



UNIVERSITY OF CALIFORNIA, LOS ANGELES 2009-19 CAPITAL FINANCIAL PLAN

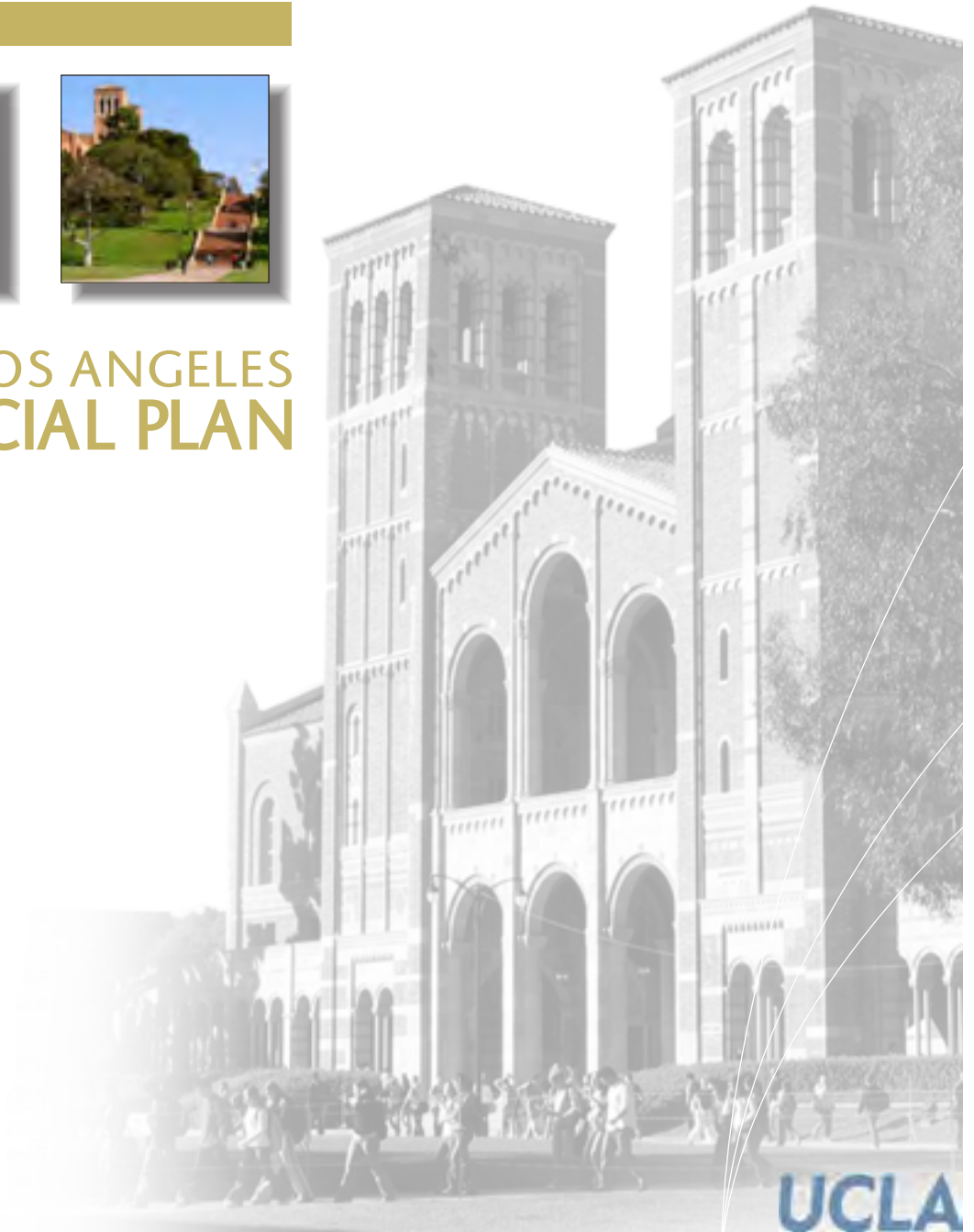


Table of Contents

I.	OVERVIEW	01
II.	CAPITAL PLANNING CONTEXT	04
	Long-Range Development Plan (LRDP)	
	Physical Design Framework	
	Academic Planning	
III.	THE UCLA COMMUNITY	08
	Academic Program	
	Campus Life	
	Administrative Units	
	Medical Enterprise	
IV.	CAPITAL STRATEGIC INITIATIVES	21
	Complete the Seismic Correction Program	
	Transform UCLA to a Residential Academic Community	
	Build a Sustainable Campus	
V.	CAPITAL PLANNING PROCESS	26
VI.	CAPITAL RESOURCES	27
VII.	2009-19 CAPITAL IMPROVEMENT PROGRAM	28
	Table 1: Capital Improvement Program	
	Table 2: Capital Improvement Program by Fund Source	
	Table 3: External Financing by Program	
	Table 4: Capital Improvement by Function	
	Table 5: Capital Improvement by Improvement Category	
	Table 6: Capital Improvement by New and Renovated ASF	
VIII.	PROJECT DESCRIPTION TEMPLATES	37
IX.	APPENDICES	100
	A. Draft Academic Plan	
	B. Seismic Correction Program at UCLA	

I. Overview

The *UCLA 2009-19 Capital Financial Plan (Plan)* provides a framework for the campus to prioritize capital investments in support of the academic program.

The *Plan* includes a brief overview of the campus and capital planning context, describing the Long Range Development Plan, the Physical Design Framework, and the Draft Academic Plan. The *Plan* then describes the UCLA Community in terms of its Academic Program, Campus Life, Administrative Units and the

Medical Enterprise. Recent capital investments and capital facilities needs are summarized for each of these areas.

The capital planning process is multi-faceted and involves a number of campus units, review committees, and approval mechanisms. A broad consultation process has been developed to review the May 2009 Draft Academic Plan; and it will continue as UCLA mobilizes for a new Long Range Development Plan that seeks input from faculty, students, and other stakeholders.



Aerial View of Campus Looking North

I. Overview

Capital Strategic Initiatives

The *Plan* lays out three Capital Strategic Initiatives: Complete the seismic correction of all remaining deficient structures by 2019; Transform UCLA to a residential academic community; and Build a sustainable campus.

Complete the Seismic Correction Program -- Seismic renovations of most general campus structures have been completed, including all buildings rated seismically “Very Poor”; and detailed planning is underway for remaining facilities on and off the campus. Following the recent completion and occupancy of the Westwood Replacement Hospital and other replacement facilities under the first phase of the CHS Master Plan, the campus is now ready to proceed with an accelerated program to complete seismic corrections and life safety mitigations in the remainder of the CHS complex. To date, the campus has completed seismic corrections to 36 structures representing 4.3 million gross square feet (gsf) and has seismic work in progress on 8 structures totaling 1.4 million gsf. There are a total of 14 structures with seismic work remaining (1.7 million gsf) including 11 structures in the CHS (1.6 million gsf), an off-campus library, and one auxiliary structure.

Transform UCLA to a Residential Academic Community -- Finding and keeping an engaged workforce is key to sustaining the high quality of educational programs, services, and facilities. The expense of the local housing market presents barriers to compete for and attract the highest quality workforce. In an effort to address the insufficient supply of reasonably priced housing, a task force has been assigned to assess needs and provide options for addressing this issue in the context of a Workforce Housing Master Plan, scheduled for completion in FY 2009-10. The primary goal is to develop a workforce housing program which will impact the recruitment, retention, productivity, and satisfaction of employees in a manner similar to the student

housing system and to integrate the workforce housing program with the Long Range Development Plan.

Build a Sustainable Campus -- A campus Sustainability Committee has been active at UCLA since 2005 and continues to advance campus sustainability practices and initiatives. UCLA is committed to achieving a Leadership in Energy and Environmental Design minimum LEED Silver certification for all new construction and major refurbishment projects. Currently, 17 projects are targeting this goal. UCLA's recently completed Climate Action Plan identifies initiatives that the campus will implement to reduce greenhouse gas emission below 1990 levels by 2012, eight years ahead of goals established in the *UC Sustainability Policy*. In the coming years, UCLA's challenge will be to find ways to continue to reduce its carbon footprint as the campus expands and the demand for energy increases. The Green Building Program has allowed UCLA to reduce the amount of energy used on a square-foot basis in both its new building and renovation projects. Additional sustainability initiatives are focused in areas of transportation, housing and hospitality services, information systems, and waste diversion.



Aerial View of Janss Steps and Dickson Plaza

I. Overview

Capital Resources

Over the past two decades, State capital funding priority has been given to seismic renewal and life-safety replacement projects with much lower levels of non-State and gift funding available for projects focused on academic program growth and modernization. For a mature campus with over 200 buildings and continued advancement of teaching and research, investment for program upgrades and new facilities has not kept pace with demonstrated needs. Table 1 displays the Capital Improvement Program 2009-2019 for the campus.

With an estimated total value of \$4.8 billion, the capital plan is expected to be funded with a combination of non-State resources totaling \$4 billion (83 percent) and State resources totaling \$798 million (17 percent). Non-State resources include \$2.7 billion of external financing, \$772 million of anticipated gift funds, \$325 million of campus funds, and \$195 million of capital reserves.

The campus's ten-year plan is based on assumptions regarding the availability of State funding. The Los Angeles campus share of General Obligation bonds available to the University, for both general campus and health sciences initiatives, reflects the 2010-15 campus allocations extrapolated over the ten-year period.

In addition, the assumptions regarding State funding that are reflected in this capital plan have been developed during a period of unprecedented economic volatility. In December 2008, the State imposed a freeze on expenditures for approved capital projects to be funded in 2008-09, and the outlook for projects to be funded in 2009-10 is uncertain. Although this *Plan* includes funding in 2009-10 for the CHS South Tower Seismic Renovation project, the campus will develop a revised 2010-15 capital plan that proposes a phased project if funding for 2009-10 is not realized.

This *Plan* represents the campus's best estimates within the current uncertain funding environment and will be updated annually.



Royce Hall (Photograph by Stephanie Diani)

II. Capital Planning Context

Established as the Southern Branch of the University of California, UCLA began by offering two-year undergraduate degrees and a Teachers Training program in 1919. Today, UCLA is the largest campus within the 10-campus University of California (UC) system, with approximately 39,000 undergraduate and graduate students and 20,000 staff and faculty. UCLA offers more than 318 degree programs through the College of Letters and Science, seven general campus professional schools (Management, Arts and Architecture, Theater, Film & Television, Education & Information Studies, Engineering & Applied Science, Public Affairs, and Law), and four health sciences professional schools (Public Health, Nursing, Medicine, and Dentistry). In addition, the academic and research programs support over 38 established interdepartmental programs, 24 organized research units, and many less structured interdisciplinary efforts. In 2007-08, the campus received approximately \$900 million in total research awards. The University Library has holdings of approximately 8.5 million volumes and consists of 9 physical facilities in addition to the Southern Regional Library, which supports the University's five southern campuses.

Since its founding, the campus has instituted a broad array of programs across the arts, humanities, sciences, and professions. The medical enterprise, consisting of four hospitals and several affiliated programs, continues to be a leader in medical education, research, and public service. The campus has a long-standing commitment to advancing scholarship, civic education, service learning and professional training that directly benefits Los Angeles and the Southern California region.

Over several decades, UCLA has continued its transformation from a commuter campus to a residential campus, accommodating over 10,000 students on campus and approximately 2,500 in university-owned off-campus housing. Over 1,600 bed-spaces are under construction in 2009.



Powell Library (Photograph by Stephanie Diani)

II. Capital Planning Context

Long Range Development Plan (LRDP)

UCLA's Long Range Development Plan (LRDP) serves as the comprehensive policy and land use plan to guide physical development of the campus.

Recently amended in 2009, UCLA's LRDP provides for the development of 1.87 million square feet of building space and up to 25,169 parking spaces through the 2013 planning horizon. The campus currently has approximately 200 buildings comprising approximately 17 million gross square feet and approximately 24,000 parking spaces, accommodating the largest campus population (almost 60,000 per average weekday) on the smallest campus (general and health sciences on 419 acres) in the UC system. Approximately 34 percent of the campus consists of green space -- including preserves, courtyards, gardens, recreation space, and perimeter buffer areas. Since adoption of the LRDP

Amendment in March 2009, approval of the Northwest Housing Infill Project (550,000 gsf) and the proposed renovation and expansion of Pauley Pavilion (57,000 gsf) have reduced the LRDP development allocation from 1.87 million gsf to approximately 1.26 million gsf.

The LRDP delineates eight campus land use zones and allocates new development square footage according to campus strategic needs. Since 1990, the campus has adhered to a voluntary limit on parking (25,169 spaces) and vehicle trips (139,500 average daily trips) and has reduced its environmental impact significantly below 1990 levels. The LRDP also incorporates provisions of the Climate Action Plan adopted in 2008 with aggressive initiatives focused on attaining UC Policy and State greenhouse-gas emissions thresholds by 2012, eight years ahead of target dates established by UC Sustainability Policy.



View from Janss Steps towards Student Activity Center (Photograph by Stephanie Diani)

II. Capital Planning Context

Physical Design Framework

The Physical Design Framework that accompanies this Capital Financial Plan describes the approach for development of buildings, infrastructure and landscape within the context of the physical planning objectives contained in the Long Range Development Plan (LRDP). It also describes the Physical Design Standards that guide new development to preserve the unique campus aesthetic within the constraints of a fully developed urban environment. The Framework describes the design review process that ensures that the LRDP objectives and Physical Design Standards are embodied in all new development projects. The Framework will be used to ensure the compatibility of new development with the existing built environment while

continuing to strengthen the vibrant identity and design vernacular of the UCLA campus. The *Physical Design Framework* does not change the land use plan or alter the projected square footage development allocation, population estimates, and institutional objectives reflected in the LRDP.

As described in the following section, the campus is engaged in updating its long range strategic academic plan to inform the next LRDP planning cycle. With the campus already substantially built-out, on-campus development opportunities will primarily involve new infill projects, and reconstruction and replacement of existing buildings. Given sustainability as an important strategic objective, the campus will continue to balance the retention of open space with continued needs for new facilities.



Law Library Addition



Neuroscience Research Building (Photograph by Steinkamp-Ballogg Photography)

II. Capital Planning Context

Academic Planning

UCLA's academic programs continue to evolve and be redefined as needs emerge and new disciplines are developed.

The academic planning objectives included in the 2002 LRDP include:

- Offer teaching, research, and service programs of the highest quality to serve the needs of the Los Angeles region, the State of California, and the nation.
- Build an academic community of faculty and students in keeping with an institution of UCLA's caliber.
- Build a strong cohort of staff employees through training and professional development programs and attention to the working environment.
- Foster diversity among students, faculty, and staff, and through curriculum, academic programs, and public service.
- Ensure student access in a manner consistent with the Master Plan for Higher Education in California, while continuing to enhance the quality of the academic program and meeting the University enrollment growth target.
- Develop an academic, administrative, and physical environment that supports outstanding research and creative activity.
- Create an intellectual milieu and shared ethic that fosters excellence and a sense of community on campus.
- Create an environment for student life that fosters students' academic, personal, and social development.
- Continue to serve the Los Angeles region through provision of cultural, health, educational and other community programs.

The campus is currently beginning a broad consultation process to update its long term strategic academic plan that will be used to inform the next LRDP planning cycle. There are four major principles driving the academic planning process: academic excellence, civic engagement, diversity, and financial security. Three areas are identified that will establish the context for the next LRDP planning cycle. They include: (1) Transforming UCLA into a residential academic community by housing faculty, staff, and graduate students closer to campus; (2) Continuing to extend UCLA's leadership in problem-based teaching and research; and (3) Continuing to extend UCLA's leadership in new forms of collaborative multidisciplinary research and teaching. The Draft Academic Plan is provided as Appendix A.



Janss Steps

III. The UCLA Community

Academic Program

The academic structure of UCLA includes the College of Letters and Science with five divisions (Humanities, Life Sciences, Physical Sciences, Social Sciences, and Honors and Undergraduate Programs), seven general campus professional schools (Management, Arts and Architecture, Theater, Film & Television, Education & Information Studies, Engineering & Applied Science, Public Affairs, and Law), and four health sciences professional schools (Public Health, Nursing, Medicine, and Dentistry). In addition, there are a number of established interdepartmental and organized research units, as well as many other less-structured interdisciplinary programs. The University Library has holdings of approximately 8.5 million volumes and consists of 9 physical facilities in addition to the Southern Regional Library, which supports the University's five southern campuses. In total, UCLA offers 118 undergraduate majors, 200 graduate majors, and over 5,000 courses.

College of Letters and Science

The College is the oldest and largest academic unit on campus, occupying approximately 85 percent of core academic space. It offers instruction in 34 departments and 40 specialized programs. Divisions include the following:

Humanities: This division, one of the largest Humanities programs nation-wide, encompasses 17 academic departments, 3 organized research centers, 3 interdepartmental programs, and computing and library facilities. It includes the departments of Art History, Comparative Literature, Classics, English, Linguistics, Musicology, and Philosophy, as well as several foreign language and literature departments. Recent capital investments include seismic renovation and program improvements to support the conversion of Kinsey Hall into a humanities and classroom building (2006). The ten year plan includes the seismic renovation of the Clark Library, an off-campus facility administered by the



Royce Hall

III. The UCLA Community

Center for Seventeenth- and Eighteenth-Century Studies. There are still unmet needs for collaborative research space for faculty (including the Humanities Center for Modern and Contemporary Studies) and an appropriate facility for the Digital Humanities computing labs, currently in lease space.

Life Sciences: This division includes Microbiology, Immunology, and Molecular Genetics; Molecular, Cell, and Developmental Biology; Ecology and Evolutionary Biology; Physiological Science; and Psychology. Recent capital investments include the construction of the Life Sciences Replacement Building (scheduled to open in 2010). The ten year plan includes the seismic renovation of Hershey Hall for Life Sciences support functions. Future investments would provide instruction and research space for the cellular, molecular and developmental aspects of neurobiology, biotechnology and plant sciences; upgrades to obsolete undergraduate laboratory facilities to provide undergraduates access to contemporary laboratory environments; and adequate space for the Psychology and Ecology and Evolutionary Biology programs.

Physical Sciences: This division includes Physics & Astronomy, Chemistry & Biochemistry, Atmospheric & Oceanic Sciences, Earth & Space Sciences, Mathematics, Statistics, and the Institute of Geophysics and Planetary Physics. Recent capital investments include the construction of the Science and Technology Research Building (1998) and the Physics and Astronomy Building (2004). In the future, the division must continue to update facilities to integrate recent advances in technology into the instructional program, particularly in the core disciplines of chemistry, physics and mathematics. Capital investments will need to be made to the Geology Building to accommodate the Geosciences Initiative, and to the Math Sciences Building. Renovations to the west wing of Young Hall are also needed to bring its chemistry and biochemistry facilities up to current standards.

Social Sciences: This division, the largest academic unit on campus outside the medical school, with nearly 20 percent of campus enrollment, includes 10 departments, 3 interdepartmental programs, 12 research units and 2 administrative units. It includes the departments of Anthropology, Archaeology, Afro-American Studies, Asian American Studies, Chicana/o Studies, Communication Studies, Conservation Studies, Economics, Geography, History, Political Science, Sociology, and Women's Studies. These programs continue to evolve and require facilities appropriate to their growth and changing needs. Future capital investment would involve renewal, reallocation, and construction of a new building to accommodate varied instructional, laboratory and other research uses.

General Campus Professional Schools

Anderson School of Management: The School is ranked among the top-tier business schools in the world. The School includes outstanding educators and researchers in the disciplines of finance, marketing, accounting, business economics, decision sciences, operations and technology management, human resources and organizational behavior, information systems, strategy and policy. The school also includes specialized research centers that support faculty research and sponsor courses,



View of Anderson Graduate School of Management from Historical Core of Campus

III. The UCLA Community

extracurricular activities and conferences. They include the UCLA Anderson Forecast, the Center for Finance and Investments, the Center for International Business Education and Research, the Entertainment and Media Management Institute, the Price Center for Entrepreneurial Studies, and the Ziman Center for Real Estate. A new facility was constructed for the Anderson School of Management in 1995.

Graduate School of Education and Information Studies:

The School includes the Departments of Education and Information Studies. These two departments embody the School's commitment to understand and improve educational practice, information policy, and information systems in a diverse society. Research and doctoral training programs bring together faculties committed to expanding the range of knowledge in education, information science, and associated disciplines. The professional training programs seek to develop librarians, teachers, and administrators within the enriched context of a research university. Additional capital investment is needed for a new building to provide expanded teacher training facilities and program support space.

School of the Arts and Architecture: The School, recognized as one of the leading multi-disciplinary arts programs in American higher education, comprises the Departments of Architecture and Urban Design, Art, Design | Media Arts, World Arts and Cultures, and the UCLA Herb Alpert School of Music (including the Departments of Ethnomusicology and Music). It also includes the Fowler Museum, Hammer Museum, and UCLA Live. Recent capital investments include the seismic correction and program improvements to Kaufman Hall for the World Arts and Cultures Program (2005), and the seismic reconstruction and program improvements to Broad Art Center for the Departments of Art and Design | Media Arts (2006). Future capital investments will need to accommodate evolving techniques, aesthetics and media in the arts and architecture, and will need to provide the

research and office space necessary to support instruction. The off-campus graduate art studios at the Warner Building in Culver City, the facilities for the architecture and design program in Perloff Hall, and the music program in Schoenberg Hall are in need of renovation, re-design and expansion.

School of Engineering and Applied Science: The School includes the Departments of Bioengineering, Chemical and Biomolecular Engineering, Civil and Environmental Engineering, Computer Science, Electrical Engineering, Materials Science and Engineering, Mechanical and Aerospace Engineering, and 7 major interdisciplinary research centers. Interdisciplinary research currently underway involves biomedical informatics, nano-manufacturing and nanotechnologies, alternative energy solutions, and information technologies. The School also provides continuing education to practicing engineers to keep them abreast of changes in their fields. Recent capital investments include the construction of the Engineering 1 Seismic Replacement Building (2008). The ten year plan includes construction of an addition to accommodate enrollment growth.



Broad Art Center

III. The UCLA Community

Additional investment is needed to update obsolete and inadequate facilities to keep pace with technological change.

School of Law: The School offers five areas of specialization that include Corporate Law, Critical Race Studies, Entertainment and Media, Law and Philosophy, and Public Interest. Joint degree programs are also offered in Afro-American Studies, American Indian Studies, Management, Philosophy, Public Health, Public Policy, Social Welfare, and Urban Planning. The School provides engaging classroom discussion across a wide spectrum of courses to students with disparate interests and is committed to teaching students about the links between theory and practical skills. It also maintains a strong focus on the function of “think tanks” as part of the nation's political system and has created policy centers that facilitate discussion of policy and legal issues. Three policy centers within the School include the Williams Project on Sexual Orientation Law, the Empirical Research Group, and the Environmental Law Center. Recent capital improvements include the construction of an addition to the Law Library (1998). Capital investment is needed to provide additional space for instruction, clinical activities, policy centers, graduate programs, faculty offices, and special events.

School of Public Affairs: The School includes the Departments of Social Welfare, Urban Planning, and Public Policy. Several active research centers tap the expertise of faculty from across the UCLA campus, addressing such issues as welfare reform, immigration, urban poverty, health care financing, economic development, and an aging U.S. population. The UCLA Policy Forum, an outreach program, is focused on improving the performance of public, private and non-profit organizations.

School of Theater, Film and Television: The School includes the Department of Film, Television, and Digital Media and the Department of Theater. The ten year plan includes the renovation and expansion of MacGowan and Melnitz Halls.

These outdated and crowded facilities from the 1960s require upgrades to provide appropriate space for instruction in the contemporary technologies of theater, film and television. Modern production and instruction capabilities are needed for research and instruction, and there is a need for enhanced public performance and exhibition space.

Health Sciences Professional Schools

School of Dentistry: The School includes the Divisions of Advanced Prosthodontics, Biomaterials & Hospital Dentistry, Associated Clinical Specialties, Diagnostic & Surgical Sciences, Oral Biology & Medicine, Public Health & Community Dentistry, and Restorative Dentistry. The programs incorporate an innovative vertical-tier curriculum which combines patient care with the flexibility for students to pursue research fellowships, interdepartmental programs, or state-of the-art curricular offerings in geriatric dentistry, pain and anxiety control, aesthetic dentistry, implant prosthodontics, and computer technology. Additional investment is needed to upgrade, improve and replace obsolete and inadequate facilities in space occupied by the School in the Center for the Health Sciences.

School of Medicine: The School's medical education program for graduate students is interdepartmental and interdisciplinary. Biochemistry, anatomy, physiology, nutrition, energy metabolism, proteomics, genomics, and behavior are taught together using a combination of lectures, small group discussions, computer simulations and imaging to teach students the biology of systems. Graduate education is closely linked to multidisciplinary research that is collaboratively conducted with Dentistry, Nursing, Public Health, Engineering, and the College of Letters and Science. Critical areas in the School's research portfolio include the Neurosciences, Genetics, Stem Cell Research, Cancer, Clinical Pharmacology, Transplant Surgery, and Nanoscience. The School is also focused on health sciences research involving the quality

III. The UCLA Community

and cost of care, efficiencies in medical practice, drug interactions, and the elimination of medical errors. Clinical practice activities in conjunction with the UCLA Medical Center allow faculty in different disciplines to work together in their treatment of disease, and provide medical students with residency training programs and fellowship research experiences.

For the past ten years, the School of Medicine has consistently ranked in the top ten of grant recipients from the National Institutes of Health, with grants exceeding \$365 million in the current year. Of this total, approximately \$160 million of medical school research is carried on in seismically deficient space in the Center for the Health Sciences. This complex of buildings needs to be seismically upgraded to protect the life safety of its occupants, protect the research activity, and maintain the funding that is essential to the University, the campus and the School.

Recent capital investments include the seismic renovation of space in the Center for the Health Sciences (CHS) for use as a Clinical Research/Biomarker Research Center (scheduled to open in 2010). The ten year plan includes the seismic renovation of the CHS South Tower and remediation of seismic/life safety hazards in other areas of the CHS. Construction of a new Medical Education and Biomedical Library Seismic Replacement Building would move CHS occupants into seismically safe space, consolidate medical education programs that are scattered throughout the CHS complex into a state-of-the-art learning facility, and realize synergies between those programs and the biomedical library. Following the seismic upgrade of the release space, there would be opportunities to meet the critical unmet academic space needs of health sciences programs in the CHS including the Schools of Dentistry, Medicine, Nursing and Public Health. Additional investments will be needed to upgrade the obsolete facilities in the CHS for these uses beyond the scope of the seismic correction projects. The ten year plan also includes investment in campus facilities, capital telecommunications and medical education equipment to support medical programs and

expanded medical school enrollments that are directed to disadvantaged and underserved communities.

School of Nursing: The School provides pre- and post-licensure programs for undergraduate students and advanced research programs for scholars. It is a leading school in the United States that has an international reputation for excellence in teaching, research and clinical practice. One of the strengths of the School is its teaching of the scientific basis for nursing practice, leadership, and research. Related clinical experiences are arranged within the UCLA Medical Center, its affiliates, or in selected community sites. In 2006, the School developed both a Bachelor of Science with a major in nursing and a Master of Science in Nursing as an entry to its clinical programs, which nearly doubled the student population of its pre-licensure programs from 350 to 630 in four years. In addition, a master's program in genetics will be offered in the near future. Capital investment is needed for additional instructional facilities, research laboratories and faculty offices to accommodate the increased size of its academic programs.

School of Public Health: The School includes the Departments of Biostatistics, Community Health Sciences, Environmental Health Sciences, Epidemiology, and Health Services. In addition, there are two interdepartmental programs housed at the school: Environmental Science, and Engineering & Molecular Toxicology. Students receive state-of-the-art public health training from distinguished experts in the field of public health, combined with practical hands-on experience. The School is located near the medical, dental and nursing schools, and the medical center, providing students with a unique setting for research, teaching, and service, and opportunities for multidisciplinary collaboration. The ten year plan includes the seismic correction of the Public Health Tower in the Center for the Health Sciences. Additional capital investment is also needed to update obsolete and inadequate facilities and consolidate programs.

III. The UCLA Community

Libraries

With holdings of approximately 8.5 million volumes and significant special collections, the UCLA Library is consistently ranked as one of the top ten research libraries in the nation. The UCLA Library operates nine physical facilities, including the Powell (College) Library for undergraduates, the Young Research Library for graduate students and faculty in the humanities and social sciences, and the subject-focused libraries: Arts, Music, Science and Engineering, Chemistry, Geology, Management, and the Biomedical Sciences. It also operates the Southern Regional Library Facility that provides supplemental shelving for the University's five southern campuses. (Other campus libraries, such as the Law Library and the Clark Library, are affiliated with Colleges, although their holdings are represented in the University Library's catalog.)

The University Library is the primary and authoritative provider of information resources and services to the campus. The challenge for coming decades will be to continue to perform as a leader in the application of new technologies to the creation, access and delivery of content and services and to anticipate and respond to user's needs, including teaching, learning, research, and patient care. At the same time, the UCLA Library will act as a steward of collections of record, continuing to develop its traditional print and special collections and to create dynamic and interactive means of access to them. The library facilities will continue to support traditional quiet study areas, but will also develop into active learning environments and hubs of scholarly interaction, providing new kinds of academic community spaces where students and faculty access, create and share knowledge together.

Recent capital investments include the seismic renovation and program improvements to Powell Library (1996) and program improvements to portions of the Young Research Library



Powell Library, Reading Room (Photograph by Stephanie Diani)

(scheduled for completion by 2010). The ten year plan includes construction of a new Biomedical Library in conjunction with a new Medical Education Building to achieve synergies between the two programs and to provide library staff and users with seismically safe space. Additional capital investments are needed to consolidate smaller subject-focused units; add facilities to serve users in non-traditional locations; provide additional space for special collections, reading rooms and group study; and increase data and storage capacity. In addition, an expansion of Young Research Library and new Performing Arts and Engineering libraries are needed.

III. The UCLA Community

University Extension

As one of the nation's oldest, largest and most comprehensive continuing higher education programs, UCLA Extension both serves and reflects the local and international communities. Extension supports the dynamic workforce and economy of Los Angeles, and helps shape its rich cultural life. Through academic courses, professional certificate programs, and special events, adult, international and University-bound students are enabled to meet their personal and professional goals. The ten year plan addresses the seismic hazards and aging infrastructure in the Extension's administration building. In addition, there is a need to consolidate programs that currently occupy space in dispersed facilities.

Interdisciplinary Research and Teaching

UCLA has a demonstrated commitment to interdisciplinary and multidisciplinary research and teaching and recognizes that many of the fundamental questions driving scholarship are best approached through collaborative research efforts. This approach is evident in a number of academic initiatives over the last decade that spans disciplines, schools and divisions, and has stimulated new collaborations.

The *Arts Initiative* has enabled creative endeavors and scholarship that cross the Schools of Arts and Architecture, Theater Film and Television, Engineering, Medicine and the College; the *Bio-Science Initiative* spans the Division of Life Sciences and the School of Medicine; the California NanoSystems Institute supports collaborative research involving scholars from Medicine, Engineering and the College of Letters and Science; the *Center for Society & Genetics* brings together faculty from the Divisions of Humanities, Life Sciences, Social Sciences, and the Schools of Law, Medicine and Public Affairs; the *Information Technology Initiative* supports interdisciplinary collaboration between the academic and administrative components of the university; the

Institute of the Environment involves faculty from Management, Law, Life Sciences, Physical Sciences, Engineering, Public Affairs, Public Health, and the International Institute; the *International Initiative* serves as an umbrella organization for a variety of international centers and educational programs; and the *Stem Cell Initiative* involves scholars from Medicine, the College, and Engineering.

Recent capital investments to support these initiatives have resulted in the construction of new facilities at UCLA over the past decade including the Science and Technology Research Building (1998), Bradley International Hall (1998), La Kretz Hall for the Institute of the Environment (2005), Neurosciences Research Building (2005), the California NanoSystems Institute building (2007), the Biomedical Sciences Research Building (2007), and the Life Sciences Replacement Building for education and research programs in the life sciences, stem cell and bio-sciences (scheduled for completion in 2010).



(Photograph by Stephanie Diani)

III. The UCLA Community

Campus Life

Campus life includes organizations that provide a broad range of programs and services to the campus community. Housing, Student Affairs, Recreation and the Associated Students of UCLA (ASUCLA) are described below.

Housing

During the past twenty years, UCLA has continued its transformation from a commuter campus to a residential campus by accommodating over 10,000 students on campus and approximately 2,500 in university-owned off-campus housing. In 2009, the campus continues to have unmet needs for undergraduate and graduate student housing which will be partially met by a recently approved project to provide additional undergraduate beds in the Northwest zone of the campus, and proposals to provide additional housing for single graduate and professional students in the Southwest zone. These projects will address only a portion of the needs identified in the Student Housing Master Plan 2007-17, which includes the following:

- On-campus housing guaranteed to all freshmen who desire such housing for four consecutive years.
- On-campus housing guaranteed to all new transfer students for two years.
- University housing guaranteed to new single graduate and professional students for a period of two years and for students with families for up to seven years.
- University housing available to new, single, post doctoral scholars for a period of two years, as supply is available.

Recent capital investments include the completion of the Southwest Campus Housing and Parking project that provided 1,386 beds for single graduate and professional students (2006), a group of projects that supplied 1,986 beds for undergraduate

students in new residence halls in the Northwest campus (2006), the construction of 83 beds for single graduate students in off-campus apartment-style housing on Hilgard Avenue (scheduled for occupancy in 2011), and the construction of 1,511 beds for undergraduate students in new residence halls in the Northwest campus (scheduled for occupancy in 2012). The ten year plan includes proposals for the construction of 504 additional studio apartments for single graduate students in the Southwest campus and the construction of an additional 1,000 beds for undergraduate students in the Northwest campus. The campus will also make additional investments in the renovation of its existing on-campus residence halls and dining facilities and of its off-campus apartment buildings. The ten year plan also includes a commitment to supplying housing for faculty and staff proximate to the campus.

Student Affairs

Student Affairs provides a wide range of services, programs and activities that support students from matriculation through graduation. Departments include ADA/504 Accessibility Compliance, Arthur Ashe Student Health & Wellness Center, Bruin Resource Center, BruinCorps, Career Center, Center for Student Programming, Community Programs Office, Counseling and Psychological Services, Dashew International Center for Students and Scholars, Dean of Students, Early Academic Outreach Program, Financial Aid, Graduate Student Resource Center, Grants and Program Development, Lesbian Gay Bisexual & Transgender Campus Resource Center, Office for Students with Disabilities, Office of Residential Life, Undergraduate Admissions and Relations with Schools, Office Technology Center, Registrar's Office, Student Affairs Information & Research Office, Student Development Health Education, Student Legal Services, and UCLA Recreation.

Services and programs provided through these departments include essential logistical support, academic support, and extra-

III. The UCLA Community

curricular and experiential learning opportunities. Enrollment services begin with the admissions process and carry through registration, enrollment, financial aid, academic record keeping, and many specialized services. Services also include specialized referral and resource information for populations such as veterans, transfer students, parenting students, and many others. Academic support may include mentorship, tutoring, writing skills workshops, and specialized workshops for graduate students through the Graduate Student Resource Center.

The campus residence halls offer an extensive array of academic support programs for on-campus residents through the Division of Undergraduate Education, including tutoring, computer support, academic skills sessions, and primary logistical support for classes presented through the Fiax Lux series. Experiential learning opportunities are available through more than 50 community service projects and nearly 900 special interest organizations are advised through the Center for Student Programming and the Community Programs Office.

Recent capital investments include the seismic renovation of Kerckhoff Hall (1997), the seismic renovation and conversion of the former Men's Gym into a Student Activities Center (2004), and an addition to the west side of the Wooden Center to accommodate student health service and recreational programs (2005). Other facility improvements over the past decade have allowed for a more effective delivery of student services, programs, and activities. Future planning for new services and programming is focused on the graduate student population, which has expressed a strong desire for the establishment of a dedicated space for graduate students' recreation and social gatherings.

Recreation

The campus places a high value on the preservation of recreation space and recognizes the significant role recreational facilities and

programs have in serving the needs of both the on- and off-campus UCLA community. With the growth of on-campus housing over the last several decades, recreation space and facilities are in high demand and continue to be overcrowded. Lighting of outdoor playing fields and tennis facilities has extended their hours of operation, and extended hours of usage for indoor facilities have met some of the increased need; however, additional solutions need to be found.

Recent capital investments include the renovation and expansion of the Acosta Athletic Training Center (2004), construction of an addition to the west side of the Wooden Center to accommodate expanded recreational programs (2005), and construction of the Spieker Aquatic Center (scheduled for completion in 2009). The ten year plan includes the renovation and expansion of Pauley Pavilion for additional recreational opportunities (anticipated for completion in 2012). Additional investment is needed for satellite recreation/fitness facilities in both the undergraduate Northwest campus and the graduate Southwest campus housing areas, and renovation of the Sunset Canyon Recreation Center is needed, given its age, use and physical condition.



Intramural Field (Photograph by Stephanie Diani)

III. The UCLA Community

Associated Students of UCLA

Another organization that provides a broad range of critical student support services is the Associated Students of UCLA (ASUCLA). Support from ASUCLA includes advising and logistical support for both undergraduate and graduate student governments; extensive logistical services for student campus events held in Ackerman Grand Ballroom and other venues; and coordination of meeting spaces for hundreds of student groups.

Recent capital investments include the expansion of Ackerman Union to provide much needed space for ASUCLA programs (1996) and the replacement of an obsolete food service facility with a South Campus Student Center that will provide students with food service, meeting space, and a social setting (scheduled for completion in 2011)



Kerckhoff Hall (Photograph by Stephanie Diani)



Haines Hall (Photograph by Stephanie Diani)

III. The UCLA Community

Administrative Units

Administrative Units provide services and operations that support the campus-wide community. They include Administration, Childcare/University Elementary School, Transportation and Parking, and Affiliated Units, described below.

Administration

General administration executes policy and provides campus-wide services and operations. It includes business and administrative services, computing and communication services, transportation and parking services, community safety, environmental services, facilities management, human resources, capital programs, external affairs, and the Chancellor's office. While some administrative functions are located off-campus in the UCLA Wilshire Center and in some leased locations near campus, most administrative functions related to general administration and plant operations are located on the main campus. The ten-year plan includes a project to repair and refurbish the Wilshire Center.

Childcare/ University Elementary School

High quality childcare is important to the recruitment and retention of graduate students, faculty, and staff. UCLA Child Care Services is currently licensed to provide day care for pre-school children both on- and off-campus. The UCLA Lab School, located on campus, provides elementary education for approximately 425 children drawn from a wide geographical area spanning the entire Los Angeles region. In addition, the school provides a teaching and research laboratory for the Graduate School of Education and Information Studies and other related disciplines. Recent capital investments include the expansion of the Krieger Childcare Center to provide on-campus space for 100 children (2006). Additional child care facilities are planned for off-campus locations proximate to the campus.



Krieger Hall Child Care Center (Photograph by Tom Bonner)



Krieger Hall Child Care Center (Photograph by Tom Bonner)

III. The UCLA Community

Transportation and Parking

In 1984, UCLA adopted a Transportation Systems and Demand Management Plan (TDM) in response to the need for alternative solutions to growing traffic problems in the Los Angeles region. This program has enhanced the quality of life for commuters and has been aided by the substantial investment made by the campus in on-campus student housing, resulting in a reduction in vehicle miles traveled and associated carbon and air pollution emissions. As campus building development has continued to use available infill sites, many of which were surface parking lots, more recent parking facilities have been constructed below grade, with either buildings or recreational fields on top.

Due to the success of the TDM program, future development of parking is anticipated to be minimal, evidenced by the virtual elimination of a student parking waiting list. The campus parking inventory remains approximately 1,000 spaces below the adopted parking cap of 25,169 spaces. Similarly, success of the TDM program has reduced average daily vehicle trip generation more than 18 percent below the adopted cap of 139,500 daily trips.



UCLA Vanpool

Recent capital investments include the construction of a 1,500-space parking structure beneath the Intramural Field (2003),



Entrance to Parking Structure 7 located beneath Intramural Field

III. The UCLA Community

Medical Enterprise

The UCLA medical enterprise (including inpatient, outpatient, and emergency services) is a leader in medical education, research, and service. It is comprised of the Ronald Reagan UCLA Medical Center (which includes the Resnick Neuropsychiatric Hospital and Mattel Children's Hospital), Santa Monica-UCLA Medical Center and Orthopaedic Hospital, and the UCLA Medical Group, with its wide-reaching system of primary-care and specialty-care offices throughout the region. The UCLA medical enterprise is among the most comprehensive and advanced healthcare systems in the world.

Within the medical enterprise are numerous departments that cover a broad spectrum of health care needs. These include Anesthesiology, Dental Services, Emergency Medicine, Family Medicine, Medicine, Neurology, Neurosurgery, Nuclear Medicine, Obstetrics and Gynecology, Ophthalmology, Orthopaedic Surgery, Palliative Care, Pathology and Laboratory Medicine, Pediatrics/Mattel Children's Hospital, Pharmaceutical Services, Psychiatry and Biobehavioral Sciences, Radiation Oncology, Radiological Sciences, Rehabilitation Services, Surgery, Transplantation Services, and Urology.

In addition to the four hospitals, UCLA Health System medical offices are located in community neighborhoods to provide convenient access to top-quality physicians and hospitals. Primary care faculty practices are located in the following communities: Brentwood, Malibu, Manhattan Beach, Santa Monica, West Los Angeles and Westwood. In addition, cancer centers are located in Pasadena, Santa Clarita, Santa Monica, Westlake Village and two locations in Westwood. In conjunction with the medical education program, investment in capital telecommunications and medical equipment are currently underway to improve access to patients in disadvantaged and underserved areas of southern California.

Recent capital investments include the construction of the Ronald Reagan UCLA Medical Center (2008) and the construction of replacement facilities at Santa Monica-UCLA Orthopaedic Hospital (scheduled for completion in 2010). The ten year plan includes post-occupancy improvements to the new hospital facilities, conversion of in-patient psychiatric beds to medical/surgical beds and construction of a Neuropsychiatric Hospital separate from the Reagan UCLA Medical Center, refurbishment of the twenty year old outpatient medical facilities on the UCLA campus, expansion of the clinical laboratory, and acquisition/construction of facilities to provide additional administrative office and clinical space to support the operations of the Reagan UCLA Medical Center and Santa Monica-UCLA Orthopaedic Hospital.



Aerial View of the Center for the Health Sciences

IV. Capital Strategic Initiatives

The *Plan* includes three Capital Strategic Initiatives: Complete the seismic correction of all remaining deficient structures by 2019; Transform UCLA to a residential academic community; and Build a sustainable campus. The three initiatives are described below.

Complete the Seismic Program

A comprehensive seismic safety program has been underway since the mid-1980s to provide seismic corrections to buildings rated seismically “Poor” or “Very Poor.” The 1994 Northridge earthquake damaged several general campus buildings as well as structures in the Center for the Health Sciences (CHS), and changes in building codes following the earthquake also prompted studies that identified additional seismically deficient buildings requiring repairs and upgrades. Since the Northridge earthquake, the campus has allocated 92% of its State General Obligation bond funding to seismic and life safety upgrades. An overview and chronology of the seismic correction program at UCLA is included in Appendix B.

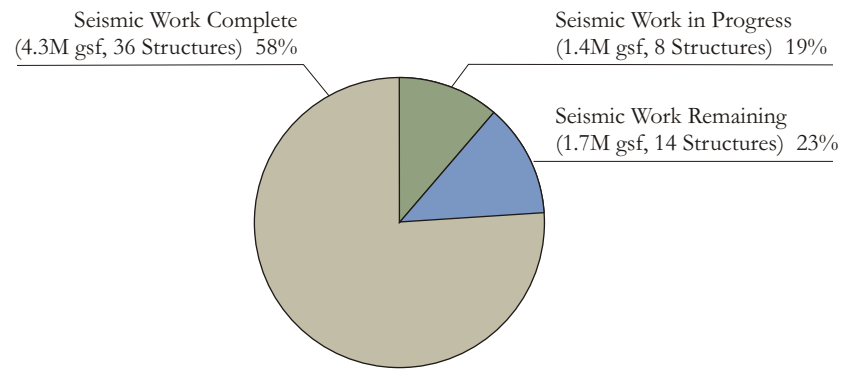
Seismic renovations of most general campus structures have been completed, including all buildings rated seismically “Very Poor”; and detailed planning is underway for remaining facilities on and off the campus. Seismically deficient structures in the CHS are addressed in the Academic Health Center Master Plan for redevelopment of the CHS. Following the recent completion and occupancy of the Westwood Replacement Hospital and other replacement facilities under the first phase of the Master Plan, the campus is now ready to proceed with an accelerated program to complete seismic corrections and life safety mitigations in the remainder of the CHS complex.

To date, the campus has completed seismic corrections to 36 structures representing 4.3 million gross square feet (gsf) and has seismic work in progress on 8 structures totaling 1.4 million gsf. There are a total of 14 structures with seismic work remaining (1.7 million gsf) including 11 structures in the CHS (1.6 million

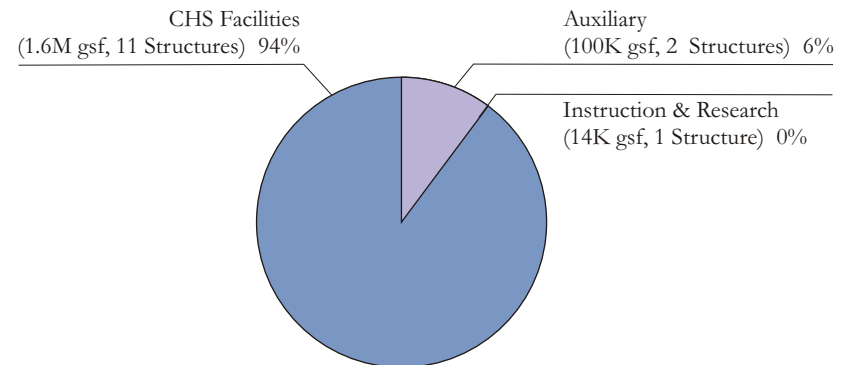
gsf), an off-campus library, and one auxiliary structure.

A series of projects are in the planning stages. High priority projects to address the seismic and life safety deficiencies in the CHS under the second phase of the Master Plan include the seismic renovation of the CHS South Tower and renovation of

SEISMIC PROGRAM STATUS



SEISMIC WORK REMAINING



IV. Capital Strategic Initiatives

the adjacent Life Sciences Building to accommodate occupants of seismically deficient space in the CHS complex. The South Tower is currently 90% vacant - all of the old hospital patient floors are entirely unoccupied - and the building can be seismically upgraded to accommodate instruction and research functions currently located in the School of Medicine (SOM) East, SOM West and Outpatient Wing portions of the CHS complex. Upon completion of the South Tower Seismic Renovation project, those seismically deficient structures would be available for renovation as soon as funding becomes available.

With the exception of the former hospital patient floors in the South Tower - which will undergo a complete seismic and program renovation - the remaining structures in the complex would undergo seismic correction under the ten year plan, with program improvements deferred until additional funding is available. This approach would improve life safety for occupants of the complex in an accelerated time frame, as well as maintain the medical and health sciences research programs and funding that are essential to the School of Medicine, the campus, and the University.

Construction of new facilities is also a part of the campus's integrated strategy to provide safe facilities for the occupants of the health and medical sciences buildings. New facilities would include a Medical Education and Biomedical Library Replacement Building and an addition to the Southern Regional Library (to accommodate materials from the stacks now housed in the Biomedical Library Tower in the CHS complex). Following completion of these projects, the remaining seismically deficient structures in the CHS complex would undergo seismic corrections and renovation, or be demolished.

Goal: Complete the correction of all remaining seismically deficient structures by 2019.



Student Activity Center Seismic Renovation (2004)



Royce Hall Seismic Renovation (1998)

IV. Capital Strategic Initiatives

Transform UCLA to a Residential Academic Community

Finding and keeping an engaged workforce is key to sustaining the high quality of educational programs, services, and facilities. The expense of the local housing market presents barriers in UCLA's ability to compete for and attract the highest quality workforce. The University is located in one of the most expensive housing markets in the country, and with limitations on wages and benefit packages, employees often must choose employment with competing entities located in more affordable housing markets. In an effort to address the insufficient supply of reasonably-priced housing options, a task force has been assigned to create a workforce housing master plan to assess needs and provide options for addressing this issue. The initial assessment is scheduled for completion in FY 2009-10.

The Workforce Housing Master Plan will be integrated with the campus Long-Range Development Plan. The primary goal is to develop a workforce housing program which will impact employee recruitment, retention, productivity, and satisfaction in a manner similar to the student housing system. The Workforce Housing Master Plan will focus on the potential on-campus development of a range of housing types appropriate to different needs within the workforce. In addition, the campus will continue to seek purchase opportunities for land or housing projects close to the campus. All current system-wide housing assistance programs, including loan programs, will also be evaluated to increase their effectiveness.



Weyburn Terrace Graduate Student Housing (Photograph by Arden Photography)



Weyburn Terrace Graduate Student Housing (Photograph by Arden Photography)

IV. Capital Strategic Initiatives

Build a Sustainable Campus

A campus Sustainability Committee has been active at UCLA since 2005 and continues to advance campus sustainability practices and new initiatives.

Leadership in Energy and Environmental Design (LEED) Certification

The Leadership in Energy and Environmental Design (LEED) Green Building Rating System, developed by U.S. Green Building Council (USGBC), provides standards for environmentally sustainable construction. UCLA is committed to achieving a minimum LEED Silver certification for all new construction and major refurbishment projects. Currently, 17 projects are targeting this goal. Campus purchasing will provide support for LEED-EB (Existing Building) and LEED-CI (Commercial Interiors) projects by placing emphasis on new Energy Star equipment and identifying and replacing older, non-Energy Star equipment; facilitating the phase-in of Green Seal products where feasible; working with manufacturers to initiate effective take-back programs; developing programs to increase environmentally responsible packaging; and phasing out of virgin paper stock. A campus baseline for LEED-EB certification has been developed through the certification of the School of Public Affairs Building as a LEED-EB facility. This step will facilitate the certification of additional campus buildings as LEED-EB facilities.

Climate Change

The UC Sustainable Practices Policy sets aggressive climate preservation goals for the ten UC campuses, including a return to year 2000 emissions levels by 2014 and to 1990 levels by 2020. UCLA has recently completed its Climate Action Plan (CAP) in compliance with the UC Policy, in which it outlines a comprehensive range of carbon-emission-reduction initiatives addressing energy use and conservation, student and workforce

commutes, air travel, and behavioral change. UCLA's CAP identifies initiatives that the campus will implement to reduce greenhouse gas emission below 1990 levels by 2012, eight years ahead of goals established in the UC Policy.

UCLA's challenge will be to find ways to continue to reduce its carbon footprint as the campus expands and the demand for energy increases. Incorporating energy efficiency into new buildings and during renovations as part of the Green Building Program has allowed UCLA to reduce the amount of energy used on a square-foot basis, despite overall campus growth. Conservation measures, such as automated adjustment of building ventilation and lighting based on occupancy and consolidation of scattered computer servers into energy-efficient data centers are also having a significant impact.



LaKretz Hall - LEED Silver Certified

IV. Capital Strategic Initiatives

Sustainability Programs

The utility infrastructure and distribution system (i.e. electric power, heating and cooling, water, sanitary sewer, storm drain, telephone and telecommunications, waste disposal, and lighting) that serves the campus is continually evaluated and upgraded in conjunction with proposed development in order to ensure adequate facilities and services. On-going resource conservation programs have reduced campus water consumption, electrical demand, and solid waste generation over the past decades. In the early 1990s, the Cogeneration Plant was completed, and it currently generates between 75 and 85 percent of the campus electricity as well as steam and chilled water to condition campus buildings. In addition, a Thermal Energy Storage System was completed in 2002 that enhances the efficiency and effectiveness of the campus cooling system by producing and storing chilled water during the night when electrical demand is lower, to provide air conditioning for campus buildings during the day.

Energy Conservation Programs will include: continuation and completion of 25-building HVAC system retrofit projects; development and initiation of a second multi-building HVAC retrofit project focusing on high-energy-intensity research buildings; increasing the use of alternative energy through development of on-campus solar energy production and through the purchase of additional alternative energy from the local utility; and the continuation of more efficient lighting installations. As an example, Transportation Services will replace the current High Pressure Sodium (HPS) parking structure lighting with energy-efficient, longer lifespan induction lighting, which will reduce energy and maintenance costs. Induction lighting technology offers a lifespan of up to 100,000 hours, three times longer than HPS lamp life. Utilizing this new energy efficient lighting technology will reduce energy consumption by 50 percent in campus parking structures. The capital cost of these energy conservation initiatives is expected to be off-set by rebates from the local utility.

Transportation Services will increase alternative-fueled vehicles to 50 percent of fleet inventory, decrease vehicle miles traveled for fleet vehicles, reduce employee single-occupant vehicle commuters to 50 percent from 55 percent and develop and implement a plan for carbon offsets for business airline travel.

Housing & Hospitality Services will work with the Office of Residential Life and various campus sustainability groups to provide more educational programs promoting and providing incentives for sustainability efforts. The focus will be on waste recycling and the reduction of energy and water use by students.

In the area of Information Technology, the impact from growth in demand for computational power will be mitigated through new approaches to efficient use of energy for power and cooling. The campus data center in the Mathematical Sciences Addition will be used to consolidate servers currently spread throughout campus in less-than-optimally-efficient server rooms. It is expected that reduction in power and cooling requirements will reach a level where virtual servers can share the same physical server. Plans are also underway to collaborate with other UC campuses to build one or more “green” regional data centers that would be designed to reduce energy consumption through a number of new best practices.

In FY 2007-08, the campus recycling program surpassed the 50 percent landfill diversion target. Continued program enhancements will move the campus towards a goal of 75 percent landfill diversion by 2012.

V. Capital Planning Process

The processes for acquisition, renovation and construction of new facilities required to carry out UCLA's academic program involves a number of campus units and various standing committees.

Major elements of the planning process include evaluating the capital need in the context of campus priorities and aligning project proposals with anticipated capital resources. Project initiation activities are coordinated through Capital Programs. These activities involve studying site alternatives and developing conceptual program, funding, and schedule parameters that culminate in the development of a Project Planning Guide (PPG) or Capital Project Summary (CPS).

Some of the key committees include:

The *Capital Programs Project Development Committee* meets regularly to review project proposals at several stages of development and provide oversight during the site selection and design development phases of a project. Participants include the Vice Chancellor of Finance, Budget and Capital Programs, the Associate Vice Chancellors of Capital Programs and General Services, and Directors of Planning, Project Development, Project Management, Engineering, and Design and Construction. Other campus entities and project proponents are included on an ad-hoc basis.

The *Campus Space Committee* serves as an advisory body to the Executive Vice Chancellor and reviews space issues, campus capital plans and major capital projects to assess their consistency with academic priorities and fiscal resources. Attendees include the Executive Vice Chancellor, Vice Chancellors, Associate Vice Chancellors, several Deans and key administrative staff.

The *UCLA Sustainability Committee*, serving as an advisory body to the Chancellor, is active in reviewing a broad range of sustainability initiatives that cross academic, research and operations boundaries. Sustainability Committee members

include four faculty and four student representatives and executive staff from campus units including: the Chancellor's office, General Services, Capital Programs, ASUCLA, Housing and Hospitality Services, Staff Assembly, University Communications and Student Affairs.

The *Medical Sciences Space Planning Committee* serves as an advisory body to the Vice Chancellor for Medical Sciences. It reviews space assignments, capital funding issues, and maintenance and capital improvement needs in the Medical Center, the Faculty Practice Group, and the School of Medicine. Members include Vice Chancellors, Associate Vice Chancellors, and executive officers of the Medical Center.

The *School of Medicine Space Committee* meets regularly to provide oversight of the School's capital projects during design, development and construction. Participants include the administrative, education and research leaders of the School of Medicine, the leadership of Capital Programs, General Services, the Campus Building Official, the Campus Fire Marshal, and key administrative staff.

The campus capital planning process will continue to evolve as UCLA mobilizes to begin preparation of a new Long Range Development Plan that will broaden opportunities for participation by faculty, students and other stakeholders.



Gateway to UCLA, Le Conte Avenue

VI. Capital Resources

The *UCLA 2009-19 Capital Financial Plan* provides a financial framework for the campus to provide appropriate facilities to renew existing aging buildings, upgrade seismic and life safety systems, expand and renew infrastructure systems, and support growing academic programs.

With an estimated total value of \$4.8 billion, the capital plan is expected to be funded with a combination of non-State resources totaling \$4 billion (83 percent) and State resources totaling \$798 million (17 percent). Non-State resources include \$2.7 billion of external financing, \$772 million of anticipated gift funds, \$325 million of campus funds, and \$195 million of capital reserves.

The campus's ten-year plan is based on a number of assumptions regarding the availability of State funding. The Los Angeles campus share of General Obligation bonds available to the University, for both general campus and health sciences initiatives, reflects the 2010-15 campus allocations extrapolated over the ten-year period. Although this *Plan* includes funding in 2009-10 for the CHS South Tower Seismic Renovation project, the campus will develop a revised 2010-15 capital plan that proposes CHS South Tower as a phased project if funding for 2009-10 is not realized.

In addition, the assumptions regarding State funding that are reflected in this capital plan have been developed during a period of unprecedented economic volatility. In December 2008, the State imposed a freeze on expenditures for approved capital projects to be funded in 2008-09, and the outlook for projects to be funded in 2009-10 is uncertain.

The campus has a long history of successful fund-raising efforts. Since 1996, UCLA received approximately \$4 billion in gifts of which 19%, or \$767 million, was given to support the capital needs of the campus. A \$100 Million gift campaign to renovate and expand Pauley Pavilion is currently underway and many of the capital needs described in the Academic Program (Section 3)

will advance when gift funds are identified. The campus is pursuing economic stimulus grant funding from a number of federal sources and will reflect any funds received in subsequent updates of this plan. Capital reserves and campus discretionary funds comprise the remaining non-State fund sources and are used to support appropriate projects.

By function, \$1.5 billion of the proposed ten-year plan is expected to be spent on housing facilities, \$1.3 billion for Medical Center facilities, \$919 million for facilities involving seismic retrofit work (including \$885 million on instructional and research facilities and \$34 million on auxiliary facilities), \$772 million on instruction and research facilities, \$185 million for student-fee funded facilities, \$53 million for infrastructure projects, and \$5 million for parking projects.

By improvement category, \$2.5 billion is expected to be spent on new facilities, \$2.1 billion on building renovations, \$53.2 million on infrastructure development and renewal projects, and \$42.7 million on acquisitions.

The capital improvement program reflects an estimated need for \$2.7 billion of external financing: \$1.1 billion for Medical Center facilities, \$940 million for auxiliary facilities, \$616 million for housing facilities, \$41 million for plant operations projects, and \$33 million for academic (or educational and general) facilities. The feasibility of external financing is based on existing business models.

VII. 2009-19 Capital Improvement Program

Table I

CCCI 5320
EPI 2894

Project Title	Previously Funded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 - 2018-19 (\$000)	Total Budget (\$000)
STATE FUNDED PROJECTS									
CHS South Tower Seismic Renovation*	P [5,235] X	W 3,209 W [3,710] X C 120,067 C [78,230] X							210,451
Telemedicine and PRIME Facilities Phase 2		PWCE 25,300 PT							25,300
Electrical Distribution System Expansion Step 6C	P [281] X		W 333 C 10,379						10,993
School of Medicine High-Rise Fire Safety Phase 1*	P [358] X		W 430 C 13,977						14,765
CHS -School of Public Health Seismic Correction*		P [300] X	W 400 C 7,300						8,000
Life Sciences Building Renovation Phase 1*		P [2,000] X	W 3,000	C 37,500					42,500
Medical Education and Biomedical Library Seismic Replacement Building		P 7,600 HSE	W 10,000 HSE	C 149,400 HSE [96,000] G	E [4,000] G				267,000
CHS Courtyards Seismic Correction*		P [500] X	W 700 C 7,600						8,800
CHS - Outpatient Wing Seismic Correction*				P 1,000	W 2,500 C 24,500				28,000
CHS - SOM East Seismic Correction*				P 2,000	W 3,000	C 66,500			71,500
CHS - SOM West Seismic Correction*					P 2,000	W 2,500	C 25,500		30,000
Clark Library Seismic Correction*								PWC 10,000	10,000
Life Sciences Building Renovation Phase 2*								PWC 80,000	80,000
Engineering Addition							P 2,000	WC 31,334 [33,333] LB [33,333] G	100,000
Children's Hospital Bonds (Santa Monica)		C 38,973 CH							38,973
CHS - Marion Davies Seismic Correction*								PWC 16,600	16,600
CHS - Biomedical Library Tower Seismic Renovation*								PWC 36,100	36,100
Capital Renewal Projects			5,000	5,000	5,000	5,000	13,083	PWC 22,928	56,011
State Funded	0	195,149	59,119	194,900	37,000	74,000	40,583	196,962	797,713
Non-State Funded	[5,874]	[84,740]	0	[96,000]	[4,000]	0	0	[66,666]	[257,280]
SUB TOTAL	5,874	279,889	59,119	290,900	41,000	74,000	40,583	263,628	1,054,993

VII. 2009-19 Capital Improvement Program

Table I cont'd

CCCI 5320
EPI 2894

Project Title	Previously Funded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 - 2018-19 (\$000)	Total Budget (\$000)
NON-STATE FUNDED PROJECTS									
CAMPUS									
Pauley Pavilion Renovation and Expansion		PWCE 100,000 G C 60,000 LB C 25,000 X							185,000
NPI Low-Rise Office Relocation		PWC 15,000 G							15,000
Wasserman Building (Gift-in-kind)									0
Wasserman Building Site and Tenant Improvements		PWC 46,000 G							46,000
Strathmore Bridge Seismic Correction*		PWC 5,000 X							5,000
CHS - Reed Bridge Seismic Correction*		PWC 5,000 X							5,000
Jules Stein Seismic Correction*					PW 2,000 G	C 25,600 G			27,600
UNEX Building Seismic Correction*								PWC 29,600 X	29,600
Theater, Film & Television Expansion and Renovation								PWC 100,000 G	100,000
Campus Facility 1								PWC 50,000 G	50,000
Campus Facility 2								PWC 50,000 G	50,000
Neurosciences Research Facility								PWC 150,000 G	150,000
Campus Projects \$400K Thru \$5M		17,000 X	17,000 X	17,000 X	17,000 X	17,000 X	17,000 X	68,000 X	170,000
Sub-Total	0	273,000	17,000	17,000	19,000	42,600	17,000	447,600	833,200
NON-STATE FUNDED PROJECTS									
INFRASTRUCTURE DEVELOPMENT & RENEWAL									
Energy Projects - HVAC Retrofit Phase I	PWCE 14,076 LB								17,276
Energy Projects - HVAC Retrofit Phase II	PWCE 9,931 LB 2,400 G								12,331
Energy Projects - Lighting Retrofits	PWCE 3,920 LB E 450 G								4,370
Energy Projects - Residence Halls	PWCE 2,100 LB E 470 G								2,570
Solar Voltaic Panels				PW 544 X CE 3,537 G					4,081
Infrastructure Capital Renewal Step 1				PWCE 3,628 LB	PWCE 3,455 LB			PWCE 5,563 LB	12,646
Sub-Total	36,547	0	0	7,709	3,455	0	0	5,563	53,274

VII. 2009-19 Capital Improvement Program

Table I cont'd

CCCI 5320
EPI 2894

Project Title	Previously Funded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 - 2018-19 (\$000)	Total Budget (\$000)
AUXILIARY ENTERPRISES AND FEE SUPPORTED FACILITIES									
Weyburn Terrace Graduate Student Housing		PWCE 109,915 LB E 11,500 N							121,415
Dykstra Hall Residential Repairs and Refurbishment		PWCE 48,000 N							48,000
Residential Conference Center		PWCE 106,913 LB PWC 33,106 G E 3,810 G							143,829
100 Medical Plaza Acquisition	42,715 LB								0
Wilshire Center Exterior Repairs and Refurbishment		PWCE 10,872 N							10,872
Northwest Campus Student Housing Infill Phase 2				PWCE 164,006 LB E 5,101 N					169,107
DeNeve Dining Services Renovation				PWCE 5,442 N					5,442
Glenrock Apartments Refurbishment				PWCE 5,741 LB PWCE 227 N					5,968
Parking Access & Revenue Control System Replacement				PWCE 5,356 N					5,356
Landfair Apartments Refurbishment					PWCE 8,362 LB PWCE 223 N				8,585
Residential Suites Replacement								PWCE 120,859 LB	120,859
Campus Faculty Housing								PWCE 205,209 LB	205,209
Lot 36 Development								PWCE 729,971 LB	729,971
Sub-Total	42,715	324,116	0	185,873	8,585	0	0	1,056,039	1,574,613

VII. 2009-19 Capital Improvement Program

Table I cont'd

CCCI 5320
EPI 2894

Project Title	Previously Funded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 - 2018-19 (\$000)	Total Budget (\$000)
MEDICAL CENTER									
Temporary Psychiatric Hospital Lease and Retrofit		PWC 10,000 LB							10,000
RUMC Clinical Lab Remodel		PWC 5,000 LB							5,000
MP 200/MP300 Refurbishment		PWC 8,000 LB 8,000 HR 4,000 G							20,000
SM Ambulatory Care Building Lease		PWC 21,000 LB							21,000
Santa Monica Orthopaedic Hospital and Parking Budget Augmentation ⁽¹⁾		C 61,027 LB							61,027
RUMC Psychiatric Bed Conversion to Medical/Surgical Beds			PWC 20,000 LB						20,000
SMH Tower Demolition				PWC 8,000 LB					8,000
SMH Inpatient Tower Staircase Modification and Basement					PWC 40,000 LB				40,000
SMH Merle Norman Pavilion Renovation						PWC 60,000 LB			60,000
Temporary Psychiatric Hospital Retrofit to Acute Rehabilitation/Ventilator Hospital								PWC 10,000 LB	10,000
Westwood Neuropsychiatric Hospital Replacement Facility								PWC 200,000 LB	200,000
Clinical Lab Expansion								PWC 25,000 LB	25,000
Westwood Ambulatory Building								PWC 250,000 LB	250,000
SMH Office Building Acquisition and Replacement Facility								PWC 100,000 LB	100,000
Capital Equipment Replacement Lease Financing		E 33,330 LB 11,170 HR 5,500 G	E 33,330 LB 11,170 HR 5,500 G	E 33,330 LB 11,170 HR 5,500 G	E 33,330 LB 11,170 HR 5,500 G	E 33,330 LB 11,170 HR 5,500 G	E 33,330 LB 11,170 HR 5,500 G	E 99,990 LB 33,510 HR 16,500 G	450,000
Sub-Total	0	167,027	70,000	58,000	90,000	110,000	50,000	735,000	1,280,027
Non-State Funds	85,136	848,883	87,000	364,582	125,040	152,600	67,000	2,310,868	4,041,109
State Funds	0	195,149	59,119	194,900	37,000	74,000	40,583	196,962	797,713
TOTAL	85,136	1,044,032	146,119	559,482	162,040	226,600	107,583	2,507,830	4,838,822

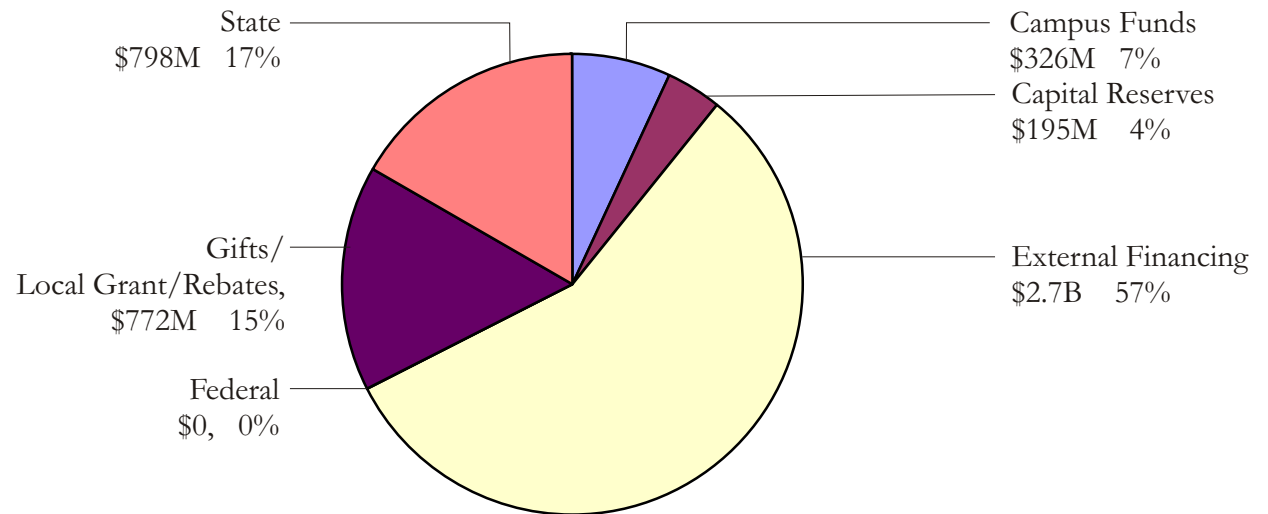
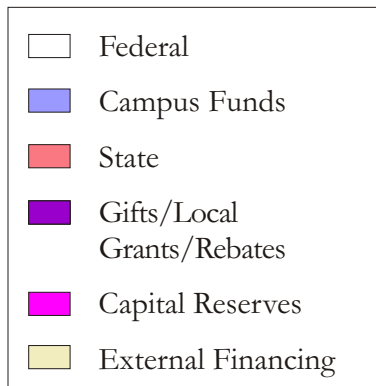
*indicates seismic/life safety project

1. \$100M augmentation includes external financing (\$61,027) and Children's Hospital Bonds (\$38,973) indicated under State-funded projects.

VII. 2009-19 Capital Improvement Program

Table 2
Capital Improvement Program by Fund Source

Funding Source	Previously Funded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 - 2018-19 (\$000)	Total Budget (\$000)
Campus Funds	5,874	136,740	17,000	17,544	17,000	17,000	17,000	97,600	325,758
Capital Reserves	0	89,542	11,170	27,296	11,393	11,170	11,170	33,510	195,251
External Financing	72,742	415,185	53,330	214,705	85,147	93,330	33,330	1,779,925	2,747,694
Federal	0	0	0	0	0	0	0	0	0
Gifts/Local Grants/Rebates	6,520	207,416	5,500	105,037	11,500	31,100	5,500	399,833	772,406
State		195,149	59,119	194,900	37,000	74,000	40,583	196,962	797,713
TOTAL	85,136	1,044,032	146,119	559,482	162,040	226,600	107,583	2,507,830	4,838,822

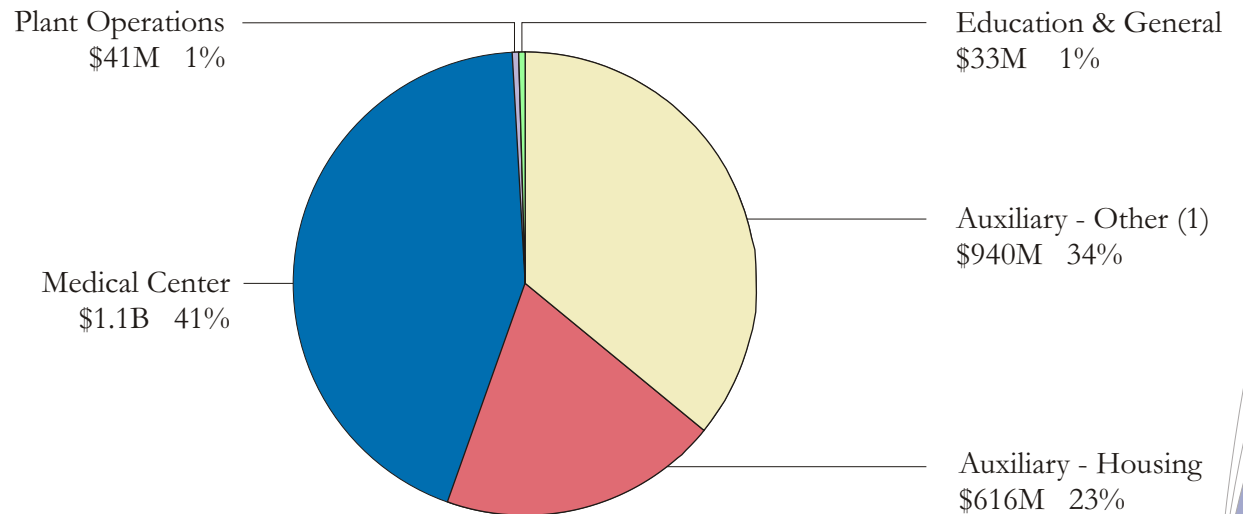
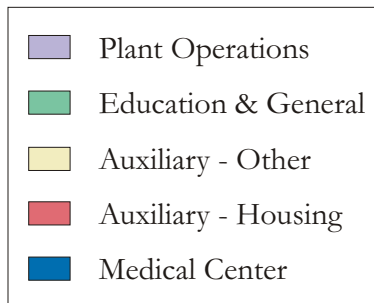


VII. 2009-19 Capital Improvement Program

Table 3
External Financing by Program

Program	Previously Funded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 - 2018-19 (\$000)	Total Budget (\$000)
Medical Center	0	138,357	53,330	41,330	73,330	93,330	33,330	684,990	1,117,997
Auxiliary - Housing	2,100	109,915	0	169,747	8,362	0	0	326,068	616,192
Auxiliary - Parking	0	0	0	0	0	0	0	0	0
Auxiliary - Other (1)	42,715	166,913	0	0	0	0	0	729,971	939,599
Auxiliary - Student Fees	0	0	0	0	0	0	0	0	0
Education and General	0	0	0	0	0	0	0	33,333	33,333
Plant Operations	27,927	0	0	3,628	3,455	0	0	5,563	40,573
TOTAL	72,742	415,185	53,330	214,705	85,147	93,330	33,330	1,779,925	2,747,694

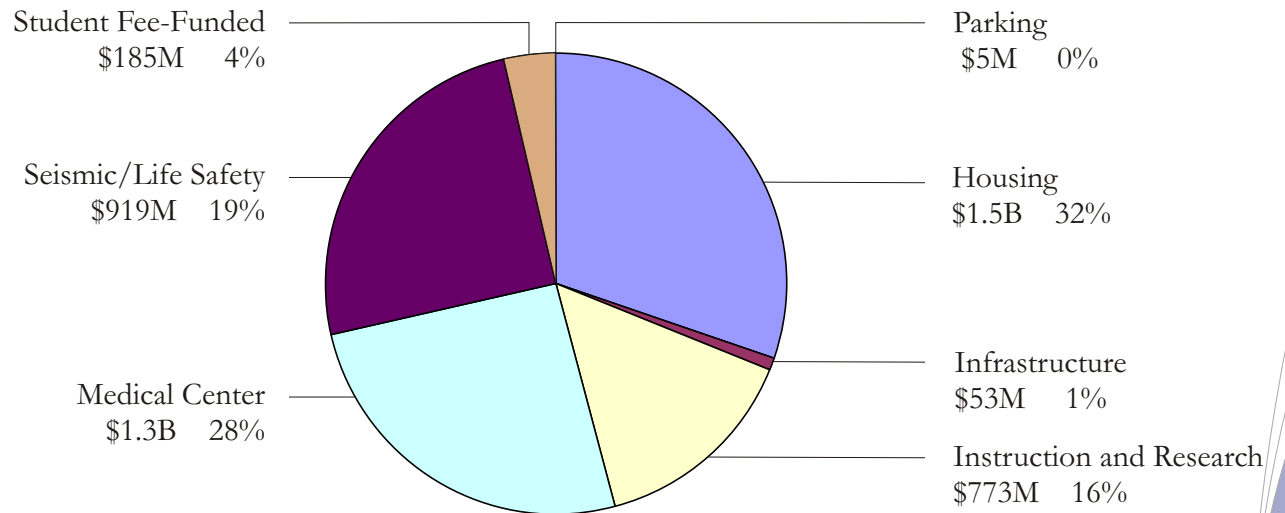
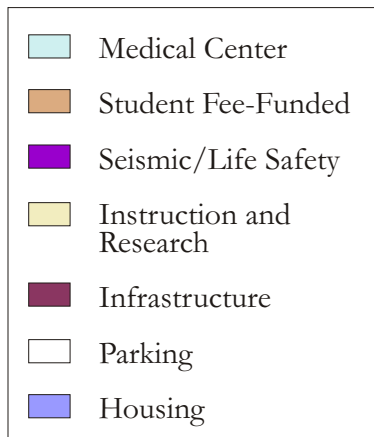
(1) Auxiliary - Other Includes: Lot 36 Development, Residential Conference Center, Wilshire Center, 100 Medical Plaza and Pauley Pavilion.



VII. 2009-19 Capital Improvement Program

Table 4
Capital Improvement Program by Function

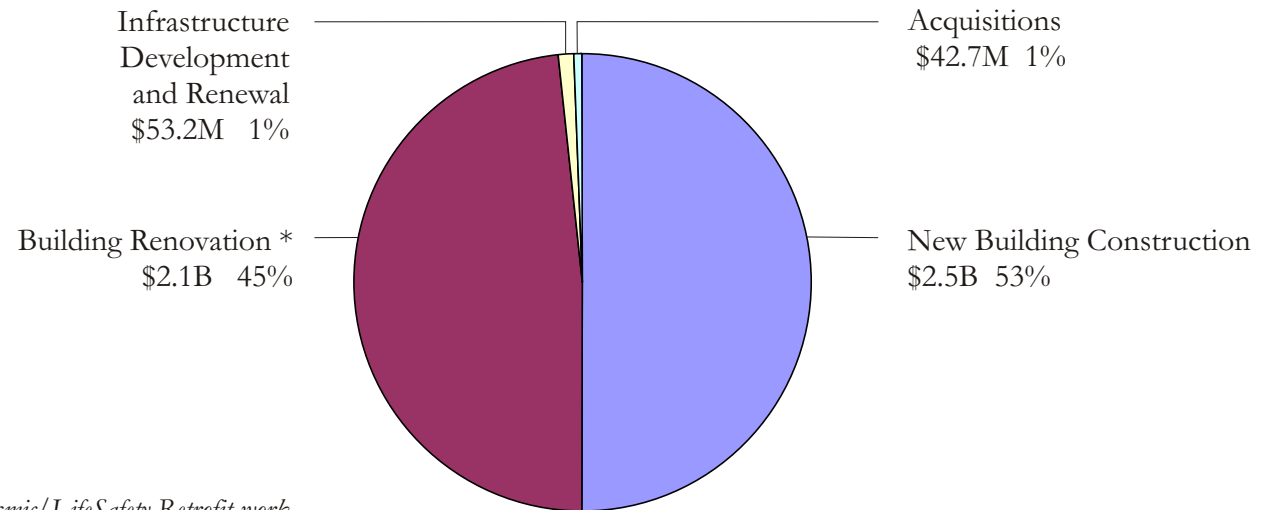
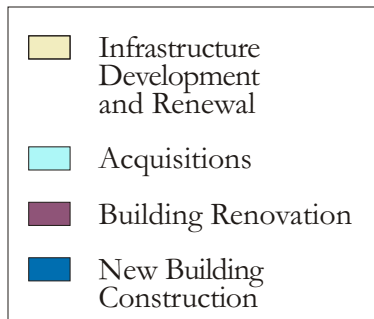
Function	Previously Funded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 - 2018-19 (\$000)	Total Budget (\$000)
Housing	0	323,916	0	180,517	8,585	0	0	1,056,039	1,569,057
Infrastructure	36,547	0	0	7,709	3,455	0	0	5,563	53,274
Instruction and Research	0	93,900	10,000	245,400	4,000	0	2,000	417,400	772,700
Medical Center	42,715	178,463	70,000	58,000	90,000	110,000	50,000	735,000	1,334,178
Seismic/Life Safety	5,874	262,753	66,119	62,500	56,000	116,600	55,583	293,828	919,257
Parking	0	0	0	5,356	0	0	0	0	5,356
Student Fee-Funded	0	185,000	0	0	0	0	0	0	185,000
TOTAL	85,136	1,044,032	146,119	559,482	162,040	226,600	107,583	2,507,830	4,838,822



VII. 2009-19 Capital Improvement Program

Table 5
Capital Improvement Program by Improvement Category

Improvement Category	Number of Projects	Previously Funded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 - 2018-19 (\$000)	Total Budget (\$000)
New Building Construction	15	0	409,892	16,106	414,507	4,000	0	2,000	1,739,039	2,585,544
Building Renovation	40	5,874	634,140	130,013	137,266	154,585	226,600	105,583	763,228	2,157,289
Infrastructure Development and Renewal	8	36,547	0	0	7,709	3,455	0	0	5,563	53,274
Acquisitions	1	42,715	0	0	0	0	0	0	0	42,715
TOTAL	64	85,136	1,044,032	146,119	559,482	162,040	226,600	107,583	2,507,830	4,838,822



* Includes \$919M for Seismic/LifeSafety Retrofit work

VII. 2009-19 Capital Improvement Program

Table 6
Capital Improvement Program by New and Renovated ASF

Function	New			Renovated		
	Projects	ASF	Percentage	Projects	ASF	Percentage
Housing	6	1,981,669	54%	4	195,738	8%
Infrastructure	0	0	0%	6	0	0%
Instruction and Research	8	646,000	18%	6	197,772	8%
Medical Center	9	607,000	17%	6	634,082	26%
Seismic/Life Safety	0	0	0%	14	1,252,513	52%
Administration	1	400,000	11%	1	0	0%
Parking	0	0	0%	1	0	0%
Student Fee-Funded	1	19,309	1%	1	118,771	5%
TOTAL	25	3,653,978	100%	39	2,398,876	100%

VIII. Project Description Templates

100 Medical Plaza Acquisition

Project Description

This project is an acquisition of Held Jones III's leasehold interest in an Air Lot Lease over Regents fee owned (UCLA Campus) property. The building that Held Jones III completed in 1990 is a seven story medical building with approximately 124,000 rentable square feet. Approximately 43% of the building is leased by the University. The Regents approved the acquisition and the sales agreement are under negotiations.

Approval Delegation	Regents	Function Category	Other	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget (at CCCI 5296, EPI xxxx)	\$42,715,000	Long Term Tax Exempt Financing	\$11,786,000		_____
		Long Term Taxable Financing	\$15,751,000		June-2009
		Short Term Alliance Loan	\$15,178,000		June-2009
		Annual Debt Services (2)	\$4,051,000	Ground Lease Contract	n/a
Summary of Project Budget & Funding		Pledge Source		Scope Summary	
<u>Source</u>	<u>Amount</u>	Facilities Use Fees		Amount Units	
Campus Funds	\$0	Opportunity/Ed Fund Test		124,000 ASF	
Capital Reserves	\$0	Debt Service Coverage Ratio (1)		150,000 GSF	
External Financing	\$42,715,000			n/a Efficiency	
Federal	\$0			n/a Beds/Units	
Gift/Local Grant/Rebate	\$0			n/a spaces	
Other	\$0				
Privatized Development	\$0				
State	\$0				
Total Estimated Budget	\$42,715,000				
		Gift Schedule		Project Site Location	
		Gifts/Grants/Rebates Pledged		Health Sciences Zone	
		Gifts/Grants/Rebates to be Raised			
		Total			
		\$0			

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

(2) Tax Exempt at 5.75% for 30 years.

Taxable at 7% for 30 years.

Loan at 5.33% for 12 years.

VIII. Project Description Templates

Campus Facility I

Project Description

This is a future gift-funded project that will move forward when sufficient funds are available. This project will accommodate enrollment growth or unmet needs in the College of Letters and Sciences, the University Library system, or general campus professional schools.

Approval Delegation	Regental
----------------------------	----------

Function Category	I&R
--------------------------	-----

Seismic / Life Safety	No
------------------------------	----

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$50,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
<u>Activity</u>	<u>Mos-Yr</u>
Occupancy ^(a)	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
<u>Source</u>	<u>Amount</u>
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$50,000,000
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$50,000,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$50,000,000
Total	\$50,000,000

Scope Summary		
	<u>Amount</u>	<u>Unit</u>
	70,000	ASF
	100,000	GSF
	70%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Core Zone

Notes:

^(a) Assumes Award of Contract by TBD.

VIII. Project Description Templates

Campus Facility 2

Project Description

This is a future gift-funded project that will move forward when sufficient funds are available. This project will accommodate enrollment growth or unmet needs in the College of Letters and Sciences, the University Library system, or general campus professional schools.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$25,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
<u>Source</u>	<u>Amount</u>
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$50,000,000
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$50,000,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$50,000,000
Total	\$50,000,000

Seismic / Life Safety	No
------------------------------	----

Project Milestone	
<u>Activity</u>	<u>Mos-Yr</u>
Occupancy	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	<u>Amount</u>	<u>Unit</u>
	70,000	ASF
	100,000	GSF
	70%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Core Zone

VIII. Project Description Templates

Campus Faculty Housing

Project Description

This project is part of the campus workforce housing study. It would construct 350 single family units on the UCLA campus for faculty with an estimated size of 1,400 asf per unit. The project is being considered to meet the significant challenges that the high cost of housing poses to the recruitment and retention of top quality faculty. The estimated space, costs, funding sources, and timing of this project are conceptual pending the completion of a more detailed evaluation.

Approval Delegation	Regents	Function Category	Housing	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget	\$205,209,000	Standby Financing	n/a		<u>Mos-Yr</u>
(at CCCI 5296, EPI xxxx)		Interim Financing	n/a	Occupancy	TBD
Escalation Factor	1.000	Long Term Financing	\$205,209,000	Acquisition	n/a
		Annual Debt Services	\$15,309,174	Ground Lease Contract	n/a
		(at 6.25% for 30 years)			
Summary of Project Budget & Funding		Pledge Source	UCHS Fees	Scope Summary	
<u>Source</u>	<u>Amount</u>	Opportunity/Ed Fund Test	n/a	Amount	Units
Campus Funds	\$0	Debt Service Coverage Ratio (1)	TBD	490,000	ASF
Capital Reserves	\$0			TBD	GSF
External Financing	\$205,209,000			TBD	Efficiency
Federal	\$0			350	Beds/Units
Gift/Local Grant/Rebate	\$0			n/a	spaces
Other	\$0				
Privatized Development	\$0			Project Site Location	
State	\$0			TBD	
Total Estimated Budget	\$205,209,000				
		Gift Schedule			
		Gifts/Grants/Rebates Pledged	\$0		
		Gifts/Grants/Rebates to be Raised	\$0		
		Total	\$0		

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

Campus Projects \$400K thru \$5M

Project Description

This project represents a funding allocation for major capital projects between \$400,000 and \$5,000,000 to be approved by the Chancellor over the next ten years. Small renovation, new construction and equipment installation projects would be funded by a combination of campus funds, capital reserves, gift funds, grants and other funds. Funding is anticipated to average approximately \$17,000,000 per year.

Approval Delegation	Chancellor
2009-10 to 2018-19 CIP	
Total Estimated Budget	\$170,000,000
(at CCCI XXXX, EPI XXXX)	
Escalation Factor	n/a
Summary of Projected Budget and Funding	
<u>Source</u>	<u>Amount</u>
Campus Funds	TBD
Capital Reserves	TBD
External Financing	\$0
Federal	TBD
Gift	TBD
Other	TBD
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$17,000,000

Function Category	Various
Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	
Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	Included
Project Milestone	
<u>Activity</u>	<u>Mos-Yr</u>
Occupancy	n/a
Acquisition Date	n/a
Ground Lease Contract	n/a
Scope Summary	
<u>Amount</u>	<u>Unit</u>
n/a	ASF
n/a	GSF
n/a	efficiency
n/a	beds
n/a	spaces
Project Site Location	
Campus wide	

VIII. Project Description Templates

Capital Equipment Replacement Lease Financing

Project Description

This project represents an anticipated expenditure of \$450 million over ten years for major capital equipment leasing by the UCLA Health System, to ensure that the system is equipped with state-of-the-art technology. Estimated annual expenditure is approximately \$45 million per year.

Approval Delegation	Regental
----------------------------	----------

Function Category	Medical Center
--------------------------	----------------

Seismic / Life Safety	No
------------------------------	----

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$450,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
Activity	Mos-Yr
Occupancy	n/a
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	
Capital Reserves	\$100,530,000
External Financing	\$299,970,000
Federal	\$0
Gift	\$49,500,000
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$450,000,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Scope Summary		
	Amount	Unit
	n/a	ASF
	n/a	GSF
	n/a	efficiency
	n/a	beds
	n/a	spaces

Project Site Location	

VIII. Project Description Templates

Capital Renewal Projects

Project Description

The campus-wide capital renewal program replaces key building systems and infrastructure to support UCLA's research and teaching functions. The program would be funded with State funds over a ten year time frame.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$56,011,000
(at CCCI 5565, EPI XXXX)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$56,011,000
Total Estimated Budget	\$56,011,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	No
------------------------------	----

Project Milestone	
Activity	Mos-Yr
Occupancy	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	TBD	ASF
	TBD	GSF
	TBD	efficiency
	n/a	beds
	n/a	spaces

Project Site Location	
Campus-wide	

VIII. Project Description Templates

CHS - Courtyards Seismic Correction

Project Description

This project will seismically upgrade the basement courtyards in the Center for the Health Sciences, which has a seismic rating of "Poor". Seismic deficiencies include a lack of shear wall strength, weak columns, and a lack of adequate connections in the steel framing. The project will strengthen the lateral force resisting system of the building and will address fire, life-safety and accessibility deficiencies. Upon completion of the work, the building will be upgraded to "Good". Completion is anticipated in 2012-13.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$8,800,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$500,000
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$8,300,000
Total Estimated Budget	\$8,800,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	Yes
------------------------------	-----

Project Milestone	
Activity	Mos-Yr
Occupancy	December 2012
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	66,446	ASF
	81,095	GSF
	82%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

CHS - Marion Davies Seismic Correction

Project Description

This project will seismically upgrade the 38,230 asf Marion Davies Building in the Center for the Health Sciences, which has a seismic rating of "Poor". Seismic deficiencies include a lack of shear wall strength, weak columns, and a lack of adequate connections in the steel framing. The project will strengthen the lateral force resisting system of the building and will address fire, life-safety and accessibility deficiencies. Upon completion of the work, the building will be upgraded to "Good". Completion is anticipated in 2018-19.

Approval Delegation	Regental	Function Category	I&R	Seismic / Life Safety	Yes
2009-10 to 2018-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$16,600,000	Standby Financing	\$0	<u>Activity</u>	<u>Mos-Yr</u>
(at CCCI 5320, EPI 2894)		Interim Financing	\$0	Occupancy	June 2019
Escalation Factor	n/a	Long-Term Financing	\$0	Acquisition Date	n/a
		Annual Debt Service	\$0	Ground Lease Contract	n/a
		(at x% for x years)			
Summary of Projected Budget and Funding		Gift Schedule		Scope Summary	
<u>Source</u>	<u>Amount</u>	Gifts Pledged	\$0	<u>Amount</u>	<u>Unit</u>
Campus Funds	\$0	Gifts to be Raised	\$0	38,230	ASF
Capital Reserves	\$0	Total	\$0	70,228	GSF
External Financing	\$0			54%	efficiency
Federal	\$0			n/a	beds
Gift	\$0			n/a	spaces
Other	\$0				
Privatized Development	\$0				
State	\$16,600,000				
Total Estimated Budget	\$16,600,000				
				Project Site Location	
				Campus Health Sciences Zone	

VIII. Project Description Templates

CHS - Outpatient Wing Seismic Correction

Project Description

This project will seismically upgrade the 77,615 asf Outpatient Wing in the Center for the Health Science, which has a seismic rating of "Poor". Seismic deficiencies include a lack of shear wall strength, weak columns, and a lack of adequate connections in the steel framing. The project will strengthen the lateral force-resisting system of the building and will address fire, life-safety and accessibility deficiencies. Completion is expected in 2014-15.

Approval Delegation	Regental	Function Category	I&R	Seismic / Life Safety	Yes
2009-10 to 2018-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$28,000,000	Standby Financing	\$0	<u>Activity</u>	<u>Mos-Yr</u>
(at CCCI 5320, EPI 2894)		Interim Financing	\$0	Occupancy	September 2014
Escalation Factor	n/a	Long-Term Financing	\$0	Acquisition Date	n/a
Summary of Projected Budget and Funding		Annual Debt Service	\$0	Ground Lease Contract	n/a
<u>Source</u>	<u>Amount</u>	(at x% for x years)		Scope Summary	
Campus Funds	\$0	Pledge Source		<u>Amount</u>	<u>Unit</u>
Capital Reserves	\$0	Opportunity/Ed Fund Test	0%	77,615	ASF
External Financing	\$0	Debt Service Coverage Ratio		144,951	GSF
Federal	\$0	Gift Schedule		54%	efficiency
Gift	\$0	Gifts Pledged	\$0	n/a	beds
Other	\$0	Gifts to be Raised	\$0	n/a	spaces
Privatized Development	\$0	Total	\$0	Project Site Location	
State	\$28,000,000			Campus Health Sciences Zone	
Total Estimated Budget	\$28,000,000				

VIII. Project Description Templates

CHS - Reed Bridge Seismic Correction

Project Description

This project will seismically upgrade the 985 gsf Reed pedestrian bridge in the Center for the Health Sciences, which has a seismic rating of "Poor". The bridge connects the Reed Neurological Research Building to the north wing of the Neuropsychiatric Institute. The structure has insufficient vertical support to resist lateral loads during a seismic event. The project will strengthen the vertical and lateral load carrying systems. Upon completion of the work, the structure will be upgraded to "Good". The project budget also includes interim remediation measures for CHS falling hazards.

Approval Delegation	Administrative
----------------------------	----------------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$5,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$5,000,000
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$5,000,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	Yes
------------------------------	-----

Project Milestone	
Activity	Mos-Yr
Occupancy	November 2010
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	985	ASF
	985	GSF
	n/a	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

CHS - School of Public Health Seismic Correction

Project Description

This project will seismically upgrade the 90,690 asf School of Public Health Building in the Center for the Health Sciences, which has a seismic rating of "Poor". Seismic deficiencies include a lack of shear wall strength, weak columns, and a lack of adequate connections in the steel framing. The project will strengthen the lateral force resisting system of the building and will address fire, life-safety and accessibility deficiencies. Upon completion of the work, the building will be upgraded to "Good". Completion is anticipated in 2012-13.

Approval Delegation	Regental	Function Category	I&R	Seismic / Life Safety	Yes
2009-10 to 2015-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$8,000,000	Standby Financing	\$0	<u>Activity</u>	<u>Mos-Yr</u>
(at CCCI 5320, EPI 2894)		Interim Financing	\$0	Occupancy	September 2012
Escalation Factor	n/a	Long-Term Financing	\$0	Acquisition Date	n/a
Summary of Projected Budget and Funding		Annual Debt Service	\$0	Ground Lease Contract	n/a
<u>Source</u>	<u>Amount</u>	(at x% for x years)		Scope Summary	
Campus Funds	\$300,000	Pledge Source		<u>Amount</u>	<u>Unit</u>
Capital Reserves	\$0	Opportunity/Ed Fund Test	0%	90,690	ASF
External Financing	\$0	Debt Service Coverage Ratio		142,472	GSF
Federal	\$0	Gift Schedule		64%	efficiency
Gift	\$0	Gifts Pledged	\$0	n/a	beds
Other	\$0	Gifts to be Raised	\$0	n/a	spaces
Privatized Development	\$0	Total	\$0	Project Site Location	
State	\$7,700,000			Campus Health Sciences Zone	
Total Estimated Budget	\$8,000,000				

VIII. Project Description Templates

CHS - SOM East Seismic Correction

Project Description

This project will seismically upgrade the 208,510 asf SOM East Tower in the Center for the Health Sciences, which has a seismic rating of "Poor". Seismic deficiencies include a lack of shear wall strength, weak columns, and a lack of adequate connections in the steel framing. The project will strengthen the lateral force resisting system of the building and will address fire, life-safety and accessibility deficiencies. The work includes the Vivarium wing and excludes the area of the basement courtyard. Upon completion of the work, the building will be upgraded to "Good". Completion is anticipated in 2014-15.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$71,500,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$71,500,000
Total Estimated Budget	\$71,500,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	Yes
------------------------------	-----

Project Milestone	
Activity	Mos-Yr
Occupancy	June 2015
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	208,510	ASF
	355,402	GSF
	59%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

CHS - SOM West Seismic Correction

Project Description

This project will seismically upgrade the 88,569 asf SOM West Tower in the Center for the Health Sciences, which has a seismic rating of "Poor". Seismic deficiencies include a lack of shear wall strength, weak columns, and a lack of adequate connections in the steel framing. The project will strengthen the lateral force resisting system of the building and will address fire, life-safety and accessibility deficiencies. The work excludes the area of the west basement courtyard. Upon completion of the work, the building will be upgraded to "Good". Completion is anticipated in 2015-16.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$30,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$30,000,000
Total Estimated Budget	\$30,000,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	Yes
------------------------------	-----

Project Milestone	
Activity	Mos-Yr
Occupancy	January 2016
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	88,569	ASF ^(a)
	148,094	GSF ^(a)
	60%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

Notes:

^(a) Excludes area of West Courtyard.

VIII. Project Description Templates

CHS - South Tower Seismic Renovation

Project Description

This project, currently in preliminary planning, would renovate the 443,387 gsf seismically "Poor" South Tower in the UCLA Center for the Health Sciences (CHS). The South Tower formerly accommodated medical inpatient care and related programs, and has been substantially vacated following relocation of these functions to the Westwood Replacement Hospital in 2008. The project will upgrade the building for use as a teaching and research facility as the first component of the second phase of the multi-phased Academic Health Center Facilities Reconstruction Plan. The scope of work would include 1) interior demolition and hazardous materials abatement; 2) seismic retrofit of building shell upgrades; 3) building infrastructure improvements; and 4) interior improvements to meet or exceed the 58% State share of the building. The project will be funded from State funds and campus non-State funds. Completion is expected in 2012-13.

Approval Delegation	Regental	Function Category	I&R	Seismic / Life Safety	Yes
2009-10 to 2018-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$210,451,000	Standby Financing	\$0	<u>Activity</u>	<u>Mos-Yr</u>
(at CCCI 5320, EPI 2894)		Interim Financing	\$0	Occupancy ^(c)	September 2012
Escalation Factor	n/a	Long-Term Financing	\$0	Acquisition Date	n/a
Summary of Projected Budget and Funding		Annual Debt Service	\$0	Ground Lease Contract	n/a
<u>Source</u>	<u>Amount</u>	(at x% for x years)		Scope Summary	
Campus Funds ^(a)	\$87,175,000	Pledge Source		<u>Amount</u>	<u>Unit</u>
Capital Reserves	\$0	Opportunity/Ed Fund Test	0%	244,843	ASF ^(d)
External Financing	\$0	Debt Service Coverage Ratio		443,387	GSF
Federal	\$0	Gift Schedule		55%	efficiency
Gift	\$0	Gifts Pledged	\$0	n/a	beds
Other	\$0	Gifts to be Raised	\$0	n/a	spaces
Privatized Development	\$0	Total	\$0	Project Site Location	
State ^(b)	\$123,276,000			Campus Health Sciences Zone	
Total Estimated Budget	\$210,451,000				

Notes:

^(a) Campus funds for non-state-supportable program space.

^(b) State Lease Revenue Bonds.

^(c) Assumes availability of State funds in 2009-10 and award of Phase 1 contract by December 2009 and Phase 2 Contract by October 2010.

^(d) Current asf reflects space as it is now, and is subject to change.

VIII. Project Description Templates

Clark Library Seismic Correction

Project Description

The Clark Library, constructed in 1925-6, is an off-campus facility of 12,400 asf located near downtown Los Angeles on a five-acre site. This project will provide structural corrections to the seismically "Poor" library, including fire/life safety and accessibility upgrades triggered by the structural work. The project will be funded from campus non-state funds. Completion is expected in 2018-19.

Approval Delegation	Administrative
----------------------------	----------------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$10,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	
Other	\$0
Privatized Development	\$0
State	\$10,000,000
Total Estimated Budget	\$10,000,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	Yes
------------------------------	-----

Project Milestone	
Activity	Mos-Yr
Occupancy	January 2019
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	12,000	ASF
	14,140	GSF
	85%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Off-Campus - Los Angeles, CA

VIII. Project Description Templates

Clinical Lab Expansion

Project Description

This project would renovate and fit-out 50,000 asf in the Center for the Health Sciences for a clinical laboratory and pathology operations to augment and support the UCLA Health System enterprise. The project would be funded with debt financing. Completion is anticipated in 2018-19.

Approval Delegation	Regental	Function Category	Medical Center	Seismic / Life Safety	No
2009-10 to 2018-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$25,000,000	Standby Financing	\$0	<u>Activity</u>	<u>Mos-Yr</u>
(at CCCI 5320, EPI 2894)		Interim Financing	\$0	Occupancy	TBD
Escalation Factor	n/a	Long-Term Financing	\$0	Acquisition Date	n/a
		Annual Debt Service	\$0	Ground Lease Contract	n/a
		(at x% for x years)			
Summary of Projected Budget and Funding		Pledge Source		Scope Summary	
<u>Source</u>	<u>Amount</u>	Opportunity/Ed Fund Test	0%	<u>Amount</u>	<u>Unit</u>
Campus Funds	\$0	Debt Service Coverage Ratio		50,000	ASF
Capital Reserves	\$0			TBD	GSF
External Financing	\$25,000,000			TBD	efficiency
Federal	\$0			n/a	beds
Gift	\$0			n/a	spaces
Other	\$0				
Privatized Development	\$0				
State ^(b)	\$0				
Total Estimated Budget	\$25,000,000				
		Gift Schedule			
		Gifts Pledged	\$0		
		Gifts to be Raised	\$0		
		Total	\$0		
				Project Site Location	
				Campus Health Sciences Zone	

VIII. Project Description Templates

DeNeve Dining Services Renovation

Project Description

This project would renovate the existing full-service restaurant and dining room located in the DeNeve Plaza undergraduate residential complex. The renovation would be designed to increase the existing operational efficiency related to customer service. The project would improve the condition and access to service platforms, beverage stations, and seating arrangements, as well as replace obsolete equipment with energy efficient units. The project would be funded from housing reserves. Completion is anticipated in 2013-14.

Approval Delegation	Campus	Function Category	Housing	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget (at CCCI 5296, EPI xxxx)	\$5,442,000	Standby Financing	n/a		<u>Mos-Yr</u>
Escalation Factor	1.000	Interim Financing	n/a	Occupancy	June-2014
		Long Term Financing	n/a	Acquisition	n/a
		Annual Debt Services	n/a	Ground Lease Contract	n/a
Summary of Project Budget & Funding				Scope Summary	
<u>Source</u>	<u>Amount</u>			Amount Units	
Campus Funds	\$0	Pledge Source	UCHS Fees	30,000	ASF
Capital Reserves	\$5,442,000	Opportunity/Ed Fund Test	n/a	33,790	GSF
External Financing	\$0	Debt Service Coverage Ratio	n/a		n/a Efficiency
Federal	\$0				n/a Beds/Units
Gift/Local Grant/Rebate	\$0	Gift Schedule			n/a spaces
Other	\$0	Gifts/Grants/Rebates Pledged	\$0	Project Site Location	
Privatized Development	\$0	Gifts/Grants/Rebates to be Raised	\$0	Northwest Zones	
State	\$0	Total	\$0		
Total Estimated Budget	\$5,442,000				

VIII. Project Description Templates

Dykstra Hall Residential Repair and Refurbishment

Project Description

Dykstra Hall is a high-rise undergraduate student residential facility of 112,117 asf built in 1959. The project would replace and repair obsolete mechanical, electrical, plumbing, fire alarm and elevator systems with new upgraded systems that are energy-efficient and easy to maintain. The project would replace systems servicing the residential floors and occupied portions of the basement, refurbish interiors on the residential floors, and replace the windows on the exterior of the building. The project would be funded from housing reserves. Completion is anticipated in 2012-13.

Approval Delegation	Regents	Function Category	Infrastructure	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget	\$48,000,000	Standby Financing	n/a		<u>Mos-Yr</u>
(at CCCI 5296, EPI xxxx)		Interim Financing	n/a	Occupancy	April-2013
Escalation Factor	1.000	Long Term Financing	n/a	Acquisition	n/a
		Annual Debt Services	n/a	Ground Lease Contract	n/a
Summary of Project Budget & Funding		Pledge Source	UCHS Fees	Scope Summary	
<u>Source</u>	<u>Amount</u>	Opportunity/Ed Fund Test	n/a	Amount Units	
Campus Funds	\$0	Debt Service Coverage Ratio	n/a	112,117	ASF
Capital Reserves	\$48,000,000			164,386	GSF
External Financing	\$0			68%	Efficiency
Federal	\$0			946	Beds
Gift/Local Grant/Rebate	\$0			n/a	spaces
Other	\$0	Gift Schedule		Project Site Location	
Privatized Development	\$0	Gifts/Grants/Rebates Pledged	\$0	Multiple Zones	
State	\$0	Gifts/Grants/Rebates to be Raised	\$0		
Total Estimated Budget	\$48,000,000	Total	\$0		

VIII. Project Description Templates

Electrical Distribution System Expansion Step 6C

Project Description

This project, currently in preliminary planning, involves replacement of the remaining portions of the 4.8 kV and 4.16kV electrical distribution system, primarily in the Center for the Health Sciences and the Southwest Campus, with a modern 12.47 kV system to provide the campus with a safe and reliable source of electric power. The project is the final step in the implementation of the Electrical Distribution Master Plan that has guided development of the UCLA campus electrical distribution system since 1988. The project will be funded from State funds and campus non-State funds. Completion is expected in 2011-12.

Approval Delegation	Regental	Function Category	Infrastructure	Seismic / Life Safety	No
2009-10 to 2018-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$10,993,000	Standby Financing	\$0	<u>Activity</u>	<u>Mos-Yr</u>
(at CCCI 5565, EPI xxx)		Interim Financing	\$0	Occupancy ^(c)	April 2012
Escalation Factor	n/a	Long-Term Financing	\$0	Acquisition Date	n/a
Summary of Projected Budget and Funding		Annual Debt Service	\$0	Ground Lease Contract	n/a
<u>Source</u>	<u>Amount</u>	(at x% for x years)		Scope Summary	
Campus Funds ^(a)	\$281,000	Pledge Source		<u>Amount</u>	<u>Unit</u>
Capital Reserves	\$0	Opportunity/Ed Fund Test	0%	n/a	ASF
External Financing	\$0	Debt Service Coverage Ratio		n/a	GSF
Federal	\$0	Gift Schedule		n/a	efficiency
Gift	\$0	Gifts Pledged	\$0	n/a	beds
Other	\$0	Gifts to be Raised	\$0	n/a	spaces
Privatized Development	\$0	Total	\$0	Project Site Location	
State ^(b)	\$10,712,000	Health Sciences Zone, SW Campus			
Total Estimated Budget	\$10,993,000				

Notes:

- (a) *Campus funds for preliminary plans.*
 (b) *General Obligation Bonds.*
 (c) *Assumes availability of State funds in 2009-10 and award of contract by May 2010.*

VIII. Project Description Templates

Energy Projects - HVAC Retrofit Phase I

Project Description

This project is included in the 2009-11 Statewide Energy Partnership Program. This Building Ventilation Energy Conservation Initiative will reduce energy usage in twenty-six campus buildings built in the 1950's and 1960's. Through modifications of the building ventilation systems, the improved systems will operate based on building occupancy, building use schedule, and weather conditions. The modified building systems will provide an anticipated 2 percent reduction in overall building energy use. The initiative is currently in progress with seven of the buildings expected to be modified by June 2009, with the remaining buildings expected to be completed by June 2012. The initiative is expected to cost approximately \$17.2 million, but this cost will be reduced by an expected LADWP rebate of approximately \$3.2 million. When completed, the initiative will reduce campus annual energy expense by \$4 million and the campus annual greenhouse gas emissions by 23,500 metric tons.

Approval Delegation	Regents	Function Category	Infrastructure	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget	\$17,276,000	Standby Financing	n/a		<u>Mos-Yr</u>
(at CCCI 5296, EPI xxxx)		Interim Financing	n/a	Occupancy	June-2012
Escalation Factor	1.000	Long Term Financing	\$14,076,000	Acquisition	n/a
Summary of Project Budget & Funding		Annual Debt Services	\$1,426,000	Ground Lease Contract	n/a
Source	Amount	(at 5.75% for 15 years)		Scope Summary	
Campus Funds	\$0	Pledge Source	Plant Operations	Amount Units	
Capital Reserves	\$0	Opportunity/Ed Fund Test	n/a	n/a	ASF
External Financing	\$14,076,000	Debt Service Coverage Ratio (1)		n/a	GSF
Federal	\$0	Gift Schedule		n/a	Efficiency
Gift/Local Grant/Rebate	\$3,200,000	Gifts/Grants/Rebates Pledged	\$3,200,000	n/a	Beds/Units
Other	\$0	Gifts/Grants/Rebates to be Raised	\$0	n/a	spaces
Privatized Development	\$0	Total	\$3,200,000	Project Site Location	
State	\$0			Multiple Zones	
Total Estimated Budget	\$17,276,000				

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

Energy Projects - HVAC Retrofit Phase II

Project Description

This project is included in the 2009-11 Statewide Energy Partnership Program. The Phase II HVAC Retrofit will improve ventilation energy efficiency in 15 campus buildings that were constructed during the 1980's and early 1990's. This initiative will occur in Fiscal Year 2011/12 and Fiscal Year 2012/13. The scope of work will be similar to the HVAC Retrofit Phase I described separately. As a number of these buildings are laboratories with very high ventilation rates due to fume hoods that exhaust conditioned air, ventilation rates will be adjusted to ensure that safety requirements are efficiently met. The initiative will cost about \$12.3 million, but this is expected to be reduced by a rebate from LADWP of \$2.4 million. When completed, it is anticipated that this initiative will save \$2.7 million annually with a corresponding reduction in Co2 emissions of approximately 15,600 metric tons per year.

Approval Delegation	Regents	Function Category	Infrastructure	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget	\$12,331,000	Standby Financing	n/a		<u>Mos-Yr</u>
(at CCCI 5296, EPI xxxx)		Interim Financing	n/a	Occupancy	June-2013
Escalation Factor	1.000	Long Term Financing	\$9,931,000	Acquisition	n/a
Summary of Project Budget & Funding		Annual Debt Services	\$1,006,000	Ground Lease Contract	n/a
<u>Source</u>	<u>Amount</u>	(at 5.75% for 15 years)		Scope Summary	
Campus Funds	\$0	Pledge Source	Plant Operations	Amount Units	
Capital Reserves	\$0	Opportunity/Ed Fund Test	n/a	n/a	ASF
External Financing	\$9,931,000	Debt Service Coverage Ratio (1)		n/a	GSF
Federal	\$0	Gift Schedule		n/a	Efficiency
Gift/Local Grant/Rebate	\$2,400,000	Gifts/Grants/Rebates Pledged	\$2,400,000	n/a	Beds/Units
Other	\$0	Gifts/Grants/Rebates to be Raised	\$0	n/a	spaces
Privatized Development	\$0	Total	\$2,400,000	Project Site Location	
State	\$0			Multiple Zones	
Total Estimated Budget	\$12,331,000				

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

Energy Projects - Lighting Retrofits

Project Description

This project is included in the 2009-11 Statewide Energy Partnership Program. This project will replace the lamp fixtures in all UCLA parking structures (about 7 million square feet) with energy efficient and super long life induction fixtures over a three year period. When completed, the initiative will save about \$800,000 in annual energy expense and reduce green house gas emissions by 3,700 metric tons. The project cost will be \$4.37 million, but it is anticipated that LADWP will provide about \$450,000 in rebates.

Approval Delegation	Regents	Function Category	Infrastructure	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget (at CCCI 5296, EPI xxxx)	\$4,370,000	Standby Financing	n/a		<u>Mos-Yr</u>
Escalation Factor	1.000	Interim Financing	n/a	Occupancy	June-2012
		Long Term Financing	\$3,920,000	Acquisition	n/a
		Annual Debt Services (at 5.75% for 15 years)	\$397,000	Ground Lease Contract	n/a
Summary of Project Budget & Funding		Pledge Source	Plant Operations	Scope Summary	
<u>Source</u>	<u>Amount</u>	Opportunity/Ed Fund Test	n/a	Amount Units	
Campus Funds	\$0	Debt Service Coverage Ratio(1)	TBD	n/a	ASF
Capital Reserves	\$0	Gift Schedule		n/a	GSF
External Financing	\$3,920,000	Gifts/Grants/Rebates Pledged	\$450,000	n/a	Efficiency
Federal	\$0	Gifts/Grants/Rebates to be Raised	\$0	n/a	Beds/Units
Gift/Local Grant/Rebate	\$450,000	Total	\$450,000	n/a	spaces
Other	\$0			Project Site Location	
Privatized Development	\$0			Multiple Zones	
State	\$0				
Total Estimated Budget	\$4,370,000				

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

Energy Projects - Residence Halls

Project Description

This project is included in the 2009-11 Statewide Energy Partnership Program. This project involves the implementation of energy conservation and efficiency programs in campus housing. Over a three year period, the initiative will include changing building ventilation systems from constant to variable volume systems. Installing occupancy sensors and dual wattage lamps to reduce lighting energy use and improving the efficiency of ventilation systems in kitchens. The initiative will cost about \$2.5 million, before an expected rebate of \$470,000 from LADWP. The anticipated energy savings from this initiative are approximately \$580,000 per year, and the green house gas emissions will be reduced by about 2,600 metric tons per year.

Approval Delegation	Regents	Function Category	Infrastructure	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget (at CCCI 5296, EPI xxxx)	\$2,100,000	Standby Financing	n/a		<u>Mos-Yr</u>
Escalation Factor	1.000	Interim Financing	n/a	Occupancy	June-2012
		Long Term Financing	\$2,100,000	Acquisition	n/a
		Annual Debt Services (at 5.75% for 15 years)	\$213,000	Ground Lease Contract	n/a
Summary of Project Budget & Funding		Pledge Source	UCHS Fees	Scope Summary	
<u>Source</u>	<u>Amount</u>	Opportunity/Ed Fund Test	n/a	Amount Units	
Campus Funds	\$0	Debt Service Coverage Ratio (1)	1.60	n/a	ASF
Capital Reserves	\$0	Gift Schedule		n/a	GSF
External Financing	\$2,100,000	Gifts/Grants/Rebates Pledged	\$470,000	n/a	Efficiency
Federal	\$0	Gifts/Grants/Rebates to be Raised	\$0	n/a	Beds/Units
Gift/Local Grant/Rebate	\$470,000	Total	\$470,000	n/a	spaces
Other	\$0	Project Site Location			
Privatized Development	\$0			Multiple Zones	
State	\$0				
Total Estimated Budget	\$2,570,000				

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

Engineering Addition

Project Description

The anticipated growth in Engineering enrollment will require additional space for instruction and research. In the proposed project, a new building will be built adjacent to the completed Engineering 1 Replacement Building. The project will be funded with State and non-State campus funds. Completion is anticipated in 2017-18.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$100,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
<u>Source</u>	<u>Amount</u>
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$33,333,000
Federal	\$0
Gift	\$33,333,000
Other	\$0
Privatized Development	\$0
State	\$33,334,000
Total Estimated Budget	\$100,000,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$33,333,000
Total	\$33,333,000

Seismic / Life Safety	No
------------------------------	----

Project Milestone	
<u>Activity</u>	<u>Mos-Yr</u>
Occupancy	July 2018
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	<u>Amount</u>	<u>Unit</u>
	60,000	ASF
	100,000	GSF
	60%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Core Zone

VIII. Project Description Templates

Glenrock Apartments Refurbishment

Project Description

This project would refurbish a 43,493 asf 43-unit off-campus apartment building for undergraduate students. A due diligence study is currently underway to assess the capacity of building systems to operate effectively and efficiently, to evaluate the buildings structural integrity, and renew finishes. The estimated space, cost, funding sources and timing of this project are conceptual, pending the completion of a more detailed evaluation.

Approval Delegation	Regents	Function Category	Housing	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget	\$5,968,000	Standby Financing	n/a		<u>Mos-Yr</u>
(at CCCI 5296, EPI xxxx)		Interim Financing	n/a	Occupancy	June-2012
Escalation Factor	1.000	Long Term Financing	\$5,741,000	Acquisition	n/a
		Annual Debt Services	\$428,000	Ground Lease Contract	n/a
		(at 6.25% for 30 years)			
Summary of Project Budget & Funding		Pledge Source	UA Fees	Scope Summary	
<u>Source</u>	<u>Amount</u>	Opportunity/Ed Fund Test	n/a	Amount Units	
Campus Funds	\$0	Debt Service Coverage Ratio (1)	1.47	43,493 ASF	
Capital Reserves	\$227,000			56,655 GSF	
External Financing	\$5,741,000			77% Efficiency	
Federal	\$0			43 Units	
Gift/Local Grant/Rebate	\$0			n/a spaces	
Other	\$0				
Privatized Development	\$0			Project Site Location	
State	\$0			Off Campus	
Total Estimated Budget	\$5,968,000				
		Gift Schedule			
		Gifts/Grants/Rebates Pledged	\$0		
		Gifts/Grants/Rebates to be Raised	\$0		
		Total	\$0		

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

Infrastructure Capital Renewal Step I

Project Description

The campus-wide capital renewal program replaces key building systems and infrastructure to support UCLA's research and teaching functions. The projects typically also support the campus' energy efficiency and sustainability goals. It is anticipated that UCLA will receive Capital Renewal funding for infrastructure projects at least twice in the next ten years. Funding is anticipated in the Fiscal Year 2011/12 to 2012/13 period and the Fiscal Year 2015/16 to 2018/19 period.

Approval Delegation	Regents	Function Category	Infrastructure	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget (at CCCI 5296, EPI xxxx)	\$12,646,000	Standby Financing	n/a		<u>Mos-Yr</u>
Escalation Factor	1.000	Interim Financing	n/a	Occupancy	TBD
		Long Term Financing	\$12,646,000	Acquisition	n/a
		Annual Debt Services (At 5.75% for 15 years)	\$1,281,000	Ground Lease Contract	n/a
Summary of Project Budget & Funding		Pledge Source	Plant Operations	Scope Summary	
<u>Source</u>	<u>Amount</u>	Opportunity/Ed Fund Test	n/a	Amount Units	
Campus Funds	\$0	Debt Service Coverage Ratio (1)	TBD	n/a	ASF
Capital Reserves	\$0	Gift Schedule		n/a	GSF
External Financing	\$12,646,000	Gifts/Grants/Rebates Pledged	\$0	n/a	Efficiency
Federal	\$0	Gifts/Grants/Rebates to be Raised	\$0	n/a	Beds/Units
Gift/Local Grant/Rebate	\$0	Total	\$0	n/a	spaces
Other	\$0			Project Site Location	
Privatized Development	\$0			Multiple Zones	
State	\$0				
Total Estimated Budget	\$12,646,000				

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

Jules Stein Seismic Correction

Project Description

The Jules Stein Eye Institute building, constructed in 1967 on a site in the Center for the Health Sciences, is a 49,771 asf reinforced concrete building that has a seismic rating of "Poor". The building lacks shear capacity and ductility in its columns and in the north and south end shear walls. Corrections will strengthen the seismic force-resisting system. Improvements will include fire and life-safety upgrades, accessibility improvements, and asbestos removal. The project will be funded with campus funds. Completion is expected in 2015-16.

Approval Delegation	Regental	Function Category	I&R	Seismic / Life Safety	Yes
2009-10 to 2018-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$27,600,000	Standby Financing	\$0	<u>Activity</u>	<u>Mos-Yr</u>
(at CCCI 5320, EPI 2894)		Interim Financing	\$0	Occupancy	October 2015
Escalation Factor	n/a	Long-Term Financing	\$0	Acquisition Date	n/a
		Annual Debt Service	\$0	Ground Lease Contract	n/a
		(at x% for x years)			
Summary of Projected Budget and Funding		Pledge Source		Scope Summary	
<u>Source</u>	<u>Amount</u>	Opportunity/Ed Fund Test	0%	<u>Amount</u>	<u>Unit</u>
Campus Funds	\$0	Debt Service Coverage Ratio		49,481	ASF
Capital Reserves	\$0			92,943	GSF
External Financing	\$0			53%	efficiency
Federal	\$0			n/a	beds
Gift	\$27,600,000			n/a	spaces
Other	\$0				
Privatized Development	\$0				
State	\$0				
Total Estimated Budget	\$27,600,000				
		Gift Schedule		Project Site Location	
		Gifts Pledged	\$27,600,000	Campus Health Sciences Zone	
		Gifts to be Raised	\$0		
		Total	\$27,600,000		

VIII. Project Description Templates

Landfair Apartments Refurbishment

Project Description

This project would refurbish a 39,125 asf 75-unit off-campus apartment building for undergraduate students. A due diligence study is currently underway to assess the capacity of building systems to continue to operate effectively and efficiently, to evaluate the building's structural integrity, and renew finishes. The estimated space, costs, funding sources and timing are conceptual, pending the completion of a more detailed evaluation.

Approval Delegation	Regents
----------------------------	---------

Function Category	Housing
--------------------------	---------

Seismic/Life Safety	No
----------------------------	----

2008-09 to 2018/19 CIP	
Total Estimated Budget (at CCCI 5296, EPI xxxx)	\$8,585,000
Escalation Factor	1.000

Financing Feasibility	
Standby Financing	n/a
Interim Financing	n/a
Long Term Financing	\$8,362,000
Annual Debt Services (at 6.25% for 30 years)	\$624,000
Pledge Source	UA Fees
Opportunity/Ed Fund Test	n/a
Debt Service Coverage Ratio (1)	1.46

Project Milestones	
	<u>Mos-Yr</u>
Occupancy	June-2013
Acquisition	n/a
Ground Lease Contract	n/a

Summary of Project Budget & Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$223,000
External Financing	\$8,362,000
Federal	\$0
Gift/Local Grant/Rebate	\$0
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$8,585,000

Gift Schedule	
Gifts/Grants/Rebates Pledged	\$0
Gifts/Grants/Rebates to be Raised	\$0
Total	\$0

Scope Summary	
Amount	Units
39,125	ASF
150,000	GSF
65%	Efficiency
75	Units
n/a	spaces

Project Site Location
Off Campus

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

Life Sciences Building Renovation Phase I

Project Description

This is the first phase of a project that will renovate the 115,846 asf (214,613 gsf) Life Sciences Building to accommodate occupants of seismically deficient space in the Center for the Health Sciences. The building will be vacant following the completion of the Life Sciences Replacement Building and Hershey Hall Seismic Renovation projects. Renovations will involve repairs and upgrades to building systems and infrastructure, and address fire, life-safety and accessibility deficiencies. The project will be funded with State and non-State campus resources. Completion is anticipated in 2012-13.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$42,500,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$42,500,000
Total Estimated Budget	\$42,500,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	No
------------------------------	----

Project Milestone	
Activity	Mos-Yr
Occupancy	April 2013
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	115,846	ASF ^(a)
	214,613	GSF ^(a)
	TBD	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Core South Zone

Notes:

^(a) Phase 1 asf/gsf TBD.

VIII. Project Description Templates

Life Sciences Building Renovation Phase 2

Project Description

This is the second phase of a project that will renovate the 115,846 asf (214,613 gsf) Life Sciences Building to accommodate occupants of seismically deficient space in the Center for the Health Sciences. The building will be vacant following the completion of the Life Sciences Replacement Building and Hershey Hall Seismic Renovation projects. Renovations will involve repairs and upgrades to building systems and infrastructure, and address fire, life-safety and accessibility deficiencies. Completion is anticipated in 2018-19.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$80,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$80,000,000
Total Estimated Budget	\$80,000,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	Yes
------------------------------	-----

Project Milestone	
Activity	Mos-Yr
Occupancy	January 2019
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	115,846	ASF ^(a)
	214,613	GSF ^(a)
	54%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Core South Zone

Notes:

^(a) Phase 1 asf/gsf TBD.

VIII. Project Description Templates

Lot 36 Development

Project Description

Conceptual studies are underway to address the redevelopment of Lot 36 in the southwest zone of the campus. Lot 36 would be redeveloped for mixed-use facilities including an estimated 900 two-bedroom apartments and approximately 400,000 asf for various administrative and academic uses with approximately 3,000 subterranean parking spaces. Such facilities could be accommodated in the southwest zone of campus near the existing single graduate student housing Weyburn Terrace apartments and Westwood Village. The estimated space, costs, funding sources and timing of this proposal are conceptual pending a more detailed needs assessment and evaluation.

Approval Delegation	Regents	Function Category	Housing/Parking/Other	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget	\$729,971,000	Standby Financing	n/a		<u>Mos-Yr</u>
(at CCCI 5296, EPI xxxx)		Interim Financing	n/a	Occupancy	TBD
Escalation Factor	1.000	Long Term Financing	\$729,971,000	Acquisition	n/a
Summary of Project Budget & Funding		Annual Debt Services	\$54,458,000	Ground Lease Contract	n/a
<u>Source</u>	<u>Amount</u>	(at 6.25% for 30 years)		Scope Summary	
Campus Funds	\$0	Pledge Source	TBD	Amount Units	
Capital Reserves	\$0	Opportunity/Ed Fund Test	n/a	1,100,000 ASF	
External Financing	\$729,971,000	Debt Service Coverage Ratio (1)	1.25	2,600,000 GSF	
Federal	\$0	Gift Schedule		n/a Efficiency	
Gift/Local Grant/Rebate	\$0	Gifts/Grants/Rebates Pledged	\$0	916 Beds/Units	
Other	\$0	Gifts/Grants/Rebates to be Raised	\$0	3,019 spaces	
Privatized Development	\$0	Total	\$0	Project Site Location	
State	\$0			Southwest	
Total Estimated Budget	\$729,971,000				

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

Medical Education and Biomedical Library Seismic Replacement Building

Project Description

This project would construct a 144,000 asf Medical Education and Biomedical Library building on a site located along the eastern border of the Center for the Health Sciences complex. The proposed facility would enable CHS occupants to relocate to seismically safe space, consolidate educational programs that are currently scattered throughout the CHS complex, and realize synergies between medical education programs and the biomedical library. The building would accommodate classrooms and seminar rooms, multi-purpose laboratory space, computer and imaging laboratories, a gross anatomy laboratory, a biomedical library, study and meeting space for students, and administrative office and building support space. Project funding is to be determined. Completion is anticipated in 2013-14.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget (at CCCI 5320, EPI 2894)	\$267,000,000
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$100,000,000
Other	\$0
Privatized Development	\$0
State	\$167,000,000
Total Estimated Budget	\$267,000,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	Yes
------------------------------	-----

Project Milestone	
Activity	Mos-Yr
Occupancy	September 2014
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	144,000	ASF
	253,114	GSF
	56.9%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

MP200 / MP300 Refurbishment

Project Description

This project would refurbish and upgrade the infrastructure in the Medical Plaza 200 and Medical Plaza 300 buildings on the UCLA campus, that were originally built in 1990. The MP200 building comprises 261,894 asf (366,966 gsf) and the MP300 building comprises 63,794 asf (101,095 gsf). The project would be funded with a combination of Hospital Reserves, debt financing and gift funds. Completion is anticipated in 2013-14.

Approval Delegation	Regental
----------------------------	----------

Function Category	Medical Center
--------------------------	----------------

Seismic / Life Safety	No
------------------------------	----

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$20,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
<u>Activity</u>	<u>Mos-Yr</u>
Occupancy	June 2014
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
<u>Source</u>	<u>Amount</u>
Campus Funds	\$0
Capital Reserves	\$8,000,000
External Financing	\$8,000,000
Federal	\$0
Gift	\$4,000,000
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$20,000,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$4,000,000
Total	\$4,000,000

Scope Summary		
	<u>Amount</u>	<u>Unit</u>
	325,688	ASF
	468,061	GSF
	69.6%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

Neurosciences Research Facility

Project Description

This is a future gift-funded project that will move forward when sufficient funds are available. This project would provide instruction and research expansion space for the Semel Institute.

Approval Delegation	Regental
----------------------------	----------

Function Category	I&R
--------------------------	-----

Seismic / Life Safety	No
------------------------------	----

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$150,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
Activity	Mos-Yr
Occupancy	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$150,000,000
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$150,000,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$150,000,000
Total	\$150,000,000

Scope Summary		
	Amount	Unit
	102,000	ASF
	157,000	GSF
	65.0%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

Northwest Campus Student Housing Infill Phase 2

Project Description

This project is in the conceptual stages and will address the remaining need for 1,000 undergraduate beds in the northwest campus. The estimated space, costs, and timing of this project are to be viewed as conceptual pending a more detailed assessment and evaluation.

Approval Delegation	Regents	Function Category	Housing	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget (at CCCI 5296, EPI xxxx)	\$169,107,000	Standby Financing	n/a		<u>Mos-Yr</u>
Escalation Factor	1.000	Interim Financing	n/a	Occupancy	September-2014
		Long Term Financing	\$164,006,000	Acquisition	n/a
		Annual Debt Services (at 6.25% for 30 years)	\$12,235,313	Ground Lease Contract	n/a
Summary of Project Budget & Funding		Pledge Source	UCHS Fees	Scope Summary	
<u>Source</u>	<u>Amount</u>	Opportunity/Ed Fund Test	n/a	Amount	Units
Campus Funds	\$0	Debt Service Coverage Ratio (1)	1.43	165,000	ASF
Capital Reserves	\$5,101,000	Gift Schedule		270,000	GSF
External Financing	\$164,006,000	Gifts/Grants/Rebates Pledged	\$0	61%	Efficiency
Federal	\$0	Gifts/Grants/Rebates to be Raised	\$0	1,000	Beds/Units
Gift/Local Grant/Rebate	\$0	Total	\$0	n/a	spaces
Other	\$0	Project Site Location		Multiple Zones	
Privatized Development	\$0				
State	\$0				
Total Estimated Budget	\$169,107,000				

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

NPI Low-Rise Office Relocation

Project Description

This project will renovate 30,780 asf of vacant space in the Neuropsychiatric Institute (NPI) to accommodate occupants of the building's seismically deficient low-rise wing which will be demolished to create a site for construction of the proposed gift-in-kind Wasserman Building. The project will be funded with campus funds. Completion is anticipated in 2010-11.

Approval Delegation	Regental	Function Category	I&R	Seismic / Life Safety	No
2009-10 to 2018-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$15,000,000	Standby Financing	\$0	<u>Activity</u>	<u>Mos-Yr</u>
(at CCCI 5320, EPI 2894)		Interim Financing	\$0	Occupancy	September 2010
Escalation Factor	n/a	Long-Term Financing	\$0	Acquisition Date	n/a
Summary of Projected Budget and Funding		Annual Debt Service	\$0	Ground Lease Contract	n/a
<u>Source</u>	<u>Amount</u>	(at x% for x years)		Scope Summary	
Campus Funds	\$0	Pledge Source		<u>Amount</u>	<u>Unit</u>
Capital Reserves	\$0	Opportunity/Ed Fund Test	0%	30,780	ASF
External Financing	\$0	Debt Service Coverage Ratio		39,551	GSF
Federal	\$0	Gift Schedule		78%	efficiency
Gift	\$15,000,000	Gifts Pledged	\$15,000,000	n/a	beds
Other	\$0	Gifts to be Raised	\$0	n/a	spaces
Privatized Development	\$0	Total	\$15,000,000	Project Site Location	
State	\$0			Campus Health Sciences Zone	
Total Estimated Budget	\$15,000,000				

VIII. Project Description Templates

Parking Access & Revenue Control System Replacement

Project Description

This project would replace the Parking Access & Revenue Control System, which is very near the end of its lifecycle. The system, which is responsible for managing daily parking sales which annually total approximately \$6.2M, as well as access into 26 Parking Structures and Lots used by approximately 2.2M customers per year. The project would replace point-of-sale equipment in parking sales kiosks, access gates (with in-ground loops and other vehicle sensing equipment), and credential readers. In addition, Transportation Services intends to use the project to leverage new technology (e.g., RFID and/or license plate recognition) to provide improved service and more flexibility to customers. This project is funded from parking reserves. Completion is anticipated in 2012-13.

Approval Delegation	Campus	Function Category	Parking	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget (at CCCI 5296, EPI xxxx)	\$5,356,000	Standby Financing	n/a		<u>Mos-Yr</u>
Escalation Factor	1.000	Interim Financing	n/a	Occupancy	March-2013
		Long Term Financing	n/a	Acquisition	n/a
		Annual Debt Services	n/a	Ground Lease Contract	n/a
Summary of Project Budget & Funding				Scope Summary	
<u>Source</u>	<u>Amount</u>			Amount Units	
Campus Funds	\$0	Pledge Source	Parking Fees	n/a	ASF
Capital Reserves	\$5,356,000	Opportunity/Ed Fund Test	n/a	n/a	GSF
External Financing	\$0	Debt Service Coverage Ratio	n/a	n/a	Efficiency
Federal	\$0			n/a	Beds/Units
Gift/Local Grant/Rebate	\$0			n/a	spaces
Other	\$0				
Privatized Development	\$0			Project Site Location	
State	\$0			Campuswide	
Total Estimated Budget	\$5,356,000	Gift Schedule			
		Gifts/Grants/Rebates Pledged	\$0		
		Gifts/Grants/Rebates to be Raised	\$0		
		Total	\$0		

VIII. Project Description Templates

Pauley Pavilion Seismic Renovation and Expansion

Project Description

This project, currently in preliminary planning, involves a 56,944 gsf expansion and renovation of the 180,000 gsf Pauley Pavilion to provide needed patron amenities, functional improvements, and code upgrades. The project will construct new team locker room, reception and meeting facilities, and construct an enclosed concourse around the perimeter of the building with new lobby, restroom and concession space. The project will also improve sight lines, access and circulation; replace the seating; renovate the existing locker rooms, concession space and public restrooms; replace obsolete building systems; upgrade sound and lighting systems; and upgrade interior and exterior finishes. The project will be funded from gift funds, debt financing and campus resources. Completion is expected in 2012-13.

Approval Delegation	Regental	Function Category	Auxiliary Enterprises and Fee-Supported Facilities - Student Activities, Recreation, Athletics	Seismic / Life Safety	Yes
2009-10 to 2018-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$185,000,000	Standby Financing	\$47,000,000	Activity	Mos-Yr
(at CCCI 5430, EPI xx)		Interim Financing	\$50,000,000	Occupancy ^(a)	October 2012
Escalation Factor	n/a	Long-Term Financing	\$60,000,000	Acquisition Date	n/a
Summary of Projected Budget and Funding		Annual Debt Service	\$4,476,000	Ground Lease Contract	n/a
Source	Amount	(at 6.25% for 30 years)		Scope Summary	
Campus Funds	\$25,000,000	Pledge Source	Basketball Program Net Revenues	Amount	Unit
Capital Reserves	\$0	Opportunity/Ed Fund Test		138,080	ASF
External Financing	\$60,000,000	Debt Service Coverage Ratio	2.60X	236,944	GSF
Federal	\$0	Gift Schedule		58.3%	efficiency
Gift	\$100,000,000	Gifts Pledged	\$50,000,000	n/a	beds
Other	\$0	Gifts to be Raised	\$50,000,000	n/a	spaces
Privatized Development	\$0	Total	\$100,000,000	Project Site Location	
State	\$0			Central Campus Zone	
Total Estimated Budget	\$185,000,000				

Notes:

^(a) Assumes Award of Contract by March 2010.

VIII. Project Description Templates

Residential Conference Center

Project Description

This project is in the conceptual stages and will address the need for a year-round on campus residential conference center. The estimated space, costs, funding sources and timing of this project are conceptual, pending the completion of more detailed analysis.

Approval Delegation	Regents	Function Category	Other	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget	\$143,829,000	Standby Financing	n/a		<u>Mos-Yr</u>
(at CCCI 5296, EPI xxxx)		Interim Financing	n/a	Occupancy	July-2013
Escalation Factor	1.000	Long Term Financing	\$106,913,000	Acquisition	n/a
Summary of Project Budget & Funding		Annual Debt Services	\$7,976,000	Ground Lease Contract	n/a
<u>Source</u>	<u>Amount</u>	(at 6.25% for 30 years)		Scope Summary	
Campus Funds	\$0	Pledge Source	Facilities Use Fees	Amount	Units
Capital Reserves	\$0	Opportunity/Ed Fund Test	n/a	300,000	ASF
External Financing	\$106,913,000	Debt Service Coverage Ratio (1)	1.25	TBD	GSF
Federal	\$0	Gift Schedule		TBD	Efficiency
Gift/Local Grant/Rebate	\$36,916,000	Gifts/Grants/Rebates Pledged	\$0	n/a	Beds/Units
Other	\$0	Gifts/Grants/Rebates to be Raised	\$40,700,000	n/a	spaces
Privatized Development	\$0	Total	\$40,700,000	Project Site Location	
State	\$0			To Be Determined	
Total Estimated Budget	\$143,829,000				

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

Residential Suites Replacement

Project Description

This project is in the conceptual stages and will address the need for replacement or renovation of the existing 30-year old Saxon and Hitch Residential Suites in the Northwest Campus. The two residential suites have a designed capacity of 683 beds. The estimated space, cost, funding sources, and timing of this project are conceptual, pending a more detailed assessment and evaluation.

Approval Delegation	Regents	Function Category	Housing	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget	\$120,859,000	Standby Financing	n/a		<u>Mos-Yr</u>
(at CCCI 5296, EPI xxxx)		Interim Financing	n/a	Occupancy	TBD
Escalation Factor	1.000	Long Term Financing	\$120,859,000	Acquisition	n/a
Summary of Project Budget & Funding		Annual Debt Services	\$9,016,000	Ground Lease Contract	n/a
<u>Source</u>	<u>Amount</u>	(at 6.25% for 30 years)		Scope Summary	
Campus Funds	\$0	Pledge Source	UCHS Fees	Amount	Units
Capital Reserves	\$0	Opportunity/Ed Fund Test	n/a	134,669	ASF
External Financing	\$120,859,000	Debt Service Coverage Ratio (1)	TBD	175,517	GSF
Federal	\$0	Gift Schedule		77%	Efficiency
Gift/Local Grant/Rebate	\$0	Gifts/Grants/Rebates Pledged	\$0	n/a	Beds/Units
Other	\$0	Gifts/Grants/Rebates to be Raised	\$0	n/a	spaces
Privatized Development	\$0	Total	\$0	Project Site Location	
State	\$0			Northwest Zones	
Total Estimated Budget	\$120,859,000				

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

RUMC Clinical Lab Remodel

Project Description

This project would remodel and expand the 9,564 asf clinical laboratory in the basement of the Reagan UCLA Medical Center (RUMC) to provide additional processing space for its blood bank, core laboratory and staff work areas. Upon completion, the lab would comprise 10,337 asf. The project would be funded with external financing. Completion is anticipated in 2009-10.

Approval Delegation	Administrative
----------------------------	----------------

Function Category	Medical Center
--------------------------	----------------

Seismic / Life Safety	No
------------------------------	----

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$5,000,000
(at CCCI 5296, EPI 2894)	
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
<u>Activity</u>	<u>Mos-Yr</u>
Occupancy	May 2010
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
<u>Source</u>	<u>Amount</u>
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$5,000,000
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State ^(b)	\$0
Total Estimated Budget	\$5,000,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Scope Summary		
	<u>Amount</u>	<u>Unit</u>
	10,337	ASF
	12,630	GSF
	81.8%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

RUMC Psychiatric Bed Conversion to Medical/Surgical Beds

Project Description

This project would convert space currently occupied by inpatient psychiatric beds and related support in the Reagan UCLA Medical Center (RUMC) into medical/surgical beds, following the relocation of the psychiatric beds to a temporary facility under a separate project. The project would be funded with debt financing. Completion is anticipated in 2012-13.

Approval Delegation	Regental
----------------------------	----------

Function Category	Medical Center
--------------------------	----------------

Seismic / Life Safety	No
------------------------------	----

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$20,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
Activity	Mos-Yr
Occupancy	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$20,000,000
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$20,000,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Scope Summary		
	Amount	Unit
	45,000	ASF
	75,000	GSF
	60.0%	efficiency
	74	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

School of Medicine High-Rise Fire Safety Phase I

Project Description

This project, currently in preliminary planning, involves installation of backbone fire suppression and fire alarm systems in the Center for the Health Sciences (CHS) following the relocation of Medical Center functions to the Westwood Replacement Hospital in 2008. The project will be funded from State funds and campus non-State funds. Completion is expected in 2011-12.

Approval Delegation	Regental
----------------------------	----------

Function Category	I&R
--------------------------	-----

Seismic / Life Safety	Yes
------------------------------	-----

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$14,765,000
(at CCCI 5565, EPI xxx)	
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at X% for X years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
<u>Activity</u>	<u>Mos-Yr</u>
Occupancy ^(c)	October 2011
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
<u>Source</u>	<u>Amount</u>
Campus Funds ^(a)	\$358,000
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State ^(b)	\$14,407,000
Total Estimated Budget	\$14,765,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Scope Summary		
	<u>Amount</u>	<u>Unit</u>
	n/a	ASF
	2,387,710	GSF
	n/a	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

Notes:

^(a) Campus funds for preliminary plans.

^(b) General Obligation Bonds.

^(c) Assumes availability of State funds in 2009-10 and award of contract by May 2010.

VIII. Project Description Templates

SM Ambulatory Care Building Lease

Project Description

This project involves a lease of a 50,000 asf Ambulatory Care Building near the UCLA Santa Monica Hospital to be constructed by a private developer. The building would accommodate ambulatory surgery, radiation oncology, phlebotomy services, and physician offices. The project would be funded by external financing. Occupancy is anticipated in 2009-10.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$21,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$21,000,000
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State ^(b)	\$0
Total Estimated Budget	\$21,000,000

Function Category	Medical Center
--------------------------	----------------

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	No
------------------------------	----

Project Milestone	
Activity	Mos-Yr
Occupancy	May 2010
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	50,000	ASF
	TBD	GSF
	TBD	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Santa Monica

VIII. Project Description Templates

SMH Inpatient Tower Staircase Modification and Basement

Project Description

This project would construct 40,000 asf of subterranean storage space beneath the 15th Street garden at the UCLA Santa Monica Orthopaedic Hospital, following the demolition of the tower. The work would involve modifications to the inpatient tower staircase. The project would be funded with debt financing. Completion is anticipated in 2014-15.

Approval Delegation	Regental
----------------------------	----------

Function Category	Medical Center
--------------------------	----------------

Seismic / Life Safety	No
------------------------------	----

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$40,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
Activity	Mos-Yr
Occupancy	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$40,000,000
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$40,000,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Scope Summary		
	Amount	Unit
	40,000	ASF
	TBD	GSF
	TBD	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Santa Monica Hospital

VIII. Project Description Templates

SMH Merle Norman Pavilion Renovation

Project Description

This project would renovate the Merle Norman Pavilion at the UCLA Santa Monical Orthopaedic Hospital. This building did not undergo full renovations under the Santa Monical Orthopaedic Replacement Hospital project, and improvements are necessary to bring the building up to contemporary hospital standards. The project would be funded with debt financing. Completion is anticipated in 2016-17.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$60,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$60,000,000
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$60,000,000

Function Category	Medical Center
--------------------------	----------------

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	No
------------------------------	----

Project Milestone	
Activity	Mos-Yr
Occupancy	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	120,000	ASF
	180,000	GSF
	66.7%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Santa Monical Hospital

VIII. Project Description Templates

SMH Tower Demolition

Project Description

This project would demolish the seismically "Poor" 233,000 gsf hospital tower following completion of the Santa Monica Orthopaedic Replacement Hospital project. The project would be funded with debt financing. Completion is anticipated in 2011-12.

Approval Delegation	Regental
----------------------------	----------

Function Category	Medical Center
--------------------------	----------------

Seismic / Life Safety	Yes
------------------------------	-----

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$8,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
<u>Activity</u>	<u>Mos-Yr</u>
Occupancy	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
<u>Source</u>	<u>Amount</u>
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$8,000,000
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$8,000,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Scope Summary		
	<u>Amount</u>	<u>Unit</u>
	TBD	ASF
	233,000	GSF
	TBD	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Santa Monical Hospital

VIII. Project Description Templates

Solar Voltaic Panels

Project Description

UCLA will install a 0.5 megawatt solar photovoltaic (PV) system on one of its parking structures under the certain conditions. LADWP offers an incentive that can reduce the capital cost of solar installation by nearly 33 percent. Using LADWP solar performance calculations, a capital investment by UCLA in solar, even factoring in the LADWP incentive, would never be offset by reduced energy purchases because the capital cost payback period would exceed the useful life of the solar cells. In order to achieve a cost effective payback period for solar, an additional capital contribution of over 50 percent of the installation cost by a stimulus grant would be required. An installation of 0.5 megawatt of solar PV will cost \$4.5 million and with an expected incentive from LADWP of \$1.5 million, additional funding of \$2.4 million from a grant would be required to provide a five year return on the amount funded by the campus. Under the assumption UCLA is successful in receiving this grant funding, this project will be implemented.

Approval Delegation	Regents	Function Category	Infrastructure	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget (at CCCI 5296, EPI xxxx)	\$4,081,000	Standby Financing	n/a		<u>Mos-Yr</u>
Escalation Factor	1.000	Interim Financing	n/a	Occupancy	June-2013
Summary of Project Budget & Funding		Long Term Financing	n/a	Acquisition	n/a
<u>Source</u>	<u>Amount</u>	Annual Debt Services	n/a	Ground Lease Contract	n/a
Campus Funds	\$0	Pledge Source		Scope Summary	
Capital Reserves	\$544,000	Opportunity/Ed Fund Test	n/a	Amount Units	
External Financing	\$0	Debt Service Coverage Ratio	n/a	n/a	ASF
Federal	\$0	Gift Schedule		n/a	GSF
Gift/Local Grant/Rebate	\$3,537,000	Gifts/Grants/Rebates Pledged	\$3,900,000	n/a	Efficiency
Other	\$0	Gifts/Grants/Rebates to be Raised	\$0	n/a	Beds/Units
Privatized Development	\$0	Total	\$3,900,000	n/a	spaces
State	\$0	Project Site Location			
Total Estimated Budget	\$4,081,000			Multiple Zones	

VIII. Project Description Templates

Strathmore Bridge Seismic Correction

Project Description

Strathmore Bridge has a seismic rating of "Very Poor". The bridge is a reinforced and pre-stressed concrete structure built in 1966 that spans across Strathmore Drive between Parking Structure 8 (PS 8) to the south and Spaulding Field to the north. It is a long, single-span structure that supports a portion of the athletic field and provides covered vehicular access to PS 8 from Strathmore Drive. The project will seismically upgrade the structure to "Fair" or "Good". Project funding is to be determined. Completion is anticipated in 2009-10.

Approval Delegation	Administrative	Function Category	Other	Seismic / Life Safety	Yes
2009-10 to 2018-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$5,000,000	Standby Financing	\$0	<u>Activity</u>	<u>Mos-Yr</u>
(at CCCI 5320, EPI 2894)		Interim Financing	\$0	Occupancy ^(a)	TBD
Escalation Factor	n/a	Long-Term Financing	\$0	Acquisition Date	n/a
		Annual Debt Service	\$0	Ground Lease Contract	n/a
		(at x% for x years)			
Summary of Projected Budget and Funding		Gift Schedule		Scope Summary	
<u>Source</u>	<u>Amount</u>	Gifts Pledged	\$0	<u>Amount</u>	<u>Unit</u>
Campus Funds	\$5,000,000	Gifts to be Raised	\$0	n/a	ASF
Capital Reserves	\$0	Total	\$0	n/a	GSF
External Financing	\$0			n/a	efficiency
Federal	\$0			n/a	beds
Gift	\$0			n/a	spaces
Other	\$0				
Privatized Development	\$0			Project Site Location	
State	\$0			Campus Services Zone	
Total Estimated Budget	\$5,000,000				

Notes:

^(a) Assumes Award of Contract by TBD.

VIII. Project Description Templates

Telemedicine and PRIME Facilities Phase II

Project Description

This project will provide campus facilities and capital telecommunications and medical education equipment to support the UCLA, UCLA/UCR, and UCLA/Drew University Medicine and Science medical programs, and expanded medical school enrollments that are directed to disadvantaged communities. The project is funded from State funds. Completion is anticipated in 2011-2012.

Approval Delegation	Regental	Function Category	I&R	Seismic / Life Safety	No
2009-10 to 2018-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$25,300,000	Standby Financing	\$0	<u>Activity</u>	<u>Mos-Yr</u>
(at CCCI 5320, EPI 2894)		Interim Financing	\$0	Occupancy ^(b)	Dec-11
Escalation Factor	n/a	Long-Term Financing	\$0	Acquisition Date	n/a
		Annual Debt Service	\$0	Ground Lease Contract	n/a
		(at x% for x years)			
Summary of Projected Budget and Funding		Pledge Source		Scope Summary	
<u>Source</u>	<u>Amount</u>	Opportunity/Ed Fund Test	0%	<u>Amount</u>	<u>Unit</u>
Campus Funds	\$0	Debt Service Coverage Ratio		16,992	ASF
Capital Reserves	\$0			26,225	GSF
External Financing	\$0			65%	efficiency
Federal	\$0			n/a	beds
Gift	\$0			n/a	spaces
Other	\$0				
Privatized Development	\$0	Gift Schedule			
State ^(a)	\$25,300,000	Gifts Pledged	\$0		
		Gifts to be Raised	\$0		
Total Estimated Budget	\$25,300,000	Total	\$0	Project Site Location	
				UCLA, UCR, Drew campuses & clinical locations	

Notes:

^(a) 2006 General Obligation Bonds.

^(b) Assumes Award of Contract by December 2010.

VIII. Project Description Templates

Temporary Psychiatric Hospital Lease and Retrofit

Project Description

This project would lease and retrofit a local area skilled nursing facility to temporarily accommodate the majority of the UCLA Neuropsychiatric Hospital functions located in the Reagan UCLA Medical Center, until a permanent replacement facility is completed and operational. The retrofit work would involve modifications to comply with applicable building and regulatory codes, and licensing requirements. The project would be funded with external financing. Completion is anticipated in 2011-12.

Approval Delegation	Presidential	Function Category	Medical Center	Seismic / Life Safety	No
2009-10 to 2018-19 CIP		Financing Feasibility		Project Milestone	
Total Estimated Budget	\$10,000,000	Standby Financing	\$0	<u>Activity</u>	<u>Mos-Yr</u>
(at CCCI 5320, EPI 2894)		Interim Financing	\$0	Occupancy	TBD
Escalation Factor	n/a	Long-Term Financing	\$0	Acquisition Date	n/a
		Annual Debt Service	\$0	Ground Lease Contract	n/a
		(at x% for x years)		Scope Summary	
Summary of Projected Budget and Funding		Pledge Source		<u>Amount</u>	<u>Unit</u>
<u>Source</u>	<u>Amount</u>	Opportunity/Ed Fund Test	0%	80,000	ASF
Campus Funds	\$0	Debt Service Coverage Ratio		TBD	GSF
Capital Reserves	\$0	Gift Schedule		TBD	efficiency
External Financing	\$10,000,000	Gifts Pledged	\$0	74	beds
Federal	\$0	Gifts to be Raised	\$0	n/a	spaces
Gift	\$0	Total	\$0	Project Site Location	
Other	\$0			TBD	
Privatized Development	\$0				
State	\$0				
Total Estimated Budget	\$10,000,000				

VIII. Project Description Templates

Temporary Psychiatric Hospital Retrofit to Acute Rehabilitation/Ventilator Hospital

Project Description

This project would convert a leased facility used to temporarily accommodate psychiatric inpatients into an acute rehabilitation facility, once the psychiatric hospital functions relocate to a permanent facility. The project would be funded with debt financing. Completion is anticipated in 2018-19.

Approval Delegation	Presidential
----------------------------	--------------

Function Category	Medical Center
--------------------------	----------------

Seismic / Life Safety	No
------------------------------	----

2009-10 to 2018-19 CIP	
Total Estimated Budget (at CCCI 5320, EPI 2894)	\$10,000,000
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
Activity	Mos-Yr
Occupancy	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$10,000,000
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$10,000,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Scope Summary		
	Amount	Unit
	80,000	ASF
	TBD	GSF
	TBD	efficiency
	74	beds
	n/a	spaces

Project Site Location
TBD

VIII. Project Description Templates

Theater, Film & Television Expansion and Renovation

Project Description

This is a future gift-funded project that will move forward when sufficient funds are available. MacGowan and Melnitz Halls would be renovated and expanded to meet curricular, research and public service needs of the School of Theater, Film and Television at 180,000 asf. The project will reorganize the existing space to better serve its programs; provide improved instructional facilities; upgrade specialized production facilities; and enhance public performance and exhibit space.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$100,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$100,000,000
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$100,000,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$100,000,000
Total	\$100,000,000

Seismic / Life Safety	No
------------------------------	----

Project Milestone	
Activity	Mos-Yr
Occupancy	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	180,000	ASF
	275	GSF
	65%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Core Zone

VIII. Project Description Templates

UNEX Building Seismic Correction

Project Description

This project will seismically upgrade the 68,500 asf University Extension Building, which has a seismic rating of "Poor". Seismic deficiencies are related to the limited capacity of the concrete seismic moment frame and the ineffectiveness of concrete core walls. The project will strengthen the lateral force resisting system of the building and will address fire, life-safety and accessibility deficiencies. Upon completion of the work, the building will be upgraded to "Good". Options are currently being evaluated to permanently relocate the UNEX program to another location and upgrade the building for a new use. Completion is anticipated in 2018-19.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$29,600,000
(at CCCI 5179, EPI 2799)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
<u>Source</u>	<u>Amount</u>
Campus Funds	\$29,600,000
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$29,600,000

Function Category	Auxiliary
--------------------------	-----------

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	Yes
------------------------------	-----

Project Milestone	
<u>Activity</u>	<u>Mos-Yr</u>
Occupancy	June 2019
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	<u>Amount</u>	<u>Unit</u>
	68,500	ASF
	97,502	GSF
	70%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location	
Campus Bridge Zone	

VIII. Project Description Templates

Wasserman Building

Project Description

This gift-in-kind project would involve construction of a 100,000 gsf core and shell building to accommodate Jules Stein Eye Institute (JSEI) and School of Medicine (SOM) programs and associated site development adjacent to the Jules Stein Building in the Health Sciences Zone of the campus. Tenant improvements would be funded under a separate campus-funded project. Occupancy is anticipated in 2013-14.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	gift-in-kind
(at CCCI XXXX, EPI XXXX)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$0

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Seismic / Life Safety	No
------------------------------	----

Project Milestone	
Activity	Mos-Yr
Occupancy	January 2014
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	60,000	ASF
	100,000	GSF
	60.0%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

Wasserman Building Site and Tenant Improvements

Project Description

This project would provide tenant improvements for the Jules Stein Eye Institute and School of Medicine departments that will occupy space in the proposed gift-in-kind Wasserman Building. The project will also include associated site utility and site development improvements related to the construction of the building. The project will be funded with campus funds. Completion is anticipated in 2013-14.

Approval Delegation	Regental
----------------------------	----------

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$46,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$0
Federal	\$0
Gift	\$46,000,000
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$46,000,000

Function Category	I&R
--------------------------	-----

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Gift Schedule	
Gifts Pledged	\$46,000,000
Gifts to be Raised	\$0
Total	\$46,000,000

Seismic / Life Safety	No
------------------------------	----

Project Milestone	
Activity	Mos-Yr
Occupancy	January 2014
Acquisition Date	n/a
Ground Lease Contract	n/a

Scope Summary		
	Amount	Unit
	70,000	ASF
	100,000	GSF
	70.0%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

Westwood Ambulatory Building

Project Description

This project would construct 187,000 asf of clinical and office space on the Westwood campus to support Reagan UCLA Medical Center Hospital functions. The project would be funded with debt financing. Completion is anticipated in 2018-19.

Approval Delegation	Regental
----------------------------	----------

Function Category	Medical Center
--------------------------	----------------

Seismic / Life Safety	No
------------------------------	----

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$250,000,000
(at CCCI 5320, EPI 2094)	
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
Activity	Mos-Yr
Occupancy	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$250,000,000
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$250,000,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Scope Summary		
	Amount	Unit
	187,000	ASF
	250,000	GSF
	74.8%	efficiency
	n/a	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

Westwood Neuropsychiatric Hospital Replacement Facility

Project Description

This project would construct a neuropsychiatric replacement hospital in the health sciences zone of the UCLA campus. The project would be funded with debt financing. Completion is anticipated in 2020-21.

Approval Delegation	Regental
----------------------------	----------

Function Category	Medical Center
--------------------------	----------------

Seismic / Life Safety	No
------------------------------	----

2009-10 to 2018-19 CIP	
Total Estimated Budget	\$200,000,000
(at CCCI 5320, EPI 2894)	
Escalation Factor	n/a

Financing Feasibility	
Standby Financing	\$0
Interim Financing	\$0
Long-Term Financing	\$0
Annual Debt Service (at x% for x years)	\$0
Pledge Source	
Opportunity/Ed Fund Test	0%
Debt Service Coverage Ratio	

Project Milestone	
Activity	Mos-Yr
Occupancy	TBD
Acquisition Date	n/a
Ground Lease Contract	n/a

Summary of Projected Budget and Funding	
Source	Amount
Campus Funds	\$0
Capital Reserves	\$0
External Financing	\$200,000,000
Federal	\$0
Gift	\$0
Other	\$0
Privatized Development	\$0
State	\$0
Total Estimated Budget	\$200,000,000

Gift Schedule	
Gifts Pledged	\$0
Gifts to be Raised	\$0
Total	\$0

Scope Summary		
	Amount	Unit
	106,000	ASF
	193,000	GSF
	54.9%	efficiency
	TBD	beds
	n/a	spaces

Project Site Location
Campus Health Sciences Zone

VIII. Project Description Templates

Weyburn Terrace Graduate Student Housing

Project Description

This project would construct approximately 205,335 asf in the southwest campus zone adjacent to the existing six Weyburn Terrace single graduate student housing complex. The project would include 500 studio apartments and commons space for the graduate students. The project would be funded from debt financing and housing reserves. Completion is anticipated in 2012-13.

Approval Delegation	Regents	Function Category	Housing	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget	\$121,415,000	Standby Financing	n/a		<u>Mos-Yr</u>
(at CCCI 5296, EPI xxxx)		Interim Financing	n/a	Occupancy	September-2012
Escalation Factor	1.000	Long Term Financing	\$109,915,000	Acquisition	n/a
Summary of Project Budget & Funding		Annual Debt Services	\$8,200,000	Ground Lease Contract	n/a
<u>Source</u>	<u>Amount</u>	(at 6.25% for 30 years)		Scope Summary	
Campus Funds	\$0	Pledge Source	UCHS Fees	Amount	Units
Capital Reserves	\$11,500,000	Opportunity/Ed Fund Test	n/a	205,335	ASF
External Financing	\$109,915,000	Debt Service Coverage Ratio (1)	1.34	275,000	GSF
Federal	\$0	Gift Schedule		75%	Efficiency
Gift/Local Grant/Rebate	\$0	Gifts/Grants/Rebates Pledged	\$0	504	Beds/Units
Other	\$0	Gifts/Grants/Rebates to be Raised	\$0	n/a	spaces
Privatized Development	\$0	Total	\$0	Project Site Location	
State	\$0			Southwest Zone	
Total Estimated Budget	\$121,415,000				

(1) When relevant, the Debt Service Coverage Ratio is for the Pledged Source in the first year of full P&I for any given project.

VIII. Project Description Templates

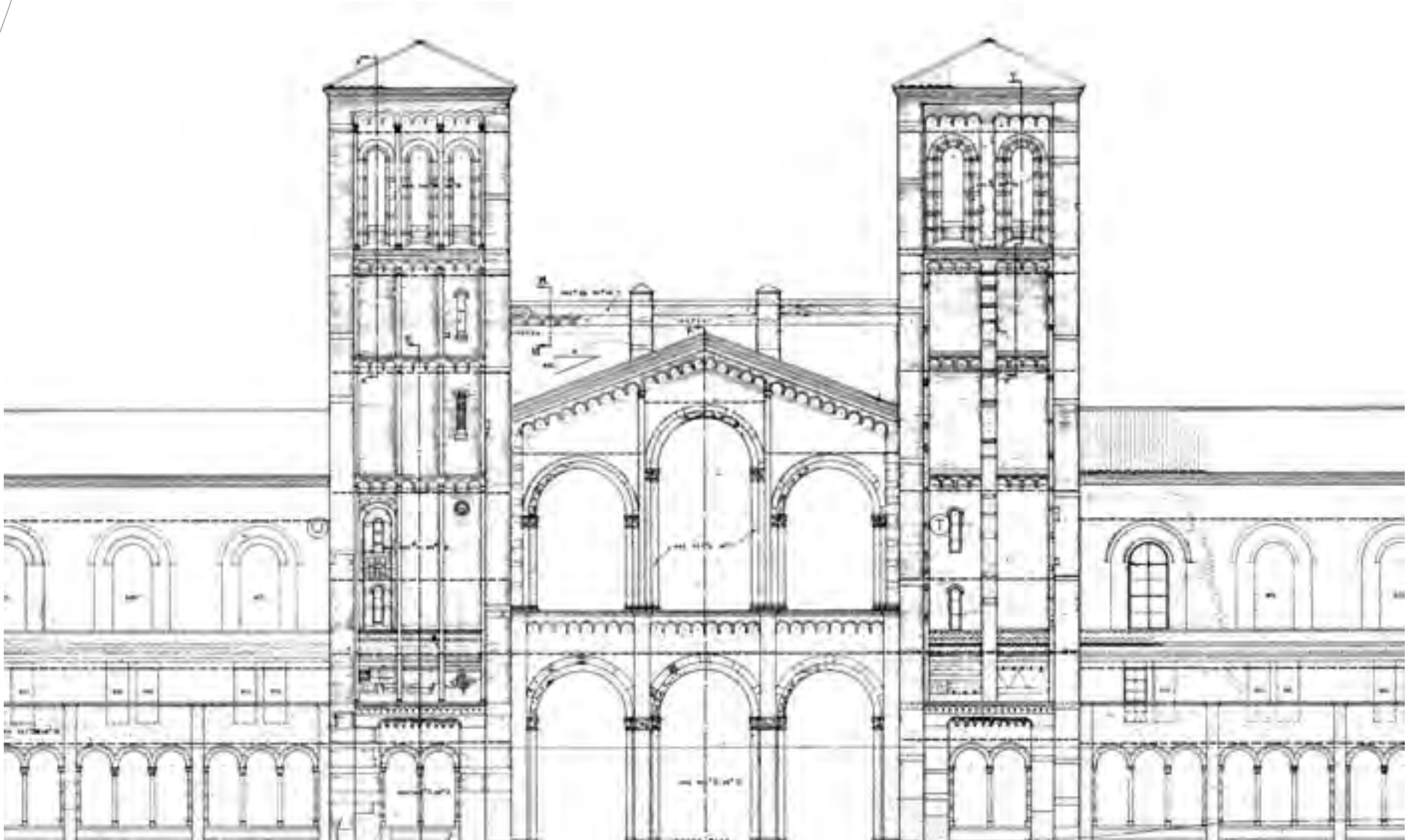
Wilshire Center Exterior Repairs & Refurbishment

Project Description

This project would replace the curtain wall in the UCLA Wilshire Center. The project would replace metal asbestos containing curtain wall panels with new, thinner and lighter panels that are insulated for energy efficiency, fire stopping and mullion cladding. This project also would include the renovation of the Wilshire Boulevard entrance to include new identifying signage, lighting, and hardscape improvements. This project would be funded from Wilshire Center reserves.

Approval Delegation	Campus	Function Category	Other	Seismic/Life Safety	No
2008-09 to 2018/19 CIP		Financing Feasibility		Project Milestones	
Total Estimated Budget (at CCCI 5296, EPI xxxx)	\$10,872,000	Standby Financing	n/a		<u>Mos-Yr</u>
Escalation Factor	1.000	Interim Financing	n/a	Occupancy	June-2010
Summary of Project Budget & Funding		Long Term Financing	n/a	Acquisition	n/a
<u>Source</u>	<u>Amount</u>	Annual Debt Services	n/a	Ground Lease Contract	n/a
Campus Funds	\$0	Pledge Source	Facilities Use Fees	Scope Summary	
Capital Reserves	\$10,872,000	Opportunity/Ed Fund Test	n/a	Amount Units	
External Financing	\$0	Debt Service Coverage Ratio	n/a	n/a	ASF
Federal	\$0	Gift Schedule		n/a	GSF
Gift/Local Grant/Rebate	\$0	Gifts/Grants/Rebates Pledged	\$0	n/a	Efficiency
Other	\$0	Gifts/Grants/Rebates to be Raised	\$0	n/a	Beds/Units
Privatized Development	\$0	Total	\$0	n/a	spaces
State	\$0	Project Site Location			
Total Estimated Budget	\$10,872,000	Off Campus			

IX. Appendices



Academic Plan (DRAFT) - May 1, 2009

Transforming UCLA for the Twenty-first Century

Table of Contents

Excellence and Engagement: The Planning Context	1
Four Principles to Guide Planning and Priority Setting	2
Challenges and Comparative Advantages	4
Disciplinary and Interdisciplinary Capacity and Campus Initiatives	7
Framework for Investment	10
Community, nation and society	11
International, transnational and global	11
Cultural tradition and innovation	12
Environment and energy	12
Health and bio-medical science	13
Foundational science and engineering	13
Science, technology and economic growth	13
UCLA Transformed	14
Steps toward Transformation: Institutional Strategic Actions	15
Recruitment and Retention	16
Facilitating Research, Scholarship, and Creative Production	17
Teaching and Education	18
Civic Engagement	20
International Engagement	21
Diversity	22
Financial Security	24
Infrastructure and Administrative Services	26
Communicating Excellence	27
Conclusion	31
Attachment A: Draft UCLA Mission Statement	35
Attachment B: Trends in Higher Education Affecting UCLA	37

Transforming UCLA for the Twenty-first Century

Excellence and Engagement: The Planning Context

As a public, urban, research university, UCLA is committed both to addressing societal needs in the tradition of land-grant universities and to achieving high academic distinction. Our academic plan for the future of UCLA takes account of its heritage, accomplishments and ambitions; and both the challenges and opportunities that we face in fulfilling our commitments.

This plan sets forth a framework for the next decade, to 2019, when UCLA marks its 100th anniversary, and beyond. Its fundamental aim is to chart a course for a second century of greatness and to establish UCLA's leadership in defining the American public research university for the 21st century. The plan articulates aspirations and objectives and for the campus as a whole, a framework for academic investment, and a set of institutional strategic actions.

UCLA's astonishing ascent in the second half of the 20th century to take its place among the finest academic institutions in the world gives us good reason to be confident of the success of our plan. We have strong comparative advantages on which we can build for the future and for strengthening our reputation as an internationally recognized leader in higher education.

Now is an important time to undertake a planning process of this magnitude. There are specific reasons for proceeding: long-term academic planning is an expectation of the Board of Regents and the Office of the President and is an essential starting point for a Long-Range Development Plan, which we must submit in a few years. Beyond that horizon, UCLA expects to undertake another major fundraising campaign to culminate in 2019 when UCLA celebrates its 100th anniversary. To make sure that the fundraising is informed by and directed towards our most important academic priorities we need to

have a plan that clearly expresses our aspirations. The plan, therefore, is to provide a roadmap for both internal and external audiences of UCLA's academic journey over the next few decades. Finally, the sudden economic reversals in which we have all been caught challenge us not only in the short-term but for our long-term success. It would be a mistake to focus on the immediate at the expense of the long-term, and planning for a more stable future will help us get through the present crisis and help us make uncomfortable choices. Our guiding principle should be to ensure that UCLA retains its identity as an energetic, high-quality academic institution, and this plan can help us do that.

Four Principles to Guide Planning and Priority Setting

This plan emerges from four principles for setting priorities and making decisions.

- 1) *Academic excellence:* furthering UCLA's tradition of world-class scholarship and teaching. Excellence is marked by ground-breaking research, scholarship, creative endeavors, and teaching in core disciplines as well as by a commitment to new ways of organizing the discovery, application, and translation of knowledge and creativity.
- 2) *Civic engagement:* merging the qualities of land grant institutions and modern research universities to create a novel and meaningful interaction among faculty, staff, students, and community at a scale ranging from local to global. Civic engagement at UCLA means working to make a difference in the civic life of Los Angeles. We do so by directing the knowledge and skills of our students, faculty, staff, and senior leaders to address societal problems and improve the quality of life in Los Angeles. In so doing, we strive to work in partnership with community for mutual benefit and to set an

¹This definition is based on a definition offered by Thomas Ehrlich. See Ehrlich, Thomas (2000). Preface, In Thomas Ehrlich (ed.), *Civic Responsibility and Higher Education*. Phoenix, AZ: Oryx Press, p. Vi.

example of how a public research university can be a leading partner in addressing pressing societal issues.¹ UCLA's status as an international university complements this focus on civic engagement. The lessons learned in Los Angeles have applicability to urban areas worldwide; and international engagement will bring a host of benefits to both UCLA and Los Angeles, ranging from economic impacts to cultural and intellectual enrichment.

- 3) *Diversity*: fulfilling our commitment to Los Angeles and California to strengthen our academic excellence and civic engagement. We use the definition of diversity adopted by the Assembly of the Academic Senate (May 10, 2006) and endorsed by the UC President (June 30, 2006): “Diversity a defining feature of California's past, present, and future refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, and geographic region, and more.” We also focus on research, scholarship and teaching/learning related to diversity in this plan. Thus, diversity is both a community characteristic we value and strive for and an important topic of study.
- 4) *Financial security*: creating meaningful engagement with potential donors and building a compelling case for private support of a public institution.

These principles are complementary and inseparable. We do not need to make any trade-offs between high scholarly and educational aspirations, diversity, and public engagement. On the contrary, engagement and diversity strengthen our academic mission and overall quality; advances in scholarly knowledge enhance our community, state, nation, and beyond. And none of this can be accomplished without financial security.

Challenges and Comparative Advantages

Significant challenges confront UCLA as we plan for the future. The “wealth” gap between public and private institutions, uncertainties about state and federal funding, dramatically rising costs, and a severe economic downturn threaten the vitality of higher education in the US at a time when competition from foreign universities is heating up and foreign governments are investing heavily in higher education and research. UCLA must develop strategies to compete in this environment and strengthen its place as a global academic leader.

Funding is an acute challenge, especially in today's economy. UCLA rose to prominence as a world-class university on the tide of funding from the State of California, but repeated rounds of reductions and the State's continuing financial weakness make it doubtful that UCLA can rely on the same degree of State support it has enjoyed in the past. UCLA, moreover, will not grow as it once did and so cannot count on an expanding student body to fund new academic programs except at the margin. Student numbers will remain roughly at today's levels although the mix of undergraduate, professional, doctoral, and post-doctoral students can and should change, especially if we seek to enhance graduate education at UCLA. Nor can UCLA count on a predictable stream of Federal research dollars, due to uncertainties in federal policies and budgeting as well as intensifying competition for that funding.

If our traditional revenue streams are increasingly uncertain, our expenses are certainly increasing. Like most organizations in the US, UCLA must meet substantial and growing costs in compensation, health and employee benefits, and utilities. Competition among our peer institutions also drives up the cost of recruiting and retaining outstanding faculty, students, and staff, while developing a first-rate scientific and scholarly research infrastructure requires substantial investments. (Appendix B provides a summary of the changing environment for research universities.)

IX. Appendix A

UCLA must sustain and build upon its state and federal advocacy efforts and demonstrate that it is worthy of the public investment that remains the core of its academic support. Yet, it must also rigorously control costs and seek out new streams of revenue if it is to attain financial security and sustain its academic quality.

These are daunting challenges, but they are not insurmountable. As we move forward, we must be aware of but not constrained by these realities. Fortunately, we have strong comparative advantages that enable us to overcome these challenges, improve quality, and strengthen our reputation as an internationally recognized leader in higher education.

UCLA has acclaimed academic standing: in the College, among the Professional Schools, and in Health Sciences. Part of our renown rests on our disciplinary breadth and quality across the campus as well as an established tradition of and appreciation for interdisciplinary scholarship. Our reputation rests as well on the exceptional quality of our faculty and students. We receive over 50,000 freshman applications each year. Furthermore, UCLA has been a leader in providing accessibility to low income, disadvantaged, and first generation students. We have the highest percentage of Pell Grant recipients among major research universities and nearly 40 percent of our graduating seniors each year entered UCLA as transfer students.

We are uniquely situated: perched on the Pacific Rim, neighboring Latin America, and sited in the city of Los Angeles, UCLA is close to the forces of global change. Our geographic location enables us indeed compels us to take advantage of opportunities for engagement locally and internationally. These are resources that can stimulate and strengthen research, teaching and service.

We have a compact campus. An excellent health science enterprise stands in close proximity to other academic and professional fields of study, and neither distance nor climate poses barriers to interaction. UCLA is making a remarkable transition from a commuter to

residential campus at the undergraduate level and is beginning to take the same steps for graduate students. The convenience of geography can produce a unique academic community for a research university.

We have outstanding scholarly resources on campus and nearby: libraries (e.g., Young Research Library, Clark Library, Getty Research Institute, Huntington Library); research centers (e.g., California NanoSystems Institute, Broad Stem Cell Institute, Jonsson Comprehensive Cancer Center, Center for Embedded Networked Sensing, Institute of Pure and Applied Mathematics, Institute of Geophysics and Planetary Physics, Institute of the Environment, Ethnic Studies Centers, and much more); Museums (e.g., Hammer, Fowler, and Getty); and other universities and research organizations (e.g., California Institute of Technology, University of Southern California, Jet Propulsion Laboratory, RAND and various CSU campuses). These resources create unusually rich opportunities for collaboration in research, teaching, and service.

We have developed close ties to the community throughout the Los Angeles area: in health services, community partnerships, education, social services, arts, the entertainment industry, technology and business, athletics and recreation, and in many other areas. UCLA Extension is one of the finest and most extensive programs in the country, reaching 60,000 students a year. UCLA also has a well-established tradition of community service and service learning.

We have strong donor and alumni bases and are situated in one of the wealthiest urban communities; our opportunities for fundraising and for overcoming the uncertainties of state funding are extraordinary. We have taken the lead among public institutions in sustained fundraising and are therefore well poised to achieve even more in the future.

Our system of shared governance engages faculty in all aspects of UCLA's academic enterprise. This contributes to UCLA's high quality, while also enabling faculty to participate in the decisions that affect UCLA's future.

IX. Appendix A

We have a firm commitment to the values that are the lifeblood of higher education: academic freedom; open access to information; free and lively debate conducted with mutual respect and freedom from intolerance; diversity among students, faculty, administration/staff, programs and curricula, recognizing that openness and inclusion produce true quality; civic engagement and responsibility to our community; and the highest ethical standards in research, training, and education. We must remain attentive to these values and assure that they are incorporated into our academic units and programs as we implement our plans.

Disciplinary and Interdisciplinary Capacity and Campus Initiatives

Among UCLA's comparative advantages is a longstanding commitment to interdisciplinary and multidisciplinary research and teaching. Many of the fundamental questions driving scholarship today are best approached through collaborative research efforts. It is ever more apparent, for example, that no single academic discipline can, by itself, comprehend the complex social and scientific challenges facing us. Instead, they must be tackled through a combination of disciplinary techniques and understandings, in which each discipline makes fundamental contributions. Practical, issue-oriented research and teaching as well as changes within the academic disciplines themselves compel scholars to foster affinities across disciplines. Nevertheless, to be successful, such linkages must grow out of excellent disciplinary programs and basic humanistic, scientific and creative endeavors. Without this bedrock of world-class disciplinary scholarship, undergraduate and graduate students alike would be inadequately prepared and collaborations would totter.

This combination of strong disciplinary and interdisciplinary capacity at UCLA is especially visible in several academic initiatives over the last decade that span disciplines, schools and divisions and that have stimulated new collaborations in research and teaching.

- The *Arts Initiative* supports multi-disciplinary programs and facilities, and has enabled creative endeavors and scholarship that cross the Schools of Arts and Architecture, Theater Film and Television, Engineering, and Medicine and the College.
- The *Bio-Science Initiative* aims to transform select areas in the biomedical and life sciences, such as neuroscience, bioinformatics/systems biology, and biological imaging, and to develop core facilities. The bio-science initiative spans the Division of Life Sciences and the School of Medicine and includes faculty from Engineering and the Physical Sciences, especially Chemistry.
- The *California NanoSystems Institute (CNSI)* supports collaborative projects between university researchers and industry, with the aim of facilitating technology transfer and commercialization of discoveries in nanosystems research. Originally founded in 2000 through a state initiative, CNSI has become a vital hub for collaborative research involving scholars from Medicine, Engineering and the College. A new 188,000 square foot building supports the work of CNSI through the provision of eight core research facilities and collaborative research space.
- *The Center for Society & Genetics* focuses on the relationships among genes, behavior, and community and brings together faculty from the Divisions of Humanities, Life and Social Sciences as well as from the Schools of Law, Medicine and Public Affairs.
- The *Information Technology* initiative encompasses two aspects an academic component supporting research in this area, and an administrative component focusing on how UCLA's IT resources should best be deployed to support the academic enterprise, with a focus on inter- school and interdisciplinary collaborations.

IX. Appendix A

- The mission of the *Institute of the Environment* is to generate knowledge and provide solutions for regional and global environmental problems and to educate the next generation of professional leadership committed to the health of our planet. It offers a B.S. degree in environmental science and a minor in environmental systems. Participating faculty come from a wide range of schools and departments including Management, Law, Life Sciences, Physical Sciences, Engineering, Public Affairs, Public Health, and the International Institute.
- The *International Initiative* encompasses both well-established international studies programs and the newer phenomenon of internationalization/globalization of higher education. UCLA's International Institute serves as the umbrella organization for a variety of international centers and educational programs, supports the development of infrastructure agreements with overseas universities, hosts international visitors, coordinates executive travel overseas, and fund-raises for international programs. It faces the challenges of aligning Title VI centers with current scholarship directions, improving the quality of its Interdepartmental Degree Programs and majors, and establishing a stable funding base.
- Through its *Stem Cell Initiative*, UCLA established a multidisciplinary research group focused on stem cell biology and regenerative medicine. The UCLA Institute for Stem Cell Biology and Medicine was launched in 2005 to foster close ongoing collaboration among UCLA's scientific, medical and academic disciplines. It has a strong emphasis on translational research. In recognition of a generous gift, the Institute was renamed the Eli and Edythe Broad Center of Regenerative Medicine and Stem Cell Research at UCLA in September 2007. The Center involves scholars from Medicine, the College, and Engineering.

Moving forward, UCLA will continue to support these and other initiatives to ensure their vitality and success. At the same time, we will encourage new collaborations that promise to expand our academic horizons and deepen our knowledge of the universe, the world, and the human condition.

Framework for Investment

UCLA's academic ascent over the last century was accomplished by investing in a broad array of programs across the arts, humanities, sciences, and professions to raise them in quality and distinction. Steady growth underwrote a strategic policy that led to consistent excellence in many different departments and programs. Various rankings and ratings demonstrate the wisdom of that strategy, for they show that UCLA is widely acknowledged to be one of the world's best universities. Given the adversities that UCLA now faces in the funding environment, however, such a policy of generalized investment is no longer practical. In the second century of greatness, in addition to maintaining its broad base of excellent programs, UCLA will make focused, select investments that can yield significant returns in knowledge and substantially elevate UCLA's prestige. The development of specific areas of great distinction spires of excellence will move UCLA to the forefront of institutions advancing knowledge and education.

At this stage, the Plan does not intend to single out those investments; more preparation needs to be done and we need to work our way through the present economic crisis before we can develop our investment strategy. We can, however, identify major areas of academic enterprise and accomplishment at UCLA within which such investments can be made. Rather than visioning UCLA as a collection of many different areas of research, scholarship and teaching, this thematic categorization highlights the major academic characteristics of UCLA and the connections among departments and programs. The framework consists of seven thematic areas, each of which emphasizes:

IX. Appendix A

- Scale, ranging from local to global;
- Collaborative relations within and among disciplines; and
- Connections to community and international issues.

This thematic framework allows departments, programs and centers to align their plans with campus goals. It will guide us in directing future investments to further our institutional aspirations. It also can help us to envision new ways of organizing scholarship and to articulate the academic goals of the campus as a whole to alumni, friends and communities.

Community, nation and society

Immigration, population trends, and the changing economy are among the forces transforming our society. The result has been widening social and economic disparities, as well as the emergence of new cultural and social formations. Diversity of every kind has become a fundamental reality of the new America and therefore a fundamental value of our institution. Gender issues, likewise, are of profound concern and need systematic attention inside as well as outside our community. Academically, we address these challenges through the study of immigration, race, gender and ethnicity; through the analysis of disparities in wealth, education, health/healthcare and status; the understanding of diverse and divergent cultural expressions; and through engagement in arts and performance. Diversity and gender equity are at once goals and topics of ongoing scholarly investigation.

International, transnational and global

UCLA has had strong programs in the realm of international studies for some time. In response to globalization, we must ensure continued competitiveness in scholarship and education. Additionally, UCLA is striving to enhance its role as an international university, extend its relations and exchanges with sister institutions around the world, and deepen its participation in international collaborations of scholars and students. Attention to global issues demands as well close attention to

the cultural, social, legal, economic, and environmental forces that work to distinguish regions as well as to draw them together. Given its location, UCLA has a special opportunity to develop relationships within the Pacific Rim and in Latin America.

Cultural tradition and innovation

New and emerging forms of cultural, artistic, and humanistic expression are both building upon and challenging traditional cultural values and forms of study. One of the most important and distinguishing features of research universities is the continuing commitment to exploring these fundamental changes in the humanities and arts. No other institution carries this broad responsibility. In addition to engaging in traditional scholarship, UCLA also links such endeavors to emerging disciplines such as ethnic studies, performance studies and transnational studies, as well as to innovative forms of scholarship, expression and communication emerging through the application of new technologies. As a result, engagement in transformative media and the digital humanities is growing on campus.

Environment and energy

As a public research university UCLA has a particular responsibility to engage in research and teaching that will help us understand the complex processes and problems of global climate change and consumption of nonrenewable resources. The study of environmental change, in turn, demands a commitment to research and education in the areas of geophysical dynamics, biological evolution, and human interaction with the earth. A necessary corollary to understanding environmental challenges is the need to explore new forms of energy production and energy efficiency. Environment and sustainability are not only areas of study but also concerns that inform all aspects of life at UCLA from design to behavior. UCLA is putting in place policies and practices that improve its sustainability and that can serve as models to others.

Health and bio-medical science

Nowhere are the challenges and promises facing human society more compelling than in the realm of the bio-medical sciences. A generation of scientific discoveries has opened up new realms of understanding and new potential for further knowledge and medical treatments. At the same time, old and new perils of disease strain society's capacity to help its citizens, here and abroad. The advance of both clinical and basic research raises acute questions about the intersection of science and society, the costs and ethics of medical technology, and the capacity to make access to healthcare a fundamental human right.

Foundational science and engineering

As one of the nation's leading universities, UCLA will continue to engage foundational questions in science and technology. The traditional distinctions between fundamental and applied research are blurring, promoting increasing levels of collaboration among life and physical scientists, mathematicians, and engineers. As just one example, efforts in bioinformatics and imaging engage faculty across the life and physical sciences with computer scientists and statisticians. The STEM disciplines of science, technology, engineering, and mathematics are of critical importance to our region and our nation's economic well-being. UCLA and other research universities have special responsibilities to ensure that students are qualified for postgraduate education or employment in these fields and that we are replenishing the supply of K-12 instructors.

Science, technology and economic growth

UCLA continues to be at the forefront of basic scientific discovery, technological innovation and economic advancement; it also seeks to apply new knowledge and new inventions for social benefits. Innovations in technology, translational research, and other forms of applied scholarship emerge from the discoveries of basic research. The development of a sophisticated understanding of markets, law,

institutions, and society along with improvement of forecasting and operating models create economic advantage and opportunities for growth. A strong scientific foundation in basic economic, physical, and bio-medical science is therefore an essential foundation for applied/translational research. While we cannot predict precisely the significance of all scientific discoveries, in today's environment the translation of basic research to practical applications occurs very quickly and requires a close collaborative relationship among researchers in different disciplines. We also need to appreciate how science and technology have at once advanced and threatened society. Similarly, a commitment to economic growth in our community entails a commitment to studying both the potential for enhancement and the danger of increased disparities.

Our investments in the next decade will be directed toward those programs and units that can do the most to fulfill UCLA's academic and educational aspirations in these areas of study.

UCLA Transformed

Our principles, framework, and investments will transform all parts of the campus and all aspects of our enterprise. This transformation will define UCLA as a 21st century public research university and set the standard for other institutions. This transformation will be apparent in three ways:

- 1) *UCLA will become a residential academic community.* Just as we transformed the undergraduate experience in the last twenty years and significantly improved student life on campus, we will take a further step, bringing faculty, staff, and graduate students closer to the campus and creating a highly integrated academic community. This master plan for an academic community will aid in recruiting and retaining the best faculty, staff, and students and thereby further our aspirations for excellence and diversity. It will also support UCLA's civic engagement goal by enabling members of the UCLA community to more fully participate in the life of the city.

IX. Appendix A

- 2) *UCLA will be the exemplar for problem-based teaching and research through local and international engagement.* UCLA will bring research, teaching, and service together through a deeper relationship with community and through a stronger emphasis on problem-based, translational, and other forms of applied scholarship. Diversity is integral to the new direction we are setting, as both a demographic objective and a topic for research. Because Los Angeles is an international city, research and scholarship conducted in our community will have applicability in urban areas around the world; and our international exchanges and scholarship will enrich our local community culturally and intellectually. Our efforts to serve the community also encompass our own campus, and we will strengthen practices and policies related to sustainability and environmental protection.
- 3) *UCLA will be the leader in fostering new forms of collaborative, multidisciplinary research and teaching.* As disciplines are transformed by new affinities and collaborations, UCLA will keep pace and smooth the path for making connections among faculty and students in different disciplines. This not only contributes to academic excellence and innovation, but also supports civic engagement and diversity, since scholarship and research on both areas tend to occur at the interstices of traditional disciplines.
- 4) *UCLA will make selective investments in critical programs to lead in knowledge building and academic excellence.* UCLA will become known for having world leading programs in select areas that match its overall academic goals.

Steps toward Transformation: Institutional Strategic Actions

The bold institutional transformation envisioned by this Plan requires strategic actions across the campus. These actions must be sufficiently ambitious to accomplish our goals but not so grand or complex that

they cannot be achieved. In a time of fiscal constraint, they cannot be unrealistically expensive. Yet, the constraints imposed on us by limited state and federal funding must not prevent us from moving forward.

Many of the strategic actions do not depend on new funds; they should be sustainable with the resources available. Other strategic actions will benefit from seed-funding, and some require more significant investments. Our overall aim is to make more efficient use of our existing resources and investments by directing them at strategic goals. In addition, we must be as enterprising as possible in developing new sources of revenue, consistent with our values as a research university. We have been among the most successful public universities in fundraising. Our principle of financial security demands that university advancement and the quest for new sources of revenue will remain high priorities.

These strategic actions are thus guided by our four primary aspirations of Academic Excellence, Civic Engagement, Diversity, and Financial Security. Each encompasses the customary tripartite mission of the research university: scholarship, education, and service. Each demands steps to strengthen our core academic mission and to push into new areas of academic exploration and enterprise. Our future depends on a commitment to undertake significant change in the ways we go about every facet of university business.

Recruitment and Retention

Academic excellence begins with recruiting and retaining the most outstanding students and faculty, and to be successful in this, UCLA must overcome the hurdles it faces in the cost of housing and quality of education. Our success in developing a residential campus at UCLA for undergraduates argues that the best way to enhance our competitiveness in recruiting and retaining faculty, staff, and graduate students is to make the UCLA campus the most desirable work environment in the country. UCLA's academic strengths, museums, performances, athletics and recreational programs, location, and

IX. Appendix A

campus aesthetics provide a strong base from which to work. We must also assure that UCLA remains competitive in respect to salaries, support, and fellowships.

Actions to be Taken

- Develop a master plan for faculty, staff, and postdoctoral fellow housing and begin implementation in order to provide additional housing on or near campus that meets workforce needs. Implement the remaining elements of the student housing master plan for both undergraduates and graduate students.
- Develop a master plan for creating a family-friendly campus through increased access to childcare and high-quality schools for the families of our faculty, post-doctoral scholars, staff, and students.
- Maintain competitive levels of faculty, administrative, and staff salaries. Aggressively counter outside recruitment of outstanding faculty.
- Increase financial support for graduate students, primarily through the recently launched Bruin Scholar Initiative, which has a goal of \$500 million for graduate fellowships and undergraduate scholarships.

Facilitating Research, Scholarship, and Creative Production

Academic excellence also involves investments in programs. Whether disciplinary or interdisciplinary, high-quality research, scholarship, creative production, and teaching depend on access to scholarly resources, infrastructure, and colleagues and students. UCLA must choose investments in the academic enterprise with an eye on where the institution can obtain the highest returns in the advancement of understanding and education. The traditional academic paradigm based on the work of independent scholars has been shifting, most visibly in

the natural sciences but increasingly in the social sciences, arts, and humanities, to greater interaction and collaboration among scholars within and across disciplines. As a result, it is imperative that we improve collaboration and consortium building across the campus by eliminating or mitigating barriers to collaborative and interdisciplinary work.

Actions to be Taken

- Seed a small number of promising disciplinary and interdisciplinary initiatives linked to the framework for choices.
- Determine how to best facilitate cross-disciplinary and team teaching in non-departmentally based centers, institutes and programs. Likewise, determine how best to distribute overhead funds from awards in which the principal investigator is a member of more than one campus entity (e.g., a department and an interdisciplinary institute).
- Nurture development of problem-based teaching and research that focuses on addressing major societal needs and issues. In so doing, however, UCLA must continue to support basic research and humanities, both of which are foundational to high quality research universities.
- Support faculty, trainees, and staff in the life and biomedical sciences by continuing to take legal action against the harassment and violence perpetrated by animal-rights terrorists. Along with law enforcement, develop proactive means of preventing/thwarting terrorist activities.

Teaching and Education

UCLA will continue to transform graduate and undergraduate education to develop content and pedagogy that match the changing nature of knowledge and the changing aptitude of its student base. We have already begun to use IT, collaborative teaching and learning,

IX. Appendix A

multidisciplinary topics, and service learning to break the traditional patterns of classroom learning and develop a richer environment for faculty and students. We will move further in this direction by increasing multidisciplinary learning opportunities and inviting students to address real world issues that require multiple approaches and collaborations. A critical aspect of the new public research university will be the ways in which we incorporate into undergraduate education our commitment to civic engagement and research. In addition, the highest quality education must attend to new trends, tools, and pedagogies. Alternative media and advances in educational technology open up new opportunities in the classroom and beyond, as well as new forms of scholarly communication.

Actions to be Taken

- Make civic education a core commitment of UCLA educational programs, at both the baccalaureate and graduate levels.
- Identify and implement cost-effective methods to enable faculty to teach outside their own departments in interdisciplinary or multi-disciplinary courses.
- Improve teaching space by building or renovating classrooms in order to support current educational practices, including the use of instructional technology. Also needed is specialized space for medical education and other professional programs. Expand our capacity in educational technology and media, focusing on the technologies that offer UCLA a competitive advantage.
- Continue to develop opportunities for students to engage in capstone projects, as a means of integrating knowledge within and across the disciplines they have studied.
- As student needs and characteristics evolve, so must support services and co-curricular activities. Continued survey research and program evaluations are needed to facilitate this alignment.

- Articulate objectives for academic programs and, through Academic Program Review and other means, regularly assess student and program success in achieving these objectives.

Civic Engagement

By increasing our engagement with Los Angeles, UCLA can set an example of how a public research university can be a leading partner in addressing pressing societal issues. As a public urban research university, UCLA has special responsibilities related to *community-based, applied, and translational research* that is, scholarship that directly benefits Los Angeles and advances knowledge. It also has responsibilities for civic education, through traditional classroom instruction, experiential and service learning, and through student participation in research, internships and professional training, and co-curricular activities. Virtually every academic unit in UCLA already provides research, scholarship, art, education, or other services that enhance Los Angeles. The challenges we face are coordinating and focusing such activities, making them more visible to the community, and elevating civic engagement to become a core institutional value and commitment.

Actions to be Taken

- Foster problem-based research, scholarship, and teaching that address urban issues and promote civic engagement.
- Continue development of the Luskin Center for Innovation a new interdisciplinary unit that brings together faculty from a variety of disciplines to address critical social issues, while also expanding educational opportunities in community scholarship. This work will improve the quality of life for the communities we serve.
- Support the UCLA Community School, scheduled to open its doors in Fall 2009. The school, which is located in one of the most densely populated areas in California - inhabited predominately by minority and low income populations will

IX. Appendix A

offer outstanding education to a diverse student body. In so doing, it stands as a symbol of UCLA's commitment to the children of Los Angeles.

- Support the statewide Science and Math Initiative, by strengthening and coordinating UCLA's efforts to educate the next generation of outstanding K-12 science and math teachers especially those who are committed to teaching in the public school system and underserved communities.
- As indicated in the section on *Teaching and Education*, we also will make civic education a core commitment of UCLA educational programs.

International Engagement

While Los Angeles may serve as the setting for discovery and application, results of such research will have applicability to urban areas worldwide. Our institutional planning must therefore extend from local to global. In short, UCLA is a globally thinking university; its Los Angeles location and local context enriches and to some extent shapes its approach. Because of its outstanding academic quality, commitment to public betterment, and its location, UCLA is ideally suited to address societal needs worldwide in ways that will enhance its scholarly and educational reputation.

Actions to be Taken

- Develop UCLA as an “international university” that attracts the best faculty and students worldwide and is distinguished by strong faculty and student exchange programs, research conducted internationally, and application of research conducted in Los Angeles to urban areas worldwide.
- Establish a limited number of comprehensive strategic partnerships with the world's best universities (focusing on

Asia and Latin America) to support collaborative research, teaching and engagement.

- Conduct a feasibility study for a conference center that could attract visitors from around the world to UCLA; if desirable, initiate planning.
- Double the number of students who study abroad by 2019. With increasing interconnections between our communities and communities around the world, we have a responsibility to help students understand the meaning of those connections and the communities and cultures with which they are inextricably linked.

Diversity

UCLA has long valued diversity in its student body. Although we have had a Diversity Initiative in place for approximately the last decade, we have made only modest gains in enrollment of students from under-represented minority groups. The same can be said for faculty hiring and for hiring senior staff and administrators. Although we must adhere to the constraints imposed by Proposition 209, we can and must make progress and increase diversity of faculty, students and staff. This includes but is not limited to gender, ethnicity, geographic, and socioeconomic diversity. Increasing diversity requires close attention to creating a welcoming and hospitable community at UCLA, ensuring equity in opportunities and salaries, offering mentoring and support as needed, and insisting on understanding and tolerance. In addition, diversity is a community responsibility. All campus leaders must become advocates for diversity and must assure that diversity remains a priority.

Actions to be Taken

- Reinvigorate the Chancellor's Advisory Group on Diversity and ask the group to develop an institutional strategic plan for diversity; based on this, every school and division will develop

IX. Appendix A

a related plan. Progress on implementation of the plan and results will be reviewed by the Provost annually and provided to decanal review committees.

- Deans will work with faculty and, to the greatest extent possible, seek wide and diverse candidate pools. By 2012, all faculty serving on search committees will have participated in training. Deans will review all candidate pools for faculty hires and instruct search committees to re-open or extend searches if the pool lacks diversity.
- Strengthen the postsecondary pipeline, reaching out to urban schools and to colleges and universities with large numbers of African Americans and Latinos. Seek grant funding and private funding for such endeavors. The UCLA Community School is an innovative and intensive model for how UCLA can both prepare students for college and facilitate relevant research.
- Although we are prohibited by law from developing numerical goals, we can and will apply accountability measures to assure that all schools and divisions are taking steps associated with diversity, including those described above. To achieve this, we must improve and increase data about diversity, including data related to faculty hiring, retention and promotion; student admissions, academic success and persistence; staff promotions and retention; involvement in campus life; and perceived campus climate.
- Foster research and teaching about diversity and about issues affecting diversity. Provide courses and curricula that will attract minority faculty and students; at the same time, we must consider the pedagogies and practices that enable the broadest range of students to succeed across the disciplines.

Financial Security

Recognizing that the limitations of the State Budget no longer allow robust central investment, we must become more efficient and more entrepreneurial in order to enhance financial security. In addition, we need to be cognizant of the trade off between using increased student fees to offset declines in state funding and our commitment to keeping UCLA affordable to all socio-economic groups. UCLA must search for ways to increase administrative efficiency and increase new kinds of revenue.

Private giving is essential to UCLA's continued quality, and we have been notably successful in recent years in raising the level of giving. Although "public" in its history and traditions, indeed in its DNA, UCLA will increasingly rely on private support to develop and sustain outstanding scholarship and teaching. Private giving will be essential for growth and innovation.

All efforts to cut costs and/or increase revenues carry academic implications, but some are more directly related to the academic enterprise than others. These become our priorities for this section of the plan.

Actions to be Taken

- Establish academic themes and priorities for long-term planning for fundraising. Since most donors give to individuals, not to institutions, faculty should be asked to participate in fund-raising to the fullest extent possible.
- Expand activities in the area of technology commercialization, technology transfer, and returns from Intellectual Property and licensing. Stimulate economic development by (a) establishing a research incubator to stimulate applied and translational research and to promote commercialization of research findings and new technologies; and (b) conducting a feasibility study of a research park to house UCLA-related private enterprise as a

IX. Appendix A

means of promoting technology transfer and stimulating the local economy. Because these revenue streams are unpredictable and uneven, the university must be cautious in its planning.

- Consider developing self-sustaining degree programs as a promising means of enhancing education and generating revenue. Distance learning should be considered as one way to deliver such programs, provided academic quality remains strong. Summer programs and partnerships with Extension offer other possible means of generating revenue. Such programs may have the added benefit of reaching students unable to participate in the traditional academic calendar.
- Increase significantly the rate of alumni giving. Develop a culture of philanthropy among donors, alumni, and the campus community by strengthening the connection between students/alumni and their UCLA experiences.
- Seek opportunities to partner with entrepreneurs and the private equity community. Los Angeles is an entrepreneurial city a private equity/venture capital community. By working more closely with community leaders in Los Angeles, UCLA is likely to discover innovative approaches to increasing revenues and reducing costs.
- Consider focused budget cuts, re-structuring, consolidation of functions, and other measures to help control costs, since increasing revenues may not be able to cover increasing costs. Specific areas for consideration include creating administrative centers to serve a collection of schools, departments or centers; reducing costs associated with the academic personnel process, and reducing IT costs through reduction and consolidation of data centers.

Infrastructure and Administrative Services

Excellent scholarship requires continued investment in the infrastructure necessary to carry out research, whether in the form of research laboratories, studios, libraries or computer labs. We must improve the entire academic infrastructure in order to support advancement in collaboration, interdisciplinary research and teaching, and basic scholarship. In addition, as an institution, we must make a dedicated effort to keep pace with technological change and use it to advance our scholarly mission. Finally, we need to offer strong administrative and support services for teaching and research.

Actions to be Taken

- Complete the seismic retrofit of the Center for Health Sciences, to develop safe and modernized space to support state-of-the-art research and teaching across the health sciences. This effort is integral to UCLA's quality, prestige, and continued development.
- Develop a long-term Information Technology strategy for the campus that will address critical issues in technology, organization, and funding. Decisions about UCLA's IT infrastructure and systems will have long-term effects on administrative efficiency, academic competitiveness, and fiscal well-being. The usefulness of such a plan depends on our ability to develop a funding model that can support the academic and administrative needs and aspirations. With this in mind, we support the development of new UC regional data centers to expand academic computing capacity.
- Determine and develop the library resources and services that will best support learning, teaching, scholarship, and research as we move forward in the 21st century. Libraries are undergoing profound changes, such as digitization, rapidly escalating costs of materials and changing demographics, with different patterns of learning, work, and study. UCLA's library has long

IX. Appendix A

been one of its great academic strengths, and we must assure its continued quality but that may not be defined using traditional library formats or indicators.

- We must review and reform as needed administrative structures and processes that support the academic enterprise. This involves both service and compliance functions. Our administrative units must facilitate academic work and also promote a “culture of compliance” in an environment characterized by growing regulation and accountability requirements.

Communicating Excellence

We want to increase visibility for all of UCLA's contributions to scholarship, education, and community, within UCLA, in our local community, and around the world. A goal of scholarship is the dissemination of new knowledge and understanding, so that in publicizing our work and accomplishments, we are furthering the mission of the institution. In addition, outreach is a fundamental function of a public research university, especially for UCLA because of its aspiration to be a leader in community engagement. We should partake in a meaningful public dialog about issues and ideas generated by our research and scholarship, and thereby enhance our educational mission. UCLA is an active and energetic community, but our resources and talents are often dispersed and fragmented, especially in some key areas (e.g., environment, international, neuroscience). As a result accomplishments in some areas are not widely apparent within UCLA or beyond and key opportunities are not surfaced for increased External Affairs support. Academic and administrative units must sustain and extend their collaborations to bind our community in new ways as well as help us engage in the public outreach that is such a fundamental part of a public research university.

Actions to be Taken

- Increase public understanding and support for UCLA's role as a vital community asset. Toward this end, extend publicity

regarding academic activities and accomplishments inside and outside the UCLA community.

- Develop a robust communications strategy that draws in and coordinates academic units on campus (schools, divisions, centers, departments, and programs) to enable a stronger articulation and representation of UCLA's institutional strengths.

Summary of Strategies

Category	Strategy
Facilitating Research, Scholarship, and Creative Production	Seed a small number of promising initiatives
	Determine how to best facilitate cross-disciplinary teaching in non-departmentally based units
	Continue to take legal action against animal rights terrorists
Recruitment and Retention	Develop a master plan for a family friendly campus: housing, childcare, schooling
	Maintain competitive levels of faculty, administrative, and staff salaries. Aggressively counter outside recruitment of outstanding faculty
	Increase financial support for graduate students
Teaching and Education	Make civic education a core commitment of UCLA educational programs
	Develop new methods to enable faculty to teach outside their own departments
	Improve teaching space and expand capacity in educational technology

IX. Appendix A

Teaching and Education cont'd	Continue to develop opportunities for capstone projects
	Align support services and co-curricular activities with student needs
	Articulate and assess learning objectives
Civic Engagement	Foster research, scholarship, and teaching that address urban issues and promote civic engagement. As an important part of this effort, the Luskin Center for Innovation will bring together faculty from many disciplines to address critical social issues
	Support the UCLA Community School
	Support the statewide Science and Math Initiative
	Make civic education a core commitment of UCLA educational programs
International Engagement	Develop UCLA as an “international university,” distinguished by strong faculty and student exchange programs, mutually beneficial relationships with foreign universities, research conducted internationally, and application of research conducted in Los Angeles to urban areas worldwide
	Conduct a feasibility study for a conference center that could attract visitors from around the world to UCLA.
	Double the number of UCLA students involved in overseas learning by 2019

Diversity	Reinvigorate the Chancellors Advisory Group on Diversity and ask the group to develop an institutional strategic plan for diversity
	Deans will work with faculty to seek wide and diverse candidate pools
	Strengthen the postsecondary pipeline, reaching out to urban schools and colleges and universities with large numbers of African Americans and Latinos
	Apply accountability measures to ensure that all schools and divisions are taking steps associated with diversity
Financial Security	Foster research and teaching about diversity and about issues affecting diversity
	Establish academic themes and priorities for long-term planning for fundraising
	Expand activities in the area of technology commercialization, technology transfer, and returns from Intellectual Property and licensing
	Consider generating revenue while providing high quality educational options for students such as self-sustaining degree programs, distance learning, professional school fees, summer session courses and programs, and partnerships with Extension
	Increase the rate of alumni giving
	Seek opportunities to emulate and partner with entrepreneurs and the private equity community
Consider focused budget cuts, restructuring, consolidation of functions, and other measures to help control costs	

IX. Appendix A

Infrastructure and Administrative Services	Complete the seismic retrofit of the Center of Health Sciences
	Develop a long-term Information Technology strategy for the campus
	Determine the library resources and services that will best support learning, teaching, scholarship and research
	Review and reform as needed administrative structures and processes that support the academic enterprise
Communicating Excellence	Increase public understanding and support for UCLA's role as a vital community asset
	Develop a robust communications strategy that draws in and coordinates academic units

Conclusion

How do we know whether our plan is effective? What tangible measures, results, or outcomes should we use to demonstrate success? To address these questions, we will take two steps:

- 1) We will conduct an annual assessment of the strategic plan, covering three issues:
 - a. Has the plan been implemented as intended? That is, have the strategic actions been undertaken?
 - b. Is the plan having its intended effects? Are the strategic actions transforming UCLA as envisioned with regard to becoming a comprehensive academic community; an exemplar for problem based teaching and research; and a leader in fostering new forms of multidisciplinary collaboration in research and teaching?

- c. Is the plan bringing unintended effects, positive or negative?
- 2) We will establish an accountability framework. For UCLA as a whole, we will use the framework now in development at the Office of the President. For the College and professional schools, the accountability framework will include the following characteristics:
 - a. A common core of performance indicators and measures for each unit, including but not limited to workload measures, enrollment, resources and expenditures, processing of academic personnel cases, and diversity.
 - b. Performance indicators unique to the school or division, reflecting the unit's context and goals.
 - c. A focus on issues and outcomes over which deans can exercise significant influence.
 - d. Comparisons over time (trend data).
 - e. Comparisons to major competitors, with the intent of assuring that we are improving more rapidly than our competition.
 - f. Insofar as possible, multiple measures of the same construct or goal.

The accountability framework is not intended to be the only, or even the most important, means of assessing the effectiveness and progress of an academic unit. It does, however, lay the groundwork for discussion of a unit's situation and needs. Perhaps most important, the accountability framework focuses all members of the community on what is most important, and our progress in implementing the strategic actions that will help us achieve our goals.

The regional accreditation agency, Western Association for Schools and Colleges, expects all universities and colleges to specify learning

IX. Appendix A

outcomes for every degree program and then to measure the extent to which such outcomes are met. Similar pressures are emerging at the systemwide, state, and federal levels; in addition a number of professional associations such as the National Association of State Universities and Land Grant Colleges are sponsoring related initiatives. Although assessment of learning outcomes poses conceptual, technical, and logistical challenges, we will take steps in that direction.

The higher education environment is changing, both nationally and for UCLA specifically. Limited resources, increasing external demands and expectations, and the changing nature of research and scholarship require us to accept new responsibilities while changing well-established practices and structures. This academic plan is intended to help all members of our community balance these competing pressures and needs. As we observe the changing environment and monitor our development as an institution, we will inevitably change this plan, but we expect the four guiding principles to remain relevant for years to come. As we transform UCLA to more fully embody these principles, we will also preserve what is best about our campus -- its academic quality, values, and community.

DRAFT

Attachment A (DRAFT)

UCLA Mission Statement

UCLA's primary purpose as a public research university is the creation, dissemination, preservation, and application of knowledge for the betterment of our global society. To fulfill this mission, UCLA is committed to academic freedom in its fullest terms: we value open access to information, free and lively debate conducted with mutual respect for individuals, and freedom from intolerance. In all of our pursuits, we strive at once for excellence and diversity, recognizing that openness and inclusion produce true quality. These values underlie our three institutional responsibilities.

Learning and teaching at UCLA are guided by the belief that undergraduate, graduate and professional school students and their teachers belong to a community of scholars. This community is dedicated to providing students with a foundational understanding of a broad range of disciplines followed by the opportunity for in-depth study of a chosen discipline. All members of the community are engaged together in discovering and advancing knowledge and practice. Learning occurs not only in the classroom but also through engagement in campus life and in communities and organizations beyond the university.

Discovery, creativity and innovation are hallmarks of UCLA. As one of the world's great research universities, we are committed to assuring excellence within a wide range of disciplines, professions and arts, while also encouraging investigation across disciplinary boundaries. In so doing, UCLA advances knowledge, addresses pressing societal needs and creates a university enriched by diverse perspectives in which all individuals can flourish.

Civic engagement is fundamental to our mission as a public university. Located on the Pacific Rim in one of the world's most diverse and vibrant cities, UCLA reaches beyond campus boundaries to establish partnerships locally and globally. We seek to serve society through both teaching and scholarship, to educate successive generations of leaders,

and to pass on to students a renewable set of skills and commitment to social engagement.

UCLA endeavors to integrate education, research and service, so that each enriches and extends the others. This integration promotes academic excellence and nurtures innovation and scholarly development.

IX. Appendix A

Attachment B (DRAFT)

Trends in Higher Education Affecting UCLA

- 1) A growing gap between rich and poor universities increases the challenges we face in faculty and student recruitment and retention.
- 2) Declining public support for higher education coupled with increased costs for energy, construction, benefits, retirement, graduate student support, merit increases, and more severely strain UCLA resources. Academic leaders must establish priorities for support, become more entrepreneurial, and prepare to cut costs. Private fundraising is essential.
- 3) Uncertainty about federal research funding indicates the need to diversify sources of funding. At the same time, private support for research funding raises a host of ethical and legal issues, which must be addressed.
- 4) A shift in balance from basic research toward applied and translational research carries implications for the organization, prioritization, and support for research at UCLA.
- 5) A rapidly changing technological environment resulting in an increasing emphasis on intellectual property and technology commercialization are increasingly important to our academic reputation and success as well as revenues.
- 6) Increasing demands for accountability, returns on investment (e.g., learning outcomes; short-term benefits of research), and compliance and external controls place new demands on UCLA.
- 7) Increases in the number and percentage of non-tenure track faculty as well as the number of non-FTE faculty in 'soft-money' positions raises questions about career tracks and the protection of shared governance.
- 8) New competitors in research and education further increase the challenges of recruitment and retention and also reduce the number of individuals in the academic pipeline.
- 9) Globalization and internationalization raise new competitive pressures as well as great opportunities.
- 10) Today's labor market demands lifelong learning and challenges us to assure our educational programs prepare students for their careers over the long run.
- 11) Demographic change influences the number, diversity, and distribution of college bound students, posing challenges for enrollment planning particularly as it applies to diversity.
- 12) State and community expectations that higher education will be an economic engine and serve the community add an important dimension to the societal function of higher education and fuel the importance of civic engagement.

IX. Appendix B

Draft Seismic Correction Program at UCLA, Overview and Update May 2009

Overview

Since 1985, a variety of plans and actions have been taken by UCLA to assure the structural safety of campus buildings. Seismically strengthening the large number of buildings requiring such work on the campus is a complex and difficult task. Progress has been made both in the understanding of how to manage, stage, and comprehend the requirements of these projects, as well as in the actual reconstruction of buildings. Many factors have been considered including:

- development of cost-effective seismic strengthening alternatives based on local physical conditions;
- definition of necessary repair standards;
- incorporation of required fire/life safety upgrades, hazardous material abatement and accessibility improvements;
- incorporation of code required building systems upgrades;
- decision making as to elective building systems upgrades;
- maximization of program opportunities;
- prioritization of fund source allocations;
- coordination of projects with multiple fund sources;
- resolution of operational and logistical issues relative to staging; and evaluation of price/value with respect to construction of permanent or temporary staging facilities.

To date, seismic renovations of most general campus structures have been completed, including all buildings rated seismically “Very Poor”; and detailed planning is underway for remaining facilities on and off the campus. In total, the campus has completed seismic corrections to 36 structures representing 4.3 million gross square feet (gsf), and has seismic work in progress on 8 structures totaling 1.4 million gsf. There

are a total of 14 structures with seismic work remaining in 1.7 million gsf including 11 structures in the CHS (1.6 million gsf), an off-campus library (14,140 gsf), and one auxiliary office building (97,502 gsf). The following chronology lists the ongoing efforts made at UCLA.

Chronology

- 1971 Sylmar earthquake
- 1972 UCLA proposes a plan to upgrade the State-supportable, pre 1933 buildings on the campus: Royce, Powell, Haines, Kinsey, Dance, and Men's Gym. The plan was approved, and Kinsey Hall vacated. However, structural work on Kinsey does not begin as funding for construction is halted by the State legislature. All funding for seismic reconstruction is put in abeyance in order for studies to be conducted to determine the order of magnitude of the problem.
- 1978 The University of California, in concert with the State, undertakes a survey of all campus buildings, assigning them seismic performance rankings of “Good,” “Fair,” “Poor,” and “Very Poor.” At UCLA, 24 buildings are rated in the “Poor” or “Very Poor” categories, comprising 3,429,000 square feet of space, or approximately 28% of the total campus inventory.
- 1981 The California Seismic Safety Commission sets forth a cost-benefit analysis to determine how the most lives could be saved when compared to the cost of seismically rehabilitating a building. This, in concert with the “Good,” “Fair,” “Poor,” and “Very Poor” ratings becomes the system by which campus buildings are prioritized for seismic rehabilitation.
- 1983 The campus establishes the UCLA Ad Hoc Joint Senate-Administrative Earthquake Safety Committee to review then current information concerning seismic safety at UCLA and to recommend actions to the campus.
- 1985 The UCLA Ad Hoc Joint Senate-Administrative Earthquake Safety Committee publishes its report, “A Campus at Risk,”

IX. Appendix B

predicting the potential of 2,000 lost lives should a major earthquake occur and making eight different recommendations to the campus. These recommendations include:

1. A strong joint advocacy position is taken by the UCLA administration for a timely program of seismic upgrading of UCLA buildings.
2. Funding be allocated for additional studies to establish priorities within campus resources for seismically rehabilitating buildings.
3. The campus commits resources to a non-structural seismic anchoring program.
4. The campus evaluates other non-structural hazards.
5. A study of the hazards of chemical, biological, or radiation spills, as well as fires is undertaken.
6. The campus develops an earthquake preparedness plan.
7. Earthquake planning for the Medical Center is undertaken.
8. The University re-evaluates its exposure to large earthquake-related losses and potential liability, and develops strategies to reduce that exposure.

The Chancellor funds these recommendations by establishing an Emergency Response Coordinator position, providing study funds for campus buildings and funding a seismic anchoring program. Studies for chemical and non-structural hazards were undertaken.

- 1987 The “Seismic Correction Program at UCLA” is developed, based on studies of all the campus buildings previously rated “Poor” or “Very Poor,” plus some additional buildings specified by the committee. In all, 37 buildings are studied in detail and 33 of them are found to require structural strengthening. The Seismic Correction Program, as originally

conceived, is an extremely aggressive approach to upgrading these buildings. The proposal includes innovative contracting, special bonds for financing, a single re-usable staging facility, and multiple-building projects. When bond funding is not made available, the campus revises the plan to include one building per year in the State Capital Improvement Program, lengthening the time frame for complete rehabilitation to over 25 years.

- 1989 The Loma Prieta earthquake again spurs interest in accelerating the needed seismic corrections at all nine campuses and UC President Gardner proposes and funds the Seismic Strike Force. The Strike Force is intended to rapidly upgrade buildings with special bond funding. UCLA applies for and receives funds to upgrade Moore Hall, Math Sciences, and Bunche Hall.

- 1992 UCLA, in a continuing attempt to understand and control project development and costs, develops guidelines for seismic work on the campus. Experience on a number of different seismic rehabilitation projects indicates to the campus that not all structural engineers are operating in consonance with the fundamental premise behind The Seismic Correction Program, i.e., realistic evaluation of seismic performance and identification of seismic mitigation work designed to correct significant deficiencies. Examination of several proposed designs reveals that code-based thinking is directing much of the rehabilitation work, particularly as it related to foundations, overturning, and concrete detailing evaluation. Guidelines for a broad range of structural engineers are developed explaining the type of difficult decision-making required.

- 1993 By the end of calendar year 1993, the campus has studied additional buildings, including the Center for the Health Sciences (CHS) complex, and made substantial progress on reconstruction work on the campus:

1. Construction has been completed on ten structures,

IX. Appendix B

including the high-rise residence halls and the Strike Force buildings.

2. Construction is underway on Powell Library and the University Elementary School.
3. Three buildings are in design phases.
4. Thirteen buildings are included in the ten-year State Capital Improvement Program.

The campus believes that the Seismic Correction Program could be substantially completed by the year 2013.

1994 In the wake of the Northridge earthquake, the campus again re-evaluates the Seismic Correction Program. Several campus buildings are seriously damaged. Detailed engineering work and claims processes with FEMA are immediately begun. The reconstruction of Royce Hall is accelerated and the State Capital Improvement Program is refocused on seismic work.

1996 The twelve core campus buildings requiring damage repair and structural rehabilitation are addressed through a combination of FEMA, State, and campus resources on a building-by-building basis.

A master plan for reconstruction of the CHS has been developed. The detailed damage assessment and engineering studies have determined that the CHS building structure experienced serious and extensive weakening. Without significant structural repair, it is anticipated that the hospital will not be operational and that portions of the facility could experience partial collapse as a result of another moderate to major seismic event. Several repair alternatives are developed in response to three major objectives: (1) to provide life safety for all occupants of the CHS in the quickest and most cost-effective manner possible; (2) to minimize construction impacts and maintain existing patient care, research, and teaching operations without interruption; and (3) to separate research and education space from inpatient care space in order

to remove it from OSHPD's jurisdiction and reduce the cost of seismic renovation of non-acute care space. It is determined that these three objectives can best be achieved through the combination of new construction, demolition of the most hazardous portions of the CHS, and seismic and life safety rehabilitation of other retained portions.

The proposed new construction will minimize operational disruption and reduce overall project costs by allowing for the one-time relocation of patient care, teaching, and research functions displaced to accomplish the seismic rehabilitation. The new construction includes: (1) a new hospital to replace both the Medical Center and Neuropsychiatric hospitals, funded with FEMA funds, State-matching funds, gifts and hospital reserve funds; (2) two laboratory research and research training replacement buildings, funded with State and gift funds; and (3) a gift-funded third replacement building to consolidate teaching and library functions. Phased in conjunction with the construction of the new facilities (approximately 925,000 Asf), portions of the existing CHS will be demolished (approximately 925,000 Asf), and the remaining portions of the CHS will undergo seismic and life safety renovation. This renovation will be funded through a combination of State and gift funds.

1997 Multi-year negotiations with FEMA regarding the Center for the Health Sciences are concluded, resulting in a \$433 million Federal grant coupled with a special State allocation of \$44 million (Westwood) and a \$72 million Federal grant for Santa Monica.

1998 Core campus negotiations with FEMA are concluded, resulting in a multi-building grant of approximately \$95 million coupled with a special State allocation of approximately \$10 million.

1999 In response to President Atkinsons's directive to assess seismic risk in light of the most recent understandings of structural performance of buildings during earthquakes, a re-evaluation

IX. Appendix B

was undertaken to further identify any structures requiring seismic strengthening. A total of 110 buildings were evaluated, with 12 additional structures found to be “Poor” and 2 structures “Very Poor”. The campus begins the process of engaging consultants to develop structural solutions and costs to strengthen these buildings.

- 2000-09 Of the 12 “Poor” and “Very Poor” structures identified in the revaluation process of 1999, corrective work on 10 is complete. These include the Melnitz Auditorium Ceiling (1999), three off-campus apartment buildings (2000), Parking Structure 32 (2004), Capital Programs (2005), Geology (2006), GSEIS (2007), and Public Safety (vacated and demolished in 2008 and a replacement facility scheduled for completion in 2009). In 2009, a project was approved to seismically upgrade the off-campus seven-unit Faculty Weyburn apartment building (scheduled for completion in 2010). Remedial repairs were made to Strathmore Bridge in 2002, and a project to upgrade the structure is currently under development.
- 2003-07 The replacement central plant and emergency center are completed at Santa Monica-UCLA Orthopaedic Replacement Hospital.
- 2004-08 Two replacement laboratory research buildings for health sciences functions and a replacement hospital for medical center functions displaced from seismically deficient space in the Center for the Health Sciences are completed and occupied on the Westwood campus.



Royce Hall



This booklet is printed on BOISE ASPEN 100 Premium Recycled Paper, which is 100% Recycled, made of 100% Post-Consumer Content and without the use of chlorine or chlorine compounds.