

UNIVERSITY  
OF  
CALIFORNIA

# Capital Financial Plan

2012-22

UNIVERSITY OF CALIFORNIA 2013-22 CAPITAL FINANCIAL PLAN

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# Foreword

The University proposes an ambitious ten-year capital program to implement \$15.9 billion of projects in support of its educational, research and public service mission. This is a program of investment that is vital to California as the economy recovers from the financial challenges of the last few years. In the decade ahead, higher education will play a very important role in California's ability to leverage the economic opportunities opening up.

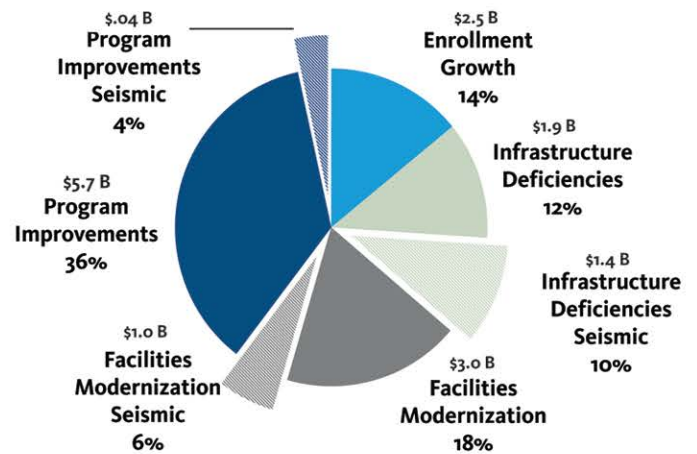
A combination of factors, including retirements in the current workforce and job creation in nascent technologies, is expected to generate jobs that will demand college degrees. California's economic recovery will rely heavily on an educated workforce prepared to meet this demand.

In its 2011 American Community Survey, the U.S. Census Bureau identified 38 percent of working-age Californians as having a post-secondary education.<sup>1</sup> However, the Georgetown University Center on Education and the Workforce projects that by 2018 more than 61 percent of California jobs will require a post-secondary education.<sup>2</sup>

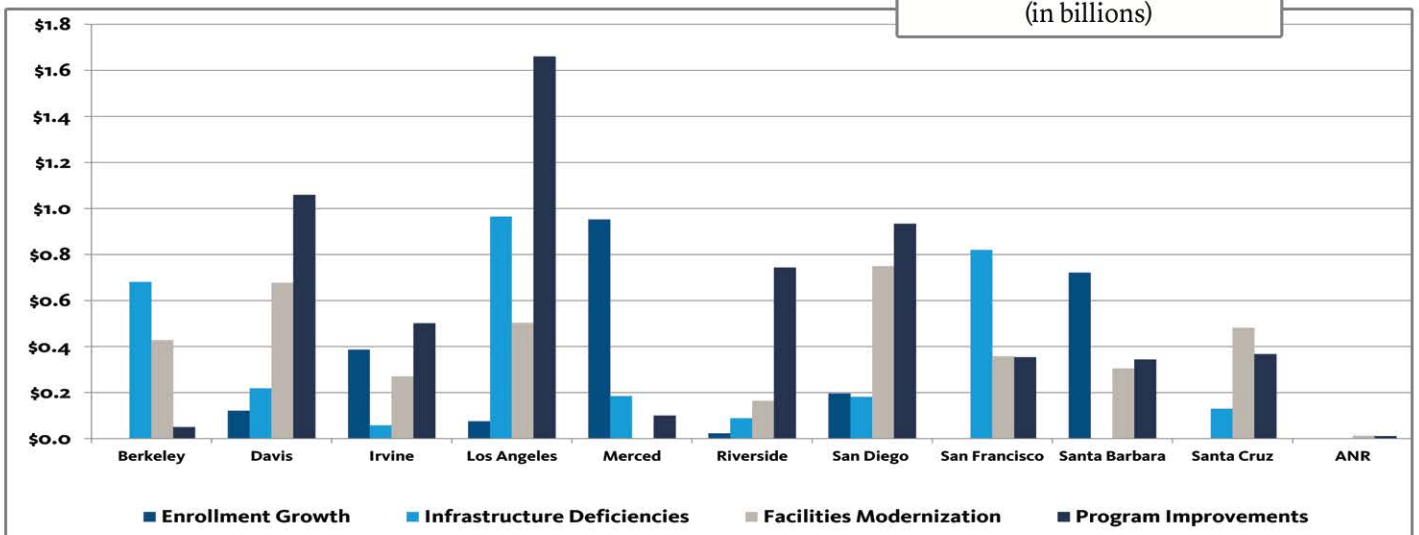
Across the globe, whether in Silicon Valley or Shanghai, Brussels or Bangalore, education is seen as a primary catalyst for economic growth. The new European Institute of Innovation and Technology was created to increase growth and competitiveness by developing a new generation of innovators and entrepreneurs – an arena in which California has long held primacy over other states and nations. On August 7, 2012, the California State Assembly Committee on Jobs, Economic Development, and the Economy discussed globalization and the shift toward more globally connected and collaborative business models within the post-recession economy. In California, the restructuring of the modern workplace is happening at a pace that is challenging our educational institutions, both to educate increasing numbers of students and to define the nature of the education needed.

The response to this challenge must happen on multiple fronts. The increasing numbers of students seeking an education will put a strain on classrooms and the support facilities available. Educators are compelled to make the delivery of education more meaningful and relevant, driven largely by the demands of students, denizens of an interactive world that is still to be navigated by an older generation. Today's student places value on collaborative and multi-modal teaching in classrooms, and teachers and institutions are re-tooling for the technology and educational delivery methods to respond to that need.

The University's capital program for 2012 through 2022 seeks to address and balance these demands. Of the \$15.9 billion ten-year capital program, \$11.4 billion or 71 percent will be funded by non-State-funded sources, up from \$10.5 billion in the 2011-2021 program. The non-State funds continue to fulfill a critical role in advancing the University's mission.



Program Objectives (in billions)



## Fund Sources

The University depends on a wide range of fund sources to support proposed projects, including State funds, gifts, grants, University equity funds (derived from auxiliary enterprise revenues, certain fees and other discretionary resources), and external financing (long-term debt).

Although capital improvements to support academic programs, academic support, core student services and administration, and campus operational support are eligible for State bond funding, they may be funded from both State and non-State sources. Self-supporting activities such as housing, parking, athletics, and medical enterprises generally are not eligible for State funding and must be supported from other sources.

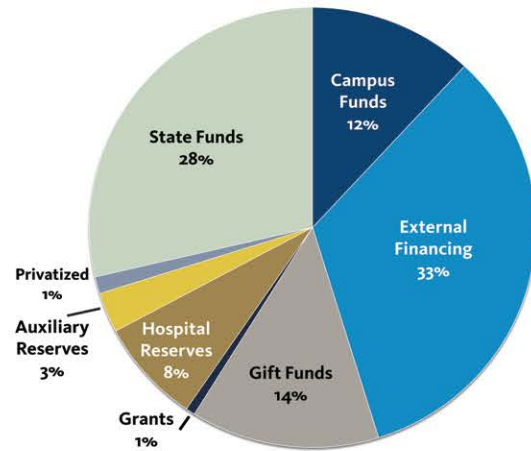
**Campus funds** include reserves generated from specific operations and funds available to each Chancellor.

**Gifts** include those in hand, pledged, and to be raised. The University’s goals for philanthropic support remain highly successful. Projects dependent upon gifts will be advanced when funding targets have been achieved.

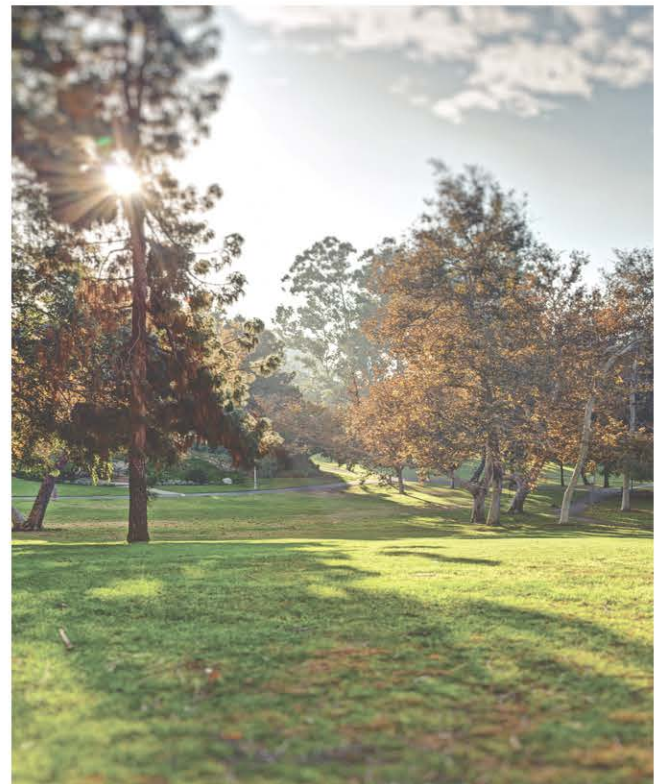
**Grants** include federal, State, and private awards. Campuses are aggressively pursuing State and federal grants to fund capital projects. Grant funds can be used to cover direct capital expenditures.

**External Financing (Long-Term Debt Financing)**  
 Given the implications of long-term financing commitments, campuses provide a pro forma analysis of the financial feasibility of debt-financed projects. For the 2012-22 Capital Financial Plan (CFP), campuses analyzed the affordability of debt-funded projects on a ten-year pro forma basis for their respective CFPs, with the additional debt burden measured against metrics such as debt service to operations, debt service coverage and expendable resources to debt. The campus metrics are analyzed again when debt is at the approval stage, as a general matter when a project budget is approved through the Regents or delegated approval process. Medical center projects with a debt component are analyzed at the stage of debt approval based on the respective medical center pro forma business plan with the additional debt burden. Metrics such as pro forma debt service coverage and days cash are taken into account in the analysis. Educational fee (tuition) is prohibited by policy for debt service or capital projects.

2012-22 Capital Program by Fund Source



The 2012-22 program for capital improvements proposes approximately \$15.9 billion in funding, of which about \$4.6 billion is State-eligible. Over \$5.3 billion of the funding plan is expected to come from external financing. The remainder consists of anticipated gifts of nearly \$2.2 billion, campus funds of \$1.9 billion, auxiliary reserves of \$472 million, hospital reserves of over \$1.2 billion, grant funds of \$106 million, and privatized development funding of \$198 million. Each campus has proposed a funding plan it considers financially feasible within the context of its resources.



Aldrich Park, Irvine Campus

<sup>1</sup>[http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_11\\_1YR\\_S1501&prodType=table](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_11_1YR_S1501&prodType=table)

<sup>2</sup><http://www9.georgetown.edu/grad/gppi/hpi/cew/pdfs/State->



## 2013-14 Budget For State Capital Improvements (\$000s)

	Projects	Phases	2013-14 State Request	Future State Funds	Non-State Funds
ANR	REC Facilities Renewal and Improvements	PWC	1,850		200
DV	Briggs Hall Safety Improvements and Building Renewal	PW	2,548	22,924	
DV	Chemistry Building Renovations Phase 1	PW	1,311	10,699	
DV	Engineering 4	WC	52,492		2,850
DV	Seismic Correction Thurman Laboratories	PWC	806		
DV	Walker Hall Renewal and Seismic Corrections	PWC	28,004		
IR	Central Plant Renewal	PWC	9,200		
IR	Engineering Renovations	DC	8,904		92
IR	Fire and Life Safety Improvements	PWC	9,246		
IR	Health Sciences Instruction and Research Building	DC	49,589	3,112	
IR	Humanities & Social Sciences Classroom Renovations	PWC	2,566		
IR	Primary Electrical Improvements Step 4	PWC	15,025		
IR	Water, Sewer, and Storm Drain Improvements	PWC	15,010		
LA	CHS Seismic Correction and Fire Safety	WC	49,842		1,706
LA	Clark Library Seismic Correction	WC	8,744		311
MC	Bellevue Roadway and Intersection Improvements	PW	2,170	19,530	
MC	Castle Building System Improvements	PWC	3,840		
MC	Central Plant Telecommunications Upgrade	PW	1,200	10,800	
MC	Classroom and Academic Office Building*	C	45,144	4,079	
MC	Ranchers Road West Step 1	PW	1,430	12,870	
MC	Science and Engineering Building 2	E	4,285		
RV	Batchelor Hall Building Systems Renewal	WC	13,788		
RV	Engineering Building Unit 3	PWC	74,473	4,529	1,092
RV	Pierce Hall Improvements	PWC	21,587		
RV	Psychology Phase 2	PWC	16,992	940	
RV	West Campus Graduate and Professional Center	P	1,690	51,362	
RV	West Campus Infrastructure Improvements 1	P	604	15,786	
SD	Biological and Physical Sciences	PWC	88,210	1,500	1,500
SD	Campus Life Safety Improvements	PWC	22,415		
SB	Academic Support Facilities	C	26,505		7,252
SB	Campbell Hall Replacement Building	PWCE	29,072		
SB	Infrastructure Renewal Phase 1	C	11,990		5,950
SB	Infrastructure Renewal Phase 2	PWC	14,024		5,110
SC	Coastal Biology Building	PWC	57,937	1,080	2,085
SC	Environmental Health and Safety Facility	PWC	17,087		
SC	Infrastructure Improvements Phase 3	PWC	7,971		
SC	Life Safety Upgrades	PWC	9,598		
UW	Southern Regional Library Phase 3	PW	1,375	34,872	
UW	System-wide Seismic and Life Safety Projects	PWC	60,000		
<b>TOTAL STATE PROGRAM</b>			<b>\$788,524</b>	<b>\$ 194,083</b>	<b>\$ 28,148</b>

\* The project budget was increased to \$49.894 million (PWC), up from \$38.75 million approved by the Regents last year. Approval of the State request will grant approval of the budget increase.

In 2012, the State legislature approved only those projects that could be funded with remaining general obligation bonds: \$7.7 million to complete an infrastructure project at Santa Cruz and \$4.7 million for the design of a new classroom and academic office building at Merced.

The future of State capital funding for the University remains uncertain. The University, however, supports a scenario in which the State would commit to a four-year plan and make an annual contribution to the University's operating budget. The University would have the flexibility to determine how much of the budget each year should be directed toward the construction, operation,

maintenance and renewal of facilities.

The University's critical needs are reflected in its \$788.5 million State funding request for 2013-14:

- Projects that address critical needs for seismic and life safety – 28 percent
- Academic buildings to accommodate enrollment growth that has already occurred – 55 percent
- Facilities renewal and infrastructure projects – 17 percent
- Equipment for projects already funded for construction – <1 percent

# Fund Source Abbreviations

Identifies the categories of fund sources used to support the project:

- o SE = State-Eligible
- o GO= General Obligation Bonds (State)
- o LR= Lease Revenue Bonds (State)
- o SG = General Funds (State)
- o EF = External Finance (Long-Term Debt Financing including Capital Leases)
- o GF = Gift Funds
- o CF = Campus Funds
- o HR = Hospital Reserves
- o AR = Auxiliary Reserves (Housing, Parking and Other)
- o UR = University Fee Reserves (Voted, Life Safety and Registration)
- o CG = Children's Hospital Grant Funds
- o FG = Federal (Grant)
- o OG = Other Grants
- o PR = Privatized
- o DD=Private (Donor) Development



*Social Sciences & Management Building,  
Merced Campus*



# Capital Financial Plan

2012-22

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By Campus







# University of California, Berkeley



Faculty Glade

## Challenges

As the founding campus of the University of California, UC Berkeley today remains a national and international leader in education, research, and public service. Because UC Berkeley is a densely developed urban campus, its capital investment program reflects a dual strategy of reinvestment and selective new construction, within the framework of the 2020 Long Range Development Plan (LRDP). The objectives, policies, and guidelines in the 2020 LRDP are in turn based on the principles of excellence articulated in the Strategic Academic Plan. The 2012-22 Capital Financial Plan (CFP) for the Berkeley campus reflects its ongoing strategy to sustain and advance these principles in a changing economic environment.

Foremost among these changes is the uncertain future of state capital funding for the University of California. The University supports a scenario in which the State would commit to a four-year plan and make an annual contribution to the University operating budget. The University and each campus would then determine how much of their budgets should be directed toward the construction, operation, maintenance and renewal of facilities. In this context, the need for capital investment must be weighed against the many other demands on campus resources. The Berkeley CFP reflects this new paradigm in its strategic and focused use of discretionary campus funds.

## Strategic Goals

The 2012-22 Capital Financial Plan for the Berkeley campus reflects four strategic goals, which together establish a framework for capital investment over the next decade and ensure each capital investment represents the optimal use of campus resources.

### 1. Leverage discretionary campus funds with external funds to maximize their impact.

If the Berkeley campus were to receive an infusion of state capital funds—through a future general obligation bond, lease revenue bond funding or restructuring of existing state debt—those funds would be directed primarily toward seismic and life-safety upgrades, projects for which there are few other fund sources.

For the balance of capital investment needs at Berkeley, however, the future lies in the use of gifts, other external funds and discretionary campus funds. Because such discretionary funds are limited, the campus must be strategic in their expenditure. The Berkeley CFP is based on a framework in which each funding source is optimized for the types of projects to which it is most suited:

**Base Investment Program:** Discretionary campus funds are prioritized for reinvestment in existing core instructional and research facilities, including building renewal, infrastructure renewal and life-safety upgrades, particularly where modest investments can yield significant reductions in life-safety risk.

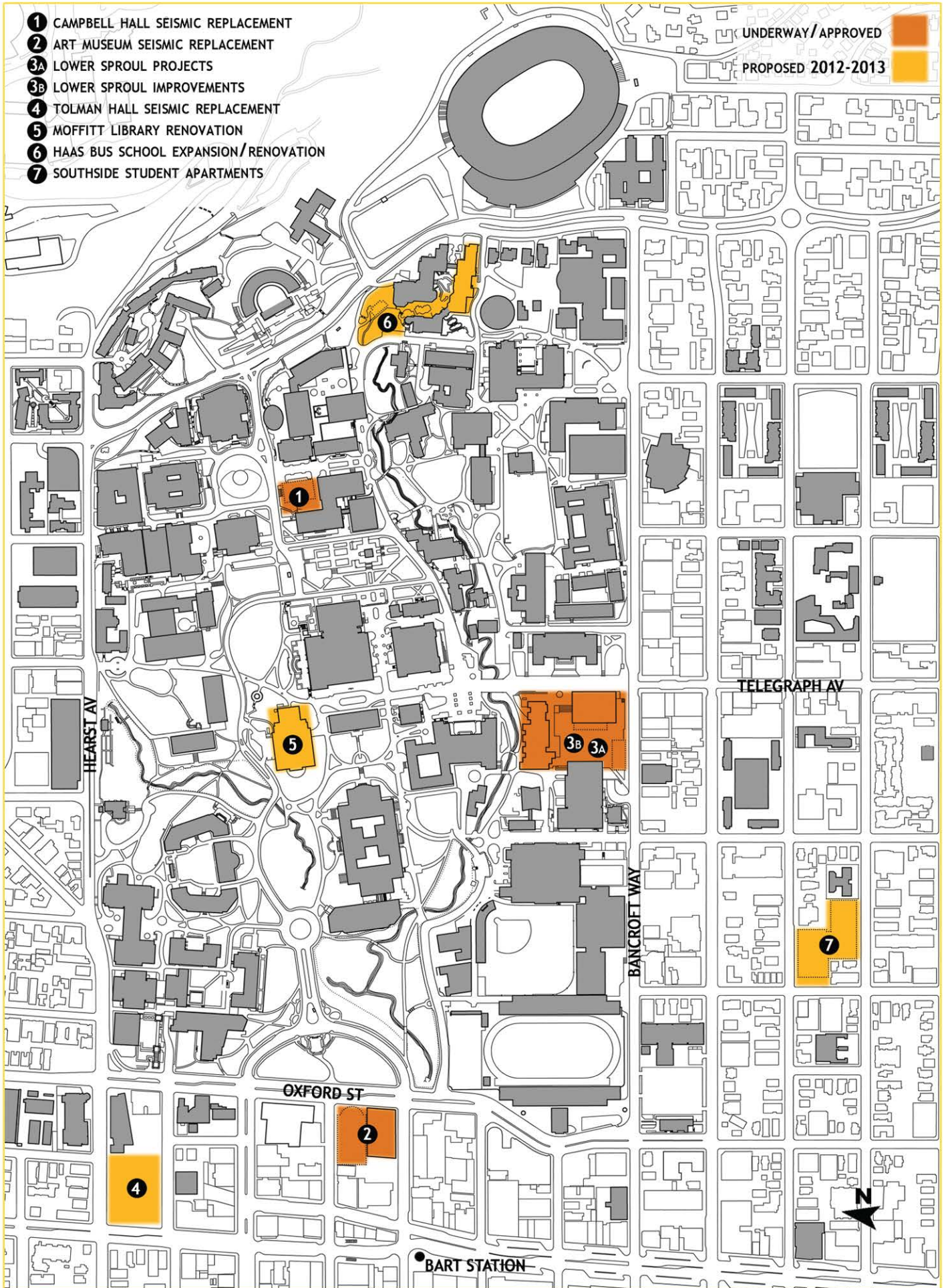
**Enhanced Investment Program:** The major source of capital funds for other new construction and for major, transformational renovations would be external and auxiliary funds:

- State funds for seismic replacement or major renovation of education and research facilities
- Gifts and grants for construction or renovation of education and research facilities (e.g. for new program initiatives)
- Student-fee referenda for construction or renovation of student life and service facilities
- Auxiliary revenues for construction or renovation of housing and parking facilities
- Rent derived from third-party operators

Campus funds may be used to make strategic, leveraged contributions when projects address key mission goals—for example, as the ‘final’ increment of funding for a project otherwise supported by gifts.

The one notable exception to this general framework in the Berkeley CFP is the investment of \$75 million in campus debt, in the form of century bonds, for the

FACTS & FIGURES	Established	1873
	Undergraduates	27,997
	Graduate Students	8,078
	Health Science Students	749
	Campus Land Area	1,290 acres
	Campus Buildings	10.3 million ASF
	Nobel Laureates (active & emeritus)	9



seismic replacement of Tolman Hall. This exception is justified by the magnitude of the seismic risk in relation to the uncertainty of future state funding and by the favorable terms obtained for the century bonds. The taxable nature of the bonds enables the Berkeley campus to consider a broader range of private-sector partnerships for delivery, with potential reductions in both cost and risk. In order to maximize the leveraging of campus resources, the campus actively is seeking gifts for the balance of funds required for this project.

## 2. Require each project budget to cover its entire useful life.

The old paradigm for capital investment featured not only state funds dedicated to new construction, but incremental increases in the annual state contribution to cover the operation, maintenance and renewal of new facilities. Today, with no link between state funding and capital needs, the campus believes it is prudent to assume that those expenses must be borne by the campus budget.



*Li Ka Shing Center*

At Berkeley, the financial strategy for each new project must cover not only the initial capital cost of the project, but also the ongoing, incremental cost of operation, maintenance and renewal incurred by the project over its useful life. Each project also has an obligation to contribute to the campuswide infrastructure of utilities, roads and landscape, which are outside the scope of the project itself yet essential to its function. At Berkeley, each new project is assessed a fee of 4 percent of project cost for this purpose.

The long-term goal at Berkeley is to establish a specific capital renewal plan for each major campus asset. The first priority for these plans are the new high-performance buildings completed within the last decade.

## 3. Commit to sustained investment in capital renewal of buildings and infrastructure.

The Berkeley campus has made several major capital investments over the past decade to house exciting new initiatives in education and research—investments that leverage campus funds with state funds, grants, gifts and student-fee referenda. It must also commit to a significant and sustained program to renew its inventory of



*Berkeley Art Museum*

existing buildings and infrastructure. In 2012-2013, the Berkeley campus will increase its investment of campus funds in capital renewal to nearly \$30 million per year and will continue this level of investment for the entire decade.

## Capital Program Priorities

- Replacement of existing building, utility and information systems at or beyond the end of their useful lives and/or unable to meet current performance demands
- Improvement of existing building and utility systems to reduce operations cost and resource consumption
- Renovations to accommodate new program initiatives, methods and workstyles and to improve space utilization
- Seismic and life-safety upgrades where modest investments can yield significant reductions in risk
- Renewal and enhancement of existing roads, landscaping and places of interaction

The program for each year will focus on capturing external funds available for certain types of renewal expenditures, and will reserve discretionary campus funds for those expenditures with no alternate fund sources.



*Energy Biosciences Building*

#### 4. Utilize private-sector partnerships to reduce cost and risk and enhance donor confidence.

The University has implemented private-sector partnerships in a variety of forms, from groundlease-leasebacks to donor developments, and for a variety of project types, from student housing to research labs. In general, the advantages tend to be greater in project types which are more generic and similar to private-sector models. However, the donor-development model in particular has also been useful in giving prospective donors a greater level of confidence in the budget and schedule.

The Berkeley campus routinely considers private-sector partnerships as a potential delivery model in every major new construction project, as well as in renovation projects where the scope and logistics are conducive. Private-public partnerships under consideration in the Berkeley CFP include expansion and renovation of Haas Business School; construction of new student apartments in the Southside; replacement of Tolman Hall; expansion of Soda Hall; and construction of the East Asian Studies Center.

#### 2012-22 Berkeley Capital Program (\$000s)

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Campbell Hall Seismic Replacement	71,605 SE 11,000 F 2,029 CF	2,800 GF						87,434
Tolman Hall Seismic Replacement		75,000 EF 60,000 PR						135,000
Lower Sproul Improvements		30,000 EF						30,000
Moffitt Library Renovation		50,000 GF						50,000
Haas Business School Expansion & Renovation		DD						DD
Southside Student Apartments		PR						PR
Etcheverry Hall Renovation			27,600 GF					27,600
Soda Hall Expansion			DD					DD
2223 Fulton Seismic Demolition				3,900 CF				3,900
East Asian Studies Center				DD				DD
Arch & Engr Bldg Seismic Demolition				400 CF				400
Evans Hall Seismic Retrofit				48,700 SE				48,700
Tolman Hall Seismic Demolition					10,100 SE			10,100
Unit 3 Residence Hall Renovations						23,100 AR 53,800 EF		76,900
Hearst Gymnasium Seismic Renovation & Expansion						5,100 GF	55,100 SE 40,900 GF	101,100
Dwinelle Annex Seismic Renovation							5,500 SE	5,500
Giannini Hall Seismic Renovation							42,800 SE	42,800
McLaughlin Hall Seismic Renovation							30,700 SE	30,700
Wellman Hall Seismic Renovation							27,300 SE	27,300
Capital Projects \$750K to \$5M (E&G)		15,000 CF	15,800 CF	16,600 CF	17,400 CF	18,300 CF	106,200 CF	189,300
Campus Capital Renewal		22,240 EF 6,260 CF	31,500 EF	33,100 EF	34,800 EF	36,500 EF	211,800 EF	376,200
<b>TOTAL CAPITAL PROGRAM</b>		<b>261,300</b>	<b>74,900</b>	<b>102,700</b>	<b>62,300</b>	<b>136,800</b>	<b>520,300</b>	<b>1,158,300</b>



# University of California, Davis



UCDMC Cancer Center Expansion

UC Davis offers more than 100 undergraduate majors in four colleges and advanced degrees from six professional schools. The campus has 13 specialized research centers, a comprehensive medical center, and research funding of \$745 million in 2011-12. Graduate study and research opportunities are offered in nearly 90 programs, along with a number of interdisciplinary graduate study programs, especially laboratory-intensive science programs.

## Strategic Goals

Chancellor Katehi's "A Vision of Excellence" articulates six broad goals:

- Foster a vibrant community of learning and scholarship
- Drive innovation at the frontiers of knowledge
- Embrace global issues
- Nurture a sustainable future and propel economic vitality
- Champion health, education, access, and opportunity
- Cultivate a culture of organizational excellence, effectiveness, and stewardship

In support of the Chancellor's vision, the 2012-22 *Capital Financial Plan (CFP)* represents UC Davis's prioritization of scarce resources to advance continued growth and to improve campus facilities. The plan represents a balance of investment in existing facilities—necessary for responsible stewardship of capital resources to maintain excellence—with investment in new construction in support of program expansion.

## Capital Program Priorities

During the past decade, the Davis campus has invested more than \$1.6 billion of both state and non-state funds in capital construction. Despite this significant outlay, these efforts have not kept pace with campus facility needs or addressed the renewal demands of an aging campus.

Capital priorities for Davis's main campus address a number of needs: capital investment to achieve program expansion; a building renovation program to maintain excellence; and the renewal of infrastructure systems to increase capacity and reliability.

The Sacramento campus, which includes the Medical Center, seeks to balance the need to provide adequate funding to support its multi-faceted mission of patient care, education and research with the demand for new and renovated facilities to support its research and teaching enterprises.

## Capital Investment in Programs

New academic facilities are necessary both to support academic and research excellence and to accommodate growth that has already occurred. The 2012-22 CFP includes nearly \$450 million of program-centric investment on the central campus to advance the highest priority projects. These include International Complex Phase 1, Jan Schrem and Maria Manetti Schrem Museum of Art, Classroom and Recital Hall, Engineering 4, Data Center, Classroom Facility, and Veterinary Medicine Teaching Hospital Replacement. For the Health System, two projects at the Institute for Regenerative Cures, planned within the next two years, would address the growth in its research enterprise.

## Building Renewal and Stewardship

Of the more than 1,200 buildings on the Davis main campus, most have not benefited from significant renovation. This is especially critical given that over 63 percent of the approximately ten million gross square feet (gsf) is more than 25 years old. The 2012-22 CFP includes nearly \$550 million of stewardship-related

### FACTS & Figures

Established	1905
<u>FTE Enrollment 2011-12</u>	
Undergraduates	25,096
Graduate Students	4,194
Campus Land Area	5,330 acres
Campus Buildings	8.6 million ASF
Sacramento Hospital, Clinics & School of Medicine	2 million ASF

investment on the central campus. On the Sacramento campus, several hospital seismic upgrade and infrastructure projects are needed to address compliance with SB 1953.

The campus is assessing the resources needed to address building system renewal costs. Briggs Hall and the Chemistry Building on the main campus and the Translational Science Center and North Additional Office Building on the Sacramento campus are high-priority renewal projects.

To address significant seismic deficiencies, the 2012-22 CFP includes a series of phased seismic corrections and building renewal projects. High-priority projects include the renovation of Walker Hall and Seismic Corrections Phase 5 on the main campus, and Hospital Seismic Phase 1 at the Medical Center.

**Infrastructure Renewal**

The Davis campus owns and operates virtually all of its infrastructure, including domestic water, electrical substation and distribution system, and a wastewater treatment plant. The 2012-22 CFP includes over \$150 million of investment in infrastructure renewal. Emergency Power Upgrade Phase 2 is a priority for the Medical Center.

**Challenges**

UC Davis is confronted with a challenging climate in which to develop and implement a capital program, facing the uncertainty of future state funding, while program requirements necessary to maintain existing facilities and campus infrastructure are increasing. The backlog of deferred maintenance at the main campus alone is approximately \$1.2 billion, which is among the highest of peer public higher education institutions.



Walker Hall

Planning for the Health System’s capital program is complicated by the current economic climate of uncertainty regarding federal and state sources for health care reimbursements, the ongoing health care public policy debate, and a mandate to advance seismic compliance projects. These additional pressures continue to strain Health System resources.



Jess S. Jackson Sustainable Winery Building

**2012-22 Davis Capital Program (\$000s)**

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Renewable Energy Anaerobic Digester		2,000 FG 8,000 PR						10,000
International Center Phase I		30,000 EF						30,000
Jan Shrem and Maria Manetti Shrem Museum of Art		15,000 EF 15,000 GF						30,000
SVM Administrative Services Relocation		14,000 EF						14,000
ANR Hopkins Expansion		7,000 SG						7,000
Smart Lighting Initiative Phase 2		5,870 EF 1,922 EF						7,792
Seismic Corrections Phase 5		7,500 CF						7,500
Translational Science Center (UCDMC)		12,300 CF						12,300
Hospital Seismic Upgrade Phase 1 (UCDMC)		26,800 HR						26,800
Seismic Corrections Thurman Laboratory			806 SE					806

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Building Renewal Phase 1			30,000 EF					30,000
Memorial Union Renewal			7,500 EF 7,500 UR					15,000
Classroom and Recital Hall	893 X		10,000 EF 5,000 GF					15,893
Engineering 4	2,350 CF		52,492 SE 500 CF					55,342
Dairy Program Relocation			10,000 EF					10,000
Animal Science Dairy Classroom Replacement			5,000 EF					5,000
Data Center			1,000 CF 67,000 EF					68,000
Steam Improvements Phase 1			5,000 EF					5,000
Walker Hall Renewal and Seismic Corrections			28,004 SE					28,004
Castilian Redevelopment			55,000 PR					55,000
Infrastructure Renewal Phase 1			25,000 EF					25,000
La Rue Bridge Renewal			750 CF 5,250 FG					6,000
Tercero Student Housing Phase 4			21,120 EF 5,280 AR					26,400
UC Davis Institute for Regenerative Cures Phase 4 (UCDMC)			5,700 CF					5,700
Hospital Seismic Upgrade Phase 2 (UCDMC)			12,800 HR					12,800
Main Hospital Seismic Compliance (UCDMC)			30,400 EF					30,400
Briggs Hall Safety Improvements and Building Renewal			2,548 SE	22,924 SE				25,472
Chemistry Building Renovations Phase 1			1,311 SE	10,699 SE				12,010
Orchard Park Redevelopment				55,000 PR				55,000
Chemistry Building Renovations Phase 2				9,766 SE				9,766
Seismic Corrections Phase 6				15,000 SE				15,000
Building Renewal Phase 2				30,000 SE				30,000
Intercollegiate Athletics Administrative Space Building Priority Phase 1				50,000 SE				50,000
Institute for Regenerative Cures Phase 5 (UCDMC)				11,000 CF				11,000
Emergency Power Upgrade Phase 2 (UCDMC)				12,500 HR				12,500
North Addition Office Building (UCDMC)				45,000 EF				45,000
Chemistry Building Renovations Phase 3					9,766 SE			9,766
Building Renewal Phase 3					30,000 SE			30,000
Vet Med Teaching Hospital (VMTH) Replacement					65,000 GF			65,000
Activities and Recreation Center Expansion					5,000 AR			5,000

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Infrastructure Renewal Phase 2						25,000 SE		25,000
Vet Med Teaching Hospital (VMTH) Renewal						35,000 GF		35,000
Chilled Water System Improvements Phase 7A (TES)						8,468 SE		8,468
Chemistry Building Renovations Phase 4						9,766 SE		9,766
Chemistry Annex Seismic Corrections						11,000 SE		11,000
Seismic Corrections Phase 7						15,000 SE		15,000
Aggie Stadium II and III						12,000 GF		12,000
Solano Water Treatment Plant						8,000 SE		8,000
Graduate and Professional Student Center						10,000 CF		10,000
Environmental Sciences Facility						10,000 CF 20,000 GF 55,000 EF		85,000
Health Sciences Education Expansion (UCDMC)						4,000 GF 81,000 SE		85,000
Research IV Building (UCDMC)						4,000 CF 47,000 EF		51,000
Infrastructure Renewal Phase 3							25,000 SE	25,000
Center for Agriculture, Health, and Nutrition Building Renewal Phase 4							20,000 PR	20,000
Governor's Hall Remodel (UCDMC)							30,000 SE	30,000
MIND Prevention and Treatment Research Building (UCDMC)							10,000 SE	10,000
Research V Building (UCDMC)							28,539 SE	28,539
Research VI Building (UCDMC)							70,000 SE	70,000
Ambulatory Care Center Phase 2 (UCDMC)							66,000 EF 20,000 GF	86,000
Parking Structure 4 (UCDMC)							35,000 EF	35,000
Acute Rehabilitation Hospital (UCDMC)							30,000 EF	30,000
Hospital Seismic Upgrade Phase 5 (UCDMC)							22,600 HR	22,600
UC Davis Health System Priority Phase 1 (UCDMC)							60,877 SE	60,877
Health System Projects \$750K to \$5M		22,250 HR	22,250 HR	22,250 HR	22,250 HR	22,250 HR	34,250 HR	145,500
Student Affairs Recreation, MU, Unitrans Projects \$750K to \$5M		6,750 AR	750 AR				6,000 AR	13,500
Intercollegiate Athletics Projects \$750K to \$5M		3,950 GF	2,250 GF		1,500 GF		5,000 GF	12,700
Capital Projects \$750K to \$5M (E&G)		14,000 CF	14,000 CF	14,000 CF	14,000 CF	14,000 CF	70,000 CF	140,000
Student Housing Projects \$750K to \$5M		8,900 AR	3,550 AR	4,500 AR	4,500 AR	1,500 AR	9,000 AR	31,950
Student Affairs Division-Wide System Renewal \$750K to \$5M		1,013 AR 1,012 UR	675 AR 675 UR	1,013 AR 1,012 UR	1,013 AR 1,012 UR	1,012 AR 1,013 UR	2,024 AR 2,026 UR	13,500
<b>TOTAL CAPITAL PROGRAM</b>		<b>203,267</b>	<b>439,111</b>	<b>318,664</b>	<b>154,041</b>	<b>395,009</b>	<b>616,316</b>	<b>\$2,126,408</b>





# University of California, Irvine



Gavin Herbert Eye Institute

In fewer than 50 years, the Irvine campus has grown into an internationally distinguished research university, consistently ranking among the nation's best public institutions and among the top 50 universities overall. Its status as the youngest institution to be elected to the Association of American Universities is an indicator of Irvine's stature in the academic community and of its rapid development.

## Strategic Goals

UC Irvine's 2012-22 *Capital Financial Plan (CFP)* is predicated on the 2006 *Strategic Academic Plan*, which affirms UCI's longstanding goals of achieving excellence in education and research; balance among programs in the liberal arts and sciences and in selected professional schools; and mutually beneficial relationships with the public and private sectors. Although the campus's original plan for achieving these goals by 2015 has been slowed by the budget uncertainties of the last five years, significant progress has been made with the addition of new programs in law, nursing, public health and pharmaceutical sciences, and the construction of additional housing to accommodate approximately 48 percent of current enrollment on campus.

## Capital Program Priorities

Capital program priorities support the campus's strategic goals as articulated in the *Strategic Academic Plan*, the development objectives outlined in the 2007 *Long Range Development Plan*, and the *Physical Design Framework*. In addition to providing the new facilities necessary to accommodate the academic mission and other campus needs, the capital program addresses the aging of existing facilities, provides the infrastructure needed to keep the campus functioning efficiently, and facilities to support all aspects of student life. The *CFP* also includes infrastructure projects that will address deficiencies and growth needs and will provide opportunities for further improving efficiencies and reducing the campus's carbon footprint.



Anteater

Irvine's proposed 2012-22 *Capital Financial Plan* totals approximately \$1.2 billion. This total is divided almost evenly between projects eligible for State funding and projects that would be funded from non-State sources, including gifts, external financing, campus funds and hospital reserves.

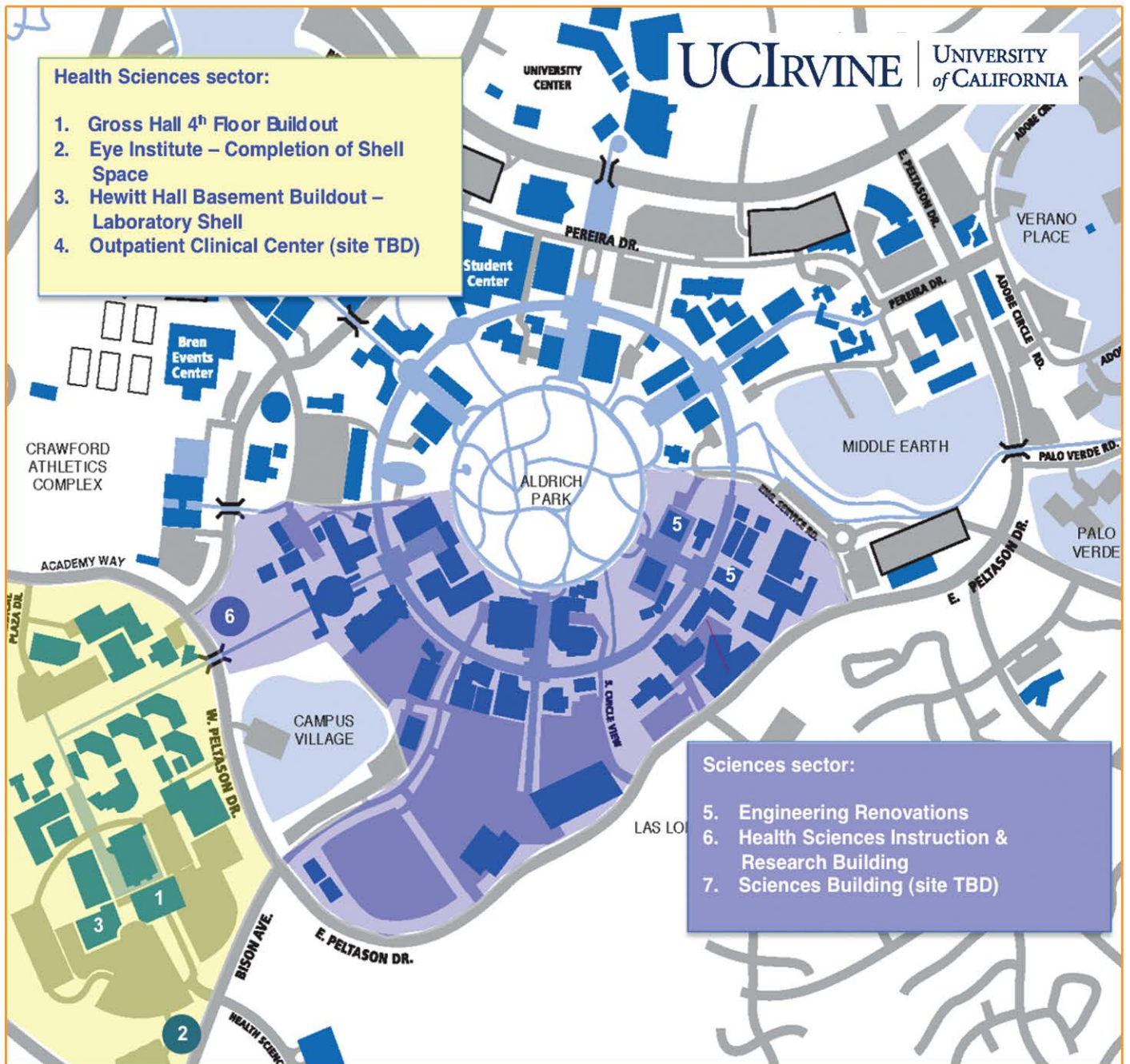
UC Irvine strives to be a leader in environmental stewardship, and continues to incorporate conservation and energy-efficiency goals into the capital program. To date, eight UCI buildings have been certified LEED™ Gold, and four buildings have been certified Platinum.

### FACTS & FIGURES

Established	1965
<u>FTE Enrollment 2011-12</u>	
Undergraduates	23,426
Graduate Students	3,727
Health Science Students	1,471
Campus Land Area	1,543 acres
Campus Buildings	6.3 million ASF
Hospitals and Clinics	907,025 ASF
Nobel Laureates (active & emeritus)	2

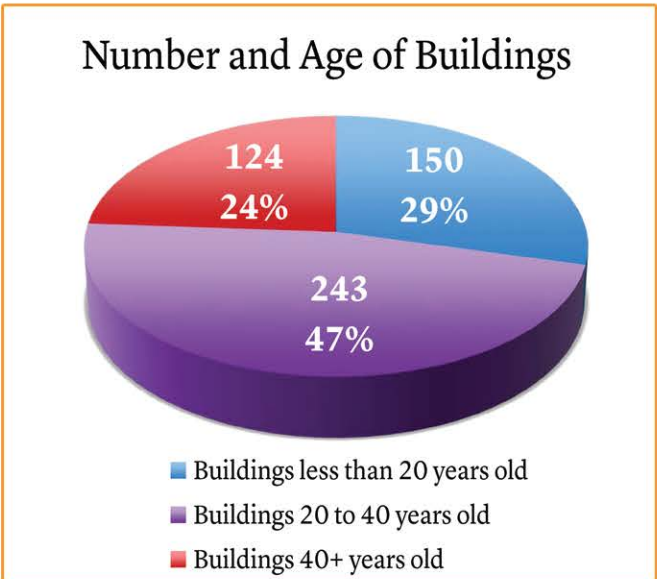


Humanities Gateway



## Challenges

The campus faces three major challenges in the implementation of its capital program. The first and biggest challenge is the lack of sufficient funding to support the program. The economic conditions of the last few years have resulted in fewer funding opportunities for both the State-funded and non-State-funded programs. The campus is working to cultivate additional fund sources while continuing to make the best use of available capital resources. A second challenge is to identify more cost-effective accommodations for units currently occupying leased space off campus. Given the lack of available space on campus, the cost benefits of consolidating leased space in a leased or purchased facility is being considered. The third and continuing challenge is managing existing space to make the most efficient use of current facilities.





The Paul Merage School of Business Unit 2

## 2012-22 Irvine Capital Program (\$000s)

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Gross Hall 4th Floor Buildout		4,000 GF 4,000 EF						8,000
Campus Utility Improvements and Capital Renewal		30,000 EF						30,000
Eye Institute - Completion of Shell Space		8,000 GF						8,000
Hewitt Hall Basement Buildout - Laboratory Shell		7,740 GF						7,740
Child Development Center		13,000 GF						13,000
Medical Center Parking Structure		30,000 EF						30,000
University Extension Classroom Building		20,000 EF						20,000
Off-Campus Office Building Acquisition			15,000 EF 5,000 CF					20,000
Engineering Renovations	92 CF		8,904 SE					8,996
Primary Electrical Improvements Step 4			15,025 SE					15,025
Health Sciences Instruction and Research Building			49,589 SE		3,112 SE			52,701
Humanities and Social Sciences Classroom Renovations			2,566 SE					2,566
Water, Sewer, and Storm Drain Improvements			15,010 SE					15,010

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Fire and Life Safety Improvements			9,246 SE					9,246
Central Plant Renewal			9,200 SE					9,200
Athletics Facilities Improvements			8,200 GF					8,200
Business Unit 2	39,595 LR 4,656 GF			1,050 SE 3,150 GF				48,451
Center for Awareness, Reflection, and Meditation				8,200 GF				8,200
Sciences Building				72,500 SE		4,100 SE 4,100 CF		80,700
Outpatient Clinical Center				50,000 GF				50,000
East Campus Commerical Development				PR				PR
Athletics Department Building					15,300 GF			15,300
Med Surge Replacement					78,100 SE		3,600 SE	81,700
Chilled Water System Expansion					14,300 SE			14,300
Med Sci Renovations						46,000 SE		46,000
Transportation Infrastructure Safety Improvements						4,100 SE		4,100
Building Renewal Phase 1							31,000 SE	31,000
Biological Sciences Greenhouse Replacement							15,300 SE	15,300
Sciences Buildings Renovations							21,400 SE	21,400
Academic Building							39,000 SE 20,400 GF	59,400
Building Renewal Phase 2							25,500 SE	25,500
Social & Behavioral Sciences 2							51,000 SE	51,000
Health Sciences Instruction and Research Building 2							42,000 SE 2,500 CF	44,500
Art Museum							41,000 GF	41,000
Institute for Memory Impairments and Neurological Disorders							51,000 GF	51,000
Parking Structure 5							43,000 EF	43,000
ARC Expansion Phase 4							51,000 EF	51,000
Conference Center							PR	PR
Events Center							PR	PR
Student Apartments							PR	PR
Capital Renewal Program				6,400 SE	3,200 SE	3,200 SE	16,000 SE	28,800
Capital Projects \$750K to \$5M (E&G)		10,000 CF	10,000 CF	10,000 CF	15,000 CF	15,000 CF	70,000 CF	130,000
Capital Projects \$750K to \$5M (MC)		18,000 HR	10,000 HR	8,000 HR	8,000 HR	8,000 HR	40,000 HR	92,000
<b>TOTAL CAPITAL PROGRAM</b>		<b>144,740</b>	<b>157,740</b>	<b>159,300</b>	<b>137,012</b>	<b>84,500</b>	<b>563,700</b>	<b>\$1,246,992</b>



# University of California, Los Angeles

UCLA's 2012-22 *Capital Financial Plan* (CFP) updates the 2011-21 CFP accepted by the Regents in November 2011. Its framework guides the campus in prioritizing capital investments in support of its academic program and identifies facilities needs aligned with the 2002 *Long Range Development Plan*, as amended in March 2009, and the 2009 *Physical Design Framework*. The updated plan is based on three strategic capital initiatives included in the accepted 2011-21 CFP: completion of the seismic correction of all remaining structures by 2019; transformation of the campus into a residential academic community; and development of a sustainable campus.



Royce Hall

## Strategic Goals

**Complete the Seismic Correction Program:** Since the mid-1980s, UCLA has implemented a comprehensive seismic safety program to correct buildings rated "Poor" or "Very Poor." Since the 1994 Northridge earthquake, UCLA has allocated 92 percent of its State general obligation bond funding to seismic and life-safety upgrades in campus buildings and \$180 million of State lease revenue bond funding to replace seismically unsafe hospital facilities. An additional \$129 million in State lease revenue bond funding was approved in 2010-11 for seismic renovation of the South Tower in the Center for the Health Sciences (CHS). To date, seismic renovations of most general campus structures have been completed, and detailed planning is underway for remaining facilities on and off the campus. The campus has completed seismic corrections to 45 structures representing 5.8 million gsf and has work in progress on nine structures totaling 754,000 gsf, including the seismic renovation of the 443,000 gsf South Tower. Nine structures totaling 973,000 gsf remain, including seven in the CHS (875,000 gsf) complex, the off-campus Clark library and one auxiliary structure.

accommodating over 10,000 students in on-campus housing and approximately 2,500 in University-owned off-campus housing. The campus continues to experience housing demand for its undergraduate and graduate students, to be met in part by current projects for 1,500 additional undergraduate beds in the Northwest zone and 500 studio apartments for single graduate students in the Southwest zone.

**Build a Sustainable Campus:** UCLA's Sustainability Committee, active since 2005, continues to advance campus sustainability practices and initiatives consistent with University policy. The campus's Climate Action Plan identifies initiatives to reduce greenhouse-gas emissions below 1990 levels by 2014, six years ahead of goals established in the UC Sustainability Policy. The Green Building Program and other initiatives have allowed the campus to reduce the amount of energy used on a square-foot basis in both its new construction and its renovation projects. Additionally, there has been a 20 percent reduction in vehicle trips to and from the campus since 1990 as a result of the Transportation Demand Management Program and the development of additional on-campus housing. In the coming years, UCLA's challenge will be continued reduction of its carbon footprint as the campus expands and the demand for energy increases.



Court of Sciences Student Center

**Transform UCLA into a Residential Academic Community:** During the past 20 years, UCLA has been evolving from a commuter campus to a residential campus by

## Capital Program Priorities

In support the campus's strategic goals, UCLA capital program priorities have been developed by a number of campus units, review committees and approval mechanisms.

### FACTS & Figures

Established	1919
Undergraduates	27,911
Graduate Students	7,894
Health Science Students	3,902
Campus Land Area	419 acres
Campus Buildings	12.5 million ASF
Hospitals and Clinics	2.2 million ASF
Nobel Laureates (active & emeritus)	3



*Luskin Conference @ Guest Center*

**Seismic Program:** The campus is proceeding with an accelerated program to complete seismic corrections and fire/life-safety mitigations in the remainder of the CHS complex. High-priority projects include the seismic renovation of the CHS South Tower (currently underway), the seismic renovation of structures adjacent to the South Tower, installation of backbone fire-suppression and fire alarm systems in the CHS complex, and renovations to the Life Sciences Building to accommodate occupants of seismically deficient space in the CHS. Construction of replacement facilities would include a new Teaching and Learning Center for programs of the School of Medicine that occupy seismically deficient space in the CHS.



*Northwest Undergraduate Housing*

**Residential Community:** The campus is proposing construction of up to 700 additional beds for undergraduate students in the Northwest zone of the campus, renovation of existing on-campus residence halls and dining facilities, and upgrades to off-campus apartment buildings. The additional undergraduate beds will help meet the goals of the LRDP to guarantee four years of housing to incoming freshmen and two years of housing to transfer students.

**Sustainability:** The campus will continue to advance sustainability practices and initiatives. UCLA is striving

for LEED™ Gold certification for all new construction and major refurbishment projects. Of eight projects that have received green building certifications, one achieved Platinum, two achieved Gold and five achieved Silver. Another twenty-two projects currently are expected to receive certification. Other energy conservation programs, transportation, housing, information systems and waste diversion initiatives are underway.



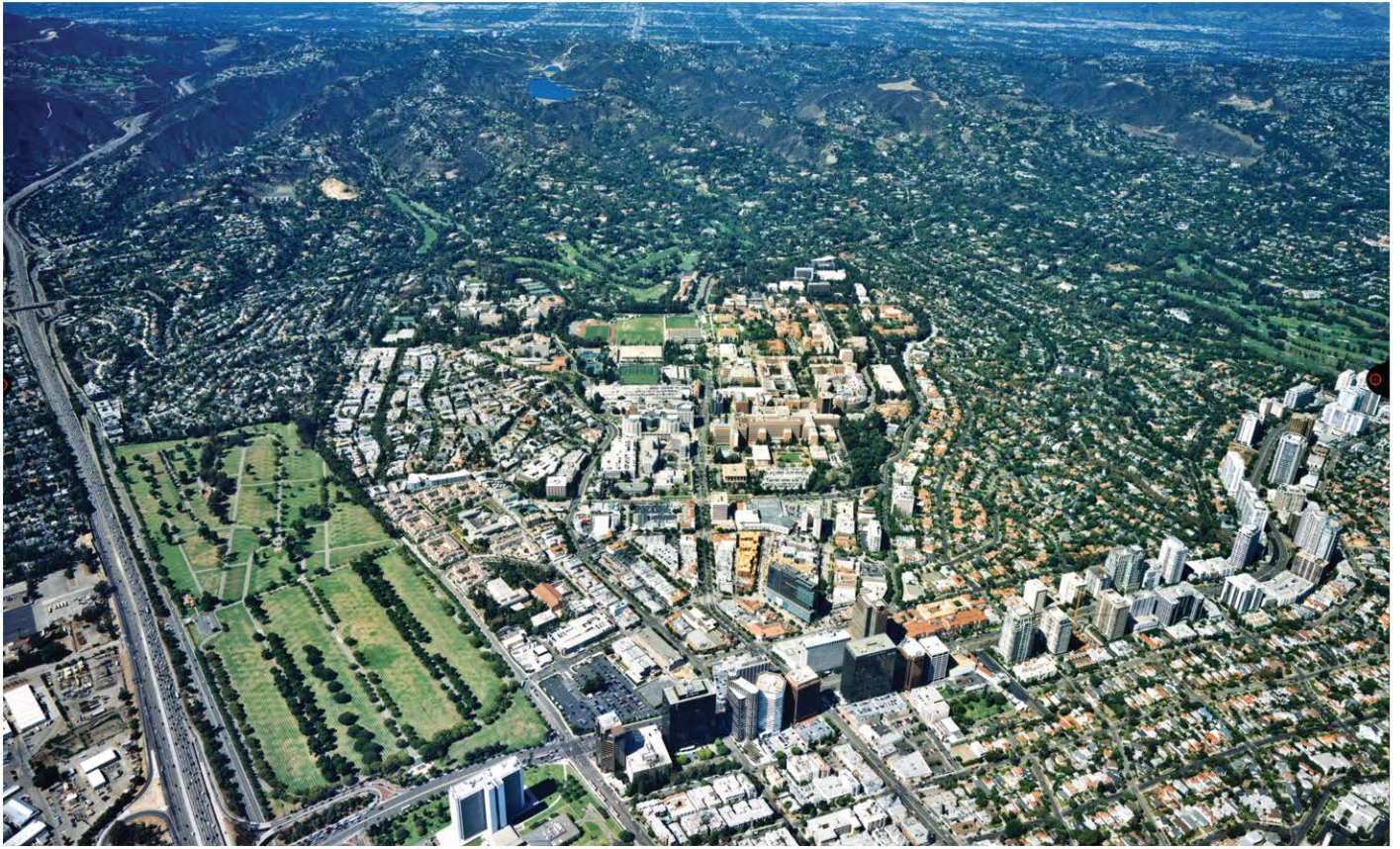
*Weyburn Terrace Graduate Housing (in construction July 2012)*

## Challenges

Since the 1994 Northridge earthquake, the Los Angeles campus has used 92 percent of its State general obligation bonds for seismic and life-safety projects. Dramatic reductions in the State capital program require the campus to use even more of its own resources to complete its seismic correction and infrastructure renewal program—at the expense of critically important projects that support academic growth and modernize or replace older buildings. Capital renewal and maintenance projects have not received adequate funding for many years, and the future is not encouraging. For a mature campus with over 200 buildings, investments to ensure continuous advancements in research and teaching will be severely challenged to keep pace with demonstrated needs.



*Pauley Pavilion*



UCLA Campus

While the current *Capital Financial Plan* includes State-eligible projects based on allocations from previous plans, it has also identified high-priority State-eligible projects that cannot wait until funding is available. The Teaching and Learning Center (formerly Medical Education Building), Engineering VI Phase 2 and the Marion Davies Seismic Renovation projects now are anticipated to proceed with funding from non-State resources.

The Electrical Distribution System Expansion Step 6C project will be implemented as a series of Chancellor-approved projects to address critical infrastructure deficiencies in the CHS and Southwest campus. While the completion of the seismic correction program during the next ten years is largely dependent on the availability of State funds, the campus is aggressively pursuing non-State fund sources to support appropriate projects.

2012-22 Los Angeles Capital Program (\$000s)

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
CHS Seismic Correction and Fire Safety	358 CF	1,348 CF	49,842 SE					51,548
SMUMC - MNP A-Level ICU Renovation		7,911 CG 8,031 HR						15,942
Teaching and Learning Center for Health Sciences (State-eligible)		120,000 GF						120,000
Engineering VI - Phase 2 (State-eligible)		75,000 GF						75,000
CHS - Marion Davies Seismic Correction (State-eligible)		7,000 CF						7,000
Jules Stein Seismic Renovation		50,000 GF						50,000
Luskin Conference and Guest Center		112,000 EF 40,000 GF 7,225 AR 3,200 CF						162,425

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Hitch Suites Renovation		24,300 EF						24,300
DeNeve Dining Renovation		9,500 AR						9,500
Saxon Suites Renovation and Expansion		63,000 EF 20,000 AR						83,000
Clark Library Seismic Correction		305 CF	8,744 SE					9,049
Theater, Film & Television Expansion & Renovation Phase 1			75,000 GF					75,000
Botanical Garden Enhancements			20,000 GF					20,000
Poolside Residence Hall			63,000 EF 2,000 AR					65,000
Sunset Canyon Recreation Center Replacement			35,000 EF 17,500 AR					52,500
Southern Regional Library Phase 3			1,375 SE	34,143 SE				35,518
Life Sciences Building Renovation Phase 1				16,130 SE				16,130
Student Services Center				50,000 EF				50,000
CHS - SOM East Seismic Correction				5,000 SE	66,500 SE			71,500
CHS - SOM West Seismic Correction				2,000 SE	2,500 SE	25,500 SE		30,000
SMH Office Building					40,000 EF			40,000
CHS - Biomedical Library Tower Seismic Renovation						1,500 SE	38,500 SE	40,000
UNEX Building Seismic Correction						1,000 CF	28,600 CF	29,600
Center for Cellular Therapeutics							150,000 GF	150,000
Neurosciences Research Facility							150,000 GF	150,000
Theater, Film & Television Expansion & Renovation Phase 2							75,000 GF	75,000
SMH Courtyards Clinical and Administrative Support Building							50,000 EF	50,000
SMH Merle Norman Pavilion Renovation							60,000 EF	60,000
Clinical Lab Expansion							50,000 EF	50,000
Westwood Ambulatory Building							250,000 EF	250,000
RRUMC Bed Tower							500,000 EF	500,000
Capital Renewal				10,000 SE	5,000 SE	5,000 SE	20,000 SE	40,000
Capital Projects \$750K to \$5M (E&G)		15,000 CF	15,000 CF	15,000 CF	15,000 CF	15,000 CF	75,000 CF	150,000
Capital Projects \$750K to \$5M (Auxil)		15,700 AR	12,700 AR	7,800 AR	5,400 AR	9,300 AR	22,900 AR	73,800
Capital Equipment Replacement Lease Financing		25,000 EF 40,000 HR	10,000 EF 40,000 HR	10,000 EF 40,000 HR	10,000 EF 40,000 HR	10,000 EF 40,000 HR	40,000 EF 160,000 HR	465,000
Capital Projects \$750K to \$5M (MC)		5,000 HR	5,000 HR	5,000 HR	5,000 HR	5,000 HR	32,000 HR	57,000
<b>TOTAL CAPITAL PROGRAM</b>		<b>649,520</b>	<b>355,161</b>	<b>195,073</b>	<b>189,400</b>	<b>112,300</b>	<b>1,702,000</b>	<b>\$3,203,454</b>





# University of California, Merced

Opened in 2005, UC Merced is the youngest campus in the UC system. To meet statewide demand, the campus is projected to grow to at least 10,000 student FTEs by fall 2021. In order to meet this demand and the commitment to serve California most effectively, a total investment of more than \$1 billion is needed for new buildings and infrastructure. The 2012-22 Capital Financial Plan provides a roadmap to build the academic facilities and infrastructure, as well as the student services, housing, dining and recreation facilities to meet the collegiate needs of the student population.



Quad and 'Beginnings' Sculpture

## Strategic Goals

UC Merced's initial academic vision identified five themes that are reflected both in the experience of the San Joaquin Valley and globally. These simultaneous regional and global themes serve as areas of focus for distinctive research by campus faculty:

- Environmental Sustainability
- Human Health
- Cognitive Science and Intelligent Systems - Interdisciplinary Inquiry in Minds, Machines, and Management
- Community, Culture, and Identity
- Dynamics of Social and Economic Progress

Within the Schools of Engineering, Natural Sciences, and Social Sciences, Humanities and Arts, the themes drive academic and resource planning. Academic programs will develop along with UC Merced's rapidly growing enrollment, necessitating not only classroom instructional laboratory, but also research space. The campus estimates that 800,000 gsf of new academic and support

space and 700,000 gsf of student housing, dining, athletic and recreation space -along with a supporting infrastructure of new utilities and roads- will be needed to accommodate the growth in programs, students, faculty and staff by 2022.

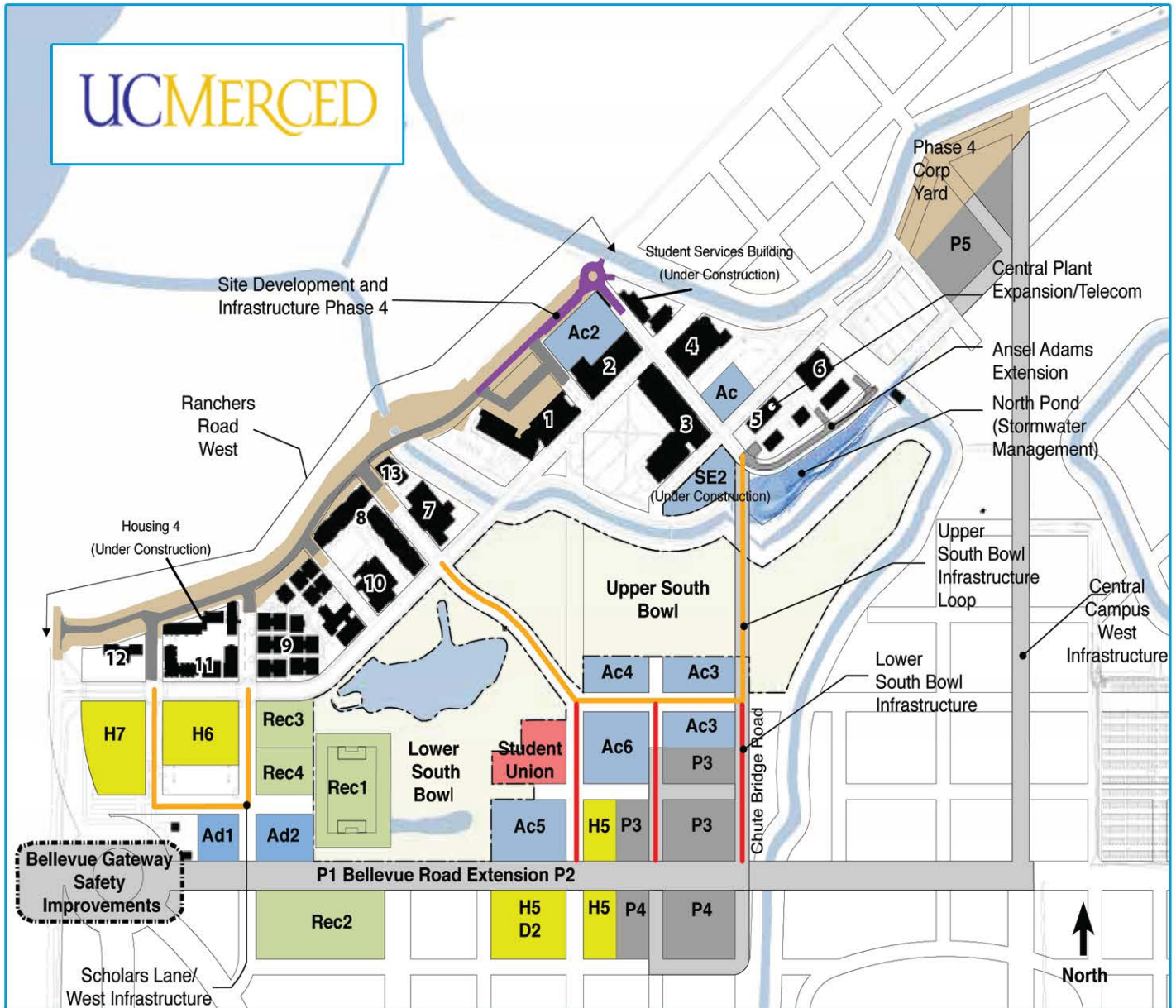
## Capital Program Priorities

Consistent with academic planning objectives, the campus expects to increase its proportion of graduate students over the next decade. Additional academic office and research space is required to accommodate new faculty and graduate students in Engineering, Natural Sciences and the Social Sciences, Humanities and Arts.

**Infrastructure and Utilities:** Critical life-safety and infrastructure improvements are needed to address deficiencies affecting the current campus footprint. Such improvements are required to complete the build-out of the initial campus neighborhoods and to ensure safe movement for pedestrians and bicyclists between and among campus facilities and along vehicular roadways. The availability of only one major vehicular arterial (Ranchers Road) into the campus core creates unsafe conditions because of vehicular and pedestrian congestion. Construction of a second campus entrance is necessary to provide an alternative means of entering and exiting the campus near Bellevue and Lake Roads and is essential to safely support the growing number of campus students, faculty, staff and visitors.

**Housing, Dining and Recreational Facilities:** Approximately 30 percent of students are currently housed on campus, and there is significant demand for additional student housing. The projected increase in the number of students cannot be accommodated unless additional beds are provided on campus. Utilization of the single dining facility on campus exceeds its planned capacity, and additional dining seats are needed to support new housing currently planned. Recreation facilities and programs serving the needs of both on- and off-campus students are important for successful student life and retention. The expected increase in the number of

FACTS & Figures	Established	1998
	<u>FTE Enrollment 2011-12</u>	
	Undergraduates	5,065
	Graduate Students	252
	Campus Land Area	2,000 acres
	Campus Buildings	882,000 ASF



### Existing Facilities

- 1 Kolligian Library
- 2 Classroom Office Building
- 3 Science and Engineering 1
- 4 Social Sciences and Management
- 5 Central Plant
- 6 Facilities Management
- 7 Gallo Recreation and Wellness Center
- 8 Sierra Terraces Student Housing
- 9 Valley Terraces Student Housing
- 10 Yablokoff/Wallace Dining Facility
- 11 The Summits Student Housing
- 12 Early Childhood Education Center
- 13 Student Activities and Athletics Center

### Capital Financial Plan Projects

- Academic
- Administration
- Housing
- Recreation
- Student Services
- Parking

students requires additional indoor and outdoor recreation space.

## Challenges

UC Merced faces radically different political, environmental and economic circumstances from those faced in the early years of sister UC campuses. Enrollment and academic program growth are the drivers for UC Merced capital projects. The next few years will be a period of fiscal restraint, demanding strategic and cost-effective integration of programmatic needs and funding sources, deployment of infrastructure and multiple uses of land. In order to meet the academic needs of the increasing student population and provide them the opportunity to achieve their academic goals, the campus will need to rely on State support for much of its early instruction and research facilities and associated infrastructure.

The uncertainty of State funding in the near term is a tremendous challenge for the new campus, and it is critical that momentum be maintained to preserve academic quality and student success.



Science and Engineering 2 (Opening 2014)



Student Housing 4 (Opening 2013)

### 2012-22 Merced Capital Program (\$000s)

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Science and Engineering Building 2	3,700 CF 81,040 SE		4,285 SE					89,025
Classroom and Academic Office Building		4,750 SE	45,144 SE	4,050 SE				53,944
Bellevue Roadway and Intersection Improvements			2,170 SE	19,530 SE				21,700
Ranchers Road West Step 1			1,430 SE	12,870 SE				14,300
Central Plant Completion/ Telecom Reliability Upgrade			1,200 SE	10,800 SE				12,000
Campus Parking Lot 1			2,500 EF					2,500
Student Housing Phase 5			3,750 EF	81,250 EF				85,000
Bellevue District Infrastructure			1,000 EF	9,000 EF				10,000
Dining 2			1,500 EF	28,500 EF				30,000
Castle Building System Improvements			3,840 SE					3,840
Upper South Bowl - Site Development and Infrastructure				25,530 SE				25,530
Science and Engineering Building 1 Space Renovations				4,570 SE				4,570
Instruction and Research Building 1				5,310 SE	112,640 SE	3,600 SE		121,550
Administration Building 1				4,750 EF	42,750 EF			47,500
Campus Parking Lot 2				2,700 EF				2,700

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Multipurpose Recreation Field				4,000 EF				4,000
Outdoor Recreation Courts				1,500 EF				1,500
Instruction and Research Building 2					3,540 SE	68,268 SE	2,400 SE	74,208
Campus Parking Lot 3					2,700 EF			2,700
Castle 1200 Facilities Modernization					3,420 SE	30,790 SE	1,530 SE	35,740
Administration Building 2						47,500 EF		47,500
Student Housing Phase 6						3,500 EF	66,500 EF	70,000
Campus Parking Lot 4							2,700 EF	2,700
Campus Parking Lot 5							2,700 EF	2,700
Lower South Bowl - Site Development and Infrastructure							30,650 SE	30,650
Central Campus West - Site Development and Infrastructure							45,960 SE	45,960
Student Academic Services Building							56,150 SE	56,150
EHS, Facilities Management, and Public Safety Facility							34,720 SE	34,720
Central Plant 2							40,000 SE	40,000
Classroom and Academic Office Building 2							49,520 SE	49,520
Organized Research Building							99,560 EF	99,560
Student Housing Phase 7							75,000 EF	75,000
Bellevue Gateway Recreation Facility							28,000 EF	28,000
Student Union							49,500 EF	49,500
Student Aquatics Center							14,000 EF 1,000 GF	15,000
Baseball and Softball Competition Field Complex							9,500 EF	9,500
Early Childhood Education Center 2							13,280 EF	13,280
Capital Projects \$750K to \$5M (E&G)		1,000 CF	1,000 CF	1,000 CF	1,000 CF	1,000 CF	5,000 CF	10,000

<b>TOTAL CAPITAL PROGRAM</b>		5,750	67,819	215,360	166,050	154,658	627,670	\$1,237,307
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**MITIGATION MEASURES**

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Lake Road/Bellevue Road Intersection Improvements		400 TBD	400 TBD					800
Lake Road/Yosemite Avenue Intersection Improvements				100 TBD				100
Federal Environmental Mitigation						11,200 TBD		11,200
Transportation Improvements						30,200 TBD		30,200

<b>SUMMARY</b>		400	400	100	0	41,400	0	\$42,300
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# University of California, Riverside



Student Recreation Center

UC Riverside became a general campus of the University of California in 1959, growing from a University citrus experimental station established in 1907. Since that time, UCR has become a center of research and learning in the Inland Empire region of southern California. Widely recognized as one of the most ethnically diverse research universities in the nation, UCR enrolls over 21,000 students in degree programs, supports 31 specialized research centers, and contributes approximately \$1.4 billion annually to the regional economy.

## Strategic Goals

In *UCR 2020: The Path to Preeminence*, UCR commits to transforming the lives of the diverse people of California, the nation and the world, thereby enriching the State's economic, social, cultural and environmental future. The strategic goals identified include:

- Academic Excellence
- Access
- Diversity
- Engagement

For over 30 years, UCR has provided a unique path of entrance to the David Geffen School of Medicine at UCLA, one of the country's leading medical schools. In a major strategic and academic initiative, the UCR School of Medicine (SOM) has been granted preliminary accreditation and will enroll its first cohort of four-year medical students in fall 2013.

The establishment of professional schools, such as the SOM, is consistent with the principles of UCR's *Path to Preeminence*. The SOM will serve the community by expanding and diversifying the physician workforce; help California replace baby-boom era physicians who are of retirement age; develop research and health care delivery programs that will improve the health of the underserved populations of the Inland Empire; and attract high-quality physicians and researchers to educate the next generation of leaders in these areas of need. Although the West Campus will be the long-term home of the School of Medicine, East Campus facilities to support its launch include the recently completed SOM Research Building and SOM Education Building.

The School of Public Policy, approved as a graduate academic program in 2008, has broken new ground in providing the first public policy major in the UC system. The school was launched in September 2012, and recruitment of faculty was initiated this academic year. The establishment of the school leverages UCR's key strengths in health / population policy, social / cultural / family policy, economic policy, urban / environmental policy, policy institutions and processes, and international / foreign policy.

UCR's 2005 *Long Range Development Plan (LRDP)*, amended in late 2011, creates a land use specific to the long-term development of the SOM on the West Campus and provides for the development of permanent facilities for the School of Public Policy.

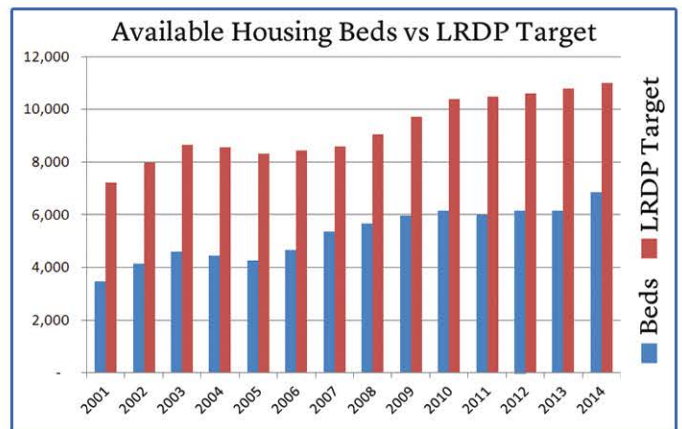
## Capital Program Priorities

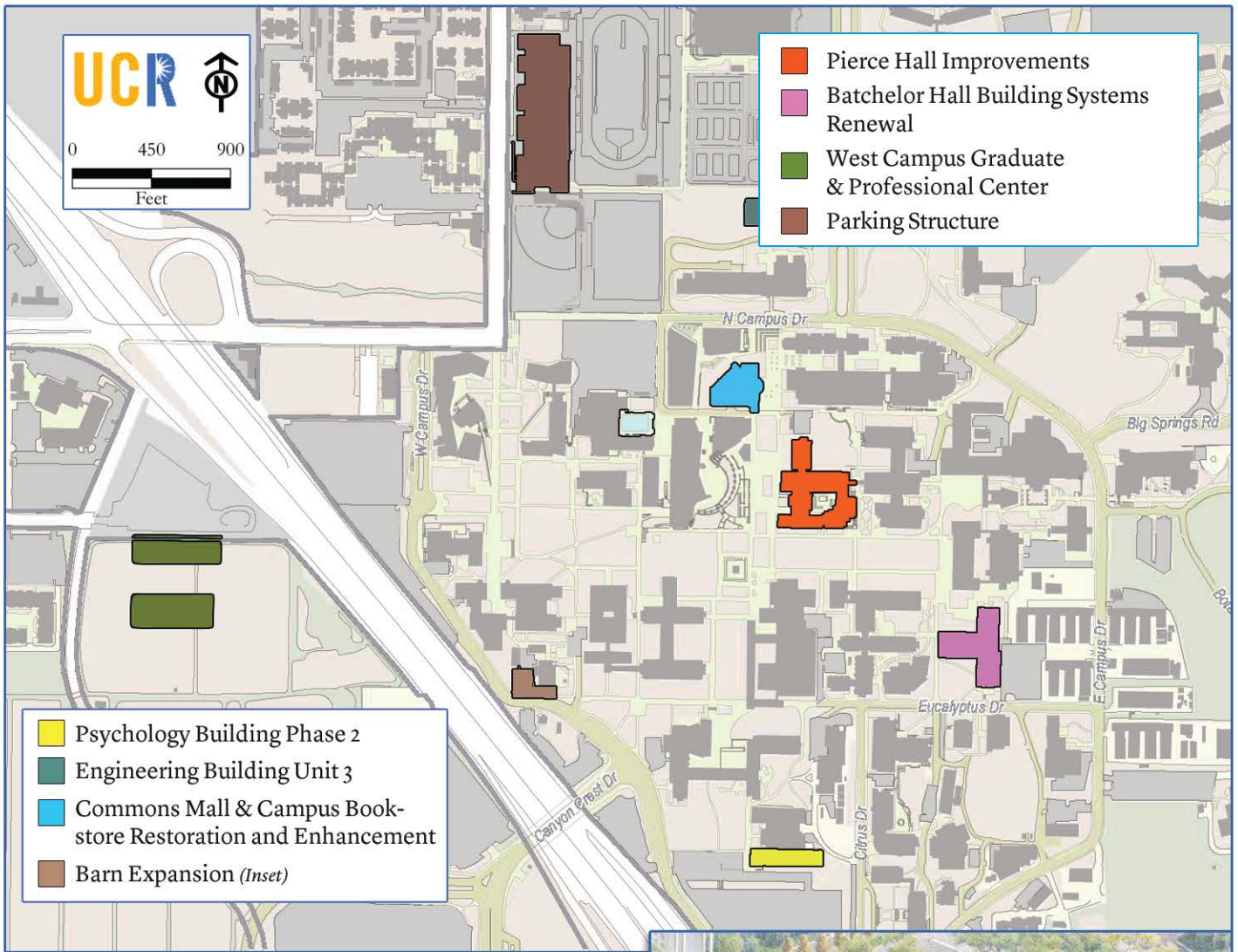
Riverside's 2012-22 *Capital Financial Plan* will provide:

- Strategic investment in campus instruction and research capacity with appropriate new facilities and/or renewal or replacement of obsolete facilities.
- Strategic investment in the quality of the student environment through new housing, dining and support facilities and renewal of aging student-life assets.

### FACTS & FIGURES

Established	1907
<u>FTE Enrollment 2011-12</u>	
Undergraduates	18,191
Graduate Students	2,136
Health Science Students	55
Campus Land Area	1,127 acres
Campus Buildings	4.7 million ASF





- Development of UCR's West Campus, including professional and graduate facilities, student family housing, and the School of Medicine.
- Reshaping of UCR's portfolio to increase the availability of discretionary funds and provide the campus with greater flexibility to realize strategic objectives.

## Challenges

Risks associated with the UCR's 2012-22 *Capital Financial Plan* include impacts to the following areas of capital investment:

**Providing needed instruction and research infrastructure:** The lack of State funds for capital has resulted in multi-year delays in the completion of planned instructional and research infrastructure. In some cases, this has constrained researchers' abilities to pursue grant opportunities when the research facilities necessary to complete the work are not available. Similarly, general assignment classrooms, as well as teaching laboratories, remain oversubscribed as new or replacement facilities have not been realized within originally assumed timeframes. An ill-equipped or overcrowded teaching environment limits the number of course offerings, which can impact a student's time to degree as well as the quality of the learning experience.



*Barn Expansion (New Courtyard)*

**Meeting the need for student housing and living environments:** UCR has made significant investments in improving the quality of the students' environs. The campus continues to experience high demand for on-campus housing and facilities to accommodate student life and activities. Completion of the Glen Mor 2 student housing project and the Student Recreation Center expansion in 2014 will be key to addressing these needs within the ten-year plan. The existing Bookstore needs to be renovated and reprogrammed, and dining services in the underserved part of the campus must be expanded.



*LRDP Amendment: West Campus Capacity Study*

**Development of the West Campus academic core:** The long-term viability of UCR's graduate and professional schools, including the School of Medicine, is dependent on the development of the West Campus. Initial planning envisions facilities to accommodate the Graduate School of Education and School of Public Policy, as well as new facilities for the long-term buildout of the School of Medicine.

Each of these requires a significant investment in infrastructure. Risks associated with an inability to develop

the West Campus include operational constraints for graduate and professional programs housed in inadequate space, or in locations that do not leverage collaboration between programs. For the School of Medicine, a failure to develop the West Campus within a ten-year horizon would restrict or prevent enrollments and access to the program itself. Similarly, research opportunities would be compromised from lack of laboratory space and core support facilities to sustain the long-term development of the SOM research enterprise.



*LRDP Amendment: Illustration of West Campus Mall*

2012-22 Riverside Capital Program (\$000s)

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Batchelor Hall Building Systems Renewal	402 SE		13,788 SE					14,190
Commons Mall and Campus Bookstore Restoration and Enhancement		3,767 AR 4,233 UR						8,000
Engineering Building Unit 3			74,473 SE		4,529 SE 1,092 CF			80,094
Pierce Hall Improvements			21,587 SE					21,587
Psychology Building Phase 2			16,992 SE		940 SE			17,932
Parking Structure			20,399 EF 3,264 AR					23,663
Barn Expansion			25,000 EF 2,000 AR					27,000
West Campus Graduate and Professional Center, Phase 1			1,690 SE	2,307 SE	45,686 SE	3,369 SE		53,052
West Campus Infrastructure Improvements			604 SE	806 SE	14,980 SE			16,390
East Campus Infrastructure Improvements Phase 3				7,328 SE				7,328
Academic Facilities Improvements				7,800 SE				7,800
ADA Improvements				5,737 SE	3,745 SE	4,300 SE	4,318 SE	18,100
<i>School of Medicine Infrastructure Improvements 1</i>				26,931 SE				26,931
<i>School of Medicine Instruction and Research 1</i>				87,000 SE				87,000
<i>School of Medicine Instruction and Research 2</i>					41,325 SE 209,756 CF 69,919 GF			321,000
<i>School of Medicine Infrastructure Improvements 2</i>					10,744 SE 24,187 CF 8,063 GF			42,994
West Campus Infrastructure Improvements 2						400 SE	13,700 SE	14,100
West Campus Graduate and Professional Center, Phase 2						1,000 SE	48,000 SE	49,000
Academic Facilities Improvements, Step 2							21,600 SE	21,600
East Campus Infrastructure Improvements, Phase 4							10,800 SE	10,800
East Campus Core Research Facilities							64,800 SE	64,800
Academic Facilities Improvements 3							11,217 SE	11,217
Capital Projects \$750K to \$5M (E&G)		5,740 CF	5,798 CF	5,914 CF	5,973 CF	6,033 CF	24,741 CF	54,199
Capital Projects \$750K to \$5M (Auxil)		2,147 AR	2,168 AR	2,211 AR	2,233 AR	2,255 AR	9,250 AR	20,264
<b>TOTAL CAPITAL PROGRAM</b>		<b>15,887</b>	<b>187,763</b>	<b>146,034</b>	<b>443,172</b>	<b>17,357</b>	<b>208,426</b>	<b>\$1,018,639</b>

*Projects in italics are for the School of Medicine*





# University of California, San Diego

UC San Diego's origins date to 1912 when the Scripps Institution of Oceanography became part of the University of California. Established as a comprehensive general campus in 1960, UC San Diego has evolved into an internationally renowned research university. A distinguishing academic feature of the campus is found in its six semi-autonomous undergraduate colleges. Each college, with its own residential and academic facility, has a distinctive educational philosophy that provides academic and extramural opportunities typically found only in small liberal arts colleges.

Professional and advanced degrees, as well as research opportunities, are provided by the general campus's divisions and graduate programs, the Graduate School of International Relations and Pacific Studies, the Rady School of Management, the Scripps Institution of Oceanography, the School of Medicine, the Skaggs School of Pharmacy and Pharmaceutical Sciences, and the UC San Diego Health System (medical center).

## Strategic Goals

The ongoing construction of new facilities and renewal of existing buildings ensure that appropriate opportunities and conditions exist for students and faculty to flourish. Capital plans are driven by academic goals and are produced in collaboration with the Academic Senate and campus community through standing administrative committees.

## Capital Program Priorities

UC San Diego endeavors to be especially creative, prudent and resourceful in its efforts to obtain funding for construction and maintenance of the campus's building and infrastructure inventory. The projects included in the 2012-22 *Capital Financial Plan (CFP)* reflect the highest priorities for the campus, and all tie to goals of the campus academic, student and clinical enterprises. Projects identified in 2012-13 and 2013-14 will support new and expanding instruction and research programs, address critical systems renewal needs, improve capacity and distribution utilities, and further enhance community relationships.

### New Facilities

Over the last decade, the campus has faced a shortage of academic space because State funding for construction of new facilities has not kept pace with the evolution of academic programs and significant campus enrollment growth. Without new construction, the campus will continue to grapple with the space shortages that have arisen from previous enrollment expansion, and some programs unfortunately will be constrained



'Fallen Star' at Jacobs School of Engineering, Part of the Stuart Collection

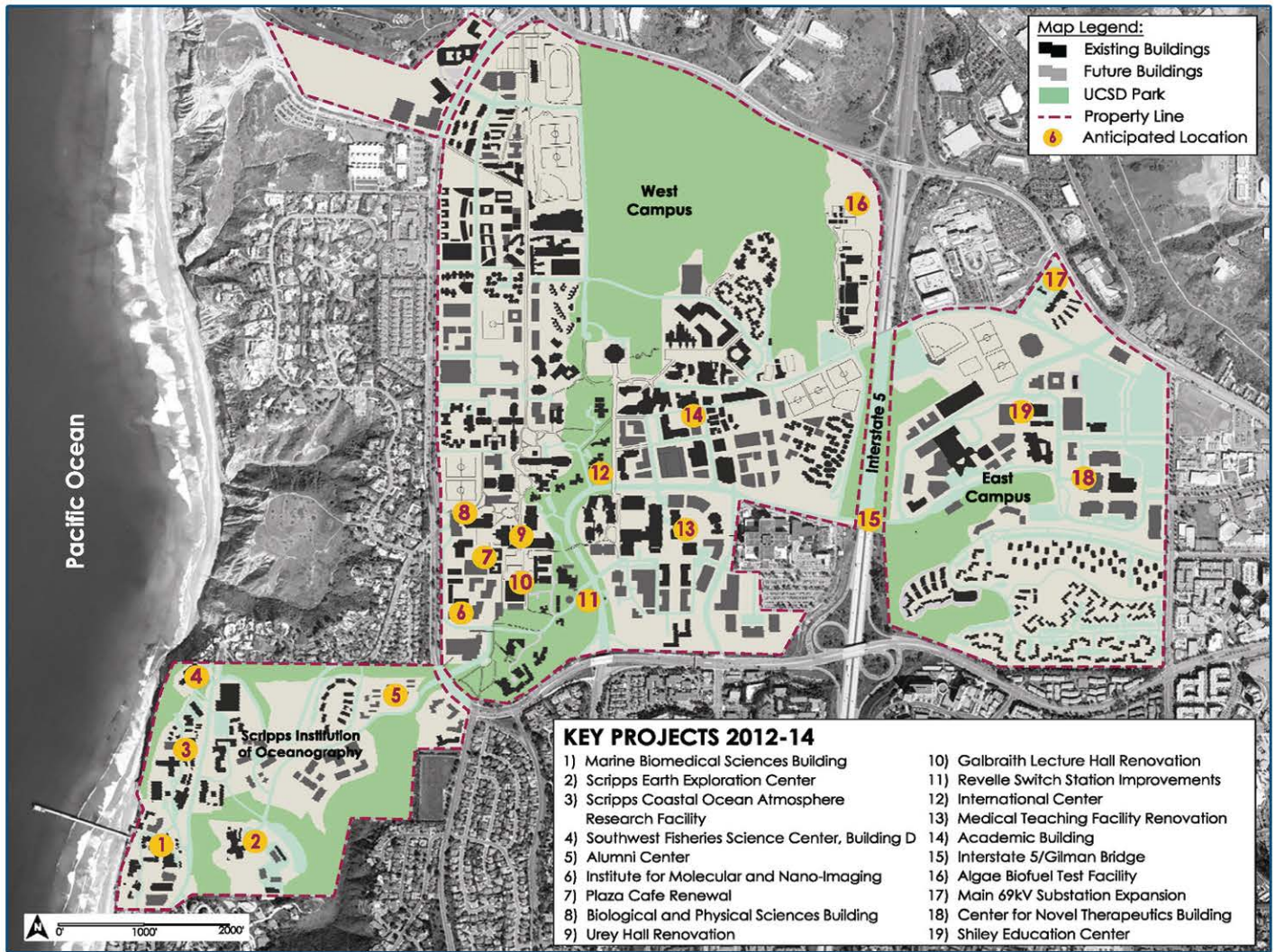
given the limited space available for their operations.

### Renewal of Existing Facilities and Infrastructure

Many of the buildings serving the general campus and the health science programs are over 40 years old; a few at the Scripps Institution of Oceanography are nearly 100 years old. Renewal and upgrades are required to respond to health and safety requirements, obsolescence, and changing academic programs. Many older buildings cannot support modern teaching and research activities effectively.

In addition to addressing ongoing renewal needs, the campus has a substantial backlog of deferred maintenance in State-supported facilities. The project cost of "mission critical" deferred maintenance and renewal projects totals over \$50 million, while the total cost of deferred maintenance exceeds \$300 million. Long-term State underfunding of basic ongoing maintenance has exacerbated the campus's backlog and reduced the useful life of building systems. Modernizing these buildings and providing upgrades to meet fire, life-safety and other code requirements are high campus priorities. Upgrading and renewal of utilities and buildings systems and new energy-conserving equipment have proven to be efficient and cost-effective and will continue to be implemented over the next several years.

FACTS & Figures	Established	1912
	<u>FTE Enrollment 2011-12</u>	
	Undergraduates	24,146
	Graduate Students	4,001
	Health Science Students	1,712
	Campus Land Area	2,143 acres
	Campus Buildings	9.6 million ASF
	Hospital and Clinics	1.0 million ASF
	Nobel Laureates (active & emeritus)	6



## Challenges

The 2012-22 CFP includes only projects that both address campus priorities and meet the feasibility criteria of UC's standard financial pro formas. However, advancement of the projects identified in the plan requires that the necessary funding be obtained. UC San Diego vigorously pursues gifts from private individuals, foundations and other governmental agencies, both to supplement State resources and to develop projects that are not eligible for State funding. The campus has a long history of successful fundraising efforts. Given the currently weak national economy, which is constraining the capacity of donors to fund capital projects, the timing for the gift-funded projects is shown conservatively in the CFP. The campus has prioritized State-eligible projects and identified those that would be a priority for available State funding, and those for which non-State resources must be used. Should State funding not be available, the list and priority of projects would change, and the campus would be unable to pursue many projects that support its mission.

In addition, the campus funds many projects through external financing, including projects which meet the needs of the health system, research programs, student housing, parking, infrastructure and capital renewal.

Capital reserves and relatively minor amounts of campus discretionary funds comprise the remaining non-State fund sources.

The UC San Diego 2012-22 CFP reflects a feasible funding strategy for projects that the campus could advance during this ten-year period, if funding is available. This set of projects, however, will not meet all needs. A number of other extremely important projects have been excluded from the ten-year plan, including many eligible for State support. These can advance only if the State resumes its investment in and support for capital projects.



International Center Redevelopment

2012-22 San Diego Capital Program (\$000s)

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Statewide Energy Partnership Program Phase 2		27,500 EF						27,500
Nimitz Marine Facility Pier Replacement		11,190 EF 14,300 CF						25,490
International Center Redevelopment		18,000 GF 2,200 CF						20,200
Interstate 5 / Gilman Bridge		17,600 EF						17,600
Plaza Café Renewal		12,800 AR						12,800
Clean Water Utility Initiative		12,500 OG						12,500
Revelle Switch Station Improvements		11,800 EF						11,800
UCSDMC Hillcrest Air Handlers Replacement		10,000 HR						10,000
Galbraith Lecture Hall and Interior Renovations		10,445 CF						10,445
UCSDMC Hillcrest Clinical Laboratory Renovation		8,565 HR						8,565
Southwest Fisheries Science Center, Building D Renovations		8,850 EF						8,850
Algae Biofuel Test Facility		7,000 OG						7,000
Main 69kV Substation Expansion		7,500 EF						7,500
Center for Novel Therapeutics Building		PR						PR
Biological and Physical Sciences Building			88,210 SE			1,500 SE 1,500 CF		91,210
Campus Life Safety Improvements			22,415 SE					22,415
Academic and Research Innovation Building			100,000 EF					100,000
Academic Building			80,000 EF					80,000
Scripps Earth Exploration Center			76,000 GF					76,000
East Campus Offices			70,000 EF					70,000
Marine Biomedical Sciences Building			21,615 GF 21,610 FG					43,225
Institute for Molecular and Nano-Imaging			20,000 FG 6,400 CF					26,400
Alumni Center			15,000 GF 10,000 EF					25,000
Scripps Coastal Ocean Atmosphere Research Facility			10,500 FG 2,000 CF					12,500
Medical Teaching Facility Renovation of Neural Circuits and Behavior Core			8,600 FG					8,600
Urey Hall Renovation to Expand and Enhance Biomedical Research Facilities			8,200 FG					8,200
Wellness Center				60,000 GF				60,000
Renovation for Large Lecture Hall				3,710 SE				3,710

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Muir Biology Building Renovation				5,620 SE	50,620 SE			56,240
Sverdrup Hall Renewal				1,190 SE	10,710 SE			11,900
Infrastructure Renewal Phase 1				1,310 SE	11,790 SE			13,100
Medical Teaching Facility Renewal				6,300 SE	57,040 SE			63,340
Satellite Utilities Plant					2,720 SE	24,530 SE		27,250
SIO Seawater System Replacement					820 SE	7,370 SE		8,190
Economics Building Replacement					4,915 SE	44,230 SE		49,145
Building Systems Improvements Phase 1						1,285 SE	11,570 SE	12,855
School of Medicine Instruction and Research Laboratory Renovation						740 SE	6,685 SE	7,425
Urey Hall Renovation							32,765 SE	32,765
Engineering Interdisciplinary Facility							116,065 SE	116,065
Marine and Earth Sciences Building							35,500 SE	35,500
Building Systems Improvements Phase 2							12,855 SE	12,855
Infrastructure Renewal Phase 2							13,100 SE	13,100
SIO Utilities System Improvements Phase 2							9,285 SE	9,285
Humanities and Social Sciences Office Building							63,875 SE	63,875
Clinical Teaching Space Replacement							55,925 SE	55,925
Institute for Trans-scale Theory							75,500 GF	75,500
Center for Integrative Neurosciences							75,000 GF	75,000
Extended Studies Public Programs (ESPP) Expansion							35,400 EF 34,100 GF	69,500
Scripps Second Century Research Building							60,000 EF	60,000
Mandeville Center Renovation							13,500 EF 13,000 GF	26,500
Center for Biosystems Engineering							22,000 GF	22,000
Nimitz Marine Facility Shipping and Receiving Building							6,500 CF	6,500
Capital Projects \$750K to \$5M (E&G)		10,000 HR 10,000 CF 5,000 AR	10,000 HR 10,000 CF 5,000 AR	10,000 HR 10,000 CF 5,000 AR	10,000 HR 10,000 CF 5,000 AR	10,000 HR 10,000 CF 5,000 AR	50,000 HR 50,000 CF 25,000 AR	250,000
Facilities Renewal		10,000 EF		10,000 EF		10,000 EF	20,000 EF	50,000
State-Funded Capital Renewal Program				3,900 SE	3,900 SE	3,900 SE	18,300 SE	30,000
<b>TOTAL CAPITAL PROGRAM</b>		<b>215,250</b>	<b>585,550</b>	<b>117,030</b>	<b>167,515</b>	<b>120,055</b>	<b>855,925</b>	<b>\$2,061,325</b>



# University of California, San Francisco

Founded in 1873, the San Francisco campus is the only campus in the University of California system dedicated exclusively to health sciences. Today, the campus is a leading institution dedicated to promoting health worldwide through advanced biomedical and translational research; graduate-level education in the life sciences and health professions; and excellence in patient care.

UCSF operates three major campus sites at Parnassus Heights, Mission Bay and Mount Zion. Other smaller sites include Laurel Heights, the Mission Center building, the Minnesota Street building and the Buchanan Dental Clinic. UCSF also occupies space at San Francisco General Hospital (SFGH) and at more than two dozen leased sites throughout the city. The majority of buildings at Parnassus, Mount Zion and SFGH were constructed prior to 1980 and are in the process of undergoing substantial modernization, repair and improvement to continue to advance UCSF's strategic goals.

Among the UC campuses, UCSF is unique in that it has multiple medical research and clinical sites, located in densely developed areas and distributed throughout San Francisco. A part of the urban fabric of the neighborhoods in which they are located, all of UCSF's locations have public streets surrounding, adjoining and, in some cases, running through them. The densely urban context of San Francisco and the highly complex nature of UCSF's medical research and clinical facilities pose considerable construction challenges and contribute to higher project costs at UCSF relative to other UC locations.

## Strategic Goals

UCSF's vision is to be the world's preeminent health sciences innovator and is committed to the following five goals for the next three years:

- Provide unparalleled care to our patients
- Improve health worldwide through innovative science
- Attract and support the most talented and diverse trainees in the health sciences
- Be the workplace of choice for diverse, top-tier talent
- Create a financially sustainable enterprise-wide business model

These goals will inform the update and revisions to the *1996 Long Range Development Plan*, scheduled to be completed by November 2014.



Parnassus Heights

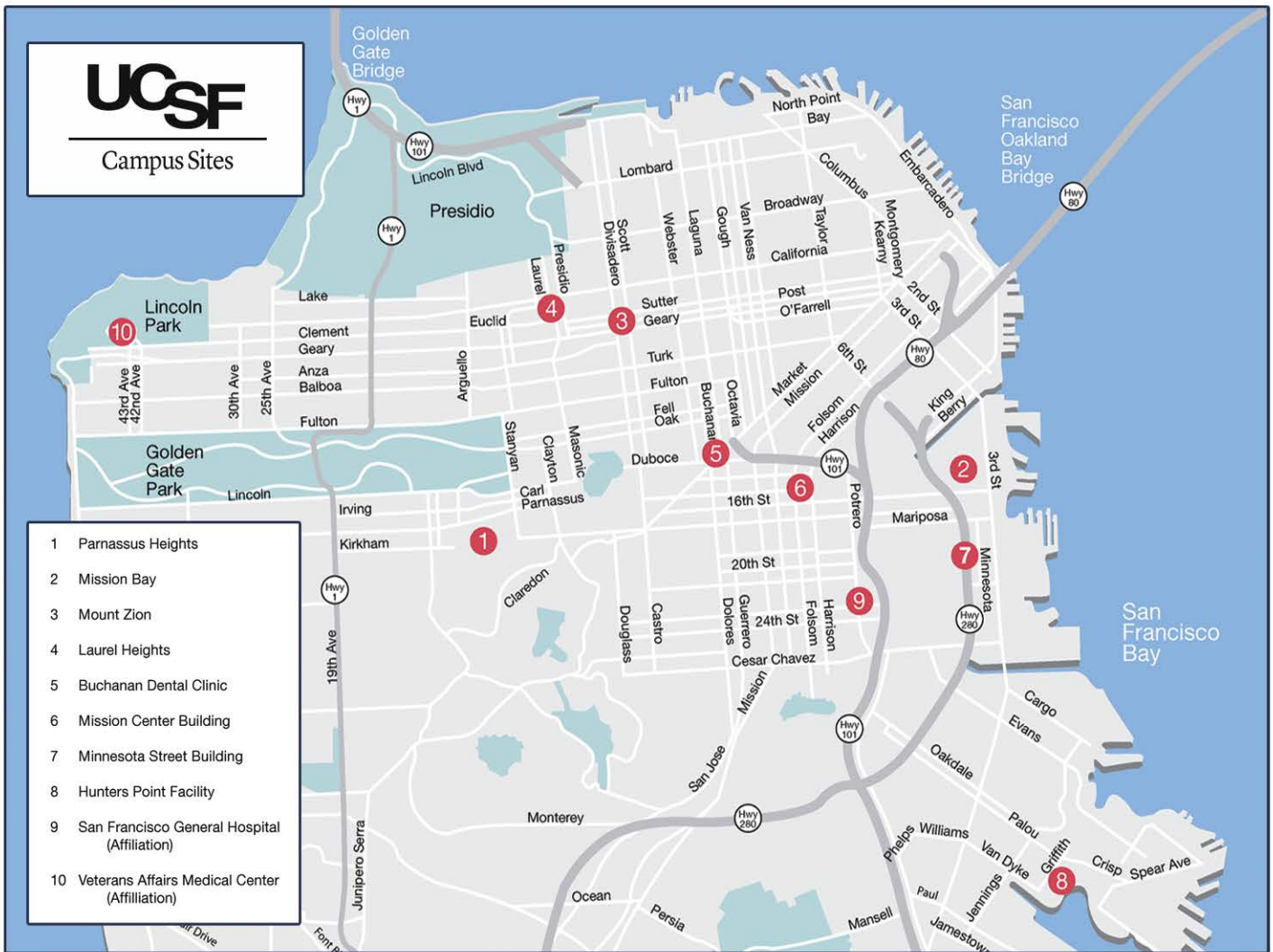
## Capital Program Priorities

Unlike other UC campuses, UCSF does not have a large undergraduate student body, but has a small population of graduate and professional students in health-science-related fields and research endeavors. Didactic teaching facilities are few in comparison to the number of clinical and research facilities. As a consequence, most of UCSF's capital program is focused on clinical and research needs.

Over the past ten years, the bulk of capital investment has been devoted to constructing new buildings for program growth. UCSF's commitment to the new Medical Center facilities at Mission Bay highlights a period of major facility expansion with an emphasis on new clinical and academic research facilities.

The *2012-22 Capital Financial Plan (CFP)* includes the Mission Bay Academic Building (Faculty Offices) which has a critical opening date that coincides with the opening of the new Medical Center at Mission Bay in 2015. This opening will also trigger the start of a series of backfill projects of clinical facilities at the Parnassus and Mount Zion campuses, which will allow other clinical programs to expand.

<b>FACTS &amp; Figures</b>	Established	1873
	FTE Enrollment 2011-12	
	Health Science Students	4,645
	Campus Land Area	198 acres
	Campus Buildings	3.9 million ASF
	Hospitals & Clinics	1.4 million ASF
	All Buildings (owned & leased)	8.9 million ASF
	Nobel Laureates (active & emeritus)	6



Over the next ten years, most capital expenditures will be directed toward seismic repair, renovations, and replacement of obsolete research and clinical-care facilities. UCSF's CFP gives priority to renovation and infrastructure improvement of clinical space at UCSF's two existing medical centers at Parnassus and Mount Zion, and to capital projects that address the seismic problems and infrastructure deficiencies at the historic Parnassus Heights campus site and the SFGH site. Such capital investment will reinforce campus priorities for modernization of space and infrastructure to support evolving clinical and research programs.

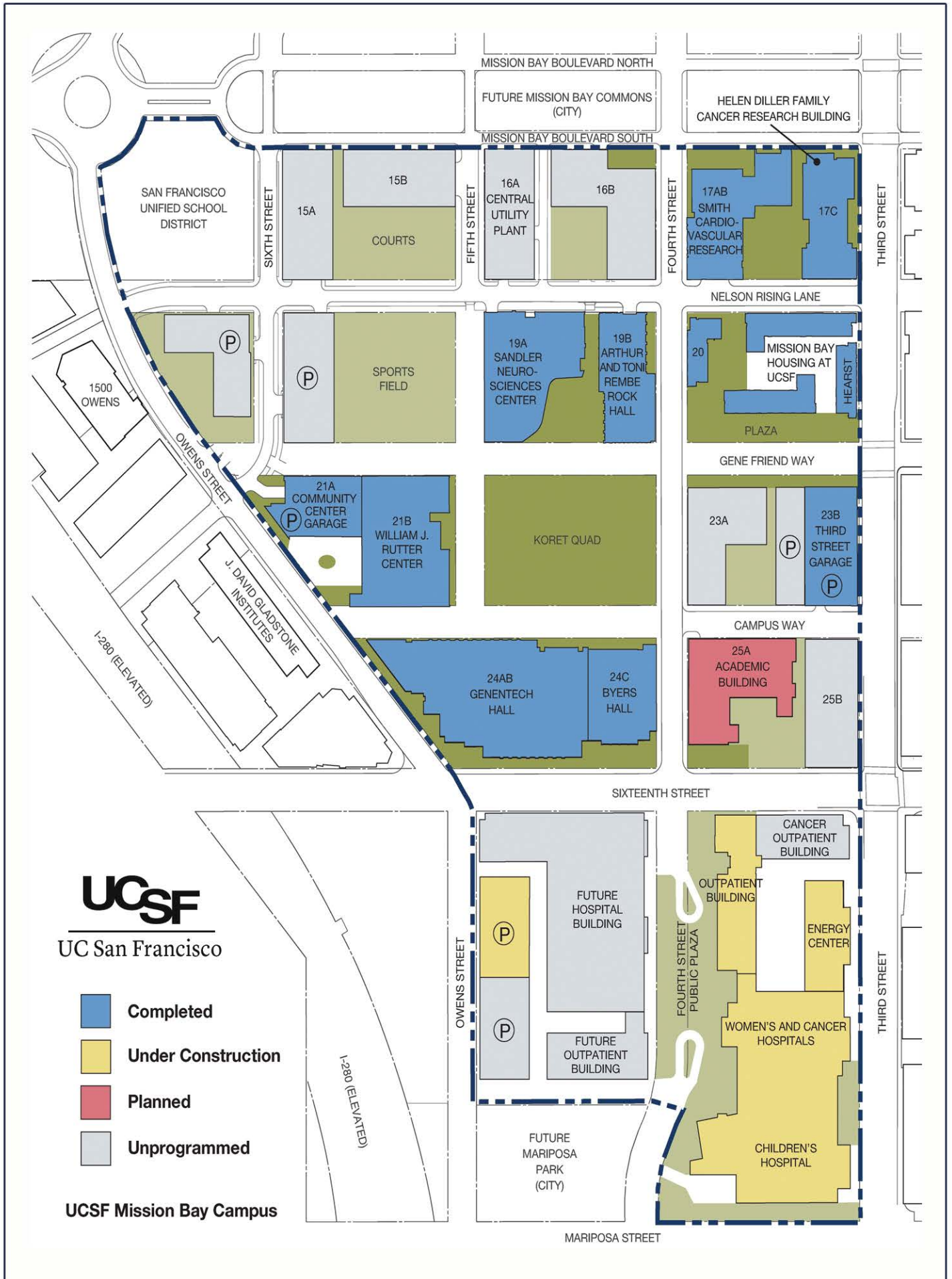
## Challenges

The lack of confirmed capital funding will defer construction of major new facilities. These include a new academic facility for the School of Pharmacy; a new Mission Bay cancer outpatient building to provide continuity of care for cancer patients at the new clinical facilities complex; an educational commons to nurture collaboration and interaction; and renovations to the School of Nursing building.



UCSF Medical Center at Mission Bay

Because of a lack of funding, the campus will also defer construction of a utility distribution system at Parnassus needed to provide reliability of service, as well as completion of a central utilities system at Mission Bay to reduce costs. Deferring these major projects may inhibit the development of some academic programs at Parnassus and Mission Bay, as well as prolong the unreliable distribution of utility services at Parnassus and costly utility distribution at Mission Bay.



2012-22 San Francisco Capital Program (\$000s)

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Mission Bay - Academic Building (Faculty Offices)		84,400 EF 14,200 CF 20,000 GF						118,600
Moffitt/Long Hospitals 4th Floor IntraOperative MRI and Hybrid Operating Room Renovations		18,700 HR 2,000 CF 2,500 GF						23,200
ACC 4 Malignant Hematology		14,000 HR						14,000
Long 3 CT Replacement & Neuro-Angio Equipment Replacement		8,170 HR						8,170
ACC 5 Heart & Vascular		8,000 HR						8,000
ACC Generator & Emergency Power Upgrade		1,600 CF 6,100 HR						7,700
MB Helen Diller Family Cancer Research Building 4th Floor Buildout		6,400 GF 11,500 CF						17,900
Parnassus and Fifth Housing		12,970 EF						12,970
Electrical Distribution Improvements Phase 2	1,417 SE	17,193 CF						18,610
Clinical Sciences Building (CSB) Seismic Program		5,000 CF	10,500 EF	75,000 SE				90,500
School of Medicine Renovation Projects \$750K to \$5M			15,000 CF					15,000
Moffitt / Long 3 Imaging Recovery Remodel			5,000 HR					5,000
Moffitt / Long 4 West PACU Expansion			5,000 HR					5,000
Moffitt 7 North 6 Bed ICU			9,000 HR					9,000
UC Hall Seismic Program				14,035 CF 131,768 EF				145,803
Ophthalmology Clinic Consolidation				8,938 HR 9,000 CF				17,938
Moffitt / Long 4 Surgery Expansion				11,000 HR				11,000
Mission Bay - Surface Parking				4,000 EF				4,000
SFGH Academic Buildings Seismic Program Phase 1				18,000 EF 5,000 CF				23,000
SFGH Academic Building Seismic Program Phase 2					78,000 SE 29,000 EF			107,000
Emergency Power Fuel Oil Tank Upgrades					10,000 SE			10,000
ACC 2 Release Space Build-Out					16,000 HR			16,000
ACC 8 Release Space Build-Out						8,000 HR		8,000
Moffitt 6 Ancillary Expansion						5,000 HR		5,000
Long 6 - 32 Bed Acute Care Unit							6,000 HR	6,000
Moffitt 14 - 14 Bed ICU							18,000 HR	18,000
Moffitt 15 Acute Care Unit							22,000 HR	22,000
Parnassus Underground Utility Reliability Upgrades - Phase 1							16,300 SE	16,300
Capital Projects \$750K to \$5M - Renovation (E&G)		29,565 CF	45,150 CF	40,000 CF	20,000 CF	20,000 CF	100,000 CF	254,715
Capital Projects \$750K to \$5M - Infrastructure (E&G)		4,760 CF	10,200 CF	16,015 CF	18,215 CF	30,285 CF	239,395 CF	318,870
Capital Projects \$750K to \$5M - Renovation (MC)		17,528 HR	17,107 HR	11,398 HR	11,682 HR	11,977 HR	60,889 HR	130,581
Capital Projects \$750K to \$5M - Infrastructure (MC)		8,633 HR	8,426 HR	5,614 HR	5,754 HR	5,899 HR	29,989 HR	64,315
<b>TOTAL CAPITAL PROGRAM</b>		<b>293,219</b>	<b>125,383</b>	<b>349,768</b>	<b>188,651</b>	<b>81,161</b>	<b>492,573</b>	<b>1,530,755</b>





# University of California, Santa Barbara



Anacapa Hall

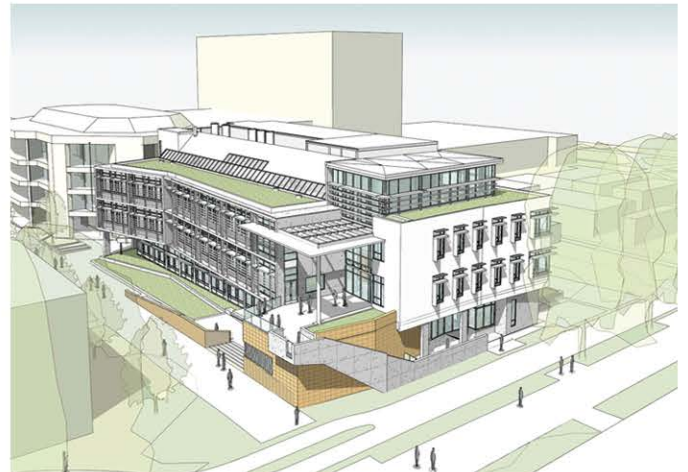
UC Santa Barbara is a leading research institution that also provides a comprehensive liberal arts learning experience. Teaching and research go hand in hand, ensuring that UCSB students are full participants in an educational journey of discovery that stimulates independent thought, critical reasoning and creativity. The campus's academic community of students, faculty and staff is characterized by a culture of interdisciplinary collaboration responsive to the needs of a multicultural and global society. Its commitment to public service is manifested through the creation and distribution of art, culture and knowledge that advance the well-being of California, the nation and the world. All of this takes place within a unique living and learning environment, from which students, faculty, staff and the public draw inspiration, seek opportunities, and benefit from the beauty and resources of UC Santa Barbara's extraordinary location at the edge of the Pacific Ocean.

## Strategic Goals

Years of collaborative hard work and the investment of significant resources have made possible the campus's current level of academic distinction. To advance academic excellence, the campus now must grow and accommodate new and interdisciplinary programs and initiatives. In response to current economic uncertainties, the campus is employing a managed growth strategy focused on the most pressing capital needs and demands,

yet responsive to enrollment pressures and California's demand for excellence. Santa Barbara's 2012-22 *Capital Financial Plan (CFP)* charts this path of balanced campus development.

The academic planning objectives described in UC Santa Barbara's *Strategic Academic Plan (SAP)* guide this future growth. The *SAP* also informs the campus's 2010-2025 *Long Range Development Plan (LRDP)*, which governs the physical development of the campus. Of particular note, the *LRDP* includes enrollment growth of 5,000 students, which would expand total enrollment at Santa Barbara to 25,000 students. An overarching goal of these plans is the development of a sustainable, master-planned academic community that delivers world-class teaching and research and attracts the highest quality faculty and administrative staff.



Bioengineering Building

## Capital Program Priorities

The UCSB capital program presented in the 2012-22 *CFP* supports the campus's priorities of promoting the teaching and research mission; addressing critical safety upgrades to facilities and infrastructure; providing affordable housing for faculty, staff and students; and meeting modern support needs for the campus community in health, public safety and recreation. Several near-term projects support these objectives:

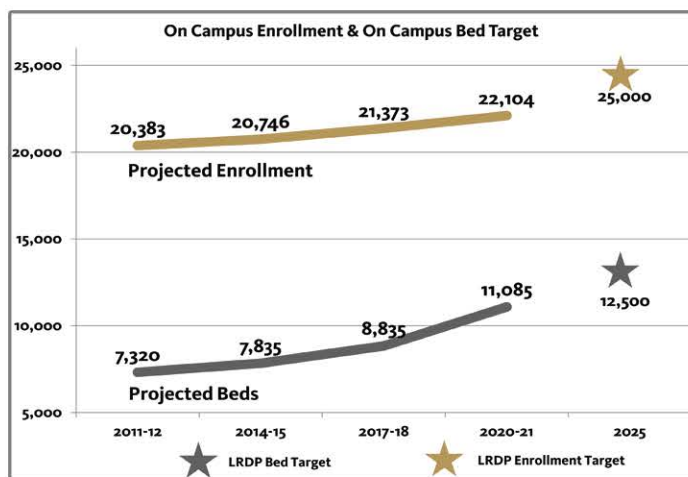
- The Bioengineering Building is the highest campus priority representing the campus's commitment to a rapidly expanding area of research, teaching and entrepreneurship.
- The Institute for Energy Efficiency Building, a laboratory facility committed to research toward achieving a clean and sustainable energy future, enjoys the largest single capital development gift received by the campus.

### FACTS & Figures

Established	1944
<u>FTE Enrollment 2011-12</u>	
Undergraduates	19,361
Graduate Students	2,937
Campus Land Area	1,055 acres
Campus Buildings	4.7 million ASF
Nobel Laureates (active & emeritus)	6



- The Campbell Hall Replacement Building will replace the existing Campbell Hall facility, which houses the largest (860 seats) and most indispensable classroom on the campus and accommodates Santa Barbara's robust arts and lectures programming.
- Affordable housing for faculty and staff is critical to the campus's future success. With an estimated 40 percent of current personnel expected to retire by 2020, affordable housing is essential to the recruitment and retention of new faculty and staff. North Campus Faculty Housing Phase III through Phase V will deliver 98 additional for-sale homes for the campus community.
- The Sierra Madre and San Joaquin residence projects for students and staff will deliver over 1,500 student bed spaces and 35 new faculty and staff rental apartments to address both unmet demand and planned student growth, including new enrollments over 20,000 students.
- Much of the campus infrastructure is over 40 years old, with some dating back to when the site was still a Marine Air Base. Immediate renewal priorities include Infrastructure Renewal Phases 1 and 2. Through the upgrade of the most deficient sewer, natural gas, and potable-water lines, and the replace-





Sierra Madre Apartments

ment of selected storm-drain segments, the renewal efforts will reduce maintenance costs, improve reliability, and provide the capacity necessary for future growth.

of capital funding to address immediate needs and growth.

## Challenges

The greatest challenge to realizing the campus's capital program is the identification of sufficient financial resources to fund the plan. In light of an uncertain State commitment to capital projects, the Santa Barbara campus is endeavoring to strike the right balance between advancing new building initiatives and strategically renovating existing facilities. The campus will act aggressively to maximize capital resources in pursuit of strategic goals and will continue to pursue other sources.



Davidson Library

### 2012-22 Santa Barbara Capital Program (\$000s)

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Faculty Club Renewal		2,500 AR	13,200 EF					15,700
KITP Residence		1,500 GF	10,000 GF 5,000 EF					16,500
San Joaquin Apartments		7,500 AR		167,500 EF				175,000
Sierra Madre Apartments			70,000 EF 10,000 AR					80,000
Davidson Library Addition and Renewal	75,165 SE		1,075 SE					76,240
Infrastructure Renewal Phase 1	741 SE 3,150 CF 2,800 EF		11,990 SE					18,681
Infrastructure Renewal Phase 2	5,110 CF		14,024 SE					19,134
Bioengineering Building and Academic Support Facility	3,074 EF 2,393 CF 304 GF	241 GF	26,505 SE 1,287 CF 39,035 EF 6,707 GF	830 CF 1,265 EF				81,641
Campbell Hall Replacement Building			29,072 SE					29,072
Anacapa Fire Safety & Renewal			5,000 EF 2,800 AR					7,800

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Aquatics Center Phase I			6,000 GF					6,000
North Campus Faculty Housing Phase III			15,000 EF					15,000
Open Space - Malls			2,000 CF	2,000 CF		2,000 CF		6,000
Institute for Energy Efficiency Building			2,500 GF	47,500 GF				50,000
Phelps Hall Renovation	1,100 SE			11,750 SE				12,850
Santa Cruz Fire Safety & Renewal				5,000 EF 2,800 AR				7,800
Aquatics Center Phase II				6,000 GF				6,000
North Campus Faculty Housing Phase IV				12,500 EF				12,500
Music Building Seismic Correction & Addition				636 SE	1,307 SE	29,155 SE	696 SE	31,794
Ellison Hall Renovation				992 SE	1,121 SE	23,984 SE		26,097
Physics/Engineering Building				2,660 SE	3,005 SE	64,335 SE		70,000
Ortega Dining Commons Renovation					10,000 EF 1,500 AR			11,500
North Campus Faculty Housing Phase V					17,000 EF			17,000
Bioengineering 2					2,500 GF	52,500 GF		55,000
Student Services Building						25,000 EF		25,000
Expansion of University Center						25,000 EF		25,000
South Hall and HSSB Renovation							9,552 SE	9,552
Buchanan Hall Renovation							5,301 SE	5,301
Broida Renovation							8,482 SE	8,482
Climate Research Building							50,000 GF	50,000
College of Creative Studies							35,000 GF	35,000
Engineering II Renovation							7,421 SE	7,421
Parking Structure							15,000 EF 5,000 AR	20,000
Mesa Verde Apartments 1							84,000 EF 6,000 AR	90,000
Public Safety Building Expansion							10,258 SE	10,258
West Campus Ranch House							26,000 GF	26,000
Mesa Verde Apartments 2							84,000 EF 6,000 AR	90,000
Student Life Services							25,000 EF	25,000
Recreation Facility							25,000 EF	25,000
Mesa Verde Apartments 3							84,000 EF 6,000 AR	90,000
Capital Projects \$750K to \$5M (E&G)		5,000 GF	5,000 GF				17,000 CF	27,000
Capital Projects \$750K to \$5M (Auxil)		5,000 AR	8,000 AR	3,000 AR	3,000 AR	14,800 AR 5,750 CF		39,550
<b>TOTAL CAPITAL PROGRAM</b>		<b>21,741</b>	<b>284,195</b>	<b>264,433</b>	<b>39,433</b>	<b>242,524</b>	<b>509,710</b>	<b>\$1,362,036</b>



# University of California, Santa Cruz



Marine Science Campus

## Strategic Goals

As a leading research university, UC Santa Cruz is best known for its innovative approach to the education of students and its campus values of social and environmental responsibility. In recent decades UCSC has emerged as a research powerhouse. In a 2012 analysis of the world's top universities, UCSC was ranked second in research influence as measured by the number of times its published work is cited by scholars around the world. The campus's ten residential colleges provide vibrant living and learning communities where students experience the intimacy of a small liberal arts school, while benefiting from all the advantages of a major research university.

The proposed capital projects in UC Santa Cruz's 2012-22 *Capital Financial Plan (CFP)* support the academic mission and respect the exceptional setting of the main campus and the 100-acre Marine Science Campus (MSC) on the edge of Monterey Bay.

The *CFP* addresses critical needs for new instruction and research space, new housing and student life space, and the renewal of aging infrastructure and campus facilities nearing the half-century mark. The proposed projects embrace principles of energy efficiency and sustainability that are central to the campus's commitment to environmental stewardship.

## Capital Program Priorities

The Coastal Biology Building is the campus's highest priority, representing an unparalleled opportunity to advance the campus's research, teaching and public service agendas. This project would enhance UCSC's Marine Science Campus research and instruction activities and catapult the highly-regarded Ecology and Evolutionary Biology (EEB) program into the top tier of programs nationally. It would support the campus's emergence as a leading voice in marine and coastal-related science with a research focus on environmental threats to coastal zones around the world.

The EEB program is one of the fastest-growing programs at UC Santa Cruz, tripling its declared majors in just the last seven years. Nearly 60 percent of EEB faculty are in overcrowded facilities on the main campus. Consolidating the EEB Department at the MSC would better serve students, relieve chronic overcrowding, and foster cutting-edge collaboration among biologists, ocean and marine scientists and governmental agencies nearby.



Coastal Biology Building

Social Sciences 3 is a strategically placed academic building that would physically link existing humanities and social sciences hubs and establish a gateway for potential future academic and residential buildings. By incorporating innovative water and energy conservation features, Social Sciences 3 has the potential to earn LEED™ Platinum certification and stand as a model for future development.

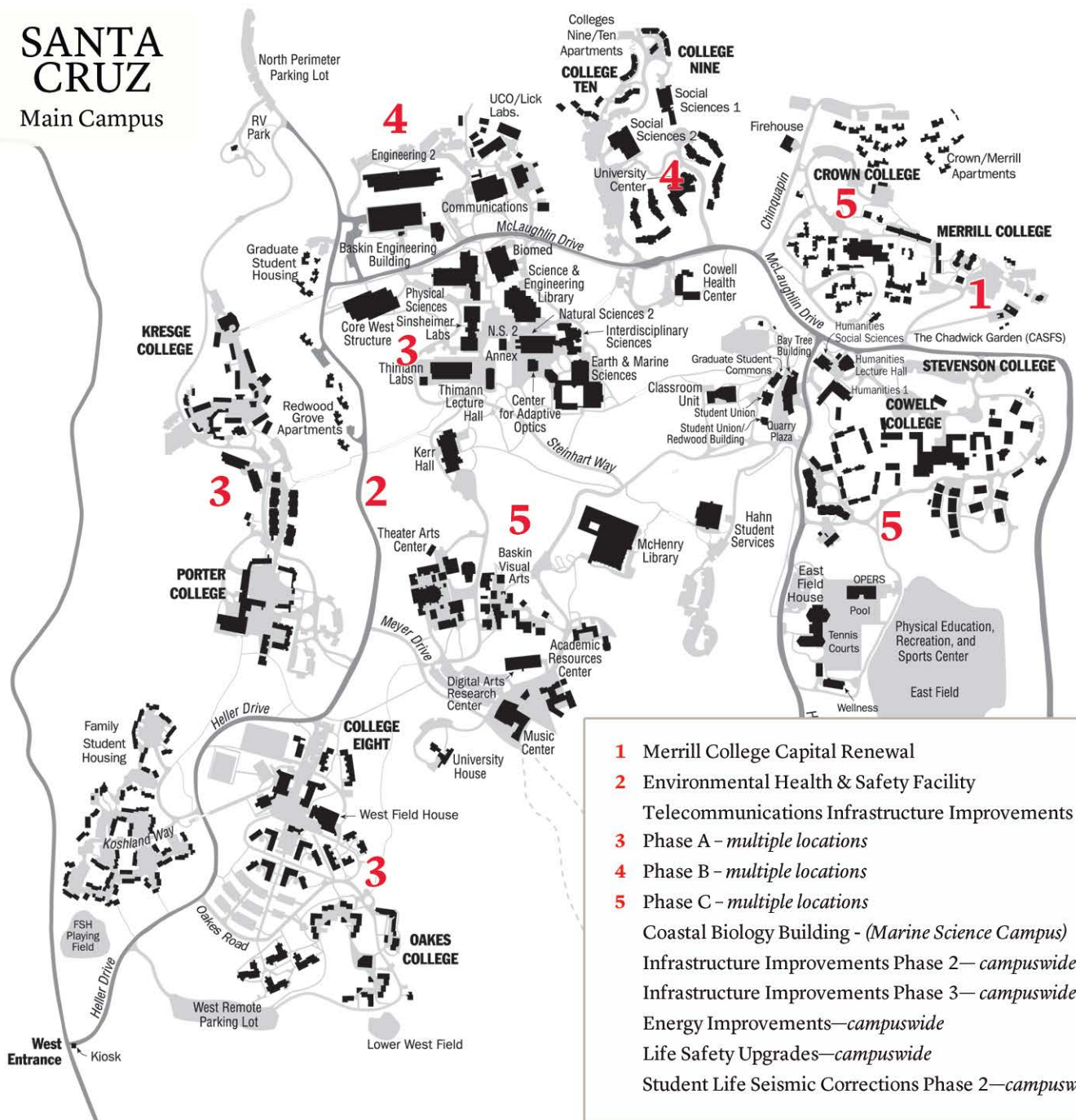
The Instructional Facilities project would address UCSC's critical shortage of instructional space and help the campus to accommodate past enrollments as well as program growth. New construction would provide up to 1,200 new classroom seats in varied configurations to address large classroom needs. Project scope in existing facilities would include enhanced networks for data and video, upgraded audio-visual equipment

### FACTS & Figures

Established	1965
<u>FTE Enrollment 2011-12</u>	
Undergraduates	16,133
Graduate Students	1,450
Campus Land Area	2,000 acres
Campus Buildings	3.7 million ASF

# SANTA CRUZ

Main Campus



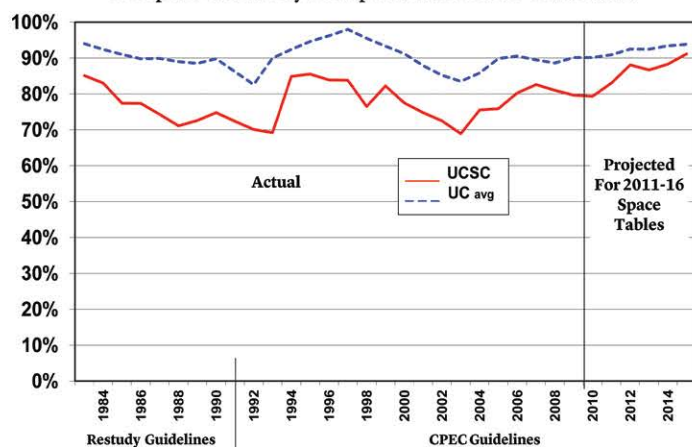
in classrooms, and renovation of instructional computing laboratories.

The Santa Cruz campus stewards a program to comprehensively address major maintenance and capital renewal in campus housing facilities every ten to fifteen years; the Merrill College facilities are the next area scheduled for service. The **Merrill College Capital Renewal** project would address functional obsolescence and incorporate improvements to comply with the Americans with Disabilities Act (ADA) requirements. The project would also reconfigure existing space to yield 61 additional bed spaces, modernize the technology infrastructure, and greatly improve functional adjacencies, outdoor areas and site circulation. Future housing projects include the replacement of deteriorating family student housing on the west campus and the renovation of housing at Kresge College.



Merrill College Capital Renewal

UC Space Inventory Comparison to CPEC Guidelines



The Telecommunications Infrastructure Improvements projects will remedy the immediate risk of failure posed by campus communications systems that have exceeded their life expectancy. Earlier proposals included funding the work with State money; however, the needs have become so acute that UCSC will move forward with external financing to be repaid with scarce operating funds.

The campus has taken aggressive steps over the years to address its seismic and life-safety needs. Seismic corrections have been completed for all instruction and research buildings, all housing facilities, and the larger student life facilities. The Student Life Seismic Corrections Phase 2 project would complete this work by upgrading the remaining smaller student life facilities. The Life Safety Upgrades project would install fire sprinklers and upgrade fire alarms, emergency generators and exterior lighting in selected campus areas.

## Challenges

As UC Santa Cruz approaches its 50th anniversary in 2015, the campus is more popular than ever. UCSC received a record number of applications from prospective students eager to enroll in fall 2012, and the campus continues to garner recognition for the global impact of its research.

The campus's growing popularity comes as State funding for capital projects continues to erode. In the past five years, the only new State funding received by UC Santa Cruz has been for construction to complete a previously approved infrastructure project. The campus lacks sufficient space to meet the needs of its current enrollment, and older buildings have systems that are nearing the end of their life expectancy. The campus's regionally isolated location presents telecommunications and power-delivery challenges, and its topography often demands creative construction and land-use solutions.

The campus has integrated capital projects into its first-ever comprehensive fundraising campaign. The increasingly critical role of extramural research funds was evident in the just-completed \$84 million Biomedical Sciences Building, which was funded in part by a \$7 million grant from the California Institute of Regenerative Medicine and a \$4 million grant from the National Institutes of Health.

Finally, UC Santa Cruz remains committed to working with community partners to address issues surrounding the prospect of campus growth. The campus will continue to meet its local obligations as it pursues capital projects that are central to UCSC's ability to serve the State.

### 2012-22 Santa Cruz Capital Program (\$000s)

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Infrastructure Improvements Phase 2	684 GO	7,732 GO						8,416
Cogeneration Plant Replacement Phase 1	2,240 CF 23,806 EF	8,500 EF						34,546
Student Life Seismic Corrections Phase 2		6,175 EF						6,175
Merrill College Capital Renewal		36,019 EF 8,981 AR						45,000
Telecommunications Infrastructure Improvements Phase A		13,994 EF 1,210 CF 1,000 AR 80 UR						16,284
Coastal Biology Building	2,085 CF		57,937 SE		1,080 SE			61,102
Energy Improvements			750 CF 2,250 EF			750 CF 2,250 EF	750 CF 2,250 EF	9,000
Telecommunications Infrastructure Improvements Phase B			13,308 EF 1,538 CF 50 UR					14,896
Environmental Health and Safety Facility			17,087 SE					17,087

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Infrastructure Improvements Phase 3			7,971 SE					7,971
Life Safety Upgrades			9,598 SE					9,598
Telecommunications Infrastructure Improvements Phase C			8,014 EF 220 AR 1,022 UR 986 CF					10,242
West Campus Student Housing Development Phase 1				152,711 EF 8,037 AR				160,748
Circulation and Infrastructure Extensions Phase 1				18,942 SE				18,942
Infrastructure Improvements Phase 4				1,325 SE	652 SE	14,348 SE		16,325
Social Sciences 3				65,407 SE			2,000 SE	67,407
Instructional Facilities				41,980 SE		1,520 SE		43,500
Lower East Field Improvements				9,230 EF 3,090 GF				12,320
University Museum of the Arts and Sciences				30,000 GF				30,000
Upper Quarry Amphitheater Renovation and Expansion				9,930 GF				9,930
Ranch View Terrace Phase 2					PR			PR
Alterations for Physical, Biological, and Social Sciences					15,084 SE			15,084
Early Education and Care Center					9,451 EF 250 GF 2,522 CF			12,223
Expansion of the Center for Ocean Health Phase 1					11,958 GF 645 CF			12,603
Silicon Valley Center					980 SE	700 SE	18,320 SE	20,000
Student Center						89,435 EF 1,545 UR		90,980
Parking for Social Sciences 3						1,787 EF 100 AR		1,887
Kresge College Renovation						57,000 EF 3,000 AR		60,000
Oceans Auditorium						9,472 GF		9,472
Alterations for Academic Programs							16,897 SE	16,897
Expansion of the Center for Ocean Health Phase 2							19,081 GF	19,081
Infrastructure Improvements Phase 5							12,346 SE	12,346
Instruction and Research Building							25,767 SE	25,767
West Campus Student Housing Development Phase 2							65,325 EF 3,438 AR	68,763
Capital Projects \$750K to \$5M (E&G)		4,000 CF 3,000 GF	2,000 CF 3,000 OG	2,000 CF 3,668 GF	5,525 CF	2,000 CF	10,000 CF	35,193
Capital Projects \$750K to \$5M (Auxil)		2,000 AR	2,000 AR	4,990 AR	5,890 AR 82 UR	6,218 AR	13,559 AR	34,739
<b>TOTAL CAPITAL PROGRAM</b>		<b>92,691</b>	<b>127,731</b>	<b>351,310</b>	<b>54,119</b>	<b>190,125</b>	<b>189,733</b>	<b>\$1,005,709</b>





# University of California, Division of Agriculture and Natural Resources



The Division of Agriculture and Natural Resources delivers healthier food systems, healthier environments and healthier Californians. From more bountiful berries to safer food to cleaner water, ANR turns science into solutions.

## Strategic Goals

The capital improvement program for ANR is guided by the vision statement developed to meet the agriculture and natural resource needs of Californians for the next 15 to 20 years.

ANR envisions a thriving California in 2025 where healthy people and communities, healthy food systems, and healthy environments are strengthened by a close partnership between the University of California, and its research and extension programs and the people of the State. The University remains connected and committed to the people of California, who enjoy a high quality of life, a healthy environment, and economic success in a

global economy. The Research and Extension Centers (RECs) are the main facility component of ANR and will be supported by the proposed capital improvement projects. Projects such as field laboratories, irrigation system renovations, energy savings programs, and renewal of existing facilities are critically needed to continue high-quality research and adapt existing facilities to meet new research challenges.

## Capital Program Priorities

**Modern Research:** The Research and Extension Centers support multi-disciplinary initiatives in growing methods, pest control, water management, resource conservation and other subjects necessary to respond to new issues and critical needs facing the State. The technologically and environmentally changing nature of these fields drives needs for modern chemistry laboratories and equipment to support this type of research. However, the existing facilities at the majority of the RECs are outdated, short of space and ill-equipped to adequately perform the necessary research.

**Sustainability and Renewal of Existing Facilities:** ANR's goal for all buildings and infrastructure is to be sustainable and energy-efficient and to minimize operating and maintenance costs. ANR's 2012-22 *Capital Financial Plan (CFP)* proposes two REC capital renewal projects. The first will renovate the aging irrigation system at the West Side REC. Outdated, inefficient, and inadequate, the existing system requires constant maintenance, frequently resulting in wasted water and destroyed crops. The project also includes replacement of HVAC and roof systems at several buildings across the State. These buildings have an average age of 35 years, and systems have reached the end of their useful lives. The second project will continue the HVAC system and roof replacement efforts, as well as repair roads and renovate outdated laboratories at additional sites.

**Expanding Outreach:** ANR's outreach program provides hands-on opportunities for researchers and their students to evaluate field trials via community and industry interaction. ANR provides members of the community with meeting room and classroom space otherwise not readily available in remote surroundings. Currently, ANR holds these meetings and classes in small rooms or, in some cases, basic conference rooms that have limited technological capabilities. The 2012-22 *CFP* proposes projects that will provide large, modern multi-purpose rooms that will accommodate educational sessions, community meetings and community-industry interaction forums.

### FACTS & Figures

- Established 1952
- 200 locally based Cooperative Extension advisors
- 57 local offices throughout California
- 130 campus-based Cooperative Extension specialists
- 9 Research and Extension Centers
- Land Area of 12,653 acres
- Buildings over 540,000 ASF
- 6 Statewide programs
- 700 academic researchers in 40 departments: UC Berkeley College of Natural Resources, UC Davis College of Agriculture & Environmental Sciences, UC Davis School of Veterinary Medicine, UC Riverside College of Natural & Agricultural Sciences

# Challenges

ANR must rely on the State as the main source of funds to support its capital program. Although ANR receives some industry support for research, such support for capital projects and equipment is very limited.

ANR carefully reviews and prioritizes capital projects to meet the most urgent research needs. The Division actively works with specific industry research groups in the development of research-specific facilities.

Of critical concern to ANR is the operation and maintenance of plant. As utilities and other costs rise, ANR has focused on the development of capital renewal projects to modernize facilities, as well as stabilize or reduce the utility costs of the Research and Extension Centers.

**Boots on the Ground:** Since the first UC Cooperative Extension office opened in Humboldt County in 1913, UC scientists have been fanning out to communities across California, serving as problem-solvers, catalysts, collaborators, stewards and educators.

These advisors live and work in the communities they serve. To many Californians they are the face of UC, providing expertise, visibility and a keen understanding of local issues. Together with their campus partners, they build the bridge between the people of California and their great University.



2012-22 ANR Capital Program (\$000s)

Project	Prefunded	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 to 2021-22	PROJECT BUDGET
Lindcove REC Citrus Clonal Protection Facility		1,200 GF						1,200
REC Facilities Renewal and Improvements			1,850 SE	200 GF				2,050
Intermountain REC Field Laboratory and Multipurpose Facility				1,891 SE 50 GF				1,941
West Side REC Field Laboratory and Multipurpose Facility				1,590 SE 175 GF 45 CF				1,810
Kearney REC Insectary Facility					1,808 SE 200 GF 75 CF			2,083
Hansen Agricultural Learning Center Research Facility					7,200 CF			7,200
Desert REC Field Laboratory and Multipurpose Facility						1,502 SE 200 GF		1,702
REC Facilities Renewal and Improvements Phase 2							1,120 SE	1,120
Sierra Foothill REC Laboratory and Extension Facility							1,891 SE 150 GF	2,041
South Coast REC Laboratory and Extension Facility							1,502 SE 100 GF	1,602
<b>TOTAL CAPITAL PROGRAM</b>		<b>1,200</b>	<b>1,850</b>	<b>3,951</b>	<b>9,283</b>	<b>1,702</b>	<b>4,763</b>	<b>\$22,749</b>



# Capital Financial Plan

2012-22

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Program-At-A-Glance



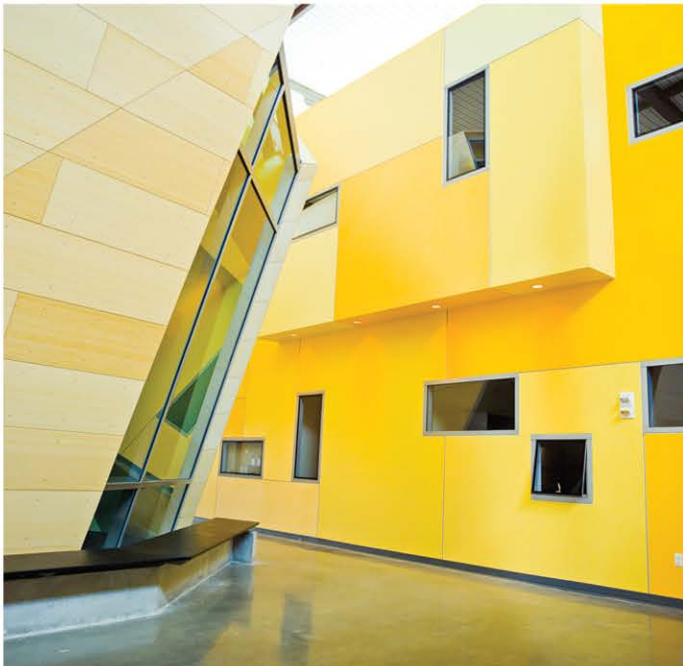
## Program Categories

Projects are identified by three program categories.

- **Education & General (E&G):** New construction and renovation of core instruction, research, general campus academic space, academic support space, student support space, institutional support space, infrastructure, and seismic/life safety.
- **Auxiliary:** New construction and renovation of student housing/dining, faculty/staff housing, student activities, recreation or athletic facilities, student health centers, parking and roads, seismic/life safety, child care facilities, fee-supported facilities and other enterprises.
- **Medical Centers:** New construction, renovation and remediation of patient care facilities, infrastructure, seismic/life safety, and medical center support space.



*Social Sciences and Management Building, Merced Campus*



*Social Sciences and Management Building, Merced Campus*

## Project Objectives

Identifies the primary purpose of each project.

- **Enrollment Growth:** To provide capacity related to student and faculty growth.
- **Infrastructure Deficiencies:** To correct seismic hazards meeting Performance Levels V, VI, or VII (formerly expressed as Poor or Very Poor) and other life-safety deficiencies.
- **Facilities Modernization:** To address unsatisfactory conditions in existing buildings or infrastructure systems. This may include code deficiencies, systems obsolescence, technological obsolescence, or program modernization needs.
- **Program Improvements:** To accommodate new or expanding programs that are not necessarily related to enrollment growth. Examples are new research centers or institutes or the initiation of new schools or degree programs.

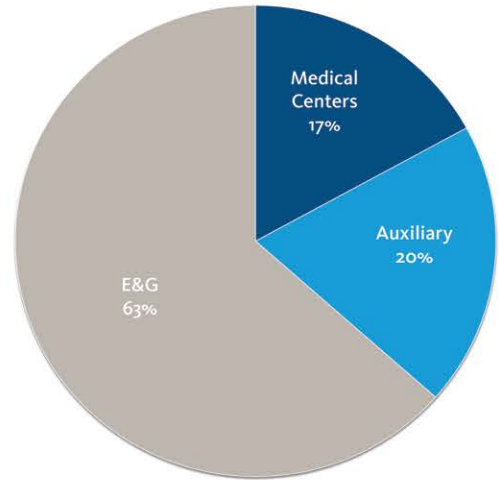
# Capital Program-At-A-Glance 2012-22 (\$ in billions)

## Program

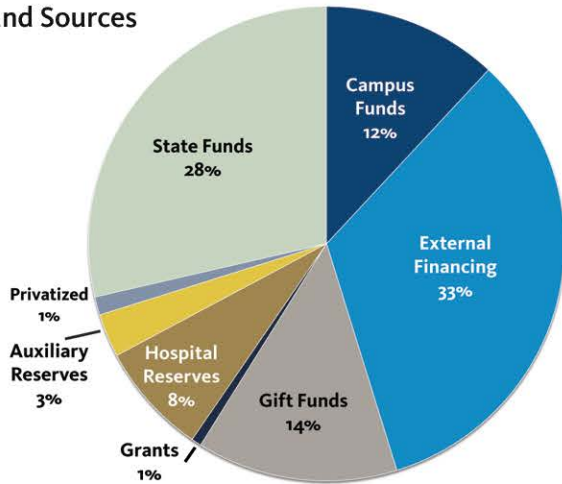
Of approximately \$15.9 billion in proposed funding, nearly \$10.1 billion is for educational and general (E&G) projects that support the academic mission of the University. Almost \$3.1 billion is associated with auxiliary and student-fee-supported projects. The remaining project funding of approximately \$2.7 billion is targeted for medical centers.

(\$000s)

E & G	Medical Centers	Auxilliary
\$10,071	\$2,701	\$3,094



## Fund Sources



Of approximately \$15.9 billion in proposed funding, about \$4.6 billion is State-eligible. Over \$5.3 billion of the funding plan is expected to come from external financing. The remainder consists of anticipated gifts of nearly \$2.2 billion, campus funds of \$1.9 billion, auxiliary reserves of \$472 million, hospital reserves of over \$1.2 billion, grant funds of \$106 million, and privatized development funding of \$198 million. Each campus has proposed a funding plan it considers financially feasible within the context of its resources.

(\$000s)

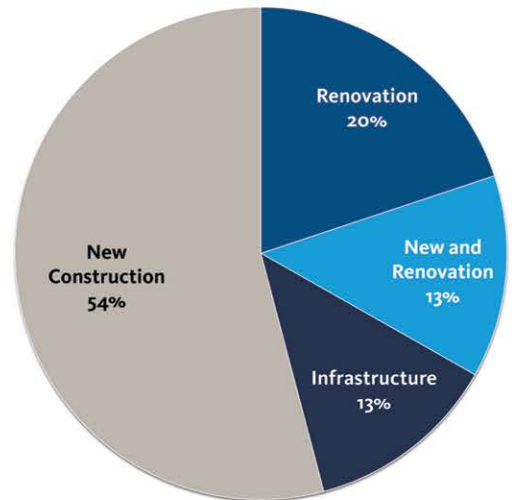
State Funds	Campus Funds	External Financing	Gift Funds	Hospital Reserves	Auxiliary Reserves	Grants	Privatized
\$4,571	\$1,902	\$5,333	\$2,181	\$1,219	\$0.472	\$0.106	\$0.198

## Types of Construction

Of approximately \$15.9 billion in proposed funding, more than \$8.6 billion is for new construction, and over \$3.2 billion is associated with renovation. The remaining \$4.1 billion is shared almost equally between infrastructure projects and those comprised of both new construction and renovation.

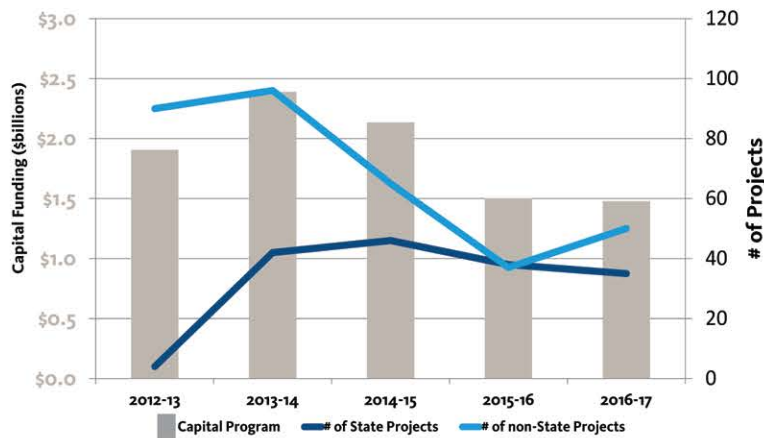
(\$000s)

New Construction	Renovation	New and Renovation	Infrastructure
\$8,644	\$3,178	\$2,126	\$2,023



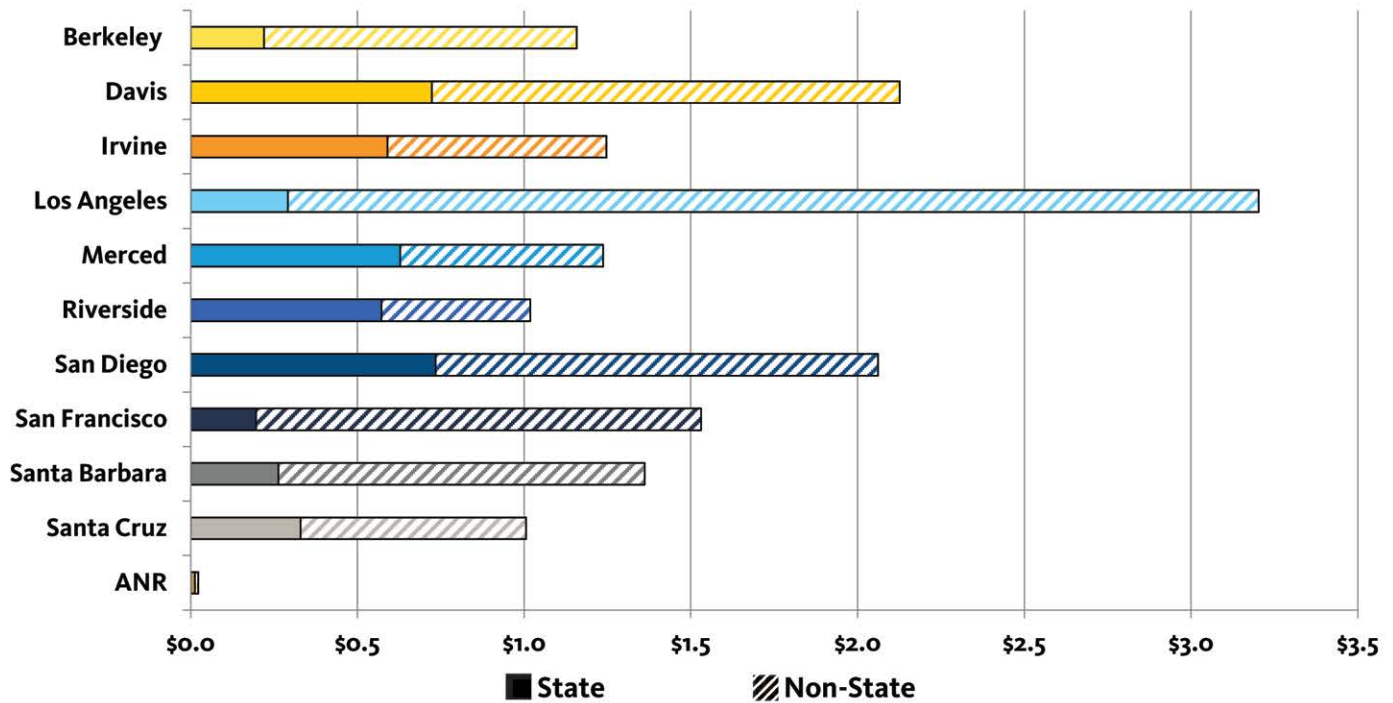
# Capital Program-At-A-Glance 2012-22

## Capital Funding & Project Volume (State and Non-State)

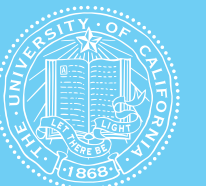
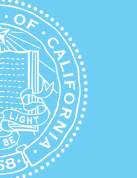


The number of State projects tends to stay consistent, as the University averages \$650 million a year in anticipated State funds. This is included in the State's projections of infrastructure needs. The number of non-State projects, on the other hand, is more defined in the earlier years and drops off sharply in later years. The non-State projects tend to accumulate in the latter part of the capital program as they reflect, in general, goals of the capital program.

## State and Non-State Funding by Campus (\$ in billions)



\$000s	Berkeley	Davis	Irvine	Los Angeles	Merced	Riverside	San Diego	San Francisco	Santa Barbara	Santa Cruz	ANR	Total
State	\$220,200	\$722,966	\$590,398	\$291,551	\$628,667	\$527,496	\$734,650	\$196,493	\$263,321	\$329,941	\$13,154	\$4,563,837
Non-State	\$938,100	\$1,403,442	\$656,590	\$2,911,720	\$608,640	\$446,143	\$1,326,675	\$1,334,262	\$1,098,715	\$675,768	\$9,595	\$11,409,650
Total	\$1,158,300	\$2,126,408	\$1,246,988	\$3,203,271	\$1,237,307	\$1,018,639	\$2,061,325	\$1,530,755	\$1,362,036	\$1,005,709	\$22,749	\$15,973,487



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