

AMENDED

AGENDA

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

Meeting: **11:00 a.m., Tuesday, March 24, 2020**
 Virtually via Teleconference

Rebecca D. Eisen, Chair
Romey Sabalius, Vice Chair
Larry L. Adamson
Jane W. Carney
Wenda Fong
Maryana Khames
Jeffrey R. Krinsk
Jack McGrory
Peter J. Taylor

- Consent** 1. Approval of Minutes of the Meeting of November 19, 2019, *Action*
Discussion 2. California State University, Sacramento Proposed Off-Campus Center in Placer County, *Action*

**MINUTES OF THE MEETING OF THE
COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS**

**Trustees of the California State University
Office of the Chancellor
Glenn S. Dumke Conference Center
401 Golden Shore
Long Beach, California**

November 19, 2019

Members Present

Rebecca D. Eisen, Chair
Romey Sabalius, Vice Chair
Larry L. Adamson
Jane W. Carney
Wenda Fong
Jeffrey R. Krinsk
Jack McGrory
Thelma Meléndez de Santa Ana
Peter J. Taylor

Adam Day, Chair of the Board
Timothy P. White, Chancellor

Trustee Rebecca D. Eisen called the meeting to order.

Public Comment

There were no requests for public comment.

Approval of Minutes

The minutes of the November 19, 2019 meeting of the Committee on Campus Planning, Buildings and Grounds were approved as submitted.

Approval of the 2020-2021 through 2024-2025 Five-Year Capital Plan

The five-year capital plan for fiscal years 2020-2021 through 2024-2025 was presented for approval. Feedback received during the September 2019 Board of Trustees meeting was incorporated into the final plan.

Following the presentation, the trustees inquired about plans for affordable housing and discussed related financial challenges. They also asked about increasing costs of construction, space standards, and administrative efficiencies that are being pursued to lower costs.

The committee recommended approval of the proposed resolution (RCPBG 11-19-06).

California State University, Sacramento Off-Campus Center in Placer County Status Update

Information on a proposed off-campus center for CSU Sacramento in Placer County was provided. Former CSU Trustee Eli Broad wishes to gift approximately 300 acres of property, in Placer County, to CSU Sacramento for an off-campus center and potentially a full CSU campus.

Following the presentation, the trustees asked about the impact the proposed center would have on the surrounding Sierra College and private university. President Robert S. Nelsen shared that both institutions have been consulted and are in support. Trustee Jane W. Carney asked to see information addressing requirements of the Board of Trustees policy regarding new campuses, Assistant Vice Chancellor Elvyra F. San Juan agreed to provide this information along with the key deal points of a proposed Memorandum of Understanding at a future meeting. The trustees further inquired about the source of funding for the project, capacity for future enrollment expansion, and curriculum planned for the center.

Trustee Eisen adjourned the Committee on Campus Planning, Buildings and Grounds.

COMMITTEE ON CAMPUS PLANNING, BUILDINGS, AND GROUNDS

California State University, Sacramento Proposed Off-Campus Center in Placer County

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Robert S. Nelsen
President
California State University, Sacramento

Elvyra F. San Juan
Assistant Vice Chancellor
Capital Planning, Design and Construction

Summary

This agenda item requests that the California State University Board of Trustees approve the acceptance of a gift of real property of approximately 301 acres owned by Placer Ranch Inc. to California State University, Sacramento to establish an Off-Campus Center (the "Sacramento State - Placer Center", or the "Project") in Placer County. In November 2019, an information item was presented to the Board of Trustees to provide an update on due diligence efforts to ascertain conditions of the property, and on the status of a Memorandum of Understanding (MOU) and Gift Agreement between the CSU and Placer Ranch, Inc., and a separate MOU between the CSU and the County of Placer. This item identifies key terms of the respective agreements and anticipated actions of the County of Placer in support of the Project. The proposed resolution includes the gift of real property, the naming of the future center, and the delegation to the chancellor for the execution of final documents to realize the proposed real property transaction.

Background

The concept of an off-campus center in Placer County northeast of Sacramento was approved by the CSU Board of Trustees in November 2006. Placer County is projected to experience substantial population and economic growth over the next decade and it is envisioned that an off-campus center for Sacramento State could effectively support the community and regional needs for higher education. The proposed off-campus center would meet the needs of local businesses by educating the area's workforce, bring cultural opportunities to the community, and increase the number of skilled professionals in high-demand areas such as education, health, social services, government, and finance.

Placer Ranch, Inc., under the leadership of Mr. Eli Broad, a business leader, philanthropist, and CSU Board of Trustee Emeritus (1978 to 1982), has approached Sacramento State regarding the potential gift of approximately 301 acres. The land, which is currently undeveloped and planned to be used for higher education, is a proposed centerpiece within a larger total development area of 2,200 acres envisioned for the Placer Ranch Specific Plan (PRSP). The site is approximately 25 miles northeast of the Sacramento State main campus. The planned development is located within unincorporated west Placer County, approximately one mile west of the State Route 65 and Sunset Boulevard interchange.

Figure 1: Placer Ranch Specific Plan Overview. Potential CSU Sacramento Off-Campus Center Site shown centrally placed (pale blue) between retail/commercial (right) and residential (south and west).



California Environmental Quality Act (CEQA)

The PRSP is located within the larger 8,497-acre Placer County Sunset Area Plan (SAP). A Draft Environmental Impact Report for the SAP and PRSP was released for public review from December 2018 to February 22, 2019. The Placer County Board of Supervisors approved the SAP and PRSP on December 10, 2019 (SCH #2016112012) and certified the Final Environmental Impact Report. The non-profit Center for Biological Diversity has filed a legal action that challenges the decision of Placer County to approve the SAP/PRSP and to certify the Environmental Impact Report ("EIR").

The proposed Sacramento State - Placer Center in Placer County was included within the PRSP and evaluated in the accompanying EIR at a programmatic level of analysis. The developer, Placer Ranch, Inc., and Placer County collaborated with Sacramento State to identify environmental impacts and mitigation measures associated with the broader PRSP and potential development of the 301-acre off-campus center. The PRSP proposed, and the EIR evaluated, preliminary site plans that accommodate the initial phases of infrastructure and facility development in order to identify significant impacts and mitigation measures sufficient to provide a programmatic level of California Environmental Quality Act (“CEQA”) clearance to support the actions recommended to the Board of Trustees herein.

The Board of Trustees must satisfy its obligations as a Responsible Agency for the PRSP project under CEQA at the time of approval of the acceptance of the gift of real property from Placer Ranch Inc. as to the preliminary site plans and initial phases of infrastructure and facility development. A Responsible Agency under CEQA is a public agency with some discretionary authority over a project or a portion of it, but which has not been designated the Lead Agency (CEQA Guidelines Section 15381).

Specifically, a Responsible Agency must consider the environmental effects of a project described in the associated Environmental Impact Report to form its own independent judgment concerning those effects prior to approving the project in its capacity as a Responsible Agency for that project. A Responsible Agency must reach its own conclusions regarding whether and how to approve the project (CEQA Guidelines, § 15096, subd. (a), (f)). Additionally, a Responsible Agency must make findings regarding significant effects of projects in their jurisdiction and, if applicable, adopt the Findings of Fact, Statement of Overriding Considerations, and Mitigation Monitoring and Reporting Program (CEQA Guidelines, § 15096, subd. (f) and (h), and § 15097, subd. (a) et seq.).

Finally, when a Responsible Agency decides to approve or carry out part of a project for which an EIR has previously been prepared, it is required to file a Notice of Determination with the County Clerk in the same manner as a lead agency within five days of its approval (Pub. Resources Code, § 21152).

As a Responsible Agency, the Board of Trustees of the California State University must comply with these obligations when considering the Gift Agreement, and compliance with this requirement is to be documented in the Notice of Determination.

Educational Benefits

The proposed off-campus center will support Sacramento State’s mission in the region and provide an opportunity to further partner with existing higher education institutions such as the Sierra Community College and William Jessup University. Sacramento State and Sierra College currently partner to offer a nursing degree for which students receive an Associate Degree in Nursing from Sierra College and then complete a Bachelor of Science degree at Sacramento State.

A June 2007 study on the potential economic benefits of a California State University in Placer County conducted by the Sacramento Regional Research Institute (SRRI) found that “there is a need for higher education infrastructure within Placer County” with a preference for “one or more four-year university campuses.” The study also noted that although progress has been made recently with the establishment of William Jessup University in the region, a larger public university that begins as an off-center campus of Sacramento State “will also help the county meet the need for additional educational resources.” Specifically, the study noted that in addition to meeting the needs of local businesses by educating the area’s workforce, an off-campus center would “bring cultural opportunities and civic amenities, such as sporting events and recreational facilities to the general public.”

In response to the increasing regional demand, Sacramento State has undertaken several instructional activities and programs in Placer County, including Business Administration (finance, marketing, management), Humanities & Religious Studies, a custom executive program for Placer County government leaders, a project management and materials management curriculum, and a project with the City of Roseville for city managers focusing on leadership. The College of Education (COE) delivered programs in Child Development, Educational Leadership and Public Policy, Special Education, Rehabilitation and School Psychology, and Teacher Education. These instructional activities and programs have had varying levels of success and provide Sacramento State with valuable experience working with students in the region and highlight the increasing unmet needs in the area’s workforce.

The proposed off-campus center at Placer Ranch will provide the region with a full complement of upper division courses required for majors in the high demand disciplines of Business Administration, Criminal Justice, Communication Studies, English, Undergraduate Studies in Education, and others. Additionally, the University plans to provide a set of upper division general education courses permitting students to complete up to nine units of their degree at the Placer Center. Furthermore, at least one graduate course could be added to support workforce development in the region, such as a focus on Teacher Education to address the shortage of teachers in the Sacramento area.

The uniqueness of the Placer Ranch site and partnership potential could lead to additional program offerings including:

- Criminal Justice, Criminalistics, Forensic Biology/Forensic Science, and/or other undergraduate or graduate programs to complement a potential Placer County Crime Lab. Other areas may include Data and Computer Forensics, including research and studies of data recovery, photographic image reconstruction/analysis, and other forensic computer science activities.
- A Master of Science degree in Environmental Engineering.
- Watershed management and forestry management, which could take advantage of the unique location of the Placer Center. The University's Office of Water Programs could emerge as a theme for academic programming.

An initial due diligence effort for the 301-acre site conservatively projects a first phase of development to accommodate a student population of 500-2,500 FTE and up to 12,000 FTE within a 20-year planning horizon. When considering growth projections for the Center, due diligence efforts found that the site may accommodate 25,000 FTE at full buildout within the Sunset Area Plan's 80-year planning horizon. A campus master planning effort for the Placer Ranch Off-Campus Center will be completed in the near future by Sacramento State.

The proposed off-campus center at Placer Ranch will comply with the May 1999 Board of Trustees Policy for a Permanent Off-Campus Center. The requirements of the policy are addressed in Attachment A.

Due Diligence

Sacramento State performed a final review of the EIR documents prior to adoption by the Placer County Board of Supervisors on December 10, 2019. The campus conducted due diligence to ascertain the conditions of the property and worked with Placer Ranch, Incorporated to mitigate areas of concern, including:

- Compliance with the mitigation measures set forth in Placer County's December 2019 EIR, and the Mitigation Monitoring and Reporting Program, shall be the responsibility of Placer Ranch or its successors in interest.
- Possible hazardous or toxic materials that may be found after the date of transfer. Placer Ranch, Inc. has agreed to cover costs of any remediation as required under environmental laws, up to \$5,000,000, or up to \$1,000,000 if updated studies to be conducted by Placer Ranch reconfirm the absence of site contamination.
- Potential odors from the Western Regional Sanitary Landfill.
- Biological resources and vernal pools – Placer Ranch agreed to pay the costs associated with the mitigation of impacts to biological resources resulting from the transition of land users due to the County's approval of the PRSP, with exceptions for designated open space on the site, either through an individual permitting process or participation in the Placer County Conservation Plan, once adopted by the County.

Memorandum of Understanding Key Terms

The MOU between Placer Ranch, Inc. and Sacramento State includes the following:

- Cooperation regarding publicity efforts pertaining to the gift.
- Placer Ranch agrees to work with the County and the University to coordinate development of the initial on-site buildings and facilities, including:
 - Backbone Infrastructure of roadways, sewer, water, recycled water and drainage facilities. Utilities (wet and dry) to the first building on the University property.
 - Biological Resource and Agricultural Land Conversion Mitigation Costs.
 - County and Regional Traffic Fees, payable by Placer Ranch.
 - Off-Site Road Improvements, payable by Placer Ranch.

- Sacramento State will be responsible for:
 - Costs related to the Campus Master Planning.
 - On-site open space and biological resource management and maintenance costs.
 - On-Site stormwater detention/retention.
 - On-site police protection services.
 - Dedication of 5 acres of land for a Placer County fire station.
 - Development fees related to sewer, water, recycled water, and drainage connection fees.

The Gift Agreement between Placer Ranch, Inc. and Sacramento State includes:

- Donor agrees to donate approximately 301 acres for the use of an off-campus center, which allows for expansion to a full university campus.
- University accepts the property for developing the Project consistent with the mission of the University.
- The property will not be acquired for the purpose of resale to other development interests.
- Closing on the property shall take place after all legal challenge periods have expired, or upon the successful and final resolution of any litigation challenging the PRSP, or as agreed upon by the parties.
- Donation with Subsequent Conditions - the deed transferring the property shall be fee simple with a condition that the property may revert back to the Donor if the 1) campus has not completed a Master Plan within three years; or 2) an approximately 89-acre portion of the northwest corner of the property (the “West Impact Area”) shall revert back if the University after 15 years has determined that it does not intend to use the full 301-acre property as a main campus. The remaining approximately 212 acres would stay with the University.
- Donor shall be responsible for any required hazardous or toxic materials remediation with a cost not to exceed \$5,000,000.
- Donor shall provide a Phase I Environmental Site Assessment to the University for review. In the event such documents do not identify any contamination or constraints to the University's development, the above noted \$5,000,000 established for remediation will be reduced to \$1,000,000.
- Facility Naming – the CSU Board of Trustees commits to investigating significant naming opportunities on the Project site, and to agreeing with Placer Ranch upon a naming commitment, in honor of Eli Broad and this philanthropic gift.

The MOU between County of Placer and Sacramento State includes:

- The County, recognizing the significant regional benefit of development of the Sunset Area and of a public university, and recognizing the significant burden of constructing infrastructure initially, shall support construction in an amount up to \$17.8 million in on-site or off-site backbone public improvements.

- The County shall defer traffic fees that will be due upon the development of the Sacramento State - Placer Center. Full repayment of these deferred fees will come later from Placer Ranch.
- Placer Ranch shall pay all regional traffic fees on behalf of the University.
- The only development fees to be paid by the University are pursuant to Government Code section 54999.7, including sewer, water, recycled water, drainage, and other connection fees.
- The University shall work with the County to identify an alternative Fire Station Site within the West Impact Area of the University Property.
- The University shall work with the County to partner on opportunities to provide enhanced transit services.
- Naming Right - the University intends to include the name "Placer" within the name of the proposed off-campus center, and should it expand to a main campus, to be named "California State University, Placer".
- Following the donation by Placer Ranch, Inc. of the 301-acre property to the University, the approval and permitting of the 301-acre property is subject to the jurisdiction and authority of the CSU.

Future Actions for Board of Trustees Consideration

Should the Board of Trustees approve acceptance of the gift of real property, the University will develop a campus master plan identifying proposed uses of the 301-acre site. Placer Ranch previously hired consultants to develop a concept plan, but the campus will require a separate, appropriately detailed, long-term development plan for the site. The campus master plan and the required project-specific environmental impact analysis would be presented to the Board of Trustees for approval.

The University will also continue to explore alternative methods to develop the off-campus center. Discussions are ongoing with Sierra (Community) College, County of Placer, and Placer Ranch, Inc. Opportunities discussed include initial academic building(s), a library, a Sierra College transfer center, and a County crime lab. Additional methods to build out the campus through public-private partnerships will continue to be explored with Placer Ranch, Inc. and other regional partners.

Prior to the execution of commitments for future development as noted in the above examples, conceptual approval of individual projects would be presented at future meetings of the Board of Trustees. As typical, key business points of development plans will be presented to the Board of Trustees for future consideration.

Recommendation

The following resolution is presented for approval:

RESOLVED, by the Board of Trustees of the California State University, that the chancellor or designee is authorized to negotiate and execute the terms of a Memorandum of Understanding and Gift Agreement with Placer Ranch Inc. to accept on behalf of the Board of Trustees the interest in 301 acres of real property, known as Placer Ranch, donated to the California State University from Placer Ranch, Inc.

RESOLVED, by the Board of Trustees of the California State University, that the chancellor or designee is authorized to negotiate and execute the terms of a Memorandum of Understanding with the County of Placer related to the development of an off-campus center for Sacramento State.

RESOLVED, By the Board of Trustees of the California State University, that the proposed off-campus center for Sacramento State will be called “Sacramento State-Placer Center”.

RESOLVED, the Board, acting as a responsible agency, has analyzed:

- a. The PRSP Draft Environmental Impact Report for the Sunset Area Plan/Placer Ranch Specific Plan (https://www.placer.ca.gov/2702/Sunset-Area-Plan---Placer-Ranch-Specific#tab40562e19-7975-40f0-931a-105b173f34f3_1), Final Environmental Impact Report for the Sunset Area Plan/Placer Ranch Specific Plan, Errata, and appendices and references thereto (https://www.placer.ca.gov/2702/Sunset-Area-Plan---Placer-Ranch-Specific#tab40562e19-7975-40f0-931a-105b173f34f3_0) certified by the Placer County Board of Supervisors, as Lead Agency on December 10, 2019 by Placer County Resolution No. 2019-241; and
- b. The Mitigation Monitoring and Reporting Program <https://www.placer.ca.gov/DocumentCenter/View/40778/Chapter-4---Mitigation-Monitoring-and-Reporting-Program-PDF>); and the Findings of Fact and Statement of Overriding Considerations <https://www.placer.ca.gov/DocumentCenter/View/41408/02A->.

The documents referenced in subparts (a) and (b), above, each are maintained in the files of the California State University and are fully incorporated herein by reference.

RESOLVED, The Board of Trustees of the California State University has duly considered and hereby adopts the Draft Environmental Impact Report and the Final Environmental Impact Report including all errata, and appendices and references thereto.

RESOLVED, the Board of Trustees of the California State University, acting as a Responsible Agency with respect to the Sunset Area Plan/Placer Ranch Specific Plans due to its discretionary authority over approving and developing the proposed Sacramento State – Placer Center, hereby adopts the Findings of Fact and Mitigation Monitoring and Reporting Program for the Final Environmental Impact Report, which identify the specific impacts of Sunset Area Plan/Placer Ranch Specific Plan and the related mitigation measures, which are hereby incorporated by reference. Insofar as the mitigation measures identified in the Mitigation Monitoring and Reporting Program pertain to the Sacramento State-Placer Center site and are applicable to The California State University, such measures shall be monitored and reported by The California State University to the extent required by CEQA and consistent with the Mitigation Monitoring and Reporting Program.

RESOLVED, the Board of Trustees of the California State University hereby adopts the Statement of Overriding Considerations for the Final Environmental Impact Report for the Sunset Area Plan/Placer Ranch Specific Plans, which the County of Placer, acting as the lead agency, adopted at the time of Final Environmental Impact Report certification on December 10, 2019, which states that project benefits outweigh the remaining significant and unavoidable aesthetic, agricultural, air quality, biological resource, cultural (archaeological and historic) resource, geology and soils (including paleontological resource), greenhouse gas emissions, hazards and hazardous materials, hydrology and water quality, land use, noise, population and housing, and transportation and circulation, and utility impacts.

RESOLVED, the Board of Trustees of the California State University, by adopting the Findings of Fact for the Sunset Area Plan/Placer Ranch Specific Plans in its capacity as a Responsible Agency, finds that the inclusion of certain mitigation measures as a part of the project approval will reduce most, but not all, of these effects to less than significant levels. Those impacts which are not reduced to less than significant levels are identified as significant and unavoidable and are overridden due to specific project benefits are identified in the Findings of Fact and Statement of Overriding Considerations.

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RESOLVED, The Board of Trustees of the California State University has reached its own conclusions regarding whether to adopt the Environmental Impact Report, Mitigation Monitoring and Reporting Program, and Findings of Fact and Statement of Overriding Considerations, as required pursuant to CEQA Guidelines § 15096, subd. (a) and subd. (f).

RESOLVED, by the Board of Trustees of the California State University, that Chancellor or his designee is requested under Delegation of Authority granted by the Board of Trustees, and acting as a Responsible Agency with respect to the Sunset Area Plan/Placer Ranch Specific Plan project, to file a Notice of Determination for the Final Environmental Impact Report within five (5) working days, in accordance with Public Resources Code § 21152(a) and CEQA Guidelines § 15096(i).

Criteria of Board of Trustees Policy for a Permanent Off-Campus Center (May 1999)

Summary

The Board of Trustees established eight criteria to guide the creation of a permanent off-campus center, which are summarized below. For each criterion, responses are provided related to the evaluation of the Placer County off-county center project.

Board of Trustees Policy

In May 1999, the Board of Trustees updated its policy and criteria regarding the establishment of new off-campus centers and its approval of permanent off-campus centers. Off-campus education programs are intended to provide regular academic degree programs in geographic areas not adequately served by existing CSU campuses. The centers should not compete with existing community colleges, other local institutions, or with the four-year “home” campus. Off-campus centers are an integral part of the “home” campus academic program, offering upper division and graduate courses allowing students to complete specific degree programs. The policy also envisioned the campus use of leased or other facilities to grow the center to 200 FTE prior to seeking approval of a new center. The following Board of Trustees criteria apply to the establishment of new off-campus centers:

1. Determine no negative impact on established higher education institutions in the region.
2. Establish alternative instructional delivery is insufficient to meet regional demand.
3. Achieve enrollment of at least 200 FTE, with anticipated growth to 500 FTE over 5-10 years.
4. Offer at least three academic degree programs with full upper division program.
5. Maintain staffing with regular CSU faculty at ratios similar to on-campus staffing ratios.
6. Ensure academic resources are sufficient for continuity without impacting “home” campus programs.
7. Demonstrate that the projected center enrollment cannot be accommodated through distance learning technologies or other alternative instruction delivery methods that meet pedagogical requirements for effective instruction for the new center serving up to 500 FTE.
8. Show how the proposal meets Board of Trustees policy requirements and affirm that the proposed center does not require additional support costs above the campus’s allocated enrollment budget. Based on this report, the chancellor is delegated the authority to approve the establishment of a new off-campus center, not to exceed 500 FTE, without Board of Trustees’ approval.

An off-campus center that exceeds the 500 FTE threshold requires Board of Trustees’ approval and, prior to dissolution, required action by California Postsecondary Education Commission to be recognized as a permanent off-campus center.

Response to Criteria

Per the BOT policy outlined above, the University is requesting the Chancellor's Office careful consideration to designate the proposed satellite campus in Placer County as an Off-Campus Center based on the responses to each of the eight points below:

1. Determine no negative impact on established higher education institutions in the region.
 - A June 2007 study on the potential economic benefits of a California State University in Placer County conducted by the Sacramento Regional Research Institute (SRRI) found that “there is a need for higher education infrastructure within Placer County” with a preference for “one or more four-year university campuses.” The study, which has proven true over the last decade, also noted that although progress has been made recently with the establishment of William Jessup University in the region, a larger public university that begins as an off-center campus of Sacramento State “will also help the county meet the need for additional educational resources.” Specifically, the study noted that in addition to meeting the needs of local businesses by educating the area’s workforce, the University’s off-campus center would “also bring cultural opportunities and civic amenities, such as sporting events and recreational facilities to the general public.”
 - Sacramento State is developing a partnership with Sierra College to provide a full four-year academic plan for students in the region. Programs at the Center are intended to help support the region through a variety of academic modalities not currently being met. As such, the Center is not expected to compete with other public higher education institutions or take away from the main campus.
2. Establish alternative instructional delivery is insufficient to meet regional demand.
 - The University began some instructional activities in Placer County using rental space owned by Sierra College at their Roseville Gateway campus. The first programs that took advantage of this opportunity included upper division classes in Business Administration (finance, marketing, management) and Humanities & Religious Studies.
 - In addition to these two programs, the University has also undertaken a number of other activities in the area over the past several years, including a custom executive program for Placer County government leaders, a project management and materials management curriculum, a project with the City of Roseville for city managers on leadership, as well as several programs by the College of Education (COE). The COE programs delivered in Placer County highlight the increasing unmet needs in the area’s workforce. They include programs in Child Development, Educational Leadership and Public Policy, Special Education, Rehabilitation and School Psychology, and Teacher Education.
 - All of these activities had varying levels of success, but more than anything else they provided Sacramento State with valuable experience working with students in the region and demonstrating our response to workforce needs in the area. These offerings also demonstrated that regional demand is larger than anticipated and has continued to grow.

3. Achieve enrollment of at least 200 FTE, with anticipated growth to 500 FTE over 5-10 years.
 - Initial due diligence efforts for the 301-acre site conservatively projects a first phase of development that could accommodate a student population of 500-2,500 FTE and up to 12,000 FTES within a 20-year planning horizon. As previously stated, Sacramento State will establish a partnership with Sierra College to meet the regional demand for higher education. When considering growth projections for the Center, due diligence efforts found that the site may accommodate 25,000 FTE at full build out within the Sunset Area Plan's 80-year planning horizon. A campus master planning effort for the Placer Ranch Off-Campus Center is expected to be completed in the near future by Sacramento State.
4. Offer at least three academic degree programs with full upper division program.
 - As part of the Off-Campus Center pursuit, Sacramento State will provide a set of upper division general education (GE) courses permitting students to complete up to nine units of their degree at the Placer Center.
 - In addition to upper division GE courses, a full complement of upper division courses required for majors in any of the high demand disciplines (e.g., Business Administration, Criminal Justice, Communication Studies, English, Undergraduate Studies in Education, etc.) will also be offered. The University's Academic Plan analyzed student demographics from those living in Placer County and determined there is sufficient demand to offer complete degrees at the Off-Campus Center.
 - Further, at least one graduate course could be added to support workforce development in the region. For example, a focus on Teacher Education to address the shortage of teachers in the Sacramento area.
5. Maintain staffing with regular CSU faculty at ratios similar to on-campus staffing ratios.
 - As part of the University's Academic Plan for the Off-Campus Center, an analysis of student and faculty data was conducted to identify possible demand for course offerings for an off-campus center in Placer County using target residential zip codes in and around Placer County. The data indicated that in fall 2017, 191 faculty resided in the target zip codes out of over 1,500 total faculty on the main campus.
 - The analysis concluded there are sufficient numbers of faculty residing near the proposed center site in departments with high concentrations of students also residing in the specified zip codes to provide justification for the expectation that projected enrollment will correlate with a demand for academic programs and the availability of faculty from those programs allowing the Center to meet ratios similar to the "home" campus. Specifically, the analysis concluded that local demand for a variety of potential majors at the Placer Center could average a student-to-faculty ratio of approximately 24:1, which is consistent with the main campus.

6. Ensure academic resources are sufficient for continuity without impacting “home” campus programs.
 - Students who will attend the Placer Off-Campus Center will receive educational opportunities and a quality of education equal to those provided on the “home” campus without having to travel almost 60 miles round trip.
 - Sacramento State intends to provide initial offerings, and the respective resources to support those programs, that are location specific to students at the Off-Campus Center. It is anticipated that all of these initial resources can be accommodated in the first academic building, which will be comprised of classrooms, administrative offices, information technology support, conference rooms, and faculty office space.
 - Consistent with the Executive Order 720, it is not anticipated that enrollment or resources will be diverted from the Sacramento State’s “home” campus.
7. Demonstrate that the projected center enrollment cannot be accommodated through distance learning technologies or other alternative instruction delivery methods that meet pedagogical requirements for effective instruction for the new center serving up to 500 FTE.
 - The initial academic offerings are anticipated to be offered in collaboration with Sierra College to serve the unique demand from regional industries that cannot be accommodated through alternative instruction delivery methods or distance learning. The Placer Center’s proximity is positioned to serve those unique regional workforce needs through in-person training, which can be accommodated in the first academic building. This building is comprised of classrooms, administrative offices, information technology support, conference rooms, and faculty office space. Philanthropic and/or partnership support will fund this \$35 million, 60,000 square foot building, which can house up to 500 FTE for the Center.
8. Show how the proposal meets Board of Trustees policy requirements and affirm that the proposed center does not require additional support costs above the campus’s allocated enrollment budget. Based on this report, the chancellor is delegated the authority to approve the establishment of a new off-campus center, not to exceed 500 FTE, without Board of Trustees’ approval.
 - It is the intent of Sacramento State and the CSU to identify alternative funding sources from Placer Ranch, Inc., Placer County, public-private partnerships, and partnerships with local institutions like Sierra College to address both infrastructure and project costs. These responsibilities are outlined in a Gift Agreement and Memorandum of Understanding for review prior to execution. The Gift Agreement will outline initial campus development costs and responsibilities, including, but not limited to infrastructure. Consistent with Executive Order 720, Sacramento State intends to develop the off-campus center with existing funding, combined with private funding and public-private partnerships.