighborhoods by patronizing stores, cafes, coffeehouses and other neighborhood small businesses.
- *Supporting Community Programs.* The University strives to create a campus environment of caring and compassion, and one that deters hateful and destructive behavior through a strong commitment to the community. One of the most effective ways to achieve such a commitment is through service learning. The residents of the University Campus Housing work with Glide Memorial Church, donate generously to several food and clothing drives benefiting Goodwill, the Salvation Army, San Francisco Women Against Rape and the San Francisco Food Bank. Fundraising efforts were extended to the American Heart Association and the San Francisco Women Against Rape (SFWAR). The students partnered directly with SFWAR, organizing donations and recruiting volunteers for the Walk Against Rape 5K. In addition, the University offers students the opportunity to become actively involved in a variety of community projects, such as the Arbor Day tree-planting sponsored by the Mayor's Office, Department of Public Works, and Friends of the Urban Forest.
- *Providing Scholarships To Neighborhood Youth.* The University has been awarding scholarships since the school's inception to deserving youth in San Francisco and the Bay Area.
- *Pro bono professional service to the community.* Dr. Stephens and the University faculty have provided extensive community service in their *pro bono* work for community projects such as the American Red Cross, AIDS-related causes such as AMFAR, Passport and Health and Safety programs.
- *Property Taxes.* The Academy of Art University is a for-profit, proprietary school and the buildings are subject to the requisite property tax levied on any other privately owned real estate.

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

The University provides housing for its students in buildings that have traditionally and historically been used as residences. Having such housing available to students decreases student demand on traditional housing resources and provides a short-term housing alternative to students that may not be generally available in the San Francisco housing market.

***Priority Policy 4: That commuter traffic not impede MUNI transit service or overburden our streets or neighborhood parking.***

The University actively encourages the use of public and private mass transit for its students, faculty and staff, rather than the use of private automobiles for commuting. Students are discouraged from bringing automobiles to campus and are not permitted to park any vehicles at University residences or administrative buildings at any cost.

Employees have the option of enrolling in a pre-tax deduction for purchase of monthly public transit passes. The University pays for the set-up and administrative fees associated with the vendor, Wage Works. In October 2007, there were 267 faculty and staff participants in the public transit program.

Furthermore, the University provides a comprehensive private bus system for students, faculty and staff to move among University facilities, which reduces the number of automobiles on city streets attributable to the University population. The University's bus system carries approximately 9,000 passengers per week on 31 routes (26 regular and 5 express routes).

A variety of neighborhood-serving retail uses are within walking distance of all of the University's facilities, which allows the University population to obtain goods and services without the use of a car or public transit. Most University facilities are also conveniently located near major MUNI transit lines that directly serve the downtown commercial core, the Civic Center area and other parts of the city that are common destinations for the University population.

***Priority Policy 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 residential employment and ownership in these sectors be enhanced.***

The University seeks to adaptively re-use buildings that are well suited to the University's activities, and does not intend any commercial office development. The University's facilities are used for the education of students and the production and distribution of art, including printmaking, sculpture, photography, welding, metal fabrication and casting; these art forms are associated with the industrial sector and as such support industrial land uses. Education of students in San Francisco in these art



forms supports the continued viability of the industrial and service industries, which these students will join after graduating from the University.

One of the University's most successful examples of the adaptive re-use of an industrial property is at 1849 Van Ness. This building was once an automobile showroom and housed various automobile-related businesses. Now, the University uses the building as a primary facility for its industrial design program. There, students go through the entire process of industrial design from artistic rendering in concept to engineering and modeling to fabrication and finishing and finally to marketing. The property is extraordinarily well suited to training students in the industrial design process from start to finish.

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

The University takes great care in maintaining and preserving its facilities. By acquiring older facilities, the University is sometimes faced with the need to upgrade those facilities to make them safe for institutional use. Currently, Saint Brigid's is due to receive a seismic upgrade; the University has submitted a building permit application for that purpose. 740 Taylor also is due to receive a seismic upgrade. No other University facilities have been identified as requiring immediate seismic upgrading.

***Priority Policy 7: That landmarks and historic buildings be preserved.***

As an institution for the furtherance of the Arts, the University is committed to preserving and maintaining historical structures. A few of the University's facilities have landmark status. For example, 491 Post Street and 2151 Van Ness were both originally built and used as churches, and are designated as historic landmarks. The University has retained and preserved the exteriors of these structures. In the case of St. Brigid's (2151 Van Ness), the University has also undertaken to rehabilitate the interior of the structure to reverse the 13 years of decay and disrepair that preceded the University's ownership of the property.

As is the University's practice, any future purchases of buildings and any subsequent improvements made to them will be designed to retain the fundamental nature of the structure, be minimally invasive and be safety-oriented (e.g., upgrading fire and electrical systems as needed). The character and scale of any such projects will be in keeping with that which exists in the neighborhood, as the University has never demolished, expanded upon or externally remodeled a building it has purchased.

The University will comply with Planning Code Article 10 Regarding the Preservation of Historical Architectural and Aesthetic Landmarks, Planning Code Article 11 regarding the Preservation of Buildings and Districts of Architectural, Historical, and Aesthetic Importance in the C-3 Districts, and the California Environmental Quality Act when undertaking any future improvements to University facilities that require such compliance.

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

It is the University's policy to adaptively re-use buildings that are already well suited to the University's needs, rather than develop vacant property or demolish buildings and build to suit. The University has no "new" development planned; its growth and re-use of existing buildings will not impact parks and open spaces or their access to sunlight and vistas.

***G. Neighborhood Plan Areas***

The University currently operates facilities within three areas of the City that are covered by San Francisco Neighborhood Plans: the Downtown area, the Van Ness corridor and the South of Market area. As the University develops over the next ten years, it anticipates doing so near its existing facilities. Thus, it is more likely to acquire facilities within these areas than in other areas of the City. The following listed policies are those policies within these three area plans that University growth in these areas will support.

**Exhibit 23: University Facilities Currently Within Neighborhood Plan Areas**

<i>Neighborhood Plan Area</i>	<i>University Facilities</i>
Downtown Plan	77 New Montgomery, 180 New Montgomery, 491 Post, 540 Powell, 560 Powell, 620 Sutter, 625-29 Sutter, 655 Sutter, 680-88 Sutter
Van Ness Area Plan	1849 Van Ness, 2151 Van Ness, 2209 Van Ness, 2211 Van Ness
SOMA Area Plan	58-60 Federal

***1. Downtown Plan***

**OBJECTIVE 12**  
CONSERVE RESOURCES THAT PROVIDE CONTINUITY WITH SAN FRANCISCO'S PAST.

**POLICY 12.1**  
*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.*

**POLICY 12.2**  
*Use care in remodeling significant older buildings to enhance rather than weaken their original character.*

**OBJECTIVE 16**  
CREATE AND MAINTAIN ATTRACTIVE, INTERESTING URBAN STREETSCAPES

**POLICY 16.1**  
*Conserve the traditional street to building relationship that characterizes downtown San Francisco.*

**POLICY 16.5**  
*Encourage the incorporation of publicly visible art works in new private development and in various public spaces downtown.*

**OBJECTIVE 17**  
DEVELOP TRANSIT AS THE PRIMARY MODE OF TRAVEL TO AND FROM DOWNTOWN.

**OBJECTIVE 18**  
ENSURE THAT THE NUMBER OF AUTO TRIPS TO AND FROM DOWNTOWN WILL NOT BE DETRIMENTAL TO THE GROWTH OR AMENITY OF DOWNTOWN.



**POLICY 18.2**

*Provide incentives for the use of transit, carpools and vanpools, and reduce the need for new or expanded automobile parking facilities.*

**POLICY 18.3**

*Discourage new long-term commuter parking spaces in and around downtown. Limit long-term parking spaces serving downtown to the number that already exists.*

**OBJECTIVE 23**

**REDUCE HAZARDS TO LIFE SAFETY AND MINIMIZE PROPERTY DAMAGE AND**

**ECONOMIC DISLOCATION RESULTING FROM FUTURE EARTHQUAKES**

**POLICY 23.1**

*Apply a minimum level of acceptable risk to structures and uses of land based upon the nature of the use, importance of the use to public safety and welfare, and density of occupancy.*

**POLICY 23.2**

*Initiate orderly abatement of hazards from existing buildings and structures, while preserving the architectural design character of important buildings.*

**2. Van Ness Avenue Area Plan**

(SUBAREA 1: Redwood to Broadway)

**POLICY 1.2**

*Allow existing structures to remain in non-residential use.*

(SUBAREA 2: Broadway To Bay Street)

**OBJECTIVE 2**

**MAINTAIN THE SCALE, CHARACTER AND DENSITY OF THIS PREDOMINATELY RESIDENTIAL NEIGHBORHOOD.**

**OBJECTIVE 6**

**ENCOURAGE DISTINGUISHED ARCHITECTURE WHOSE SCALE, COMPOSITION AND DETAILING ENHANCES THE OVERALL DESIGN STRUCTURE OF THE AVENUE AND RELATES TO HUMAN SCALE.**

**OBJECTIVE 10**

**CONSERVE EXISTING HOUSING RESOURCES.**

**POLICY 10.1**

*Encourage preservation of existing housing structures unless adequate mitigation measures are initiated.*

**OBJECTIVE 11**

**PRESERVE THE FINE ARCHITECTURAL RESOURCES OF VAN NESS AVENUE.**

**POLICY 11.1**

*Avoid demolition or inappropriate alteration of historically and architecturally significant buildings.*

**POLICY 11.3**

*Encourage the retention and appropriate alteration of contributory buildings.*

**3. South of Market Area Plan**

**OBJECTIVE 1**

**PROTECT EXISTING INDUSTRIAL, ARTISAN, HOME AND BUSINESS SERVICE, AND NEIGHBORHOOD-SERVING RETAIL, PERSONAL SERVICE AND COMMUNITY SERVICE ACTIVITIES AND FACILITATE THEIR EXPANSION.**

**POLICY 1.2**

*Facilitate the preservation of and promote the development of affordable "live/work" loft studio space.*

**OBJECTIVE 2**

**PRESERVE EXISTING HOUSING.**

**POLICY 2.1**

*Discourage the demolition of existing dwelling units or their conversion to non-residential use.*



OBJECTIVE 4  
DEVELOP TRANSIT AS THE PRIMARY MODE  
OF TRAVEL TO AND FROM OTHER PARTS  
OF THE CITY AND REGION.

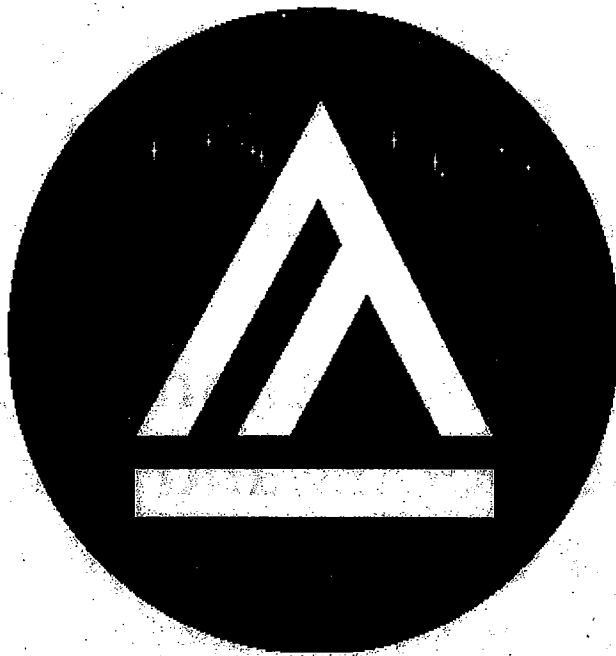
OBJECTIVE 5  
MINIMIZE THE IMPACT ON THE LIVABILITY  
OF THE AREA OF AUTO TRAFFIC THROUGH  
AND TO/FROM THE SOUTH OF MARKET.

*POLICY 5.1  
Provide incentives for the use of transit, taxi,  
carpools and vanpools, and reduce the  
dependence on automobile parking facilities,  
particularly by area workers.*

# **Appendix A:**

## **University Bus Schedule**

# ACADEMY *of* ART UNIVERSITY



FALL 2007

**COURTESY SHUTTLE SCHEDULE**

**\*\*REVISED EDITION\*\***

***INCLUDES ALL LOMBARD SHUTTLES,  
MEAL SHUTTLES  
& CAMPUS CRUISER INFO***

*Effective Monday, October 8 until Saturday, December 22.*

*This schedule goes into effect on October 8. After October 6,  
discard your pink schedule and refer to this REVISED  
Schedule.*

*For easy-to-read shuttle schedule and iPod download, visit:*  
**<http://my.academyart.edu>**

# **CAMPUS CRUISERS**

**Hours of service:**

**M-F: 6:00 pm - 12:00 am**

**Sun: 6:00 pm - 1:30 am**

**Transportation is available by request between AAU dorms and academic buildings (for times at night when no other shuttle service is scheduled).**

**To schedule a pick-up call: 618-3896**

**Wait in front of the AAU building you call from. Show your Academy ID and tell the Cruiser driver your Academy destination.**

**Route V and SAT 2 also available til 1:30 AM departing 79 & 180 NM to all dorms.**



# FALL '07 REVISED COURTESY SHUTTLE SCHEDULE

## *Courtesy Shuttle Stop Pickup Points*

*Due to traffic restrictions, buses will not stop at all buildings. Please refer to the table below to find the courtesy shuttle stop nearest your building.*

- **2300 Stockton (Northpoint):** In front of main entrance
- **79 New Montgomery:** On the corner of Jessie and NM
- **180 New Montgomery:** After 7 PM only, before 7 PM shuttle stops at 79 NM
- **620 Sutter:** In front of building, serving 625 Sutter, 655 Sutter, 680 Sutter, 688 Sutter, 740 Taylor, 736 Jones, 540 Powell, 1153 Bush, 1080 Bush, 491 Post, and 1055 Pine
- **860 Sutter:** In front of dorm
- **615 Broadway:** In front of dorm
- **1916 Octavia (Coco Chanel):** In front of dorm
- **1849 Washington (Warehouse):** At corner of Van Ness & Washington. Also serving 1900 Jackson
- **2209 Van Ness (Mary Cassatt):** In front of building, also serving 2211 Van Ness and 2151 Van Ness (St. Brigid's)
- **701 Chestnut:** Across the street at MUNI bus stop on Columbus at Taylor
- **410 Bush:** On Bush at Claude St., across from 410 Bush
- **60 Federal:** On 2<sup>nd</sup> St. at Federal, also serving 575 Harrison St.
- **601 Brannan:** In front of building on 5<sup>th</sup> St. side. After 7:30 PM shuttles will also pick up on Brannan, in front of parking lot
- **466 Townsend:** In front of building; also serving 168 Bluxome St.
- **1727 Lombard (Star Motel):** Front parking lot

## *Notes*

### **Shaded Times:**

Indicate last stop with no continuing service. If the last stop in a row is not shaded, the shuttle will continue its route as listed on the following row.

This schedule is effective from Monday, October 8<sup>th</sup> through Saturday, December 22<sup>nd</sup>.

**Weekday Shuttle Lines:**  
A – V

**Weekday Express Lines:**  
A, B, C, K & N

**Express Shuttles from Lombard to Van Ness & 79 NM (Monday thru Saturday)**

**Daily Meal Shuttles from Lombard, Townsend & Federal**

**Saturday Shuttle Lines:**  
1 – 9

## *Contact Us*

**Our Mission:** To provide reliable transportation for students between campus dorms and academic buildings to attend classes.

**Suggestions or non-urgent questions, email:**  
[Transportation@academyart.edu](mailto:Transportation@academyart.edu)

**Transportation Help Desk** at 415-618-6370 (8am – 5pm Monday – Friday)

**24 Hour Security:** 415-725-0921 (For Emergencies Only)



If you have a disability (temporary or permanent), contact Classroom Services at 415-618-3775, or [classroomservices@academyart.edu](mailto:classroomservices@academyart.edu)

**Students are advised to be aware of conventions, parades, sporting events, and weather conditions when planning transportation. All these factors may affect the Courtesy Shuttle schedule.**

**For easy-to-read schedule and iPod download visit <http://my.academyart.edu>**

A EXPRESS	620 / 860 Sutter	Brannan / Townsend	60 Federal
	7:55 AM	8:05 AM	8:10 AM
	8:25 AM	8:35 AM	8:40 AM
	8:55 AM	9:05 AM	9:10 AM
	9:25 AM	9:35 AM	9:40 AM
	9:55 AM	10:05 AM	10:10 AM

B EXPRESS	79 NM	Brannan / Townsend	60 Federal
	7:55 AM	8:05 AM	8:10 AM
	8:15 AM	8:25 AM	8:30 AM
	8:35 AM	8:45 AM	8:50 AM
	9:00 AM	9:10 AM	9:15 AM
	9:20 AM	9:30 AM	9:35 AM
	9:40 AM	9:50 AM	9:55 AM

C EXPRESS	620 / 860 Sutter	79 NM	Brannan / Townsend	60 Federal
			7:35 AM	
	7:50 AM	8:05 AM	8:15 AM	8:20 AM
	8:35 AM	8:50 AM	9:00 PM	9:05 AM
	9:20 AM	9:35 AM	9:45 AM	9:50 AM

K EXPRESS	Brannan / Townsend
	2:40 PM TO DORMS & 79 NM

N EXPRESS	60 Federal	Brannan / Townsend
	11:10 AM	11:20 AM TO DORMS & 79 NM
	6:10 PM	6:20 PM TO DORMS & 79 NM

**A**

60 Federal	620 / 860 Sutter	1916 Octavia	Van Ness / St. Brigid's	Warehouse	701 Chestnut	Northpoint	Brannan / Townsend
7:30 AM	7:40 AM	7:50 AM	8:00 AM	8:05 AM	8:15 AM	8:20 AM	
	8:40 AM	8:50 AM	9:00 AM	9:05 AM	9:15 AM	9:20 AM	
	10:20 AM						10:35 AM
	11:10 AM	11:25 AM	11:30 AM	11:35 AM	11:45 AM	11:50 AM	
						12:15 PM	12:40 PM
				1:00 PM			1:40 PM
	2:10 PM	2:20 PM					
		2:55 PM	3:00 PM	3:05 PM	3:15 PM	3:20 PM	
	3:35 PM	3:45 PM					

**B**

Brannan / Townsend	79 NM	620 / 860 Sutter	Bush	Northpoint	701 Chestnut	60 Federal
						7:30 AM
7:35 AM	7:45 AM	7:55 AM		8:10 AM	8:15 AM	
8:35 AM	8:45 AM	8:55 AM		9:10 AM	9:15 AM	
		10:25 AM	10:40 AM	10:50 AM	11:00 AM	11:20 AM
	11:30 AM	11:40 AM		11:50 AM	11:55 AM	
12:15 PM			12:40 PM	12:50 PM	1:00 PM	
1:20 PM				2:10 PM	2:20 PM	2:40 PM
2:50 PM	3:00 PM	3:10 PM		3:20 PM	3:25 PM	3:40 PM
3:50 PM						

**C**

620 / 860 Sutter	79 NM	Brannan / Townsend	60 Federal	Van Ness / St. Brigid's	Warehouse
			7:35 AM		
7:45 AM	8:00 AM			8:15 AM	8:20 AM
				8:25 AM	
8:45 AM	9:00 AM	9:10 AM	9:20 AM		
			10:20 AM	10:35 AM	10:40 AM
10:50 AM	11:00 AM	11:10 AM	11:20 AM		
	11:30 AM	11:40 AM	11:50 AM		
12:05 PM	12:15 PM		12:40 PM		
12:55 PM	1:10 PM	1:20 PM	2:10 PM		
2:25 PM	2:40 PM	2:50 PM			
	3:00 PM	3:10 PM	3:20 PM	3:40 PM	3:45 PM
4:00 PM					

**D**

620 / 860 Sutter	Van Ness / St. Brigid's	Warehouse	1916 Octavia	620 / 860 Sutter	60 Federal	Brannan / Townsend
7:35 AM	7:50 AM	7:55 AM	8:00 AM		8:20 AM	
8:35 AM	8:45 AM	8:50 AM	8:55 AM		9:15 AM	9:20 AM
			10:45 AM		11:05 AM	
	11:25 AM	11:30 AM		11:40 AM	11:50 AM	11:55 AM
	12:55 PM	1:00 PM	1:05 PM	1:15 PM	1:30 PM	
1:45 PM	1:55 PM	2:00 PM	2:10 PM	2:20 PM	2:35 PM	
	2:55 PM	3:00 PM		3:10 PM	3:25 PM	3:30 PM

**E**

Van Ness / St. Brigid's	Warehouse	1916 Octavia	79 NM	620 / 860 Sutter	410 Bush
7:40 AM	7:45 AM	7:50 AM	8:05 AM	8:15 AM	8:20 AM
				8:25 AM	
8:40 AM	8:45 AM	8:50 AM	9:05 AM	9:15 AM	9:20 AM
		9:30 AM	9:45 AM	10:00 AM	10:10 AM
				11:10 AM	
		11:20 AM	11:35 AM	11:45 AM	11:50 AM
			12:00 PM		
12:35 PM	12:40 PM	12:45 PM	1:00 PM	1:15 PM	1:25 PM
				1:30 PM	
1:50 PM	1:55 PM			2:40 PM	
		2:50 PM	3:05 PM	3:15 PM	3:20 PM
				3:30 PM	

**F**

60 Federal	79 NM	1916 Octavia	Van Ness / St. Brigid's	Warehouse	620 / 860 Sutter	Brannan / Townsend	410 Bush
7:20 AM						7:25 AM	
		7:40 AM	7:50 AM	7:55 AM		8:15 AM	8:25 AM
		8:40 AM	8:45 AM	8:50 AM	9:00 AM	9:15 AM	9:25 AM
						10:15 AM	10:30 AM
10:45 AM	10:55 AM				11:05 AM		
		11:15 AM	11:25 AM	11:30 AM		11:50 AM	
		12:10 PM					
		12:45 PM	12:55 PM	1:00 PM		1:20 PM	
2:15 PM	2:25 PM				2:35 PM		
		2:45 PM	2:55 PM	3:00 PM		3:20 PM	



**G**

410 Bush	620 / 860 Sutter	79 NM	Warehouse	Van Ness / St. Brigid's	Brannan / Townsend	1916 Octavia
		11:05 AM				11:20 AM
11:35 AM	11:40 AM	11:50 AM	12:05 PM	12:15 PM	12:35 PM	
					12:40 PM	
12:55 PM	1:05 PM	1:20 PM				
		2:10 PM	2:25 PM	2:30 PM	2:50 PM	
3:05 PM	3:10 PM	3:20 PM	3:35 PM	3:45 PM		3:55 PM
4:05 PM					5:10 PM	5:30 PM
5:40 PM	5:50 PM	6:00 PM				
		6:10 PM	6:25 PM	6:30 PM		
6:40 PM					6:55 PM	

**H**

Van Ness / St. Brigid's	Warehouse	1916 Octavia	60 Federal	Brannan / Townsend	79 NM	620 / 860 Sutter
11:00 AM	11:05 AM	11:10 AM	11:30 AM	11:40 AM	11:50 AM	12:00 PM
		12:15 PM	12:30 PM	12:35 PM	12:45 PM	1:00 PM
				1:15 PM		
2:20 PM	2:25 PM	2:30 PM		2:50 PM		
			3:00 PM	3:10 PM	3:20 PM	
			3:30 PM	3:40 PM	3:50 PM	4:00 PM
						4:55 PM
			5:10 AM	5:15 PM	5:25 PM	
5:40 PM	5:45 PM	5:50 PM	6:10 PM	6:20 PM		
			6:35 PM	6:45 PM	6:55 PM	

**I**

79 NM	410 Bush	620 / 860 Sutter	60 Federal	Van Ness / St. Brigid's	Warehouse	701 Chestnut	Northpoint	Brannan / Townsend
11:05 AM			11:10 AM		11:25 AM	11:30 AM		11:40 AM
11:55 AM								12:05 PM
1:30 PM	1:35 PM	1:45 PM						
1:55 PM			2:10 PM			2:25 PM	2:30 PM	
					2:55 PM	3:00 PM	3:10 PM	
3:25 PM						3:40 PM	3:45 PM	
						4:20 PM	4:25 PM	
4:40 PM		4:50 PM						
5:00 PM	5:05 PM	5:10 PM						
5:20 PM		5:30 PM				5:40 PM	5:45 PM	
6:05 PM				6:25 PM	6:30 PM		6:40 PM	
6:55 PM								7:05 PM

J	79 NM	701 Chestnut	620 / 860 Sutter	Northpoint	Brannan / Townsend	1916 Octavia	Van Ness / St. Brigid's	60 Federal
	11:10 AM	11:25 AM		11:30 AM	11:50 AM			
					12:40 PM	1:00 PM		
			1:10 PM		1:25 PM			
	2:05 PM		2:20 PM	2:35 PM				
		2:55 PM		3:00 PM	3:20 PM	3:40 PM		
			3:50 PM					
	4:05 PM				4:15 PM			
					5:10 PM			5:20 PM
	5:30 PM	5:45 PM		5:50 PM		6:00 PM	6:10 PM	
			6:25 PM	6:40 PM	6:55 PM		7:15 PM	

K	620 / 860 Sutter	410 Bush	79 NM	Brannan / Townsend	1916 Octavia	60 Federal
	11:30 AM	11:35 AM	11:15 AM	11:50 AM		
			12:30 PM	12:40 PM		12:50 PM
				1:40 PM		1:50 PM
	2:10 PM	2:15 PM				
		2:30 PM		2:45 PM		
	3:00 PM	3:05 PM	3:15 PM	3:25 PM		
	3:40 PM					
	4:25 PM		4:40 PM	4:50 PM	5:10 PM	
		5:25 PM	5:40 PM			5:50 PM
					6:15 PM	
		6:30 PM	6:40 PM	6:50 PM	7:10 PM	

L	Brannan / Townsend	620 / 860 Sutter	410 Bush	701 Chestnut	Northpoint	60 Federal	Van Ness / St. Brigid's	1916 Octavia
	11:10 AM	11:20 AM	11:25 AM	11:35 AM	11:40 AM	11:55 AM	12:15 PM	12:25 PM
	12:40 PM			1:00 PM	1:05 PM		1:15 PM	1:25 PM
	1:40 PM			2:00 PM	2:05 PM	2:40 PM		
			2:55 PM	3:00 PM	3:05 PM	3:25 PM		3:40 PM
							4:40 PM	4:50 PM
	5:10 PM					5:20 PM		
			5:45 PM	6:00 PM	6:05 PM			
	6:20 PM	6:30 PM	6:35 PM			6:50 PM		
				7:05 PM	7:10 PM			

M	79 NM	620 / 860 Sutter	Brannan / Townsend	60 Federal	Chestnut	Northpoint
	11:20 AM			11:30 AM	11:40 AM	11:50 AM
				12:15 PM		
	1:05 PM	1:20 PM			1:35 PM	
				1:40 PM		
	1:50 PM	2:05 PM		2:20 PM	2:40 PM	
	2:50 PM			3:00 PM	3:10 PM	3:20 PM
		4:10 PM	4:25 PM	4:35 PM	4:55 PM	5:00 PM
		5:15 PM	5:35 PM	5:45 PM		
	5:50 PM	6:05 PM	6:25 PM	6:35 PM		6:50 PM

N	79 NM	60 Federal	Brannan / Townsend	620 / 860 Sutter	Warehouse	1916 Octavia
	11:15 AM	11:25 AM	11:35 AM	11:50 AM	12:05 PM	12:15 PM
	12:30 PM	12:40 PM	12:50 PM			
		1:40 PM	1:50 PM	2:05 PM		2:15 PM
	2:45 PM	2:55 PM	3:05 PM	3:20 PM		
				4:20 PM		
	4:35 PM	4:45 PM	4:55 PM	5:10 PM		
	5:20 PM	5:30 PM	5:35 PM			5:50 PM
	6:15 PM	6:25 PM	6:35 PM	6:50 PM	7:00 PM	7:05 PM

O	701 Chestnut	79 NM	Northpoint	60 Federal	Brannan / Townsend
	11:25 AM	11:35 AM			
	11:50 AM		11:55 AM	12:05 PM	12:10 PM
		12:20 PM		12:30 PM	12:35 PM
		12:45 PM		12:55 PM	
				1:40 PM	
		1:50 PM			
	2:05 PM		2:10 PM		
	2:55 PM	3:05 PM		3:15 PM	
		3:25 PM		3:35 PM	3:40 PM
		3:50 PM		4:00 PM	4:05 PM
		4:15 PM		4:25 PM	4:30 PM
		4:40 PM		4:50 PM	4:55 PM
		5:05 PM		5:15 PM	5:20 PM
		5:30 PM		5:35 PM	
				6:15 PM	
		6:25 PM	6:35 PM		
	6:40 PM			6:50 PM	
	TO DORMS & 79 NM				

P	79 NM	Van Ness	Warehouse	620 / 860 Sutter	60 Federal	Brann / Towns
	11:10 AM	11:30 AM	11:35 AM	11:50 AM	12:05 PM	12:10 PM
	12:45 PM	1:05 PM	1:10 PM	1:25 PM	1:40 PM	
		2:00 PM	2:05 PM			2:35 PM
	2:45 PM	3:00 PM	3:05 PM	3:20 PM	4:35 PM	4:45 PM
	4:55 PM	5:15 PM	5:20 PM	5:35 PM	5:50 PM	
		6:25 PM	6:30 PM	6:40 PM	6:55 PM	

Q	701 Chestnut	620 / 860 Sutter	Van Ness	Warehouse	1916 Octavia	79 NM	60 Federal	410 Bush
	11:25 AM	11:40 AM	11:50 AM	11:55 AM	12:00 PM			
		12:10 PM				12:25 PM	12:30 PM	
		12:45 PM					1:00 PM	
		1:15 PM					2:10 PM	2:25 PM
							2:40 PM	
	2:55 PM	3:10 PM	3:20 PM	3:25 PM	3:30 PM			
				4:20 PM			4:40 PM	
		5:10 PM	5:25 PM	5:30 PM				
		5:40 PM				5:55 PM	6:10 PM	6:25 PM
		6:30 PM	6:45 PM	6:50 PM	7:00 PM			

R	Van Ness	1916 Octavia	Brann / Towns	60 Federal	410 Bush	620 / 860 Sutter	79 NM
		11:10 AM	11:30 AM	11:40 AM	11:55 AM	12:00 PM	
			12:15 PM				
			1:00 PM			1:15 PM	
			1:30 PM	1:40 PM		1:55 PM	
			2:10 PM				
		2:40 PM	3:00 PM	3:10 PM	3:25 PM	3:30 PM	
			3:45 PM				
			4:45 PM	4:55 PM		5:05 PM	
			5:20 PM	5:30 PM		5:45 PM	
	6:00 PM	6:10 PM	6:30 PM	6:40 PM	6:55 PM		7:00 PM
				7:05 PM			
			7:10 PM				

S	Brann / Towns	1916 Octavia	620 / 860 Sutter	410 Bush	79 NM	Van Ness	Warehouse
	11:10 AM			11:25 AM	11:35 AM	11:50 AM	11:55 AM
		12:00 PM					
	12:20 PM					1:15 PM	1:20 PM
	1:40 PM					2:00 PM	2:05 PM
				2:55 PM	3:05 PM	3:20 PM	3:25 PM
						3:45 PM	3:50 PM
	4:10 PM		4:45 PM	4:55 PM	5:10 PM	5:30 PM	5:35 PM
	5:55 PM	6:15 PM	6:30 PM	6:35 PM	6:40 PM		6:55 PM



For easy-to-read schedule and iPod download visit <http://my.academyart.edu>

T	79 NM	Northpoint	Brannan / Townsend	60 Federal	Warehouse	Van Ness / St. Brigid's	1916 Octavia
			11:30 AM	11:40 AM	11:55 AM	12:00 PM	12:05 PM
	2:50 PM		3:00 PM	3:10 PM	3:25 PM	3:30 PM	3:35 PM
	3:50 PM		4:00 PM	4:10 PM			
	4:20 PM		4:30 PM	4:40 PM			
				5:50 PM			6:10 PM
		6:25 PM	6:40 PM		6:55 PM	7:00 PM	
				7:20 PM			
			7:30 PM	DORMS & 79 NM*			
			8:40 PM	8:50 PM	DORMS & 79 NM*		
			9:40 PM	9:50 PM	DORMS & 79 NM*		
			10:05 PM	10:10 PM	DORMS & 79 NM*		
			10:10 PM	10:15 PM	DORMS & 79 NM*		

U	620 / 860 Sutter	60 Federal	701 Chestnut	Northpoint	Van Ness / St. Brigid's	Warehouse	410 Bush	79 NM	Brannan / Townsend
		11:15 AM		11:30 AM	11:35 AM	11:40 AM		12:00 PM	12:15 PM
	11:55 AM								2:40 PM
			2:55 PM	3:00 PM	3:05 PM	3:10 PM			
	3:20 PM						3:25 PM		
	5:05 PM	5:20 PM						4:40 PM	4:50 PM
								5:30 PM	5:40 PM
					6:00 PM	6:10 PM			
			6:25 PM	6:30 PM				6:40 PM	
	6:50 PM						6:55 PM		
				7:10 PM	DORMS & 79 NM*				
				8:00 PM	DORMS & 79 NM*				
				9:00 PM	DORMS & 79 NM*				
						10:00 PM			
				10:10 PM	DORMS & 79 NM*				

V	Brannan / Townsend	79 NM	180 NM	410 Bush	620 / 860 Sutter	Warehouse
	5:40 PM	5:50 PM			6:05 PM	
	6:20 PM	7:30 PM	7:35 PM		7:45 PM	DORMS & 79 NM*
		8:30 PM	8:35 PM		8:45 PM	8:55 PM DORMS & 79 NM*
		9:45 PM	9:50 PM		10:00 PM	
		10:05 PM	10:10 PM	10:15 PM	DORMS & 79 NM*	
		11:00 PM	11:05 PM	TO ALL DORMS *		
		12:10 AM	12:15 AM	TO ALL DORMS *		
		1:30 AM	1:35 AM	TO ALL DORMS *		

	Star Motel	79 NM
79 NM LOMBARD EXPRESS M-F	7:25 AM	7:40 AM
	7:55 AM	8:10 AM
	8:25 AM	8:40 AM
	8:55 AM	9:10 AM
		9:25 AM
	9:40 AM	9:55 AM
	10:10 AM	10:25 AM
	10:40 AM	10:55 AM
	11:10 AM	11:25 AM
	11:40 AM	11:55 AM
	12:10 PM	12:25 PM
	12:40 PM	12:55 PM
	1:10 PM	1:25 PM
	1:40 PM	1:55 PM
	2:10 PM	2:25 PM
	2:40 PM	2:55 PM
	3:10 PM	3:25 PM
	3:40 PM	3:55 PM
		4:25 PM
	4:40 PM	4:55 PM
	5:10 PM	5:25 PM
	5:40 PM	5:55 PM
	6:10 PM	6:25 PM
	6:40 PM	6:55 PM
	7:10 PM	7:25 PM
	7:40 PM	7:55 PM
	8:10 PM	
	8:25 PM	8:40 PM
	8:55 PM	9:10 PM

**VAN NESS  
LOMBARD  
EXPRESS  
M-F**

	Star Motel	Van Ness
	7:20 AM	7:30 AM
	7:40 AM	7:50 AM
	8:00 AM	8:10 AM
	8:20 AM	8:30 AM
	8:40 AM	8:50 AM
	9:00 AM	9:10 AM
		9:35 AM
	9:45 AM	9:55 AM
	10:05 AM	10:15 AM
	10:25 AM	10:35 AM
	10:45 AM	10:55 AM
	11:05 AM	11:15 AM
	11:25 AM	11:35 AM
	11:45 AM	11:55 AM
	12:05 PM	12:15 PM
	12:25 PM	12:35 PM
	12:45 PM	12:55 PM
	1:05 PM	1:15 PM
	1:25 PM	1:35 PM
	1:45 PM	1:55 PM
	2:05 PM	2:15 PM
	2:25 PM	2:35 AM
	2:45 PM	2:55 PM
	3:05 PM	3:15 PM
	3:25 PM	3:35 PM
	3:45 PM	3:55 PM
	4:30 PM	4:40 PM
	4:50 PM	5:00 PM
	5:10 PM	5:20 PM
	5:30 PM	5:40 PM
	5:50 PM	6:00 PM
	6:10 PM	6:20 PM
	6:30 PM	6:40 PM
	6:50 PM	7:00 PM
	7:10 PM	7:20 PM
	7:30 PM	7:40 PM
	7:50 PM	8:00 PM
	8:10 PM	8:20 PM
	8:30 PM	8:40 PM
	8:50 PM	

	Lombard	1055 Pine
LOMBARD MEAL SHUTTLE M-F	7:15 AM	7:30 AM
	7:45 AM	8:00 AM
	8:15 AM	8:30 AM
	8:45 AM	9:00 AM
	9:15 AM	9:30 AM
	9:45 AM	10:00 AM
		10:30 AM
	10:45 AM	11:00 AM
	11:15 AM	11:30 AM
	11:45 AM	12:00 PM
	12:15 PM	12:30 PM
	12:45 PM	1:00 PM
	1:15 PM	
	3:45 PM	4:00 PM
	4:15 PM	4:30 PM
	4:45 PM	5:00 PM
		6:00 PM
	6:15 PM	6:30 PM
	6:45 PM	7:00 PM
	7:15 PM	7:30 PM
	7:45 PM	8:00 PM
	8:15 PM	

	466 Townsend	60 Federal	1055 Pine
FEDERAL & TOWNSEND MEAL SHUTTLE M-F	7:15 AM	7:20 AM	7:35 AM
	7:50 AM	7:55 AM	8:10 AM
	8:25 AM	8:30 AM	8:45 AM
	9:00 AM	9:05 AM	9:20 AM
	9:35 AM	9:40 AM	9:55 AM
			10:30 AM
	10:45 AM	10:50 AM	11:05 AM
	11:20 AM	11:25 AM	11:40 AM
	11:55 AM	12:00 PM	12:15 PM
	12:30 PM	12:35 PM	12:50 PM
			1:00 PM
	1:15 PM	1:20 PM	
	3:40 PM	3:45 PM	4:00 PM
	4:15 PM	4:20 PM	4:35 PM
	4:50 PM	4:55 PM	5:10 PM
			6:15 PM
	6:30 PM	6:35 PM	6:50 PM
	7:05 PM	7:10 PM	7:25 PM
	7:40 PM	7:45 PM	8:00 PM
	8:15 PM	8:20 PM	

	Lombard	1055 Pine	79 NM
LOMBARD MEAL SHUTTLE SAT & SUN	10:45 AM	10:55 AM	11:05 AM
	11:20 AM	11:30 AM	11:40 AM
	11:55 AM	12:05 PM	12:15 PM
	12:30 PM	12:40 PM	12:50 PM
	1:05 PM	1:15 PM	1:25 PM
	1:45 PM		1:55 PM
	3:10 PM	3:20 PM	3:30 PM
	3:45 PM	3:55 PM	4:05 PM
	4:20 PM	4:30 PM	4:40 PM
	4:55 PM	5:05 PM	
		6:00 PM	6:10 PM
	6:25 PM	6:35 PM	6:45 PM
	7:00 PM	7:10 PM	7:20 PM
	7:35 PM	7:45 PM	7:55 PM
	8:10 PM		

	466 Townsend	60 Federal	79 NM	1055 Pine
FEDERAL & TOWNSEND MEAL SHUTTLE SAT & SUN	10:45 AM	10:50 AM	11:00 AM	11:10 AM
	11:20 AM	11:25 AM	11:35 AM	11:45 AM
	11:55 AM	12:00 PM	12:10 PM	12:20 PM
	12:30 PM	12:35 PM	12:45 PM	12:55 PM
				1:00 PM
	1:10 PM	1:15 PM	1:25 PM	
	3:40 PM	3:45 PM	3:55 PM	4:05 PM
	4:15 PM	4:20 PM	4:30 PM	4:40 PM
	4:50 PM	4:55 PM	5:05 PM	5:15 PM
				6:20 PM
	6:30 PM	6:35 PM	6:45 PM	6:55 PM
	7:05 PM	7:10 PM	7:20 PM	7:30 PM
	7:40 PM	7:45 PM	7:55 PM	8:05 PM
	8:15 PM	8:20 PM		

SAT 1	Van Ness / St. Brigid's	60 Federal	Octavia	Warehouse	Northpoint
	7:55 AM	8:10 AM	8:20 AM	8:25 AM	8:35 AM
	8:50 AM				
	11:00 AM	11:15 AM	11:25 AM	11:30 AM	11:40 AM
	11:50 AM				
	12:10 AM	12:25 PM	12:30 PM	12:35 PM	
	12:50 PM				
	2:40 PM	2:55 PM	3:00 PM	3:05 PM	
	3:20 PM				3:35 PM
				4:05 PM	4:15 PM
					TO DORMS & 79
					TO DORMS & 79

SAT 2	Federal	410 Bush	Brannan / Townsend	79 NM	180 NM	620 / 860 Sutter	Northpoint	Warehouse
			8:10 AM	8:20 AM		8:30 AM	8:40 AM	8:50 AM
			11:10 AM	11:20 AM		11:30 AM	11:40 AM	11:50 AM
			12:15 PM	12:25 PM		12:35 PM		
	12:50 PM		2:45 PM	2:55 PM		3:05 PM		
	3:20 PM							
	3:30 PM	TO DORMS & 79						
	4:00 PM	4:15 PM	TO DORMS & 79				6:10 PM	6:15 PM
	6:30 PM		6:40 PM	TO DORMS & 79				
				7:00 PM	7:05 PM	7:15 PM		7:25 PM
	TO DORMS & 79			8:00 PM	8:05 PM	8:15 PM		8:25 PM
	TO DORMS & 79			9:00 PM	9:05 PM	9:15 PM		9:25 PM
	TO DORMS & 79			10:00 PM	10:05 PM	10:15 PM		10:25 PM
	TO DORMS & 79			11:00 PM	11:05 PM	TO ALL DORMS		
				12:00 AM	12:05 AM	TO ALL DORMS		
				1:30 AM	1:35 AM	TO ALL DORMS		

SAT 3	620 / 860 Sutter	Brannan / Townsend	79 NM	410 Bush
	8:10 AM	8:20 AM	8:30 AM	8:55 AM
	11:05 AM	11:15 AM	11:25 AM	11:40 AM
	11:50 AM	12:05 PM	12:15 PM	12:25 PM



For easy-to-read schedule and iPod download visit <http://my.academyart.edu>

SAT 4	Van Ness / St. Brigid's	Warehouse	Octavia	Brannan / Townsend	620 / 860 Sutter	
	60 Federal			79 NM		
	8:05 AM	8:20 AM	8:25 AM	8:30 AM	8:40 AM	8:50 AM
	11:05 AM	11:20 AM	11:25 AM	11:30 AM	11:40 AM	11:50 AM
	12:15 PM	12:30 PM	12:35 PM	12:40 PM		12:50 PM
	2:40 PM	2:55 PM	3:00 PM	3:05 PM		3:20 PM
	TO DORMS & 79 *				3:30 PM	3:40 PM
	TO DORMS & 79 *				4:00 PM	4:10 PM

SAT 5	Brannan / Townsend	620 / 860 Sutter	79 NM	Federal
	8:20 AM	8:30 AM	8:40 AM	
	8:50 AM	11:05 AM	11:15 AM	11:25 AM
	11:35 AM	11:45 AM	11:55 AM	12:10 PM
	12:20 PM	3:00 PM	3:10 PM	3:20 PM
		4:05 PM	4:15 PM	4:25 PM
	TO DORMS & 79 *		5:15 PM	TO DORMS & 79 *

SAT 6	79 NM	60 Federal	Van Ness / St. Brigid's	Warehouse	Octavia	Bush	620 / 860 Sutter
		8:10 AM	8:25 AM	8:30 AM	8:35 AM	8:45 AM	8:50 AM
		10:55 AM	11:10 AM	11:15 AM	11:20 AM	11:30 AM	11:35 AM
		11:40 AM	11:55 AM	12:00 PM	12:05 PM	12:15 PM	12:20 PM
	TO DORMS & 79						
	2:40 PM	TO ALL DORMS		3:30 PM		3:45 PM	3:50 PM
	4:05 PM	TO ALL DORMS					

SAT 7	Brannan / Townsend	79 NM	620 / 860 Sutter	Northpoint	Warehouse	TO DORMS & 79*
	11:40 AM	11:50 AM	12:00 PM	12:15 PM	12:20 PM	

SAT 8	Van Ness / St. Brigid's						
	60 Federal	Octavia	Warehouse	Northpoint	Federal		
	11:30 AM	11:45 AM	11:50 AM	11:55 AM	12:05 PM	12:20 PM	TO DORMS & 79

SAT 9	Van Ness / St. Brigid's	Warehouse	Octavia	Brannan / Townsend		
	60 Federal			79 NM		
	11:35 AM	11:50 AM	11:55 AM	12:00 PM	12:10 PM	12:20 PM
						2:10 PM
	2:40 PM	2:55 PM	3:00 PM	3:05 PM		3:20 PM
					3:30 PM	3:40 PM
						TO DORMS & 79
						TO DORMS & 79
						TO DORMS & 79
						TO DORMS & 79

SAT  
VAN NESS  
LOMBARD  
EXPRESS

Star Motel	Van Ness
8:00 AM	8:10 AM
8:20 AM	8:30 AM
8:40 AM	8:50 AM
9:00 AM	9:10 AM
	9:35 AM
9:45 AM	9:55 AM
10:05 AM	10:15 AM
10:25 AM	10:35 AM
10:45 AM	10:55 AM
11:05 AM	11:15 AM
11:25 AM	11:35 AM
11:45 AM	11:55 AM
12:05 PM	12:15 PM
12:25 PM	12:35 PM
12:45 PM	12:55 PM
1:05 PM	1:15 PM
1:25 PM	1:35 PM
1:45 PM	1:55 PM
2:05 PM	2:15 PM
2:25 PM	2:35 PM
2:45 PM	2:55 PM
3:05 PM	3:15 PM
3:25 PM	3:35 PM
3:45 PM	3:55 PM
4:30 PM	4:40 PM
4:50 PM	5:00 PM
5:10 PM	5:20 PM
5:30 PM	5:40 PM
5:50 PM	6:00 PM
6:10 PM	6:20 PM

SAT  
79 NM  
LOMBARD  
EXPRESS

Star Motel	79 NM
8:00 AM	8:15 AM
8:30 AM	8:45 AM
9:00 AM	9:15 AM
	9:45 AM
10:00 AM	10:15 AM
10:30 AM	10:45 AM
11:00 AM	11:15 AM
11:30 AM	11:45 AM
12:00 PM	12:15 PM
12:30 PM	12:45 PM
1:00 PM	1:15 PM
1:30 PM	
2:05 PM	2:20 PM
2:35 PM	2:50 PM
3:05 PM	3:20 PM
3:35 PM	3:50 PM
	4:10 PM
4:25 PM	4:40 PM
4:55 PM	5:10 PM
5:25 PM	5:40 PM
5:55 PM	6:10 PM
6:25 PM	

## **Appendix B:**

### **Student Code of Conduct**

# **STUDENT CODE OF CONDUCT**

## ***Guidelines***

The Student Code of Conduct is applicable to all students, undergraduate and graduate, taking coursework at the Academy of Art University (AAU). The purpose of the Student Code of Conduct is to provide guidelines for appropriate student behavior essential to the Academy of Art University community and its educational mission.

The Academy of Art University expects students to display honesty, integrity, and professionalism in every aspect of their behavior and work at the University. The University expects students to be mindful of their audience as they innovate through their art. Students are expected to respect themselves, other members of the University community, and the Institution itself.

Students are expected to comply with all laws and rules set forth in the Student Code of Conduct. Students are expected to refrain from conduct that injures persons or property, impedes in any way the orderly operations of the University, including classroom instruction, or otherwise prevents the work of its faculty, staff or students. Conduct that is unbecoming of an Academy of Art University student and is in violation of the Code of Conduct will result in disciplinary action, up to and including summary dismissal from the University.

## ***Prohibited Conduct***

Conduct that threatens the safety or security of the campus community, or substantially disrupts the functions or operation of the University is within the jurisdiction of this Student Code of Conduct regardless of whether the conduct occurs on or off campus.

Unacceptable conduct includes but is not limited to the following:

1. Cheating or plagiarism in connection with an academic program at the University, see Academy Honesty Policy. (Plagiarism may be defined as “literary theft;” i.e., the presentation and passing off as one’s own the ideas, words, or writings of another.)
2. Forgery, alteration, or misuse of University documents, records, or identification or knowingly furnishing false information to the University or any University employee.
3. Forgery or identity theft including but not limited to alteration or illegal usage of University documents, school records, and/or entrance applications.
4. Misrepresenting or falsely using student identification including misuse of Photo ID cards or posing as another individual.
5. Posing as an agent of the University.
6. Auditing classes or attending without full payment.



7. Conduct reflecting discredit on the professional ethical standards of the University.
8. Harassment of any kind including, but not limited to, threats and sexual harassment.
9. Physical abuse on or off campus property of the person or property of any member of the campus community.
10. Possession or usage of fireworks, explosives, dangerous chemicals or deadly weapons on University property or at a University function.
11. Abusive behavior including the use of profanity directed toward University staff, faculty, students, guests or visitors.
12. Throwing objects toward or at University employees, students or visitors.
13. Obscene, lewd, or indecent behavior on campus or at a University sponsored function.
14. Hazing or false imprisonment.
15. Possessing, distributing, manufacturing, or using illegal drugs or misusing legal pharmaceutical drugs on University property or at University sponsored student events.
16. Possessing, distributing, manufacturing, or using alcohol on University property or at University sponsored student events (except as expressly permitted by law and officially approved in advance by the University Executive Office).
17. Defacement, vandalism, tagging or using graffiti on University buildings or property.
18. Engaging in arson, blocking emergency exits, or falsely activating the fire alarm system.
19. Breaking into or unauthorized use of any campus facility or building.
20. Theft of University property, or assisting in storing or knowingly using stolen University property, as well as the non-return of borrowed (checked-out) Academy of Art University equipment.
21. Misuse of the University's computer system including hacking into University computer records, or knowingly sending computer bugs or viruses electronically.
22. Falsely using parking spaces designated for persons who are disabled.
23. Destruction of University property, including library vandalism.
24. Obstruction of University buildings, building entrances, school vehicles.
25. Disruption of the campus educational process, administrative process, or other campus sponsored event.

26. Refusal to follow instructions given by University personnel that results or may result in bodily harm to oneself, other students, faculty or staff; including but not limited to emergency evacuation and requests to disassemble and vacate premises.
27. Violation of any published Academy of Art University rules and regulations now or later in effect.

### ***Definitions and Description of Key Terms***

- “University,” “Campus,” and “AAU” mean Academy of Art University.
- “Threat” means intent to do harm either verbally or physically, actual or implied
- “Defacing,” means to disfigure or mar.
- “Weapon” means firearms, including guns of any kind, firing or non-firing; knives, including switchblades, razors and daggers; brass knuckles; metal pipes or clubs of any kind. In addition, any item used in a threatening manner.
- “Obstruction” means to block, pile debris, close off or cause hazard.
- “School Vehicle” means any Academy of Art University bus, van, car, or courier.
- “Dangerous Chemicals” include acids, gasoline, and any other flammable materials not issued by or sanctioned by the University for classroom instruction and course assignments.
- “Drugs” include non-prescription medication, street narcotics, marijuana and inhalants.
- “Obscene or lewd behavior” includes public sex acts, prostitution or sexual solicitation, defecation, urination, personal bodily exposure, and nudity unless sanctioned by the Academy of Art University in a classroom setting for model purposes.
- “University Property” or “Campus Facility” means any University owned or leased vehicles, building, and building contents including plumbing, office equipment, computers, software, electronics, furniture, instructional equipment as well as artwork of current students, faculty and alumni.
- “Harassment” includes, but is not limited to written, verbal, psychological or physical abuse, sexual suggestions or acts, or false accusations.
- “Hazing” is to initiate or discipline fellow students by forcing ridiculous, humiliating, or painful acts.
- “Profanity” refers to derogatory gestures or words specifically directed towards students, staff, faculty, guests or visitors.

## ***Statement on Academic Freedom and Academic Responsibility***

The Academy of Art University values the pursuit of meaningful creative expression and truthful inquiry as essential elements of the artist and scholar's contribution to culture and society. The Academy recognizes its commitment to upholding these pursuits in the event they should be challenged.

The Academy expects all members of its community to promote free expression as appropriate to the curriculum, while maintaining an environment conducive to learning and responsible academic behavior. The Academy's expectations of responsible academic behavior include, but are not limited to:

- Engagement in learning in a tolerant, respectful, and informed manner;
- Professional behavior in all aspects of work.

The Academy encourages a spirit of open inquiry as students develop their creative processes and intellectual positions. Intellectual and imaginative openness in itself, however, cannot sustain the educational process. The Academy expects faculty and directors to identify teachable moments and to cultivate habitual opportunities for learning. Faculty and administrators thus have the following responsibilities:

- Encourage free expression as appropriate to the curriculum;
- Avoid introducing material that has no relation to the course objectives;
- Place imagery, words, and symbols in their context and ensure their appropriate presentation in open and closed forums including classrooms and exhibition spaces.

Academic freedom is both a right and a responsibility—it is not a license to violate the law or the rights of others. The Academy reminds its members that they must abide by United States and California laws addressing:

- Discrimination against any demographic category;
- Harassment of any individual on any grounds;
- Obscenity, incitement, and slander.

While members of the Academy of Art University community will not be disciplined for activities that are protected under the law as free speech, they can be disciplined for sexual harassment if their activities are viewed as creating a hostile environment for others. The Academy will investigate expressions of violent intent that indicate the person may be endangering himself or others.

Any disputes will be adjudicated through the Academy's grievance procedure. The Board of Directors and President are ultimately charged with protecting and overseeing standards of academic freedom and responsibility at the Academy of Art University.

## **Academic Honesty**

The Academy community, in order to fulfill its purposes, must maintain high standards of academic honesty and model clear standards of professional behavior for its students. All members of the Academy community are expected to exhibit honesty in their academic work. The principle of academic honesty is understood to include the writing of papers, reports, quizzes, and examinations, as well as the creation of art and design work. Students are expected to participate fully in their academic studies by contributing their own ideas and understanding to each assignment. All material submitted for credit must be original work created for a specific assignment. Students may not resubmit work created for previous or concurrent courses taken at the Academy or any other institution unless permission is given by the instructor or department.

The Academy addresses violations of this academic honesty policy on an individual basis. Academic honesty violations may be grounds for suspension or dismissal.

## **Plagiarism**

All art and design work, and all written work, must be the original work of the student. Any quotations, paraphrases, or direct appropriation of imagery or ideas from source material must be properly cited according to university, departmental, and/or instructor policy.

Any student who plagiarizes will receive a grade of "F" for that assignment, with no opportunity to do the assignment again. All plagiarism offenses will be reported to the Department Director and to the Educational Services Office. Plagiarism is a violation of the Academy's Academic Honesty Policy and may be grounds for suspension or dismissal from the Academy. This policy constitutes an official warning to each student.

## **Cheating**

Cheating is defined as accepting or giving aid to another during a written exam or for a written report unless authorized by the instructor, or accepting or giving aid to another for an individual studio project unless authorized by the instructor. This includes representing another person's work, as one's own, or buying or selling written or visual work to be turned in for a class.

Cheating also includes dependence on sources other than those specifically authorized by the instructor; possession of tests or other materials before such materials have been distributed by the instructor, unless prior permission is granted; failing to abide by the instructions of the instructor with respect to test-taking procedures; influencing or attempting to influence any University official, faculty member or employee responsible for processing grades, evaluating students or for maintaining academic records through the use of bribery, threats, or any other means of coercion in order to affect a student's



grade or evaluation; alteration or misuse of University documents pertaining to academic records.

### **Interpretations of Regulations**

Disciplinary regulations at the Academy of Art University are set forth in writing in order to give students general notice of prohibited conduct. The regulations should be read broadly and are not designed to define misconduct in exhaustive terms.

### **Focus of the Proceedings**

The focus of any inquiry relating to an alleged Code violation shall be to determine if an individual is responsible or not responsible for violating the disciplinary regulations. Formal rules of evidence shall not be applicable, nor shall deviations from prescribed procedures necessarily invalidate a decision or proceeding.

### **Violations of Law and Disciplinary Regulations**

Students may be accountable to both criminal and civil authorities and to the Academy of Art University for acts that constitute violations of the law and of this Code.

Disciplinary action at the Academy of Art University will normally proceed despite any pending criminal proceedings and will not be subject to challenge on the grounds that criminal charges involving the same incident have been dismissed or reduced.

### **Harassment**

It is the policy of the Academy of Art University to promote a learning and working environment free from harassment of any kind, including sexual harassment.

Harassment is considered intolerable behavior and complaints will be investigated and acted upon promptly. Students who have any questions regarding this policy, or who wish to complain of harassment, or any Academy of Art University personnel who have been informed of harassment involving a student, should contact Executive Vice President Sue Rowley at 415.274.2222. Complaints alleging harassment will be maintained as confidential and private. Any member of the University found to have engaged in harassment may be dismissed from the University.

## ***University Disciplinary Procedure***

### **Guidelines**

Department Directors, and/or the Student Conduct Committee and/or the Academy of Art University Grievance Committee may conduct investigation of and intervention in a disciplinary case. These bodies may elicit the guidance and support of anyone they deem necessary to understand the scope of the alleged violation and/or to explore appropriate responses to said violation.

Student behavior found to be in violation of any published Academy of Art University policy, rule, or regulation, including the Student Code of Conduct, will result in disciplinary action, up to and including summary dismissal from the University. Disciplinary sanctions can be imposed on applicants, enrolled students, students between academic terms, graduates awaiting degrees, and students who withdraw from school while a disciplinary matter is pending.

## **Process**

Alleged violations of the Student Code of Conduct may be reported to the student's Department by an instructor, staff, security, or a fellow student and this incident/behavior will be officially documented. If the matter in question constitutes a potential violation of the Code of Conduct the student will be asked to meet with the Department Director for a Conduct Meeting. The Department Director will conduct an investigation and determine the appropriate action to be taken. After meeting with the Department Director the student may be found not responsible for the incident/behavior in question, Informal Action may be taken, Formal Action may be taken, or the student may be referred to the Student Conduct Committee.

If referred to the Student Conduct Committee (SCC), the student may be asked to attend an SCC Hearing and to provide any supporting evidence they have available. After an investigation of the alleged incident/behavior, the SCC will determine the appropriate action to be taken. The student may be found not responsible for the incident/behavior in question or Formal Action may be taken.

## **Sanctions**

During the disciplinary process, every attempt will be made to foster student learning through a system of appropriate and escalating consequences. Student may be subject to the following sanctions and penalties as part of the University disciplinary process: Warning: Written notice to a student that continued or repeated violations of specified school policies or campus regulations may be cause for further disciplinary action. A permanent record of the violation(s) will be retained in the student's file.

- Educational & Developmental: You may be assigned an educational task, community service, or may be referred to an internal or external organization for classes and/or support.
- Suspension: Termination of student status for a specified period of time, including an academic term or terms with reinstatement subject to specified conditions; further violations of school policies or violation of suspension may be cause for further disciplinary action, normally in the form of dismissal.
- Dismissal: Termination of student status at the University.
- Restitution: Reimbursement for damage to or misappropriation of either school, University, or private property; may be imposed exclusively or in combination with other disciplinary actions. Such reimbursement may take the

form of monetary payment or appropriate service to repair or otherwise compensate for damages. Restitution may be imposed on any student who, either alone or through group or concerted activities, participates in causing the damages or costs.

### ***Student Rights & Responsibilities***

#### **It Is Your Right:**

1. To be a member of a safe community;
2. To learn from infractions;
3. To understand the process and how it impacts you;
4. To have the charges and allegations against you in writing;
5. To be advised during the Disciplinary Process of the specific incident/conduct being reviewed;
6. To be provided reasonable opportunity to present your own version and respond to the incident in question.

#### **It Is Your Responsibility:**

1. To know and adhere to the Student Code of Conduct and all Academy rules and regulations.
2. To schedule and keep your administrative appointments and/or hearings; a reminder notice may be sent, but is not required. Hearings may be conducted in your absence.
3. To be truthful when providing information to any campus official.
4. To provide campus officials with verification of your identity if asked (student ID card).
5. To comply with all sanctions imposed in the timeframe provided.
6. To provide advance notice and a clear and compelling reason if you experience a scheduling conflict or are not able to complete your sanctions when due. You are responsible for following up with the appropriate University staff prior to deadlines.

### ***Appeals Process***

During the appeals process the Academy of Art University reserves the right to impose sanctions.

A student has the right to appeal the decision of a Department Director to the Student Conduct Committee if:

- The incident/activity in question was not a violation of the Student Code of Conduct or any other Academy rule or regulation
- The administrative process violated the student's rights.
- The findings were unsubstantiated.
- The sanction or outcome was inconsistent with prescribed sanctions/outcomes for similar cases.
- Additional relevant information has become available since the initial decision that is sufficient to alter said decision.

A student has the right to appeal the decision of the Student Conduct Committee to the Grievance Committee only if:

- Additional relevant information has become available since the initial decision that is sufficient to alter said decision.

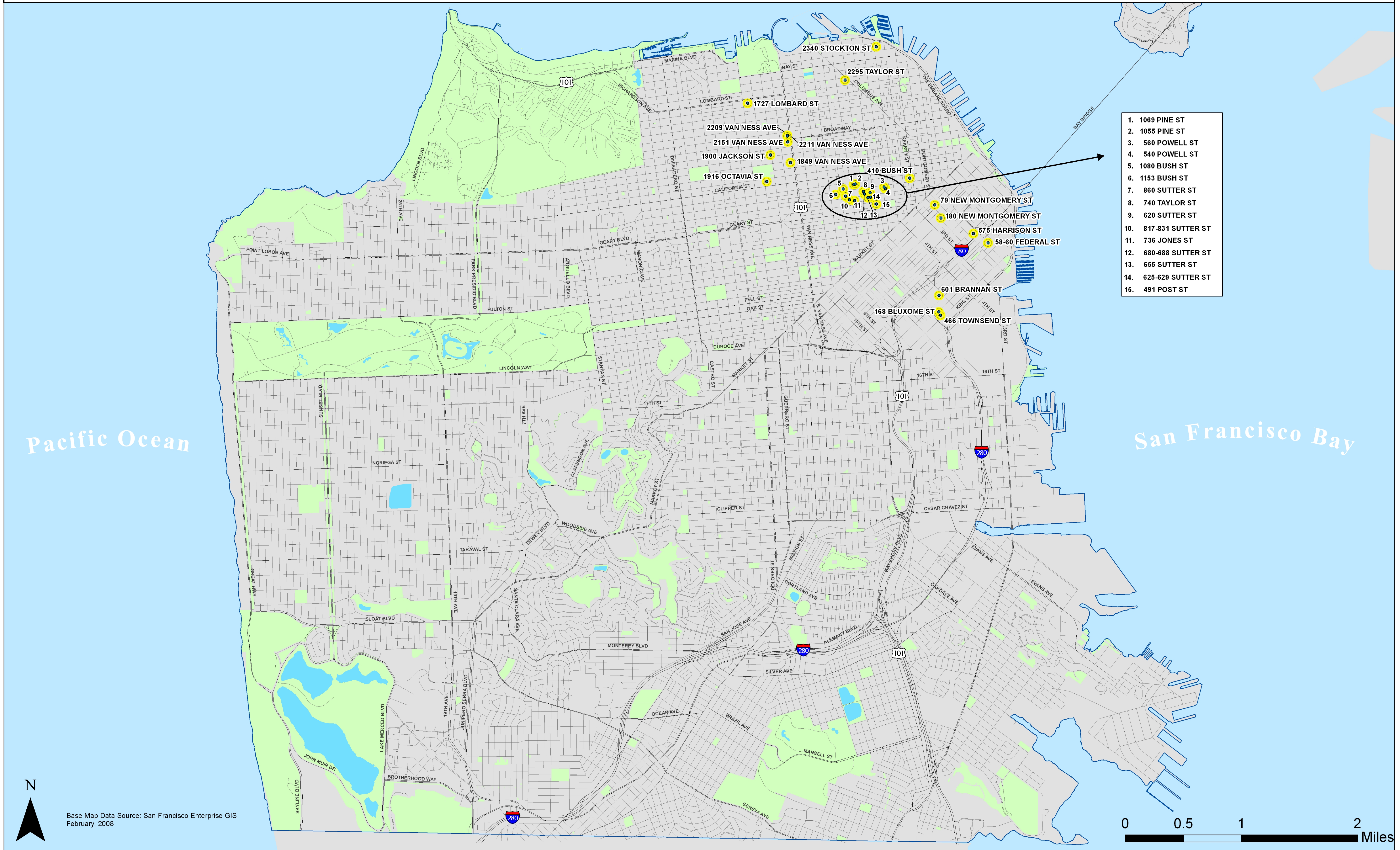


## **Appendix C:**

## **Facility Maps**



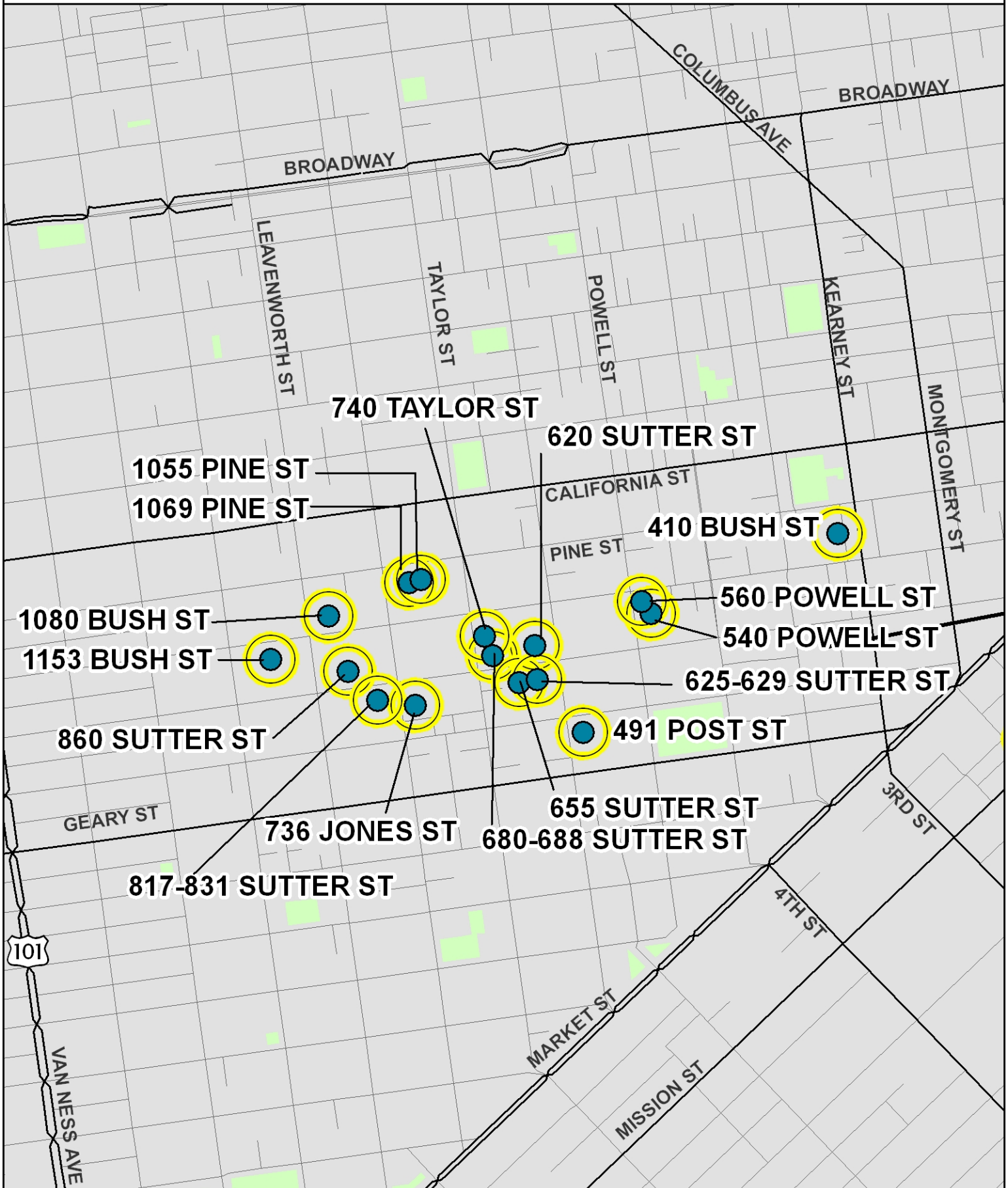
# Academy of Art University Facility Locations In San Francisco



Base Map Data Source: San Francisco Enterprise GIS  
February, 2008



# Downtown/Union Square Neighborhood Map



N



Base Map Data Source: San Francisco Enterprise GIS  
February, 2008

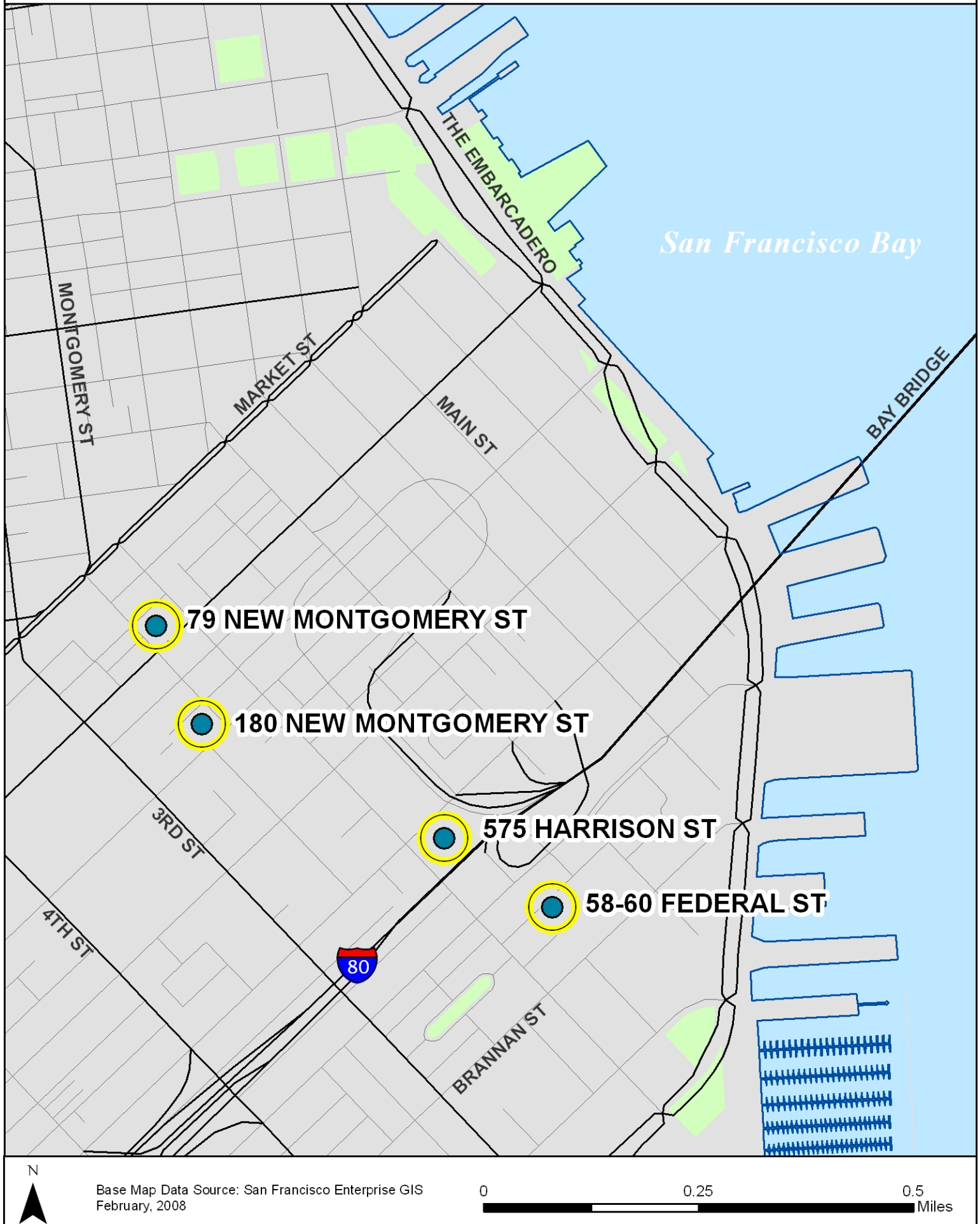
0

0.25

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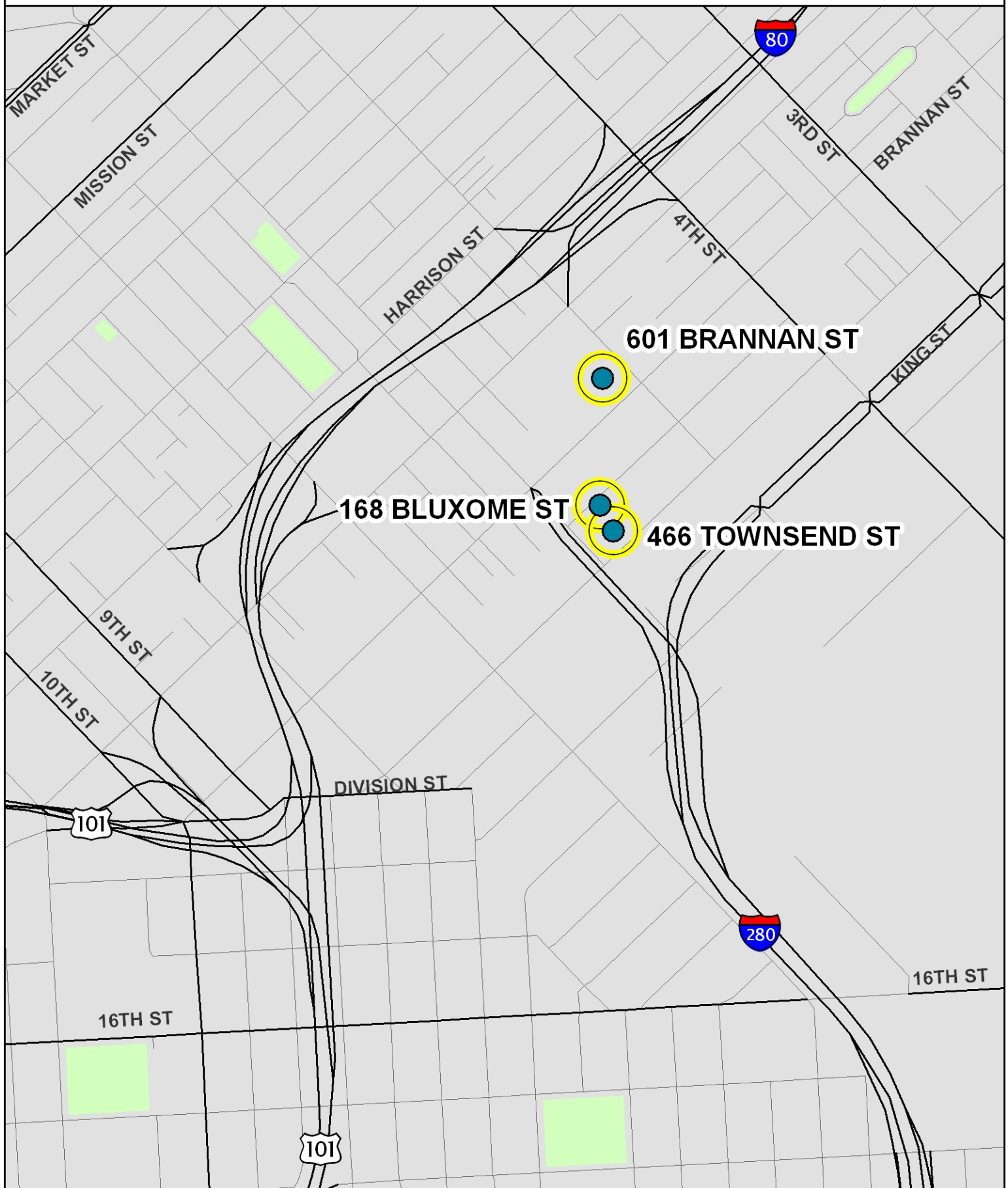
Miles

## Eastern South of Market (SOMA) Neighborhood Map





# Western South of Market (SOMA) Neighborhood Map



N



Base Map Data Source: San Francisco Enterprise GIS  
February, 2008

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Miles



# Lower Pacific Heights/Van Ness Neighborhood Map



N



Base Map Data Source: San Francisco Enterprise GIS  
February, 2008

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Miles

# Fishermans Wharf/North Beach Neighborhood Map

*San Francisco Bay*

**2340 STOCKTON ST**

BAY ST

THE EMBARCADERO

**2295 TAYLOR ST**

COLUMBUS AVE

BROADWAY

N

Base Map Data Source: San Francisco Enterprise GIS  
February, 2008

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0.25

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Miles

