



UNIVERSITY OF CALIFORNIA

UNIVERSITY
OF
CALIFORNIA

Capital Financial Plan

2014-24 Capital Financial Plan

2014-24

FOREWORD

This 2014-24 *Capital Financial Plan* delineates the University's multi-year program of proposed capital construction and renovation. Submitted annually for acceptance by the Regents, the 2014-24 *Capital Financial Plan* incorporates the following required reports:

- *The Annual Budget for State Capital Improvements;*
- *The University of California Five-Year Capital Outlay Plan for State Funds; and*
- *The Annual Report on Campuses' Ten-Year Capital Financial Plans.*

Subsequent to the Regents acceptance, the 2014-24 *Capital Financial Plan* will be submitted to the State of California to comply with the statutory requirement for providing the five-year capital outlay plan.

The 2014-24 *Capital Financial Plan* presents proposed capital projects for each campus and the Division of Agriculture and Natural Resources, in the larger context of goals and needs, current economic conditions, and specific circumstances. This document demonstrates the University's efforts to align its capital proposals to anticipated demographics, academic and research initiatives, safety-code requirements, financial resources, and the public service needs of California.

The 2014-24 *Capital Financial Plan* provides a perspective on the University's overall capital program, followed by a chapter for each location that presents the capital projects necessary to achieve its goals. Detailed project information for the first two years may be viewed at <http://www.ucop.edu/capital-planning/resources/2014-24-capital-financial-plan.html>.

The Regents are responsible for the capital program and, traditionally, most major capital projects were presented for their review and approval. As a result of recent changes in delegations of authority, a much smaller cohort of projects are directly reviewed by the Regents. In spring 2013,

the delegation of authority to the Chancellor's for project approvals was raised from \$5 million to \$10 million.

Additionally, the pilot phase of the Delegated Process for Capital Improvement Projects ("Delegated Process") was approved by the Regents in March 2008. Campuses may - for projects eligible under the Delegated Process, including budgets less than or equal to \$60 million - complete a checklist verifying that the project adheres to all applicable laws, regulations, and UC policies. Once the project and checklist are confirmed by the Office of the President, the President recommends that the project may be approved by the Chancellor. Through this process, campuses have the responsibility and accountability for the successful delivery of capital projects; the Office of the President provides due diligence regarding legal, financial, or policy issues; and the Regents exercise portfolio oversight of capital projects.

From its initiation in 2008 through the end of fiscal year 2013-14, the Delegated Process for capital project approvals has received 86 submittals, representing 79 projects with 128 separate actions for budget and/or design approval. To date, projected budgets total \$1.69 billion have been forwarded for Chancellors' approvals through the Delegated Process. The reporting on these delegated projects, as well as all other active projects, are presented to the Regents as part of the *Annual Report on Major Capital Projects Implementation*. The Delegated Process is scheduled to sunset in March 2015, and Office of the President is working with campuses to ensure continuation of this program.

The projects included in this 2014-24 *Capital Financial Plan* have been reviewed for suitability of their scope, and budget. The Plan includes projects funded with debt financing, campus funds, gifts, auxiliary reserves, federal funds, and State funds.

The *Capital Financial Plan*, however, does not encompass all of the University's capital needs. The broader spectrum of needs to be addressed in future capital programs is included in each location's discussion of its goals, priorities, and long range-capital planning.



UC Merced - Science & Engineering 2 Bldg



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PERSPECTIVE

On March 29, 1868, the California State Legislature granted a charter for the organization of a state university to be known as the University of California and to be a public, State-supported land-grant institution. The State Constitution¹ established UC as a public trust to be administered under the authority of an independent governing board, the Regents of the University of California. Designated as the primary State-supported academic institution for research, the University is the public segment primarily responsible for awarding the doctorate and many professional degrees in areas such as medicine and law. The *1960 Master Plan for Higher Education* articulated the University's three primary missions:

- Instruction of qualified individuals through undergraduate, graduate, professional, and post-doctoral programs.
- Research programs with an emphasis on teaching research at both the undergraduate and graduate levels.
- Public service, including outreach and K-14 improvement programs, cooperative agricultural extension programs, and health-sciences clinical care programs.

Campuses and Health Sciences: The University of California system today encompasses ten campuses, five medical centers, eighteen health professional schools, five law schools and the state's only public veterinary school. The ten campuses are located in Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Barbara, and Santa Cruz. All of the campuses, except San Francisco, offer undergraduate, graduate, and professional education; the San Francisco campus is devoted exclusively to health sciences graduate and professional instruction. UC's health program includes five academic medical centers located in Davis, Irvine, Los Angeles, San Diego, and San Francisco; two dental schools, three nursing schools, two public health schools, two pharmacy schools, an optometry school, and a veterinary school.



Lab Students, Merced Campus

Agriculture and Natural Resources: The Division of Agriculture and Natural Resources is a statewide research and public service organization that serves a large and diverse agricultural community. The division conducts studies on the Berkeley, Davis and Riverside campuses, at nine Research and Extension Centers spread across the state, and on private land in cooperation with California producers. In addition, research and educational programs are conducted in each of the State's 58 counties.

National Laboratories: UC is the prime contractor for the management and operation of Lawrence Berkeley National Laboratory. The University is also a partner in the Lawrence Livermore National Security, LLC that manages Lawrence Livermore National Laboratory, and a partner in Los Alamos National Security, LLC, that manages Los Alamos National Laboratory.

BACKGROUND

The capital improvement program for the University of California stems from the University's Charter of 1868:

*Sec. 25. The Regents shall devise, and with the funds appropriated for that purpose cause to be constructed, such buildings as shall be needed for the immediate use of the University.*²

UC's first permanent building, South Hall, was completed in 1873 in Berkeley and remains in daily use. It houses the School of Information, a fitting assignment because the University's founders intended their new institution to encompass the entire scope of human knowledge.

By the start of the twentieth century, the University's programs in Berkeley and San Francisco had risen to national prominence and were recognized as major contributors to California's successes in agriculture, engineering, commerce, and the arts. In 1919, the University's "Southern Branch" was established in Los Angeles, and it quickly became a major resource in the development of southern California. Other regions of the State soon recognized the benefits of higher education to both their economies and their communities, leading some of UC's affiliated sites to rise to the status of independent campuses.

After the Second World War, it was widely acknowledged that California had assumed national leadership in technological innovation. New industries and new population centers recognized that higher education and incisive research could be keys to their success. The University benefited from demographic shifts, economic growth, government sponsorship of research, faculty receipt of Nobel prizes and other awards, and legislative support to expand its facilities and to plan and build new campuses – the latest of which, Merced, admitted its first class of undergraduates in 2005. During the twentieth century, enrollments at UC campuses grew both significantly and rapidly, and the University evolved into what Clark Kerr famously called "the multiversity."

The inventory of the Regents' capital assets has grown to include over 5,800 structures enclosing approximately 130

¹ *Constitution of California, Article 9, § 9.*

² *Ibid*

million gross square feet on approximately 30,000 acres. Over the course of 146 years, the University of California has grown to become the nation’s most diversified and eminent public institution for acquiring and disseminating knowledge.

THE UNIVERSITY’S CONTRIBUTIONS TO CALIFORNIA

The University of California continues to make fundamental contributions to the State’s economy and the quality of life of its citizens. Through its instruction, research, and public service programs, the University provides social, cultural, and economic benefits to the people of California by:

- Preparing a highly educated workforce needed by high-tech business, agriculture, health care, education, and other sectors of the economy;
- Conducting research that creates jobs, generates new products and services, and increases productivity, leading to higher standards of living;
- Encouraging innovation and an entrepreneurial spirit, essential elements for the businesses that drive California’s competitiveness;
- Providing an unmatched combination of state-of-the-art patient care services and facilities, leading-edge research programs, and high-quality health education programs for Californians.

Visiting local high schools in the fall 2014--for the third year--the Achieve UC initiative is sending members of UC’s senior leadership team to local high schools, with events designed to encourage and inform college aspirants.

The excellence of the University’s programs leverages billions of dollars in federal and private funding, and promotes the discovery and dissemination of knowledge that fuels economic growth. To maintain California’s leadership role, and to meet the changing needs of future generations, California must continue to invest in its University.

In order to capitalize on the collective strength of the UC system, President Napolitano launched several initiatives in her first year. These initiatives will focus UC resources on local and global food issues; speed the translation of UC research into products and services; achieve carbon neutrality across the UC system by 2025; enhance community college transfers; stabilize tuition; strengthen UC’s engagement with Mexico; provide financial support for undocumented students that puts them on equal financial aid footing with other students; expand opportunities for advanced degrees; increase support for new and future faculty members through post-doctoral fellowships; and improve services for student veterans.

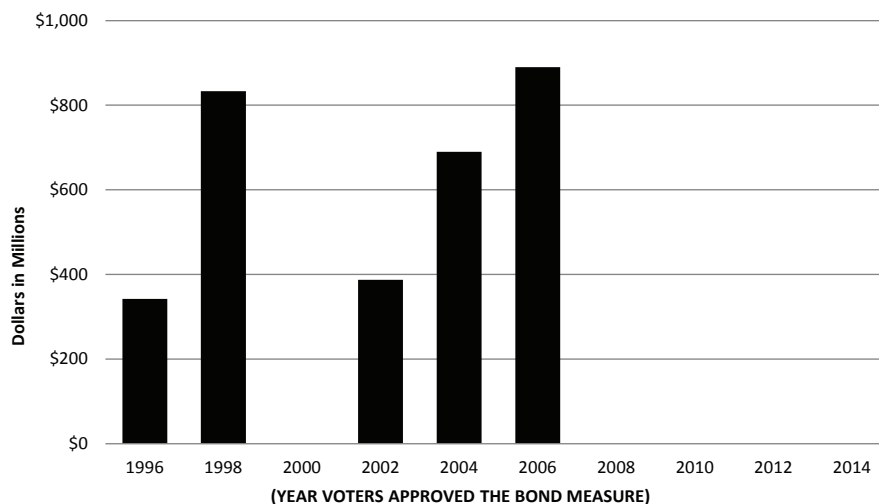
ECONOMIC IMPACT OF UC CAPITAL INVESTMENT

A 2011 report by Economic and Planning Systems³ estimated that the \$25 billion in annual direct spending attributable to UC generates significant economic activity in California in economic multiplier effects, as it ripples through the economy in successive rounds of both consumers and businesses, producing a total economic impact of \$46.3 billion. The report further indicated that the State’s \$3.35 billion investment in UC-related spending is leveraged by UC to bring in \$17 billion in federal aid and research grants. This State investment is the foundation for the total economic impact of \$46.3 billion, resulting in UC generating approximately \$13.82 in economic output for every \$1 of State investment.

In addition to the economic benefits to the State arising from the instruction and research enterprise, benefits also accrue from capital investment in the University. UC expenditures for construction create jobs and income for suppliers such as architects, engineers, builders and construction workers, who in turn recirculate these earnings in the local and regional economies. A construction program such as the one proposed by the University of California in the 2014-24 *Capital Financial*

³ *Economic & Planning Systems, Inc., The University of California’s Economic Contribution to the State of California, EPS #21030 (September 12, 2011).* <http://regents.universityofcalifornia.edu/regmeet/sept11/f7attach.pdf>

State General Obligation Bond Measures for UC Capital Projects



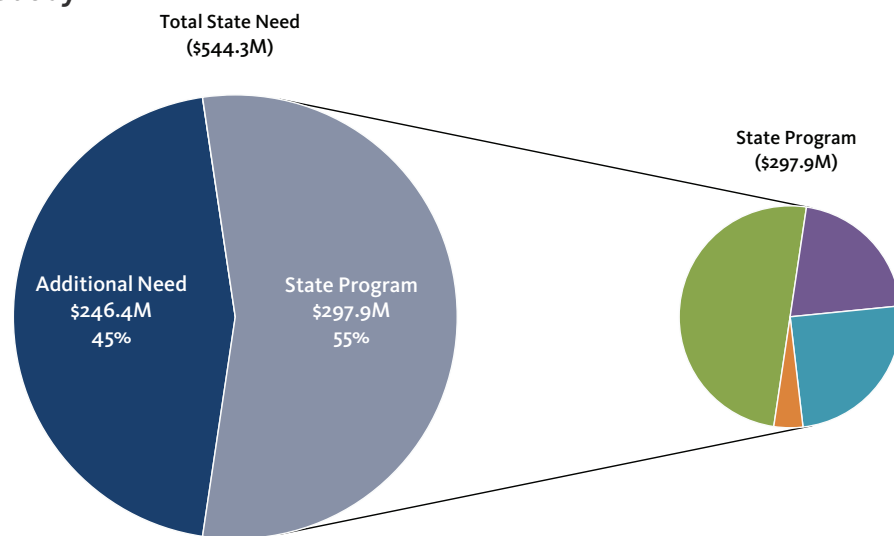
2015-16 Budget for State Capital Improvements including Non-State Funding Support (\$000s)

PROGRAM

Criteria	Campus	Project	Phase	2015-16 State Request	Non-State Funding	Total Budget
Continuing Projects						
Modernization	ANR	Intermountain Research Extension Center	C E	1,786	100	2,086
Seismic/Life Safety	DV	Chemistry Seismic and Life Safety Corrections	C	31,076		34,558
Previous Growth	M	Classroom and Academic Office Building	E	4,951		54,845
Modernization	R	Batchelor Hall Building Systems Renewal	WC	17,777		18,179
Seismic/Life Safety	R	Environmental Health and Safety Expansion	E	369		21,051
Seismic/Life Safety	SF	Clinical Sciences Building Seismic Retrofit	C C	21,735	52,001	91,468
Previous Growth	SC	Coastal Biology Building	E	2,000		73,642
New Projects						
Seismic/Life Safety	SB	Campbell Hall Replacement Building	PWCE PWCE	15,787	15,787	31,574
Modernization	B	Wheeler Hall: Capital Renewal	WC PW	19,400	1,100	20,500
Previous Growth	SD	Biological and Physical Sciences Building	C C E	55,800	46,700 4,600	111,600
Infrastructure	SC	Telecommunications Infrastructure Phase B	C C	12,623	413	14,600
Seismic/Life Safety	IR	Fire and Life Safety Improvements Phase 1	DC	35,486		35,486
Modernization	R	Pierce Hall Improvements	PWC	34,680		34,680
Seismic/Life Safety	SC	Environmental Health and Safety Facility	PWC	19,437		19,437
Seismic/Life Safety	LA	CHS - SOM West Seismic Renovation	C PWC	25,000	15,000	40,000
Total State Program				\$297,907		\$603,706*
<i>Total Non-State Funds</i>					135,701	

*Total includes funding from previous years

2015-16 State Capital Outlay



	Additional Need	Seismic Life Safety	Modernization	Previous Growth	Infrastructure
State-Eligible Capital Improvements	\$246.4M	\$148.9M	\$73.6M	\$62.8M	\$12.6M

Plan, with an average annual expenditure of \$1.59 billion, could generate approximately 27,000 full time equivalent jobs per year.

CAPITAL PLANNING

The major factors that guide capital planning for the University of California are:

- *Preservation* of existing capital assets through investment in the renewal of facilities, including seismic correction and systems modernization;
- *Enrollment* demand, consistent with the University's commitment to student access;
- *Innovation* and change in academic and research program needs – facilities must be upgraded to handle technology advances and the changing nature of academic programs and research.

BUDGET CHALLENGES

State funding for capital projects has shrunk in the last five fiscal years because of the economic downturn and the State's goal to reduce overall bond debt. The University had anticipated approval of general obligation bond measures in the past few voting cycles, yet legislation to place bond measures on the ballot was not enacted. The last general obligation bond measure was passed in November 2006 (see Graph on Page 5).

At the University's request, the State took action to pass legislation in 2013-14, Assembly Bill No. 94 (AB 94), Chapter 50, Section 8 which added, among other provisions, sections 92495 et seq. to the Education Code. This action provided flexibility to the University of California to use State General Funds to finance State-eligible capital outlay projects, providing some relief during those periods in which the State has not funded capital outlay. With this legislation, the University is able to use its State General Fund allocation, with certain conditions, to finance the design, construction, and equipping of academic facilities to address seismic and life safety needs, enrollment growth, modernization of out-of-date facilities, or renewal or expansion of infrastructure to serve academic programs. All State-funded debt service for capital outlay – both that related to general obligation bonds and to lease revenue bonds – is now contained in the University's base budget.

The State lease revenue bond debt previously issued for the University's projects was restructured in October 2013 by the University to achieve cash flow savings to be used to help fund the employer's contribution into the University of California Retirement Plan, thereby allowing the potential for State General Funds to be redirected to other University priorities.

In the absence of significant State funding, campuses must make urgent funding decisions for critical projects that cannot be delayed. In some cases, those campuses with available resources may choose to redirect non-State funds to projects that otherwise would have been funded with State resources. To the extent non-State funds are used to support core academic capital needs, less funding is available to support high priority operating needs.

These challenges require each campus to consider carefully how to deploy resources to benefit its academic programs and the campus as a whole. The Office of the President partners with the campuses in this process, providing guidance and perspective on Regental and State policies and expectations. The resulting decisions reflect campus priorities and are incorporated in the schedule of projects included in the multi-year capital financial plan for each campus.

In September 2014, the Regents approved the *2015-16 Budget for State Capital Improvements*. The Budget proposes a total request of \$297.9 million in State capital outlay funds, to complete preliminary plans, working drawings, construction, and/or fund equipment for fifteen major capital projects. Under provisions of AB 94, the Department of Finance will notify the University of approval of these 2015-16 capital outlay projects no earlier than April 1, 2015.

The package submitted to the State reflects a rigorous review process and includes the highest priority systemwide projects. To the extent that this approval will allow funding to be redirected from an already constrained operating budget, this list has been put together following a strenuous review based on systemwide priorities. UC's proposal for 2015-16 focuses on continuing projects that require funding for completion, and new projects that address critical infrastructure priorities, and seismic, life safety, and modernization needs. The proposal represents only 55% of the University's most critical funding need of \$544.3 million for State-eligible capital improvements projects for 2015-16. A list of the State projects may be found on page 6.

PRESERVATION OF CAPITAL ASSETS

Deferred maintenance is a major problem for (the UC), running into hundreds of millions of dollars. - Vice President for UC Budget and Capital Resources Patrick Lenz, April 18, 2014

The University has a substantial backlog of deferred maintenance and repairs. This backlog is the result of insufficient funding for systematic renewal and replacement of building and infrastructure systems. In addition, long-term under funding of routine maintenance has exacerbated the effects of this shortfall of deferred maintenance funding by reducing the useful life of building systems.

In recognition of this need, the *2014-15 State Budget* signed by Governor Brown included a one-time appropriation of \$50 million to UC for deferred maintenance or other high priority one-time items, to be triggered by a calculation of growth in property taxes in 2013-14 over the prior year. Unfortunately, the property tax revenues growth did not meet the mark. A subsequent effort to have the appropriation added to the Budget Act was line-item vetoed by the Governor.

Addressing existing seismic and life safety needs remains a high priority of the University. Campuses have identified those projects that currently are rated Level V (formerly "Poor") or Level VI (formerly "Very Poor"). They have developed a schedule for completing the outstanding seismic work that is dependent upon the availability of funding.

Maintaining the physical condition and functional utility of existing facilities is critical as University campuses age. Approximately 54% of the University's state-supported facilities are more than 35 years old. Many building components, such as air circulation systems, electrical equipment, and built-in laboratory equipment, may require replacement two to three times during the life of a building.

The University's annual facilities-renewal needs are projected to increase. The 2014-24 *Capital Financial Plan* includes projects that address deferred maintenance and capital renewal, but because of funding constraints, the plan can only address a portion of this backlog. For further detail on deferred maintenance and capital renewal, please refer to [UC's 2015-16 Budget for Current Operations](#).

ENROLLMENT DEMAND

The goal of broadening the diverse pool of community college transfers to UC is in keeping with our mission. More resources are needed, however, to enable California public higher education to raise the volume of transfers across systems to increase degree completion and to meet the economic and social needs of our state.

- *California Community Colleges Chancellor Brice W. Harris statement on a UC plan which aims to strengthen and streamline transfer for California community college students to the UC system, May 14, 2014*

In recent decades, enrollment growth has been a critical determinant of the University's need for new and renovated space. The University's undergraduate enrollment planning stems from UC's student access requirements under the 1960 *Master Plan for Higher Education* and specifies that the top 12.5% of California high-school graduates, as well as transfer students from the California Community Colleges who have successfully completed specific requirements, shall be eligible for admission to the University. Graduate and professional enrollment planning is based on assessments of State and national needs, program quality, and available financial support.

The facilities needed to accommodate enrollment growth at the University have become increasingly diverse and complex. Nearly half of the University's State-supportable square footage is located in buildings that require complex utility systems. Typical examples include biological laboratories, high-energy physics laboratories, climate-controlled research facilities, and specialized greenhouses. The high proportion of laboratory and specialized research space reflects the University's role as California's primary academic-research institution and the State's emphasis on instruction and research in the sciences, engineering, and other technical areas.

Aiming to balance the University's continuing commitment to maintaining access under the Master Plan with the need to maintain quality in a period of declining State resources, the University is developing a new long-range enrollment plan through 2020-21. Based on initial proposals from the campuses, the University expects modest growth in California resident undergraduates, with many of those enrollments at the Merced campus. All campuses are concerned with aligning enrollments and resources. The campuses remain interested in increasing

graduate academic enrollments, with most campuses planning to meet 12% or higher graduate academic enrollment. Graduate professional programs, both State-supported Professional Degree Supplemental Tuition-charging programs and self-supported programs, are anticipated to grow. These programs generate additional revenue for their academic departments, helping to support academic quality for all students. While agreement between the campuses and the Office of the President will be necessary to further develop a system-wide long-range enrollment plan, the University will endeavor to preserve access, affordability, and quality within the constraints of its resources.

INNOVATION AND CHANGE IN ACADEMIC AND RESEARCH PROGRAM NEEDS

At UC, excellence in research and education must be more than just maintained, must be more than a catchy phrase — it must be real and it must be accelerated.

- *UC President Janet Napolitano, October 20, 2013*

The University's need for different types of specialized space has been influenced by both rapid advances in technology and the changing nature of academic programs. Academic programs must continue to operate at the forefront of learning by developing and using innovative processes and technologies that support discovery and expand knowledge that fuels economic growth in California. Cross-disciplinary initiatives are changing space needs. As science, industry, and commerce evolve, so must the academic programs responsible for preparing students and conducting research. To accomplish this, existing academic facilities must be renovated and updated to accommodate those changes.

RECENT DEVELOPMENTS IN THE CAPITAL PROGRAM

Delegated Process

In support of a simpler capital project process, the Regents, in March 2008, approved the creation of a "pilot phase" of the process redesign (Pilot Phase of the Delegated Process, or "Delegated Process") for approving capital improvement projects. Since actual implementation in 2009 through the end of fiscal year 2013-14, the Pilot Phase of the Delegated Process for capital project approvals has encompassed 86 submittals, representing 79 projects and 128 actions for budget and/or design approval. Budgets approved via the Delegated Process during this time frame total \$1.69 billion. The pilot phase is scheduled to sunset in March 2015, but efforts are underway to request Regental approval to continue the process. As an initial step in substantiating the efficacy of the Delegated Process, the Office of the President requested that the Office of Ethics, Compliance and Audit Services (ECAS) conduct an audit of the approval process under the pilot phase. In general, ECAS found the documentation required by the process to demonstrate compliance with applicable laws and policies, as well as the approval/review by campus "Subject Matter Experts," to be thorough and complete. Thus, ECAS has verified that these elements of the delegated process are functioning as intended and in a manner consistent with the Regents' item of March 2008.

Delegated Projects Processed at Fiscal Year End

	2009-10	2010-11	2011-12	2012-13	2013-14
Number of Processed Projects	12	23	20	14	17
Amounts of Approved budgets (\$000s)	\$301,626	\$377,733	\$374,936	\$290,530	\$344,696

Carbon Neutrality Initiative

The University is a national leader in sustainability and is reducing its greenhouse gas emissions to mitigate climate change. UC affirmed its leadership position in 2007 when all ten Chancellors signed the American College and University Presidents' Climate Commitment. Furthering this leadership, in November 2013 President Napolitano announced an initiative for UC to become the first research university to achieve carbon neutrality by 2025. In addition, in January 2014 the President announced a goal of reducing per-capita water use by 20% throughout the UC system by the year 2020.

The University's Sustainable Practices Policy commitment requires, for all projects listed in the *2014-24 Capital Financial Plan*, that:

- All new construction and major renovation projects meet a minimum standard of LEED® for new construction (NC) "Silver" certification;
- All new buildings exceed the energy efficiency requirements of the California Energy Code by 20% or more.

Public-Private Partnership

To date, over 90 public-private partnerships (privatized development), using a variety of transaction structures, have been developed or are in planning at UC to deliver facilities that meet campus needs. Projects include instructional, office, research, and clinical space; student rental and faculty for-sale housing; hotels; a recreational facility; a parking structure; and projects designed primarily to generate income from land retained for UC future use.

Four key privatized project transaction structures (and the uses to which they are most applicable) have included:

- Ground Lease (auxiliary uses—i.e., revenue produced from third party tenants/buyers);
- Ground Lease/Leaseback (programmatic uses in furtherance of the University's mission);
- Donor Development (donor controls project delivery; typically programmatic use on or off UC land); and
- Developer Build-to-Suit for purchase by UC on completion (also known as turnkey projects—typically for programmatic use off UC land).

Ground Lease projects for auxiliary purposes include eighteen student and faculty rental housing projects, five faculty for-sale housing projects, eight motel and hotel projects, and two parking structures. Donor development projects, where a donor assumes

complete financial responsibility for funding and constructing a project, have now been employed at six UC campuses, at two agricultural field stations, and one natural reserve.

Given the University's success in executing privatized projects, this capital project delivery method is now evaluated alongside traditional delivery methods, particularly for auxiliary uses. The privatized project method has the potential to deliver facility design and construction quickly; however, the time to complete team selection and negotiate arrangements can offset some or all of these time savings. While the University's excellent financing makes it unlikely that a privatized project can produce significant savings compared to an effectively implemented UC delivery method, particularly for programmatic projects, the privatized approach may allow the University to augment its capital delivery system and shift project construction and operating risk while yielding control and long term flexibility.

The 2020 Project, Merced Campus

At UC Merced, a public-private partnership model new to UC (used in the United States for roads and infrastructure and a limited number of buildings) is being developed for a major expansion of the campus and would include infrastructure, academic, residential, and recreational uses. The 2020 Project seeks to grow the campus in a single multiphase transaction governed by a concession agreement. In this model, a development team assumes responsibility for design, finance, construction, and operation and maintenance of the project for a 45-year term. Respondents to a Request for Qualifications are being evaluated and a Request for Proposal for a short list of respondents is being prepared. This project will shortly be presented to the Regents for requisite approvals. This is the first concession agreement/availability payment project delivery pursued by the University.

COMPANION REPORTS

A separate volume, the [2015-16 Budget for Current Operations](#), provides information about the University's revenue needs and expenditure plans for all aspects of the University's operating budget.

The [Annual Report on Major Capital Projects Implementation](#) provides an update on the University's active Capital Improvement Program, including budget and schedule changes and completion of projects.

The [2014 UC Accountability Report](#) provides a comprehensive assessment of the University's progress in meeting key teaching, research and public service goals.



2014-24 CAPITAL FINANCIAL PLAN

Throughout most of its history, the University has relied on a wide range of fund sources to support its capital program, including State funds, gifts, grants, University equity funds (derived from auxiliary enterprise revenues, certain fees and other discretionary resources), and long-term debt financing. Definitions of the University's major fund sources are found on page 62. All of these sources are critical to the success of the University's capital program.

STATE FUNDING

State funds traditionally have supported the general campus and medical education facility needs. Because the University has been without new State funding from a general obligation bond since a two-year bond in 2006, the University relied on lease-revenue bonds (no longer available), and the remaining unspent balances of previously approved general obligation bonds. While welcome, the availability of these funds has been very limited.

The State enacted Assembly Bill No. 94 (AB 94), Chapter 50, Section 8 in 2013-14 that added, among other provisions, sections 92495 et seq. to the Education Code. This action provided flexibility to the University of California to use State General Funds to finance State-eligible capital outlay projects, providing some relief during periods when the State has not funded capital outlay. Specifically, with this legislation, the University is able to use its State General Fund allocation, with certain conditions, to finance the design, construction and equipment of academic facilities to address seismic and life safety needs, enrollment growth, modernization of out-of-date facilities, and renewal or expansion of infrastructure to serve academic programs.

Under AB 94, the University submitted a package to the Department of Finance (DOF) and the Joint Legislative Budget Committee (JLBC) on August 1, 2013 and obtained approval for eight projects totaling \$132.3 million for the 2013-14 fiscal year. At their November 2013 meeting, the Regents considered and approved the amended 2013-14 Budget for State Capital Improvements and in December, 2013, the University was notified that the DOF and JLBC approved the 2013-14 projects.

AB 94 required that the University submit a detailed request by September 1, 2013 for projects proposed to be funded in 2014-15 via this funding mechanism. The University submitted ten projects totaling \$202.8 million to the State. At their November 2013 meeting, the Regents considered and approved the 2014-15 Budget for State Capital Improvements. The Regents, at their March 2014 meeting, approved the general funds financed-related external financing for both the 2013-14 and the 2014-15 State Capital Programs; this debt will now be included as part of the UC debt portfolio under the general revenue bond indenture. At the same meeting, the Regents also amended the 2014-15 Budget for State Capital Improvements, to include a portion of Berkeley's Tolman Hall Seismic Replacement project. The University was notified in July 2014 that the DOF and JLBC approved the 2014-15 State Capital Outlay request.

Section 92495 of the Education Code requires that the University submit its 2015-16 capital projects by September 1, 2014 to the JLBC and the DOF for approval. The package of fifteen projects totaling \$297.9 million (project costs not including financing costs) was submitted by the deadline, and in September 2014, the Regents approved these projects in the *2015-16 Budget for State Capital Improvements*. The package submitted to the State reflects a rigorous review process and includes the highest priority systemwide projects. Reflecting that this approval will allow funding to be redirected from an already constrained operating budget, this list was put together following a strenuous review based on systemwide priorities.



Davidson Library Addition and Renewal (Under Construction)

NON-STATE FUNDING

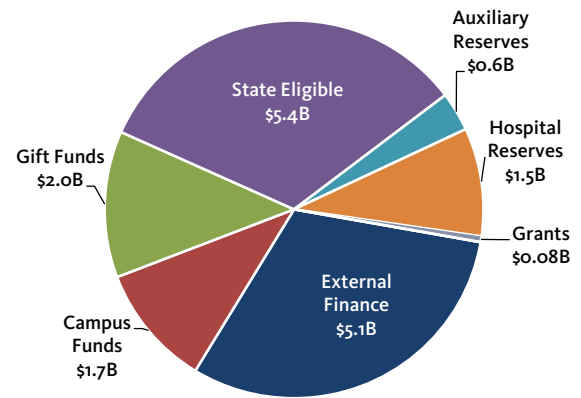
Non-State funding represents a diverse set of fund sources to support capital projects. Campuses continue to explore innovative funding solutions including the use of grants and privatized development to leverage campus resources. As a result, proposed capital projects will often be supported by several fund sources. Definitions of non-State funding may be found in the Definitions and Legend chapter.

Self-supporting activities such as housing, parking, athletics, and medical enterprises generally are not eligible for State funding and must be supported from other sources. The use of long-term debt (external financing) has played an increasingly pivotal role in supporting the University's capital program in recent years.

FUNDING PLAN

The projects proposed in the \$16.3 billion 2014-24 *Capital Financial Plan* continue to rely on this diverse array of State and non-State fund sources. As shown in [Display 1](#), approximately \$5.4 billion of the funding is composed of anticipated State resources and \$5.1 billion of the funding plan is expected to come from external financing. Of the \$5.4 billion of State-eligible funding only \$576 million has funding under the State general fund financing. The remaining funding of future State projects is uncertain and is largely dependent on a future voter-approved general obligation bond measure. The \$5.1 billion of external financing may increase if state eligible projects do not receive state funding and are prioritized by the campus to move forward.

Display 1: 2014-24 Fund Sources

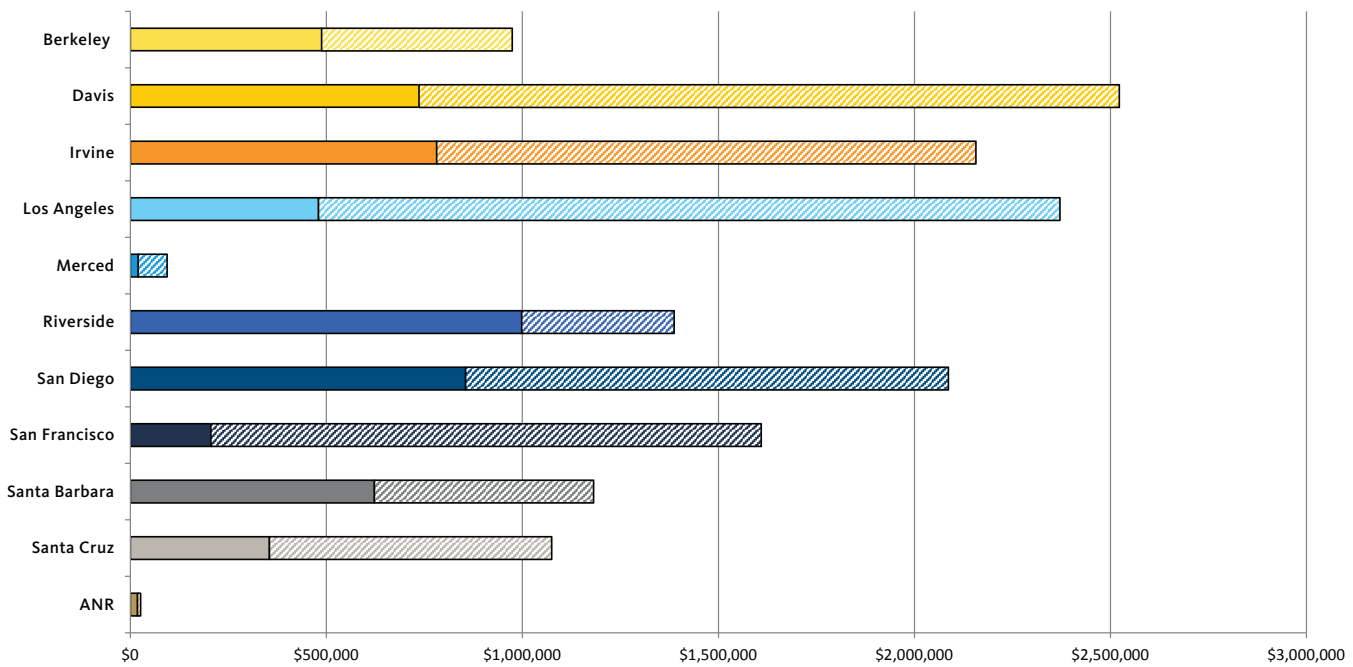


External Finance	State Eligible	Campus Funds	Gift Funds	Hospital Reserves	Auxiliary Reserves	Grants
\$5,054,679	\$5,387,787	\$1,705,826	\$2,047,966	\$1,512,695	\$547,077	\$79,051
31%	33%	10%	13%	9%	3%	1%

(\$,000\$'s '01)

Each campus has proposed a funding plan it considers financially feasible within the context of that campus' resources. A by-campus summary of funding plans, broadly separated into the categories of State and non-State funding, is shown in [Display 2](#).

Display 2: State and Non-State Funding by Campus (\$000s)

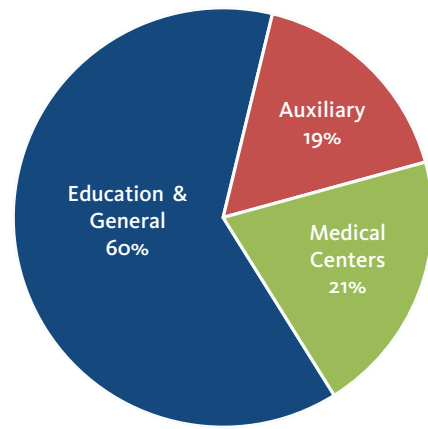


	BK	DV	IR	LA	MC	RV	SD	SF	SB	SC	ANR
State	\$465,000	\$588,199	\$804,693	\$465,000	\$20,134	\$1,016,057	\$843,810	\$205,703	\$606,871	\$355,429	\$16,891
Non-State	\$421,600	\$2,426,601	\$1,415,701	\$1,908,800	\$96,000	\$406,372	\$1,591,495	\$1,405,466	\$575,158	\$691,931	\$8,170

PROGRAM CATEGORIES

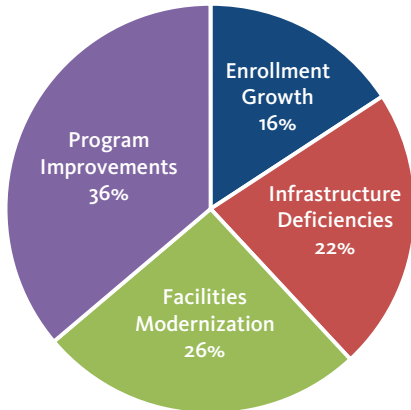
The 2014-24 Capital Financial Plan proposes approximately \$16.3 billion in funding to address identified program needs in three program categories (see [Definitions and Legend](#) chapter for the category characteristics). [Display 3](#) illustrates the breakdown of program categories. Approximately \$10.4 billion of the funding in this plan is for Education and General projects that support the academic mission of the University and \$3.2 billion is targeted for Medical Centers. The remaining project funding of approximately \$2.7 billion is associated with Auxiliary and Student-Fee-supported projects.

Display 3: 2014-24 Program Categories



Education & General	Medical Centers	Auxiliary	(in \$000's)
\$10,390,709	\$3,242,586	\$2,701,786	

Display 4: 2014-24 Primary Project Objectives



Program Improvements	Facilities Modernization	Infrastructure Deficiencies	Enrollment Growth	(in \$,000's)
\$5,902,585	\$4,209,189	\$3,648,284	\$2,575,023	

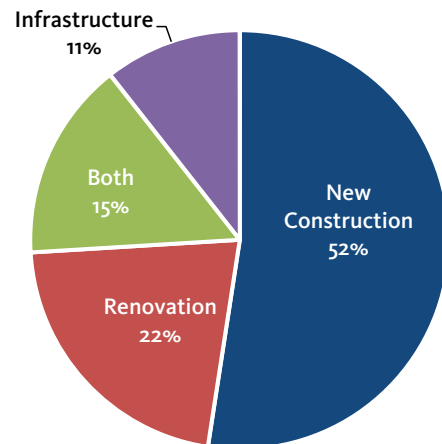
PRIMARY PROJECT OBJECTIVES

By project objective, approximately \$5.9 billion of the \$16.3B CFP would support Program Improvements, that include projects to address program changes or new programs. Projects that address technological obsolescence, systems improvements, and space functionality are included in the Facilities Modernization category and total approximately \$4.2 billion. All the projects within the Infrastructure Deficiencies category address seismic and other life safety needs, and total approximately \$3.6 billion. Space to accommodate previous and potential Enrollment Growth at several campuses total approximately \$2.6 billion. Please note that some projects may have elements that fall under more than one objective, but only the primary objective was tallied. [Display 4](#) illustrates proportionately the Project Objectives.

TYPES OF CONSTRUCTION

Of approximately \$16.3 billion in proposed funding, \$8.6 billion is for new construction, \$3.5 billion is associated with renovation and \$1.7 billion is for infrastructure. The remaining \$2.5 billion is for projects that include both new construction and renovation. (See [Display 5](#)).

Display 5: 2014-24 Construction Type



New Construction	Renovation	Both	Infrastructure	(in \$,000's)
\$8,567,149	\$3,529,313	\$2,508,482	\$1,732,138	

It is important to note that this 2014-24 Capital Financial Plan is constrained by the availability of resources over the next ten years. The University’s capital needs far exceed what is financially feasible at this time. Currently, the University estimates more than \$5.3 billion is required over the four-year period from 2014-15 through 2018-19 to address its most pressing State-eligible facility needs. These include facilities which support core academic programs, including seismic renovation of existing facilities, expansion and renewal of critical infrastructure, and new construction and renovation of instruction and research facilities. Support also is required to address other urgent needs in areas traditionally not supported by the State, such as student and faculty housing, medical facilities, parking, and other facilities serving the public as well as the University.

In this context of constrained capital resources, when a potential capital need is identified, campuses prepare a business case analysis to determine the optimal solution to address that need. Campuses typically evaluate a range of alternatives to address identified programmatic objectives, which may include reallocation and/or renovation of existing space, leasing off-campus space, operational solutions, or a new capital project. Various project delivery methods are evaluated, including University-implemented projects and public-private partnerships.

In the capital planning process, the availability of funding for maintenance costs is carefully scrutinized. The State’s current fiscal circumstances have severely impacted the campuses’ operating budgets. In this period of budget reductions, campuses are developing strategic plans to ensure funding for operations and maintenance of plant (OMP) costs.

Funding and project volume, broken down by fiscal year and State/non-State funding source, is shown in Display 6. The trends displayed assume that all projects proposed for each year are funded and realized. To the extent that the actual number of projects approved falls below the annual request, the unfunded projects would add to the already significant backlog in projects necessary to meet the mission and goals of the University.

Campus Chapters

The chapters that follow provide a plan for capital development by location, with a summary of capital projects to be funded from State and non-State resources between 2014-15 and 2023-24. Each chapter provides the context for the location’s capital financial plan including:

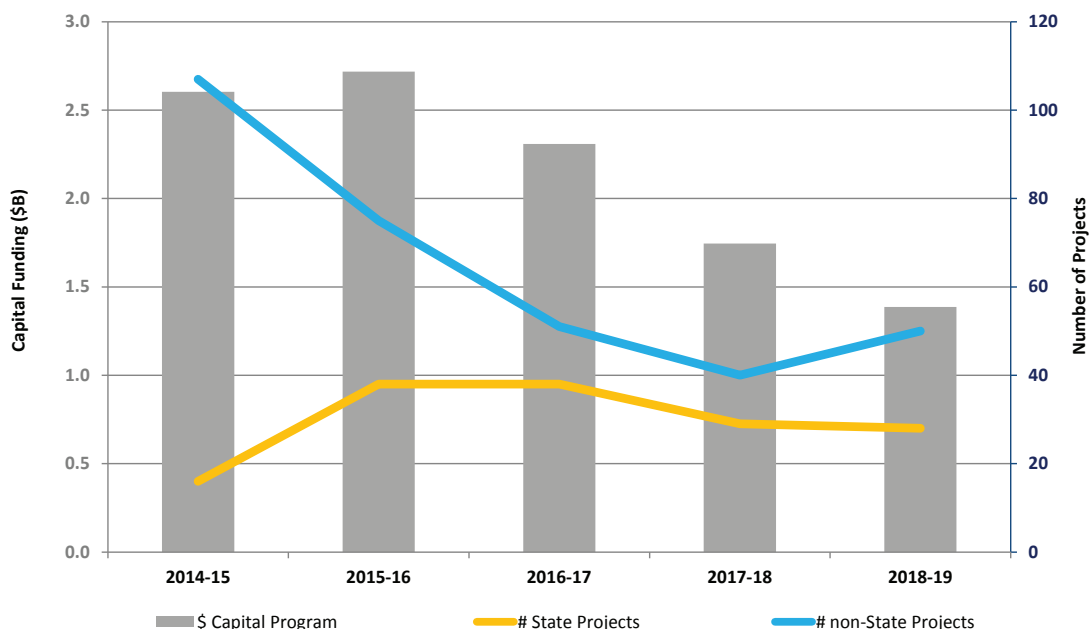
- strategic goals;
- capital program priorities;
- challenges and constraints impacting the plan; and
- a summary table of campus and medical center State and non-State projects expected to be funded.

An expanded online edition of the CFP provides detailed descriptions for each project proposed for the next two years; the expanded online edition is located at:

<http://www.ucop.edu/capital-planning/resources/2014-24-capital-financial-plan.html>

A key to the symbols referenced in the following chapters is found in the Definitions and Legend chapter.

Display 6: Five-Year Forecast of Funding and Project Volume



*Includes all projects (Capital Renewal Programs, Capital Projects \$750K to \$5m)



CAPITAL FINANCIAL PLAN

2014-24

By Campus





UNIVERSITY OF CALIFORNIA, BERKELEY

Challenges

As the founding campus of the University of California, UC Berkeley today remains a national and international leader in education, research, and public service. Because Berkeley is also a densely developed urban campus, its capital investment program combines a strong focus on reinvestment with selective new construction.

The Berkeley *Capital Financial Plan (CFP)* is based on the objectives, policies, and guidelines identified in the *2020 Long Range Development Plan* which, in turn, are based on the principles of excellence articulated in the *Strategic Academic Plan*.

The *2014-24 CFP* reflects the campus's ongoing strategy to maintain and advance these principles in an evolving economic environment, including the decline in State capital funding for the University. In this context, the need for capital investment must be weighed against the many other demands on campus resources, and each investment must maximize both value and leverage. This *CFP* reflects this paradigm in its strategic and focused use of campus funds.

Strategic Goals

The *2014-24 CFP* for the Berkeley campus reflects four strategic principles, which together establish a framework for capital investment over the next decade, and ensure each capital investment represents the optimal use of campus resources.

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

If the Berkeley campus were to receive an infusion of State capital funds, those funds would be directed primarily toward seismic and life safety upgrades and capital renewal of core academic buildings, for which there are few other fund sources.

Seismic risk remains a high priority at Berkeley. Because some potential may exist for a future general

obligation bond measure, the campus has listed several seismic priorities in its *CFP* as State Eligible.

As described in strategic goal two, Berkeley also maintains an ongoing program of reinvestment in capital renewal. If State funds are designated for renewal in the future, the *CFP* envisions an equal match of campus and State funds toward this program.

For the balance of capital investment needs at Berkeley, however, the future lies in the use of gifts and grants - leveraged with the strategic use of campus funds - and in partnerships with donors and developers, as described in strategic goal four.

2. Commit to sustained investment in the renewal of buildings and infrastructure.

The Berkeley campus has made several major capital investments over the past decade to house exciting new initiatives in education and research: investments that leverage campus funds with State funds, grants, gifts, and student initiated fees. It has also committed to a significant and sustained effort to renew its inventory of existing buildings and infrastructure by establishing two ongoing programs: Capital Renewal and the 'Capital Bank'.

Capital Renewal of core buildings and infrastructure is a key to the campus' ability to recruit and retain exceptional students, faculty, and researchers, and to pursue new topics of research and new models of instruction. The Berkeley *CFP* envisions the current program increasing from \$30 million in 2013-14 up to \$42.5 million per year by 2016-17.

Whereas the Capital Renewal program is driven primarily by the age and performance of core building, utility, and information systems, the 'Capital Bank' is designed to respond primarily to changes driven by program needs: new fields of instruction, new paths of research, and changes in methods and workstyles. The *CFP* envisions a program of up to \$7.5 million per year in central campus funds directed toward program-driven reinvestment in existing facilities.



Wheeler Hall

Underway & Approved



Proposed
2014-15 & 2015-16

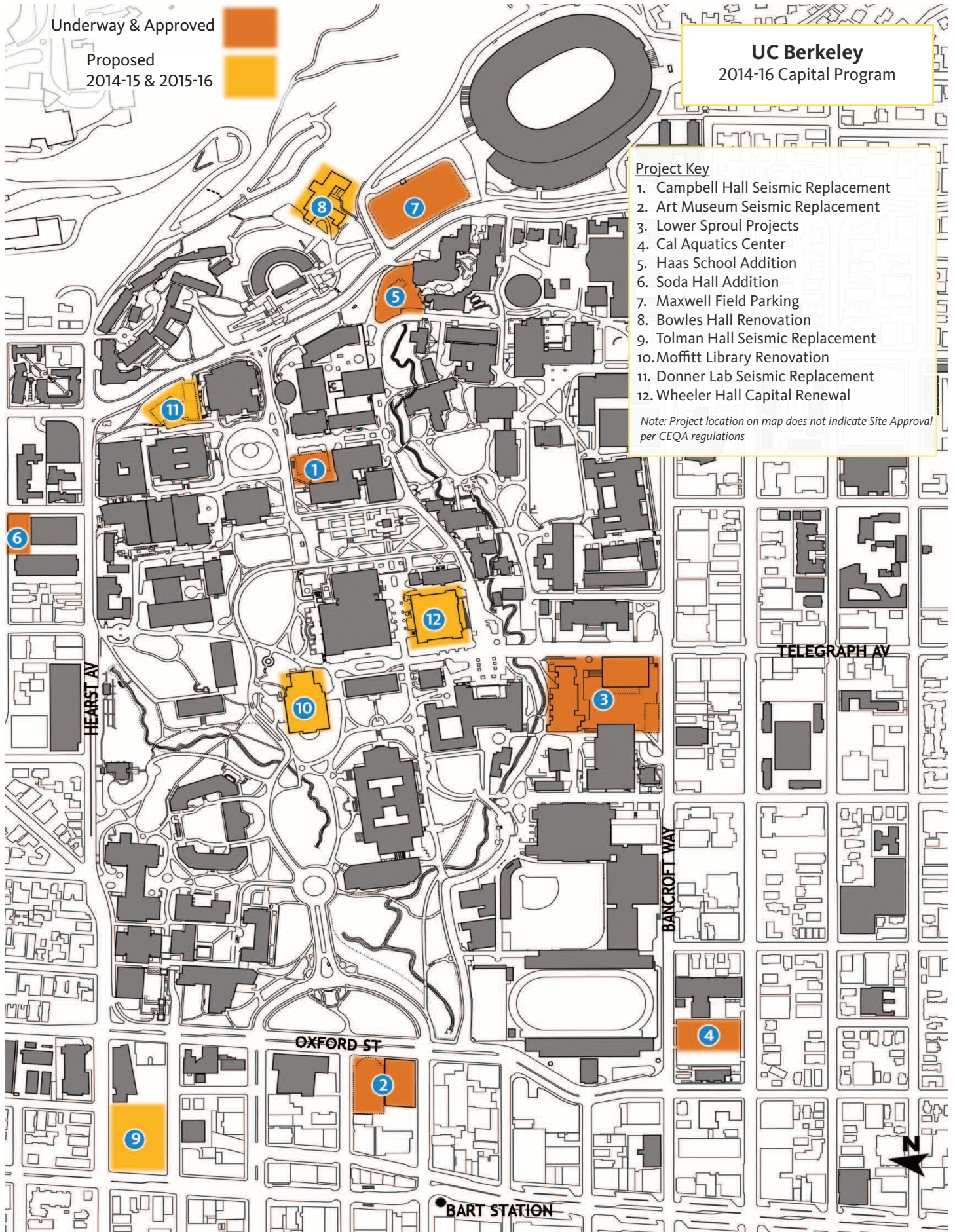


UC Berkeley 2014-16 Capital Program

Project Key

1. Campbell Hall Seismic Replacement
2. Art Museum Seismic Replacement
3. Lower Sproul Projects
4. Cal Aquatics Center
5. Haas School Addition
6. Soda Hall Addition
7. Maxwell Field Parking
8. Bowles Hall Renovation
9. Tolman Hall Seismic Replacement
10. Moffitt Library Renovation
11. Donner Lab Seismic Replacement
12. Wheeler Hall Capital Renewal

Note: Project location on map does not indicate Site Approval per CEQA regulations





To maximize the impact of limited central campus resources, funds from the Capital Bank must be matched by at least a 1/3 share from the relevant campus department. Each year, departments identify capital priorities as an integral part of the campus budget process.

3. Require each project budget to cover its entire useful life.

In the past, capital investment featured not only State funds for new construction, but also incremental increases in the annual State contribution to cover the operation, maintenance and renewal of new facilities (OMP). Because the state contribution no longer has a direct link to OMP, the campus has assumed future such expenses would be borne by the campus budget.

At Berkeley, the financial strategy for each new project creating net new space must cover not only the initial capital cost of the project, but also the ongoing cost of operation, maintenance and renewal over its useful life. Each project also has an obligation to contribute to the campus-wide infrastructure of utilities, roads, and landscape, which are outside the scope of the project itself yet essential to its function. At Berkeley, each project over \$100,000 is assessed a fee of four percent of the project cost toward this purpose.

The long-term goal at Berkeley is to establish a maintenance and renewal plan for each major campus asset, with the first priority being the campus' several new high-performance buildings. In spring 2014 the campus began a comprehensive assessment of its 90 largest buildings as a first step in this initiative.

4. Utilize partnerships to reduce cost and risk.

The University has implemented a variety of private partnerships, from ground-lease-leasebacks to donor developments, and for a variety of project types, from student housing to research labs. The Berkeley campus routinely considers partnerships as a potential delivery model in every major new construction project, as well as in renovation projects where the scope and logistics are suitable for this delivery model.

The 2014-24 CFP includes several potential private partnerships now being pursued to meet critical mission and life safety needs.

Achievements

Given the need to reduce seismic risk at Berkeley, the capital investment program strives to combine significant improvements in quality and performance with significant improvements in life safety. For example, as of summer 2014:

- Twelve early-1960s residence halls have been strengthened with seismic upgrades.
- The seismically deficient *Eshleman Hall* is being replaced with a new center for student life as part of the Lower Sproul Projects, now under construction.
- The seismically deficient *Campbell Hall* is being replaced with a new facility for physics and astronomy.
- The new *Berkeley Art Museum* is currently under construction in downtown Berkeley and will become the new home for the art and film museum.
- The new *Jacobs Institute for Design Innovation* is now under construction in the engineering complex.

The consolidated Capital Renewal program is now starting its third year, with \$36 million in priority reinvestment projects planned for 2014-15. The campus investment in capital renewal of existing facilities in those three years totals over \$90 million.

Meanwhile, the Berkeley campus is implementing several private partnerships, including:

- Construction of a new addition to the *Haas Business School*.
- Construction of a new *Aquatics Center*.
- Renovation of historic *Bowles Residence Hall*.
- A new parking structure and sport field at *Maxwell Field*, now under construction.

Facts & Figures

Established	1873
Undergraduates	27,916
Graduate Students	8,056
Health Science Students	783
Campus Land Area	1,290 acres
Campus Buildings	10.5 million ASF
Nobel Laureates (active & emeritus)	9

2014-24 Berkeley Capital Program (\$000s)

For definition of terms please refer to Page 62

Project		Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Tolman Hall Seismic Replacement	E&G	9,600 EF	65,400 EF 75,000 SG							150,000
Bowles Hall Renovation	AUX		PR							PR
Moffitt Library Renovation Phase 1	E&G		10,000 GF							10,000
Donner Lab Seismic Replacement	E&G		PR							PR
Southside Student Residences	AUX		PR							PR
Wheeler Hall: Capital Renewal	E&G		1,100 CF	19,400 SG						20,500
2111 Bancroft Seismic Demolition	E&G			2,500 CF						2,500
2223 Fulton Seismic Demolition	E&G			2,500 CF						2,500
Architect & Engineering Building Seismic Demolition	E&G			500 CF						500
University Hall Seismic Replacement	E&G					PR				PR
Woo Hon Fai Hall Seismic Renovation	E&G					TBD GF				0
Evans Hall Seismic Retrofit	E&G						52,200 SE			52,200
Hearst Gymnasium Seismic Renovation	E&G						35,800 GF 35,800 SE			71,600
McLaughlin Hall Seismic Renovation	E&G							27,200 SE		27,200
Giannini Hall Seismic Renovation	E&G								38,300 SE	38,300
Hesse Hall Seismic Renovation	E&G								22,800 SE	22,800
Wellman Hall Seismic Renovation	E&G								24,300 SE	24,300
Campus Capital Renewal	E&G		35,700 EF	23,100 EF	21,250 CF 21,250 SE	21,250 CF 21,250 SE	21,250 CF 21,250 SE	21,250 CF 21,250 SE	85,000 CF 85,000 SE	398,800
Capital Projects \$750K to \$5M	E&G		7,500 CF	7,500 CF	7,500 CF	7,500 CF	7,500 CF	7,500 CF	30,000 CF	75,000
State Funds			75,000	19,400	21,250	73,450	57,050	48,450	170,400	465,000
Non-State Funds			119,700	36,100	28,750	28,750	64,550	28,750	115,000	421,000
Total Capital Program			194,700	55,500	50,000	102,200	121,600	77,200	285,400	886,600

BERKELEY



Hearst Memorial Mining Building



UNIVERSITY OF CALIFORNIA, DAVIS

Known for its academic distinction and global impact, UC Davis is a world-class public research university, driven by a vision of excellence and a dedication to place students at its core. UC Davis offers more than 100 undergraduate majors in four colleges and advanced degrees from six professional schools. The campus has 13 specialized research centers, a comprehensive medical center, and research funding totaling more than \$750 million. Graduate study and research opportunities are offered in nearly 90 programs, along with a number of interdisciplinary graduate study programs, especially laboratory-intensive science programs.

Strategic Goals

Chancellor Katehi's "Vision of Excellence" leads and inspires UC Davis's journey to ensure that the campus provides diverse educational opportunities, innovative, interdisciplinary and collaborative research endeavors, and leadership of enterprises that support social responsibility and a sustainable global environment. In support of the Chancellor's vision, the 2014-24 *Capital Financial Plan (CFP)* represents UC Davis' prioritization of scarce resources to advance continued growth and to improve campus facilities. The *CFP* represents a balance of investment in existing facilities – necessary for responsible stewardship of capital resources to maintain excellence – with investment in new construction in support of program expansion.

Capital Program Priorities

Capital investment in recent years has neither kept pace with campus facility needs nor addressed the renewal demands of an aging campus. Capital priorities for Davis' main campus address a number of areas: capital investment to achieve program expansion; a building renovation and deferred maintenance program to

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

Davis Campus

Capital Investment in Programs

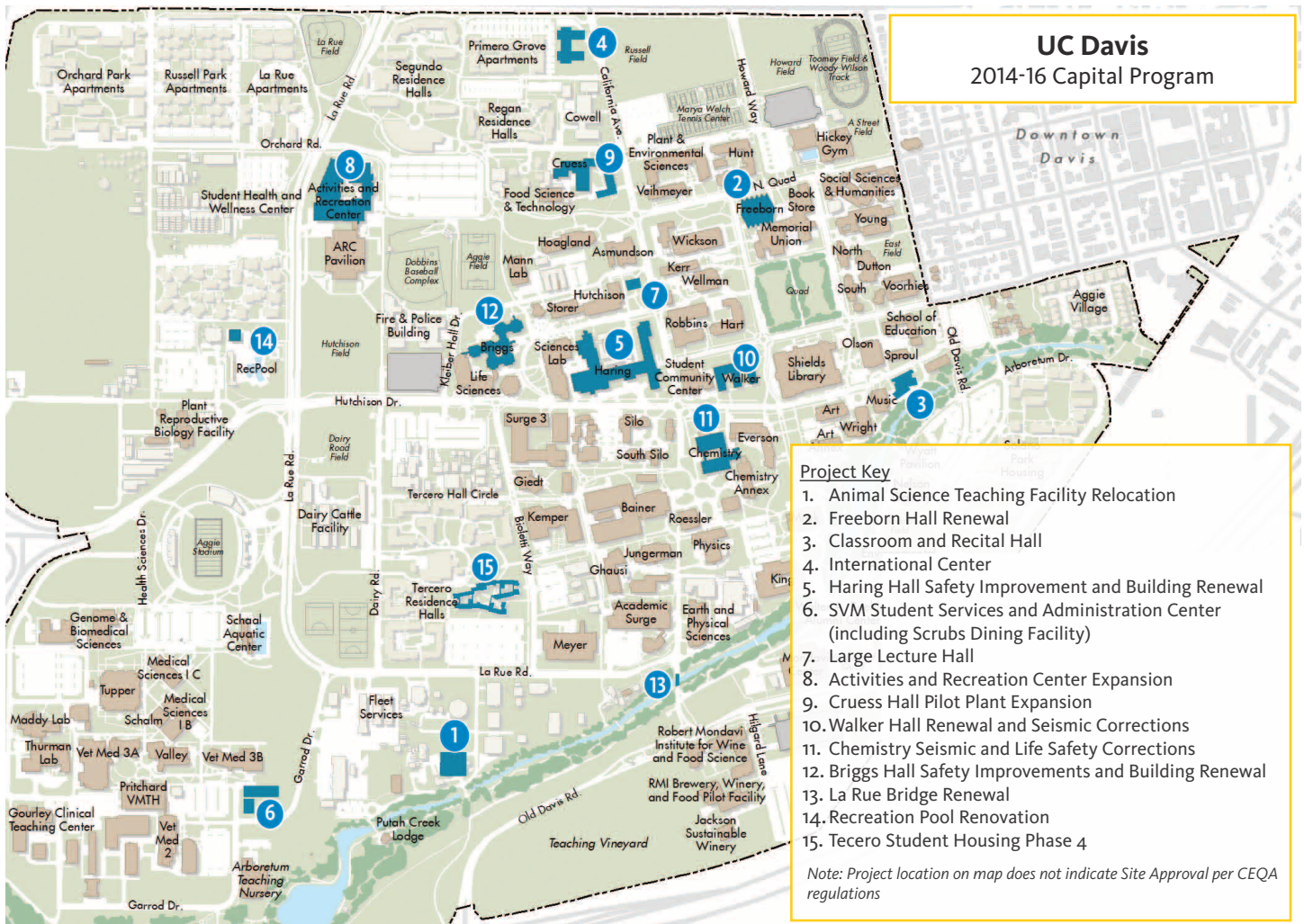
New academic facilities are necessary both to support academic and research excellence and to accommodate growth that has already occurred. The *CFP* includes more than \$1.5 billion in program-centric investment on the Davis and Sacramento campuses. The *Large Lecture Hall* project will deliver much anticipated new general assignment classroom space and the *International Center Phase 1* will deliver a visible, centrally located space where students, faculty, and staff can actively participate and collaborate on the international opportunities at UC Davis. Other notable projects that will further program excellence include facilities to serve *Chemistry and Chemical Engineering* and the *Veterinary Medicine Teaching Hospital* replacement.

Building Renewal and Stewardship

Of the approximately 10 million gross square feet (GSF) located in more than 1,200 buildings on the Davis main campus, sixty percent is more than 25 years old and most buildings have not benefited from significant renovation. The *CFP* includes more than \$400 million of stewardship-related investment at UC Davis, and the campus continues to assess the resources needed to address remaining building system renewal and deferred maintenance costs.



International Center (Rendering)



The campus is pursuing investment in its stock of aging buildings as an opportunity to meet current growth needs through targeted investments that will renew building systems and create additional capacity. Near-term opportunities for this strategy include phased renovation of both *Cruess Hall* and *Haring Hall*.

The CFP also includes projects necessary to comply with the University's *Seismic Safety Policy*. Improvements to address seismic deficiencies include projects at *Walker Hall* and the *Chemistry Complex*. Additional projects in the CFP are designed to satisfy seismic mandates.

Infrastructure Renewal

UC Davis owns and operates most of its infrastructure, and those systems require significant investment to maintain and to serve growth. The CFP includes over \$130 million of investment in infrastructure renewal, including renewable energy systems.

Challenges

Amidst program requirements to plan for growth, maintain existing facilities, and meet increasing infrastructure needs, the funding climate remains challenging for developing and implementing a capital program. The backlog of deferred maintenance at the main campus alone is approximately \$1.2 billion,

among the highest of peer public higher education institutions. Based on the uncertainty of future State support, the campus must fund projects historically funded by the State with scarce non-State resources at the expense of initiatives that would further the Chancellor's Vision of Excellence.

Capital Program Achievements

During the past decade, the Davis campus has invested more than \$1.6 billion of both State and non-State funds in capital projects. During fiscal year 2013-14, the campus broke ground on the *Jan Shrem and Maria Manetti Shrem Museum of Art*, and construction will soon begin on the *Classroom and Recital Hall*; together, these projects represent a significant campus investment in the arts.

Facts & Figures	Established	1905
	Undergraduates	26,404
	Graduate Students	4,436
	Health Science Students	2,165
	Campus Land Area	5,330 acres
	Campus Buildings	8.1 million ASF
	Hospital, Clinics & School of Medicine	2.0 million ASF

Sacramento Campus: UC Davis Health System

As the region's only academic health center, the UC Davis Health System (UCDHS) focuses on innovation and on providing the highest quality of care. The Health System is a hub of innovation that encompasses the UC Davis Medical Center, the UC Davis School of Medicine, and the Betty Irene Moore School of Nursing.

The Health System is improving lives and transforming health through excellent patient care; groundbreaking research; innovative, inter-professional education; and dynamic, productive partnerships with the community. Located in Sacramento, the UC Davis Medical Center is a nationally renowned academic medical center where clinical practice, teaching, and research converge to advance human health.

The UCDHS is advancing an ambitious capital program. Currently, UCDHS' space portfolio encompasses over six million (M) GSF of hospital, research, and teaching space. Although most of this square footage (5 M) is located on the Sacramento Campus (49 buildings/4.6 M GSF) and Davis Campus (21 buildings/400,000 GSF), a great deal of space (nearly 900,000 GSF) now resides within the roughly 53 leased facilities located within the greater Sacramento Region.

The UCDHS Capital Improvement Program is guided by the strategic goals set forth by health system leadership. Over the next decade, the Capital Improvement Program includes projects that will improve the patient care experience via development of hospital and clinic space; advance teaching and research via innovative design and technology; address

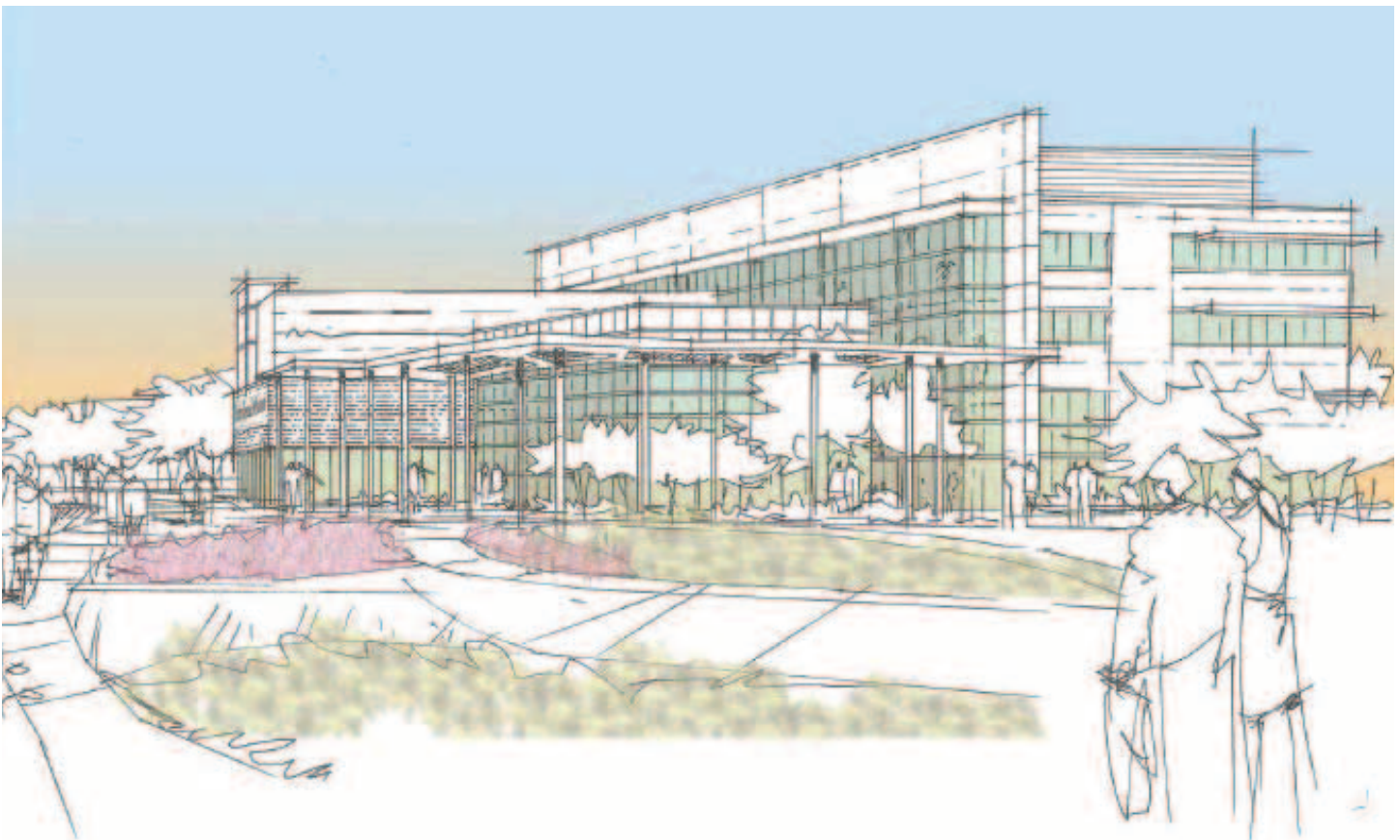
seismic mandates outlined within SB 1953; and thoughtfully develop and maintain buildings, infrastructure, and grounds.

Major components of the UCDHS Capital Improvement Program include:

- Relocation of patient care support units out of the seismically-deficient North/South Wing and into seismically safe, code-compliant space in new and existing facilities
- Improvement of the infrastructure of the Main Hospital by bringing the public access and circulation spaces to current code; upgrading fire and life-safety infrastructure; and modernizing the primary utilities infrastructure (water, electrical, waste)
- Construction of new educational facilities to support the development of the *Betty Irene Moore School of Nursing* and the *School of Medicine and graduate education*

Challenges

The greatest challenge to the UCDHS's capital program implementation is the identification of sufficient funding. Reimbursements to hospitals are under pressure from a variety of sources, including the Affordable Care Act. Because opportunities for increasing revenue are scarce, hospitals are focusing on expense reduction to address financial pressures. These realities make funding large-scale renovations and improvements challenging, particularly in the face of increased state and federal facility requirements.



Health Sciences Education Expansion Phase 1 (Sacramento Campus, Rendering)

UCDHS Achievements

Over the past decade, the UCDHS has successfully delivered key facilities that support the health system. Such achievements include *Surgery and Emergency Services Pavilion* (2010); the *Cancer Center Expansion* (2012); technology and infra-

structure updates to help provide higher quality of patient care in the hospital; the *Health and Technology Building* (2010) designed to support distance learning and patient care facilities throughout Northern and Central California; and the development of the *Institute for Regenerative Cures* (2004-14).

2014-24 Davis Capital Program (\$000s)

For definition of terms please refer to Page 62

Project		Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Animal Science Teaching Facility Relocation	E&G		9,600 EF							9,600
Dairy Relocation	E&G		15,700 EF							15,700
International Center Phase 1	AUX	2,500 AR 14,298 EF	11,723 EF							28,521
SVM Student Services and Administrative Center (Scrubs Dining Facility)	E&G		3,045 CF							27,944
	E&G		14,240 EF							
	AUX		8,527 EF							
	AUX		2,132 CF							
Large Lecture Hall	E&G		22,000 EF						22,000	
Activities and Recreation Center Expansion	AUX		5,000 AR							15,000
			10,000 EF							
Recreation Pool Renovation	AUX		10,000 AR							10,000
Laboratory for Energy-related Health Research (LEHR) Remediation	E&G		10,800 EF							10,800
Walker Hall Renewal and Seismic Corrections	E&G	2,731 SG	27,917 SG		521 SE					31,169
Chemistry Seismic and Life Safety Improvements	E&G		3,482 SG	31,076 SG						34,558
Tercero Student Housing Phase 4	AUX		44,340 EF 14,780 AR							59,120
Central Plant Boiler Replacement	E&G		14,000 EF							14,000
La Rue Bridge Renewal	E&G		1,000 CF							6,200
			5,200 FG							
Tecero Dining Commons Mechanical Room Renovation	AUX		7,200 AR							7,200
Silo North Phase 2	AUX		10,000 EF							10,000
Softball Complex Relocation	AUX		5,300 CF							5,300
1919-1920 5th Street	E&G		PR							PR
225 Hopkins Road	E&G		PR							PR
Critical Infrastructure Phase 2	E&G			14,000 EF						14,000
Cruess Hall Pilot Plant Expansion	E&G			13,000 EF						13,000
Haring Hall Safety Improvements and Building Renewal Phase 1	E&G			3,100 SE	29,321 SE					32,421
				2,777 SE	26,190 SE					
Briggs Hall Safety Improvements and Building Renewal	E&G			2,777 SE	26,190 SE					28,967
Steam Distribution Improvements Phase 1	E&G			15,000 EF						15,000
Freeborn Hall Renewal	AUX			15,000 AR						15,000
Orchard Park Renewal or Redevelopment	AUX			PR						PR
Intercollegiate Athletics Administrative Space	AUX			14,000 GF						14,000
Aggie Stadium Phase 2	AUX			40,000 GF						40,000

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Surface Water Plant	E&G		7,000 EF						7,000
Veterinary Medical Center	E&G		179,000 GF		27,000 GF	63,000 GF		248,000 GF	517,000
Cage Wash Facility	E&G			29,000 CF					29,000
Seismic Corrections Thurman Laboratory	E&G			816 SE					816
Chemistry and Chemistry Annex Building Renovations	E&G			41,000 SE					41,000
Core Research Facility and Laboratories for Chemistry	E&G			150,000 EF 50,000 GF					200,000
Sciences Building	E&G			40,000 EF 10,000 GF					50,000
Baseball, Softball, and Soccer Clubhouse	AUX			10,000 GF					10,000
Solano Park Redevelopment	AUX			30,000 EF 10,000 AR					40,000
Webster Hall Replacement	AUX			39,903 EF 13,301 AR					53,204
Engineering 4	E&G				55,583 SE 509 CF				56,092
Seismic Corrections Phase 6	E&G					15,000 SE			15,000
Critical Infrastructure Phase 3	E&G						25,000 SE		25,000
Emerson Hall Replacement	AUX						74,852 EF 24,951 AR		99,803
Track Relocation	AUX						15,000 GF		15,000
Seismic Corrections Phase 7	E&G						15,000 SE		15,000
World Food Center	E&G							PR	PR
Center for Agriculture, Health, and Nutrition	E&G							PR	PR
Deferred Maintenance	E&G	15,000 EF		15,000 EF		15,000 EF			45,000
Student Affairs Recreation, MU, Unitrans Projects \$750K to \$5M	AUX	6,750 AR	750 AR	750 AR	750 AR	750 AR	750 AR	8,250 AR	18,750
Intercollegiate Athletics Projects \$750K to \$5M	AUX	5,000 GF 4,500 AR	1,500 GF	5,000 GF	1,500 GF	5,000 GF	1,500 GF	13,000 GF	37,000
Capital Projects \$750K to \$5M	E&G	14,000 CF	14,000 CF	14,000 CF	14,000 CF	14,000 CF	14,000 CF	56,000 CF	140,000
Student Housing Projects \$750K to \$5M	AUX	3,000 AR	1,000 AR	1,000 AR	1,000 AR	1,000 AR	4,000 AR	4,000 AR	15,000
Student Affairs Division-Wide System Renewal \$750K to \$5M	AUX	1,000 AR 1,000 UR	700 AR 700 UR	1,000 AR 1,000 UR	1,000 AR 1,000 UR	1,000 AR 1,000 UR	1,000 AR 1,000 UR	5,000 AR 5,000 UR	21,400
Administrative Support Building 2nd Floor Renovations (Sacramento Campus)	E&G	7,000 GF							7,000
Health Sciences Education Expansion Phase 1 (Sacramento Campus)	E&G	10,000 GF 43,000 EF							53,000
Translational Science Center (Sacramento Campus)	E&G		12,300 CF						12,300
UC Davis Institute for Regenerative Cures Phase 5 (Sacramento Campus)	E&G		6,000 CF						6,000
UC Davis Institute for Regenerative Cures Phase 6 (Sacramento Campus)	E&G				5,000 CF				5,000
UC Davis Institute for Regenerative Cures Phase 7 - CTSC (Sacramento Campus)	E&G					15,000 CF			15,000

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Governor's Hall Remodel (Sacramento Campus)	E&G						10,000 SE		10,000
MIND Prevention and Treatment Research Building (Sacramento Campus)	E&G						28,539 SE		28,539
Health Sciences Education Expansion Phase 2 (Sacramento Campus)	E&G						72,000 SE		72,000
UC Davis Health System Priority Phase 1 (Sacramento Campus)	E&G							60,877 SE	60,877
Hospital Seismic Upgrade Stair Tower & Exit Corridor (Sacramento Campus)	MC	12,945 HR							12,945
Hospital Seismic Upgrade Fire, Life, Safety (Sacramento Campus)	MC	9,200 HR							9,200
Hospital East 7 Reactivation Project (Sacramento Campus)	MC	7,000 HR							7,000
Hospital Seismic Elevator Upgrade (Sacramento Campus)	MC	6,500 HR							6,500
UCDHS Child Care Center (Sacramento Campus)	MC	500 CF	6,500 CF						7,000
Data Center Upgrades (Sacramento Campus)	MC	12,000 HR							12,000
Hospital Seismic Upgrade University Tower 1 Remodel (Sacramento Campus)	MC	13,603HR							13,603
Main Hospital Seismic Compliance Children's Surgery Replacement (Sacramento Campus)	MC	20,000 CG 8,400 HR							28,400
Main Hospital Seismic Compliance 2nd Floor Hospitalists (Sacramento Campus)	MC	10,800 EF							10,800
North Addition Office Building (Sacramento Campus)	MC	80,000 EF							80,000
Emergency Power Upgrade Phase 2 (Sacramento Campus)	MC		12,500 HR						12,500
Research IV Building (Sacramento Campus)	MC						4,000 CF 47,000 EF		51,000
Hospital Seismic Upgrade East Wing Façade Replacement (Sacramento Campus)	MC							22,600 HR	22,600
Research V Building (Sacramento Campus)	MC							70,000 SE	70,000
Ambulatory Care Center Phase 2 (Sacramento Campus)	MC							66,000 EF 20,000 GF	86,000
Parking Structure 4 (Sacramento Campus)	MC							35,000 EF	35,000
Research VI Building (Sacramento Campus)	MC							70,000 SE	70,000
Acute Rehabilitation Hospital (Sacramento Campus)	MC							30,000 EF	30,000
Health System Projects \$750K to \$5M	MC	22,000 HR	20,000 HR	20,000 HR	20,000 HR	20,000 HR	18,000 HR	72,000 HR	192,000
State Funds		51,399	36,953	97,848	55,583	15,000	135,539	215,877	608,199
Non-State Funds		505,797	394,429	439,954	71,759	135,750	191,053	599,850	2,338,611
Total Capital Program		557,196	431,382	537,802	127,342	150,750	326,592	815,727	2,946,810

DAVIS



UNIVERSITY OF CALIFORNIA, IRVINE

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

Strategic Goals

UC Irvine's 2014-24 *Capital Financial Plan (CFP)* is predicated on the 2006 *Strategic Academic Plan (SAP)*. Key objectives of the *SAP* include: maintaining and strengthening core academic disciplines; enrolling 32,000 students, with graduate students comprising 25 percent of enrollment; developing innovative programs in emerging disciplines and supporting interdisciplinary collaboration; and expanding on-campus housing to accommodate 50 percent of graduate and undergraduate students. Although the campus's original plan for achieving these goals by 2015 has been slowed by the budget uncertainties of recent years, significant progress has been made with the addition of new programs in law, nursing, public health and pharmaceutical sciences, and the construction of additional housing to accommodate approximately 48 percent of current enrollment on campus.

Capital Program Priorities

Capital program priorities support the campus's strategic goals as articulated in the *SAP*, the development objectives outlined in the 2007 *Long Range Development Plan*, and the context of the *Physical Design Framework*. The capital program provides the new facilities necessary to accommodate the academic mission

and other campus needs, with projects such as the *Classroom/Office Building*; *Health Sciences Instruction and Research Building*; *Law Building*; *University Extension Classroom Building*; and *Student Services Building*. The program also addresses the aging of existing facilities through projects such as the *Capital Renewal and Infrastructure Improvement Program*; *Engineering Renovations*; and *Med Surge Replacement*. The *CFP* includes infrastructure projects that will address existing deficiencies and growth needs, keep the campus functioning efficiently, and further reduce the campus' carbon footprint. Examples of this type include the *Primary Electrical Improvements Step 4* and the *Central Plant Renewal* projects.

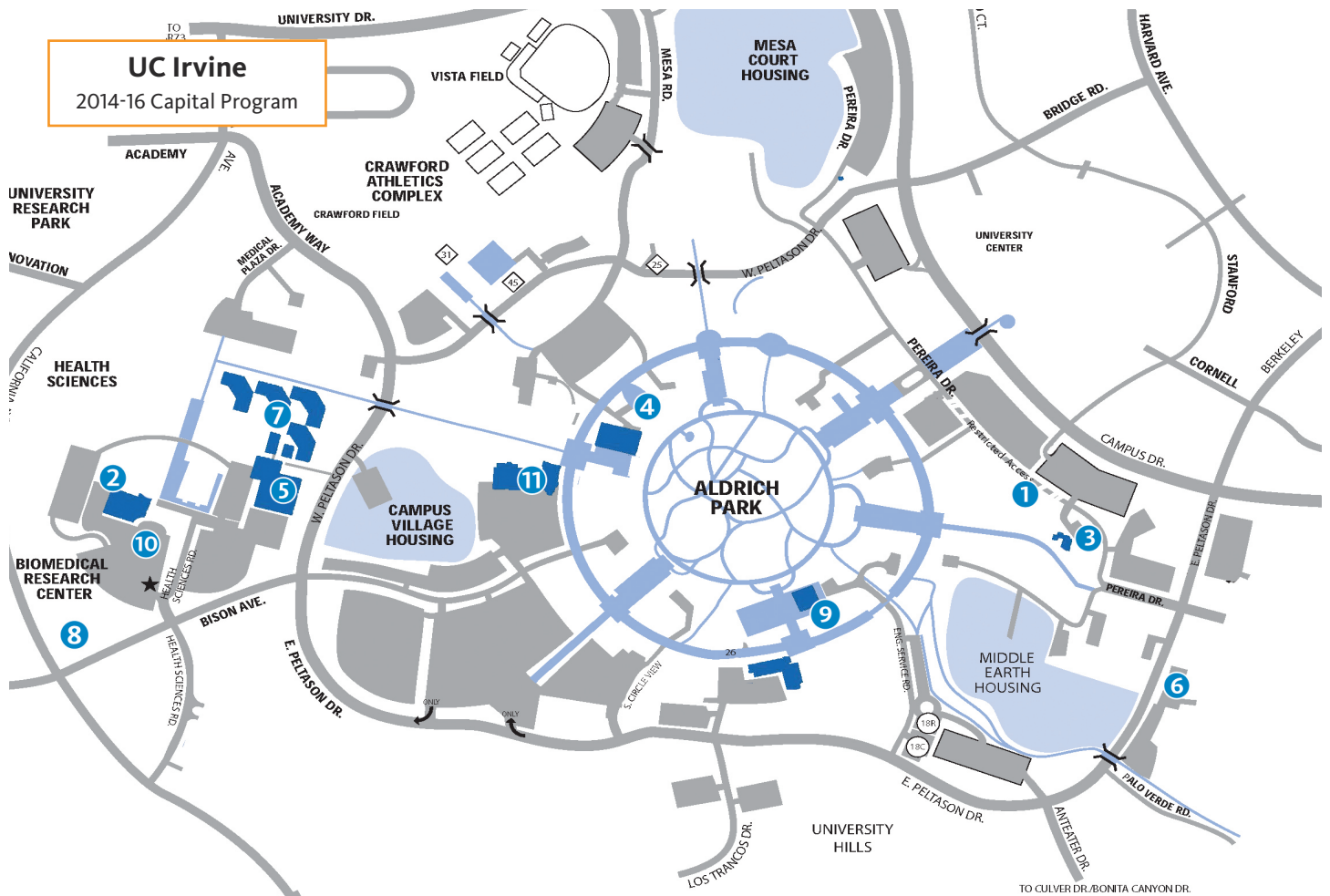
Challenges

The campus faces several major challenges in the implementation of its capital program. The foremost obstacle is the lack of sufficient funding to support the program. Irvine's proposed 2014-24 *Capital Financial Plan* totals over \$2.2 billion. Approximately \$805 million, or about 36% of the total capital program, consists of projects eligible for State funding. The remaining projects would be funded from non-State sources, including gifts, external financing, campus funds, auxiliary reserves, and hospital reserves. The economic conditions of the last few years have resulted in fewer funding opportunities for both the State-funded and non-State-funded programs. The campus is working to cultivate additional fund sources while continuing to make the best use of available capital resources. Given these funding difficulties, a continuing priority—and challenge—is managing existing space to make the most efficient use of current facilities.

The critical need to address deferred maintenance, safety, and utility infrastructure repairs is a challenge confronting the campus



Mesa Court Expansion (Rendering)



UC Irvine
2014-16 Capital Program

Project Key

1. Business Unit 2	7. Med Sci Renewal
2. Hewitt Hall Basement Buildout of Shell Space	8. Outpatient Clinical Center
3. UCI Center for Living Peace	9. Engineering Renovations
4. Classroom/Office Building	10. Med Surge Replacement
5. Beckman Laser Expansion and Renovation	11. Biological Sciences 3 1st Floor Renovation
6. University Extension Classroom Building	

Note: Project location on map does not indicate Site Approval per CEQA regulations

on a daily basis. The UCI campus is now almost 50 years old and over 20 percent of its space is in buildings more than 40 years old, and nearly 40 percent is in buildings from 20 to 40 years old. The campus has a backlog of approximately \$350 million in deferred maintenance needs, according to the *UCOP Facilities Infrastructure Renewal Model*. The campus is proposing to begin to address this backlog with a number of projects in the 2014-24 CFP, including *Med Sci Renovations, Building Renewal Phases 1 and 2, Fire and Life Safety Improvements*, and others. In addition, UCI Facilities Management has prioritized \$72 million in projects that target issues of safety or imminent failure within the next one to three years. To begin to address the most urgent of these priorities, the campus has dedicated \$20 million in non-State funds in 2013-14 for the first phase of a *Capital Renewal and Infrastructure Improvement Program*. Two additional phases of this program, also proposed to be funded with external financing, are included in the CFP.

Achievements

Construction will be complete, and the Paul Merage School of Business will begin to occupy, the *Business Unit 2* building this fall, providing critically needed space for the instruction and research programs of the School of Business. In addition, construction of the *Mesa Court Expansion* project has begun, with completion scheduled for Fall 2016. This project will provide up to 746 freshman residence hall beds, as well as a new commons facility sized to serve the entire Mesa Court population.

Facts & Figures	Established	1965
	FTE Enrollment 2013-14	
	Undergraduates	25,105
	Graduate Students	3,867
	Health Science Students	1,460
	Campus Land Area	1,543 acres
	Campus Buildings	7.3 million ASF
	Nobel Laureates (active & emeritus)	1
	University Professors (active & emeritus)	1



Gavin Herbert Eye Institute

UC Irvine strives to be a leader in environmental stewardship, meeting campus sustainability objectives by incorporating conservation and energy-efficiency goals into the capital program. To date, achievements in this area include eight UCI buildings that have been certified LEED™ Gold, and twelve buildings that have been certified Platinum.

Medical Center

UC Irvine Health is Orange County's only academic health center with a tripartite focus of clinical care, teaching, and research. Comprised of UCI's Medical Center (UCIMC) and the School of Medicine, UC Irvine Health provides a continuum of services spanning from primary care to complex tertiary/quaternary care in locations across the county.

Strategic planning and facility master planning studies were recently undertaken to identify areas of improvement needed to position UC Irvine Health as a provider of premier specialized services such as burn, trauma, cancer care, advanced surgical care, and as a manager of population health through an increased emphasis on primary care. Upgrade or replacement of ambulatory care facilities at UCIMC is an important part of achieving these goals. Existing facilities are fragmented and deteriorated, and parking, wayfinding, waiting areas, and clinical areas are not designed to current standards for care.

To address these problems, UC Irvine Health is proposing to consolidate and expand UCIMC's ambulatory care services. Among the projects included in the 2014-24 CFP are a new Ambulatory Care Center and adjacent parking structure,

a facility services building, a central chiller plant, and an office replacement building. The specific schedule for the Ambulatory Care Center project is under study. The Medical Center's recently completed *Physical Design Framework* will help guide the planning and design of these projects.

2014-24 Irvine Capital Program (\$000s)

For definition of terms please refer to Page 62

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Business Unit 2	E&G	39,595 LR 4,656 GF	1,068 SG 3,205 GF						48,524
Primary Electrical Improvements Step 4	E&G		19,462 SG						19,462
Hewitt Hall Basement Buildout of Shell Space	E&G		10,000 GF						10,000
UCI Center for Living Peace	E&G		DD						DD
Classroom/Office Building	E&G		45,000 EF 5,000 CF						50,000
East Campus Commerical Development	AUX		PR						PR
On-Campus Hotel	AUX		PR						PR
Beckman Laser Expansion and Renovation	E&G		25,000 GF						25,000
Student Services Building	E&G		40,000 EF						40,000
Space Conversion for Transmission Electron Microscopy (TEM)	E&G		15,000 EF						15,000
University Extension Classroom Building	E&G		37,253 EF 15,000 AR						52,253
Fire and Life Safety Improvements Phase 1	E&G			34,290 SG					34,290
Law Building	E&G			40,000 GF 45,000 EF					85,000
Child Development Center	E&G			13,000 GF					13,000
Health Sciences Parking Lot Expansion	AUX			5,400 EF					5,400
Capital Renewal and Infrastructure Improvements Program Phase 2	E&G			30,000 EF					30,000
Med Sci Renewal	E&G				28,877 SE				28,877
Health Sciences Instruction and Research Building	E&G				52,482 SE		3,166 SE		55,648
Engineering Renovations	E&G				20,000 SE				20,000
Med Surge Replacement	E&G				79,100 SE		3,700 SE		82,800
Biological Sciences 3 1st Floor Renovation	E&G				6,000 GF				6,000
Central Plant Renewal Phase 1	E&G					32,300 SE			32,300
Sciences Instruction & Research Building 1	E&G				20,000 SE 20,000 GF		2,000SE		42,000
Fire and Life Safety Improvements Phase 2	E&G				22,101 SE				22,101
Capital Renewal and Infrastructure Improvements Program Phase 3	E&G				20,000 EF				20,000
Athletics Facilities Improvements	AUX				8,900 GF				8,900
Humanities and Social Sciences Classroom Renovations	E&G					2,654 SE			2,654
Med Sci Renovations	E&G					46,600 SE			46,600
Mesa Court Unit 3 Renewal	AUX					5,000 AR			5,000
ARC Field Expansion	AUX					2,000 AR 5,000 GF			7,000
Chilled Water System Expansion	E&G						50,000 SE		50,000
Sciences Instruction & Research Building 2	E&G						73,400 SE	4,200 SE 4,200 CF	81,800
Central Plant Renewal Phase 2	E&G						16,500 SE		16,500
Pippin Dining Commons Replacement	AUX						15,000 EF		15,000

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Shellmaker Island Boathouse Replacement	AUX						7,000 GF		7,000
Institute for Memory Impairments and Neurological Disorders	E&G						52,000 GF		52,000
Student Apartments	AUX						PR		PR
Biological Sciences Greenhouse Replacement	E&G							15,500 SE	15,500
Building Renewal Phase 1	E&G							35,000 SE	35,000
Water, Sewer, and Storm Drain Improvements	E&G							15,193 SE	15,193
Sciences Buildings Renovations	E&G							22,000 SE	22,000
Academic Building	E&G							39,000 SE 21,000 GF	60,000
ARC Expansion Phase 4	AUX							52,000 EF	52,000
Social & Behavioral Sciences 2	E&G							52,000 SE	52,000
Building Renewal Phase 2	E&G							35,000 SE	35,000
Art Museum	E&G							41,000 GF	41,000
Parking Structure 5	AUX							44,000 EF	44,000
Events Center	AUX							PR	PR
Transportation Infrastructure Safety Improvements	E&G							4,100 SE	4,100
Capital Renewal Program	E&G		6,400 SE	3,200 SE	3,200 SE	3,200 SE	3,200 SE	12,800 SE	32,000
Capital Projects \$750K to \$5M (E&G)	E&G	10,000 CF	10,000 CF	15,000 CF	15,000 CF	15,000 CF	15,000 CF	60,000 CF	140,000
Chao Comprehensive Digestive Disease Center Expansion	MC	14,735 HR 2,765 GF	3,103 HR 827 GF						19,776
UCIMC Facilities Building	MC	8,400 HR							8,400
UCIMC Chiller Plant Expansion	MC	32,450 EF							32,450
UCIMC Cancer Center 4th Floor Clinic Remodel	MC	5,200 HR							5,200
UCIMC Medical Center Drive/Dawn Way Improvements	MC	8,000 EF							8,000
UCIMC Emergency Power Upgrades	MC	8,000 HR							8,000
UCIMC Office Building	MC	48,400 EF							48,400
UCIMC Ambulatory Care Center	MC		134,820 EF 100,000 GF 30,000 CG						264,820
UCIMC Patient/Visitor Parking-Structure	MC		51,360 EF						51,360
Outpatient Clinical Center	MC		50,600 GF						50,600
UCIMC Building Demolition and Site Preparation	MC			8,000 HR					8,000
Gavin Herbert Eye Institute 2nd Floor Buildout	MC				6,840 GF				6,840
Capital Projects \$750K to \$5M (MC)	MC	11,897 HR	15,000 HR	15,000 HR	15,000 HR	15,000 HR	15,000 HR	15,000 HR	146,897
State Funds		20,530	40,690	183,659	77,601	59,320	145,100	277,793	804,693
Non-State Funds		330,081	525,180	44,000	85,740	42,000	104,000	284,700	1,415,701
Total Capital Program		350,611	565,870	227,659	163,341	101,320	249,100	562,493	2,220,394





UNIVERSITY OF CALIFORNIA, LOS ANGELES

The UCLA's 2014-24 *Capital Financial Plan (CFP)* framework guides the campus in prioritizing capital investments in support of its mission and identifies facilities needs aligned with the 2002 *Long Range Development Plan*, as amended in March 2009, and the 2009 *Physical Design Framework*. The updated plan is based on three strategic capital initiatives included in the accepted 2013-23 *CFP*: completion of the seismic correction of all remaining structures by 2019; transformation of the campus into a residential academic community; and development of a sustainable campus. The updated *CFP* also includes allocations for capital investments in the UCLA Medical Center, and the capital renewal of aging buildings and infrastructure throughout the campus.

Strategic Goals

Complete the Seismic Correction Program: Since the mid-1980s, UCLA has implemented a comprehensive seismic safety program to correct buildings with Level V or Level VI seismic performance ratings (formerly “Poor” or “Very Poor”). Since the 1994 Northridge earthquake, UCLA has allocated \$327 million (92 percent) of its State general obligation bond funding to seismic and life-safety upgrades in campus buildings, and \$180 million of State lease revenue bond funding to replace seismically unsafe hospital facilities and \$129 million of State lease revenue bond funding to seismically renovate the South Tower in the Center for the Health Sciences (CHS). In 2014, \$48 million of general funds financed under the Assembly Bill 94 mechanism was approved for additional seismic and fire safety upgrades in the CHS.

To date, seismic renovations of most general campus structures have been completed, and detailed planning is underway for remaining facilities. The campus has completed seismic corrections to 55 structures totaling 8.8 million gsf, and has work

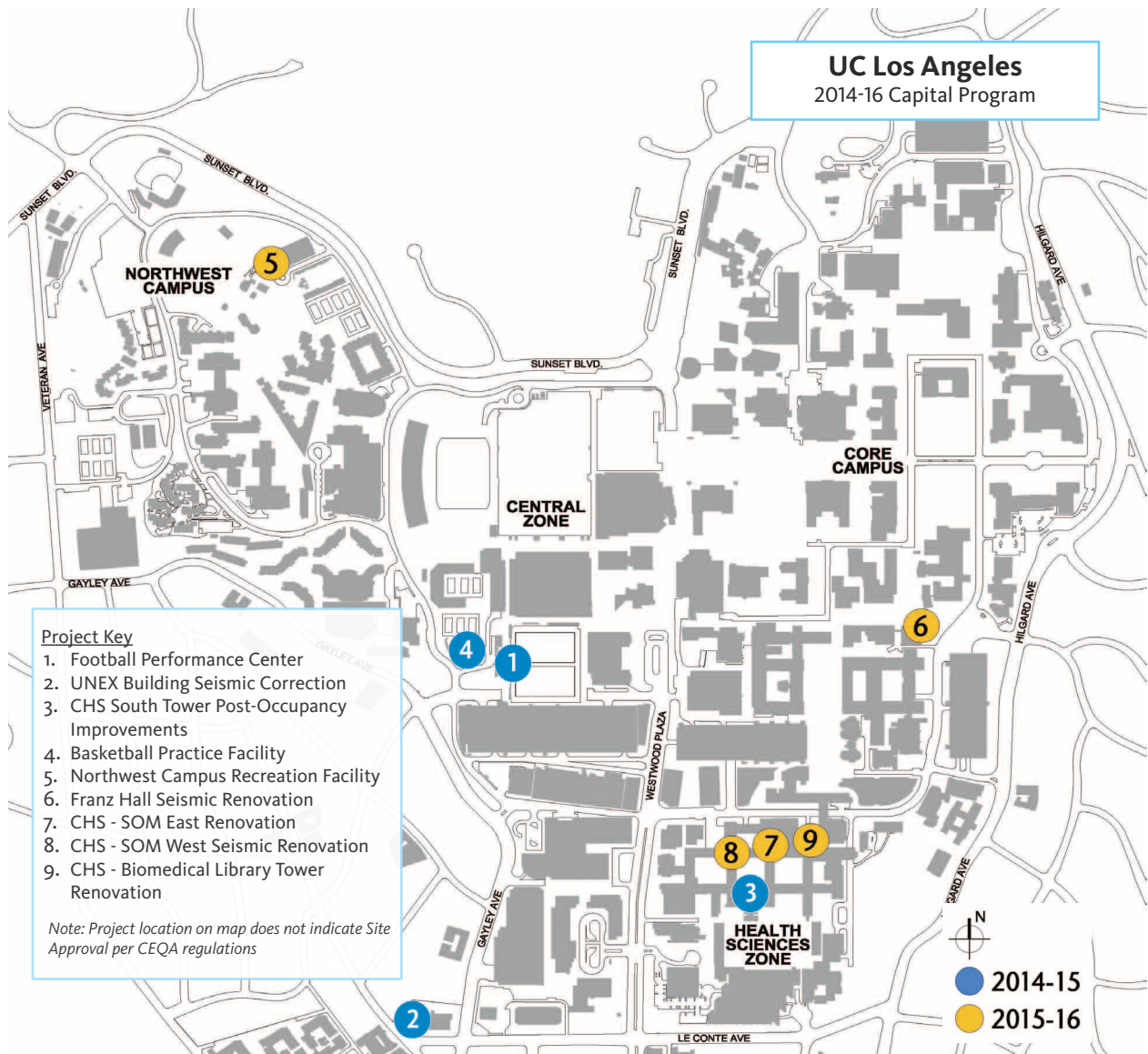
in progress on eight structures totaling 549,000 gsf. Four structures totaling 627,000 gsf remain in the CHS complex.

Transform UCLA into a Residential Academic Community: During the past 20 years, UCLA has been evolving from a commuter campus to a residential campus by accommodating over 11,300 students in on-campus housing and approximately 2,700 in University-owned off-campus housing. The campus continues to experience housing demand generated by its undergraduate and graduate students, to be met in part by projects completed in 2013-14 for 1,500 additional undergraduate beds in the Northwest zone and 500 studio apartments for single graduate students in the Southwest zone. As the development potential for construction of additional on-campus is limited, UCLA will continue to acquire nearby properties to meet the demand for affordable student housing proximate to campus.

Build a Sustainable Campus: UCLA's Sustainability Committee, active since 2005, continues to advance campus sustainability practices and initiatives consistent with University policy. The campus' *Climate Action Plan* identifies initiatives to reduce greenhouse gas emissions below 1990 levels by 2020, consistent with goals established by the *UC Sustainability Policy*. The Green Building Program and other initiatives have allowed the campus to reduce the amount of energy used on a square-foot basis in both its new construction and its renovation projects. Additionally, there has been a 20 percent reduction in vehicle trips to and from the campus since 1990 as a result of the Transportation Demand Management Program and the development of additional on-campus housing. In the coming years, UCLA's challenge will be continued reduction of its carbon footprint as the campus expands and the demand for energy increases.



Ostin Music Center (Rendering)



Capital Program Priorities

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

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

Residential Community: The campus is proposing the acquisition of off-campus apartment buildings, provision of additional study and recreational facilities, renovation of existing on-campus dining facilities, and upgrades to owned apartment

buildings. The acquisition of additional beds will help meet the goals of the LRDP to guarantee four years of housing to incoming freshmen and two years of housing to transfer students.

Sustainability: The campus will continue to advance sustainability practices and initiatives. UCLA is striving for LEED™ Gold certification for all new construction and major refurbishment projects. Of nineteen projects that have received green building certifications, two achieved Platinum, eleven achieved Gold,

Facts & Figures	Established	1919
	FTE Enrollment 2012-13	
	Undergraduates	29,433
	Graduate Students	7,664
	Health Science Students	3,870
	Campus Land Area	419 acres
	Campus Buildings	12 million ASF
	Hospitals and Clinics	3.1 million ASF
	Nobel Laureates (active & emeritus)	3
	University Professors (active & emeritus)	2

and six achieved the University minimum of Silver. Another twenty-five projects are registered to receive certification. Other energy conservation programs, transportation, housing, information systems and waste diversion initiatives are underway.

Medical Center: Capital investments in the UCLA Medical Center include a proposed patient bed tower on the Westwood campus to meet the demand for patient beds; capital equipment replacement to ensure that the hospital system is equipped with state-of-the-art technology; improvements to the building envelope and infrastructure to the Merle Norman Pavilion that were not part of the recently completed *UCLA Santa Monica Orthopaedic Hospital* project; and the construction of additional administrative and clinical support facilities at the Santa Monica hospital.

Facilities Renewal: Strategic investments in teaching, student support, research, and other facilities are needed, in the absence of State funding, to maintain the institutional mission of UCLA. The campus has identified an immediate need for \$30 million to upgrade more than 50 buildings that are 25 to 80 years old. A funding allocation is included to replace obsolete building systems, utility infrastructure, and life safety systems; fund facilities modernization initiatives; improve space utilization in older facilities; refurbish classrooms; and make repairs to campus hardscape and roadways.

Challenges

Since the 1994 Northridge earthquake, the Los Angeles campus has used 92 percent of its State general obligation bond funds for seismic and life-safety projects. Dramatic reductions in the State capital program since 2008 require the campus to use even more of its own resources to complete its seismic correction and infrastructure renewal program — at the expense of critically important projects that support academic growth and modernize or replace older buildings. Capital renewal and maintenance projects have not received adequate funding for many years, and the potential for future funding is uncertain. For a mature campus with over 200 buildings, it will be se-

verely challenging to keep pace with investments necessary to ensure continuous advancements in research and teaching.

While the current 2014-24 CFP includes a number of State-eligible projects, it has excluded high-priority State-eligible projects that cannot be deferred until State funding is available. The Electrical Distribution System Expansion Step 6C project will be implemented as a series of Chancellor-approved projects to address critical infrastructure deficiencies in the CHS and Southwest campus. The installation of fire sprinklers and a fire alarm system in the Life Sciences Building, funded by the campus, is currently underway. While the completion of the seismic correction program by 2019 is largely dependent on the availability of State funds, the campus is aggressively pursuing non-State fund sources to support appropriate projects.

Achievements/Successes

In the past year, successful outcomes relative to the campus' three strategic initiatives and fundraising include the following:

Seismic Program: Seismic corrections to six structures totaling 1 million gsf were completed, including the seismic strengthening scope for the CHS South Tower project.

Residential Community: Completion of renovations to Dykstra Hall, the last of a series of five projects begun in 2005 to repair and refurbish the 1960s era high-rise undergraduate residence halls in the northwest campus.

Sustainability: The completed Rieber Repairs and Refurbishment project, involving the renovation of one of the 1960s era undergraduate residence halls in the Northwest campus, was granted UC LEED™ for Commercial Interiors equivalency at the platinum level.

Philanthropy: In fiscal year 2013, UCLA raised \$512 million in gifts. Since 2006, the campus has raised an average of \$412 million annually.



Luskin Conference and Guest Center (Rendering)

2014-24 Los Angeles Capital Program (\$000s)

For definition of terms please refer to Page 62

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Football Performance Center	E&G	50,000 GF							50,000
UNEX Building Seismic Correction	E&G	325 CF	20,000 CF						20,325
CHS South Tower Post-Occupancy Improvements	E&G	50,000 EF							50,000
Basketball Practice Facility	AUX	35,000 GF							35,000
Undergraduate Student Apartments Real Estate Acquisition No. 1	AUX	5,000 AR 20,000 EF							25,000
Franz Hall Seismic Renovation	E&G		50,000 SE						50,000
CHS-SOM East Building Renovation	E&G		5,000 SE	65,000 SE					70,000
CHS-SOM West Seismic Renovation	E&G		25,000 SG 15,000 CF						40,000
CHS-Biomedical Library Tower Renovation	E&G		40,000 SE						40,000
Undergraduate Student Apartments Real Estate Acquisition No. 2	AUX		5,000 AR 20,000 EF						25,000
CHS-NPI Renovation	E&G			50,000 SE					50,000
Theater, Film & Television Renovation	E&G				50,000 SE				50,000
Life Sciences Building Renovation Phase 2	E&G				45,000 SE				45,000
CHS-School of Public Health Building Renovation	E&G				45,000 SE				45,000
Northwest Campus Recreation Facility	AUX					20,000 GF			20,000
Botanical Garden Enhancements	E&G					20,000 GF			20,000
Anderson School of Management Addition	E&G					50,000 GF			50,000
Student Services / Welcome Center	AUX					50,000 GF			50,000
North Campus Academic Facility	E&G					50,000 GF			50,000
Capital Renewal	E&G		10,000 SE	10,000 SE	10,000 SE	10,000 SE	10,000 SE	40,000 SE	90,000
Capital Projects \$750K to \$5M	E&G	15,000 CF	15,000 CF	15,000 CF	15,000 CF	15,000 CF	15,000 CF	60,000 CF	150,000
Capital Projects \$750K to \$5M	AUX	15,700 AR	12,700 CF	7,500 CF	7,500 AR	7,500 AR	4,580 AR	18,320 AR	73,800
SMH Office Building	MC			50,000 EF					50,000
SMH Merle Norman Pavilion Renovation	MC					50,000 EF			50,000
SMH Medical Office Building	MC						75,000 EF		75,000
RRUMC Bed Tower	MC							500,000 EF	500,000
Capital Equipment Replacement Lease Funding	MC	75,000 HR	75,000 HR	50,000 HR	50,000 HR	50,000 HR	50,000 HR	200,000 HR	550,000
Capital Projects \$750K to \$5M	MC	5,000 HR	5,000 HR	5,000 HR	5,000 HR	5,000 HR	5,000 HR	20,000 HR	50,000
State Funds			130,000	125,000	150,000	10,000	10,000	40,000	465,000
Non-State Funds		290,700	147,700	127,500	77,500	317,500	149,580	798,320	1,908,800
Total Capital Program		290,700	277,700	252,500	227,500	327,500	159,580	838,320	2,373,800

LOS ANGELES



UNIVERSITY OF CALIFORNIA, MERCED

Strategic Goals

UC Merced is the newest campus of the University of California and the nation's first doctoral research university of the 21st century. Strategically situated in the San Joaquin Valley, UC Merced advances the area's rich heritage by providing untapped potential, economic opportunity, and improvements to the quality of life via education and research.

Since opening in 2005, enrollment demand has increased steadily. To meet its goal of 10,000 students by 2020 and in response to the need for additional space, UC Merced has embarked on the *2020 Project*. This ambitious initiative represents the next phase of campus development under the amended *Long Range Development Plan*. The Plan envisions a dynamic expansion of the existing UC Merced campus with new mixed-use development that integrates students, faculty, and staff into a sustainable living and learning environment.

The comprehensive *2020 Project* will support all elements required to accommodate campus enrollment growth from the current level of 6,000 students to approximately 10,000 students by the year 2020. Capital development will include the design, construction, financing, operation and maintenance of new infrastructure involving all aspects of campus life: academic, administrative, research, recreational, student residential and services buildings, utilities and infrastructure, outdoor recreation and open space areas, and associated roadways, parking and landscaping.

The *2020 Project* represents an innovative delivery model to manage long-term financial risk of capital development. In order to assess the total cost of ownership for the project, the campus believes a procurement process that considers life-cycle costs,

including design, construction, financing, operations, and maintenance, will be in the best long-term interests of the University.

Capital Program Priorities and Achievements

Notwithstanding ongoing planning for the *2020 Project*, the campus's recent growth trajectory has required the design and construction of several additional facilities: the new *Student Services Building* opened in Fall 2013 and the *Science and Engineering 2 Building* opened in August 2014. In addition, the campus has started construction of a second classroom and office building. Work on the critically needed *Central Plant Telecommunications Reliability Upgrade* project begins this year to support existing academic buildings and the aforementioned building currently under construction.

The University must also comply with the environmental mitigation requirements under its Army Corp of Engineers Section 404 permit. The campus will be meeting its obligations through the purchase of wetland credits and establishment of a conservation easement. Finally, the campus plans to evaluate whether it can finance renovations to the initial *Science and Engineering Building*, along with investment in new information technology network equipment, and capital renewal for facilities ten years old, or older, such as the *Castle facilities*.

Next Steps

The *2020 Project* is being procured in two phases. The RFQ phase, currently underway, will determine the qualified firms who will be eligible to participate in the second phase. The RFP phase will request proposals from eligible participants for the design, construction, financing, operations and maintenance of the

MERCED



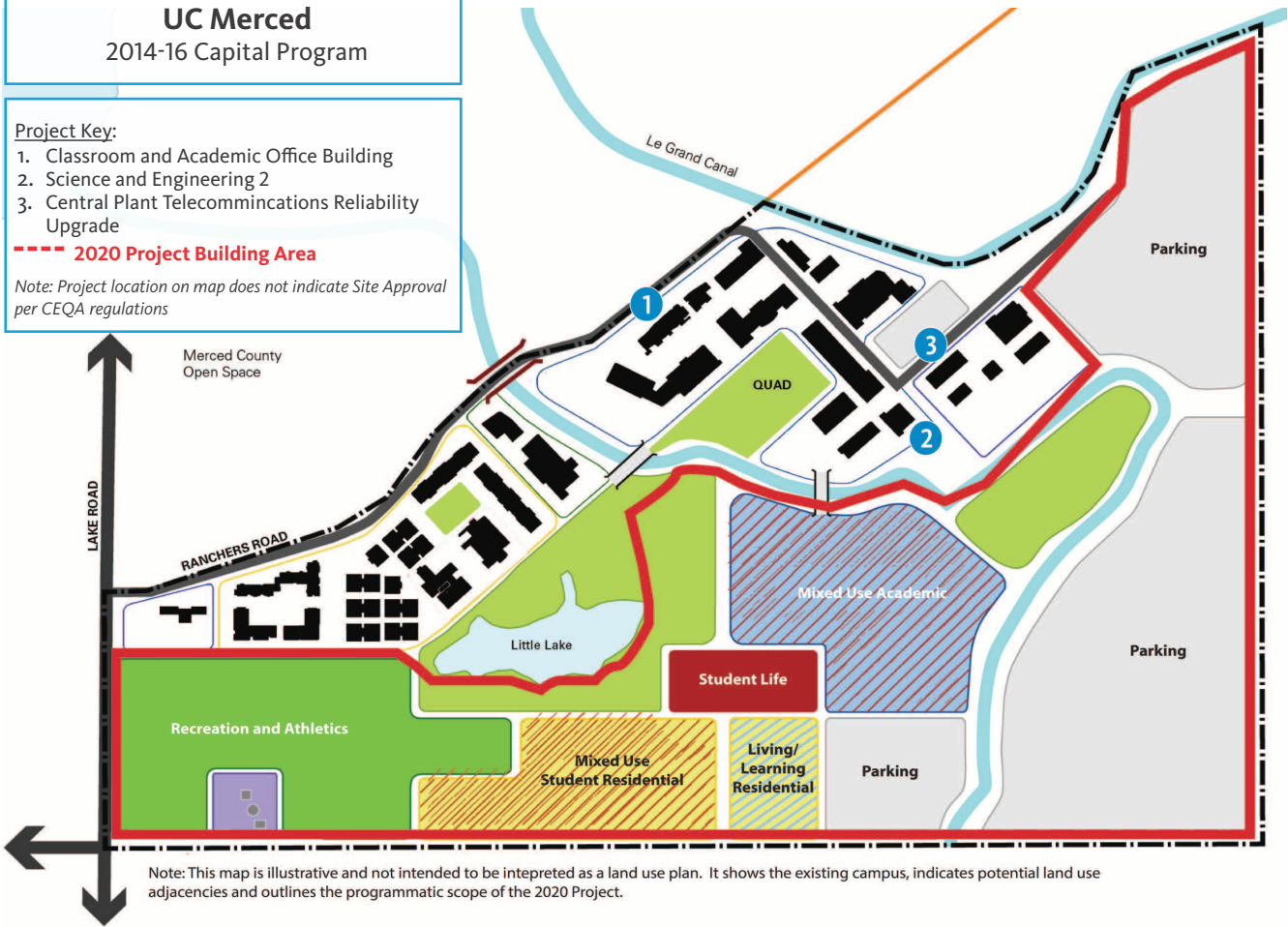
Science and Engineering 2

UC Merced
2014-16 Capital Program

Project Key:
 1. Classroom and Academic Office Building
 2. Science and Engineering 2
 3. Central Plant Telecommunications Reliability Upgrade

----- 2020 Project Building Area

Note: Project location on map does not indicate Site Approval per CEQA regulations



2020 Project. Once complete, the 2020 Project will have developed collaborative and sustainable academic, research, housing and support facilities to accommodate 10,000 students.

Facts & Figures	Established	1998
	FTE Enrollment 2013-14	
	Undergraduates	5,602
	Graduate Students	329
	Undergraduate Student Profile (Fall 2013)	
	From California	97.5%
	Pell Grant Recipients	61.0%
	First Generation Students	62.1%
	Campus Land Area	815 acres
	Campus Buildings	794,000 ASF



Merced Campus

2014-24 Merced Capital Program (\$'000s)

For definition of terms please refer to Page 62

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Central Plant/Telecom Reliability Upgrade	E&G 1,400 SG	15,183 SG							16,583
Classroom and Academic Office Building	E&G 49,894 SG		4,951 SG						54,845
IT Next Generation Network (Phases 1-4)	E&G	3,000 EF	3,000 EF	3,000 EF	3,000 EF				12,000
Science and Engineering Building 1 Space Renos	E&G		2,000 EF						2,000
Downtown Administration Building	E&G		7,200 EF	64,800 EF					72,000
Capital Projects \$750K to \$5M (E&G)	E&G	1,000 CF	1,000 CF	1,000 CF	1,000 CF	1,000 CF	1,000 CF	4,000 CF	10,000
State Funds		15,183	4,951	0	0	0	0	0	20,134
Non-State Funds		4,000	13,200	68,800	4,000	1,000	1,000	4,000	96,000
Total Capital Program		19,183	18,151	68,800	4,000	1,000	1,000	4,000	116,134

2020 Project

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
2020 Project (P3)	AUX	PR	PR	PR	PR	PR	PR	PR	PR
2020 Project (P3)	E&G	PR	PR	PR	PR	PR	PR	PR	PR

Mitigation Measures

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Federal Environmental Mitigation		2,700 TBD	6,000 TBD	1,300 TBD					10,000
Transportation Improvements			2,000 TBD	1,300 TBD		1,700 TBD		1,000 TBD	6,000
Total Mitigation Projects		2,700	8,000	2,600		1,700		1,000	\$16,000



Merced's 2020 Project

The overarching purpose of the 2020 Project is to rapidly and cost-effectively meet the demand for affordable access to the University of California system for eligible students. In scale, scope and intent, the 2020 Project represents the most significant initiative for the Merced campus since its founding and one of the most ambitious capital projects in the University of California system. As conceived, the 2020 Project will provide critically needed facilities to support enrollment growth to 10,000 students by 2020-21. The development program includes up to 1.85 million gross square feet of new space for teaching and research, housing, student life, recreation and associated infrastructure. The Project will be delivered by 2020-21 as a single master-planned development using a performance-based, public-private partnership contracting model designed to minimize total lifecycle costs, transfer construction and operating cost and delay risks, accelerate project delivery and minimize the impact on the UC system's credit rating and financials.

The public-private partnership structure leaves room for innovation and cost efficiency in the design and construction of campus buildings and also requires the developer to meet performance standards which must be met during both construction and the operational phase of the project. To meet enrollment demand, the campus is pursuing a very aggressive schedule to deliver the first phase of projects as soon as possible.

The 2020 Project preliminary programming process has produced a rough order of magnitude estimate of anticipated space needs for academic and instruction, student life/academic support, campus operations, and student housing and dining facilities, which are summarized in the following table; these are only estimated projections.

University Unit	Anticipated Space Needs (GSF)	Beds
Academic and Instruction	802,000	
Student Life, Academic Support & Campus Operations	402,000	
Student Housing and Dining	639,500	1,900
Total	1,843,500	1,900





UNIVERSITY OF CALIFORNIA, RIVERSIDE

Founded in 1907 as the UC Citrus Experiment Station, the University of California, Riverside (UCR) became a general campus of the University of California in 1959. Today, UCR is increasingly seen as a preeminent public research university with a goal to teach for California and research for the world. UCR has more than 21,000 students, with a student body that is among the most diverse in the nation. UCR is proud of its diversity and the vital opportunities for advancement provided to individuals, families and communities. Nearly 60 percent of UCR undergraduate students are the first in their families to pursue college degrees.

The faculty of over 800 scholars is recognized internationally for teaching, research, and public service in an ever-widening range of fields. The campus now offers 80 undergraduate degree programs, 46 master's degree programs, 38 Ph.D. programs and 17 California teaching and administrative credential programs. Today, more than 50 percent of students participate in undergraduate research with faculty during their time on campus. The University aspires to extend the opportunity for students to receive the benefit of faculty mentored research. UCR is also proud of its role in strengthening the community. The campus generates jobs, research, investments, and other economic activities that contribute more than \$1.4 billion annually to the regional economy.

Strategic Goals

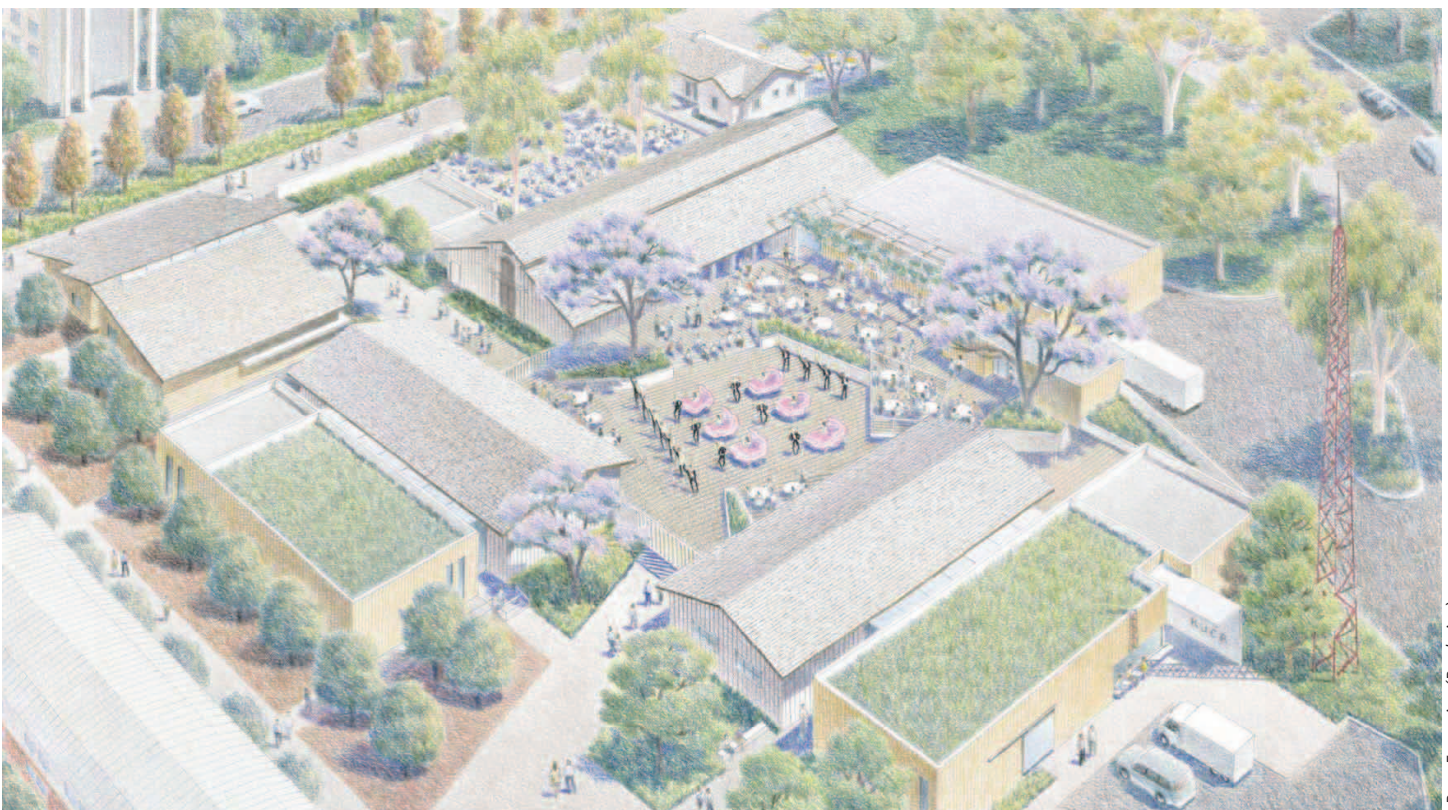
UCR 2020: The Path to Preeminence was prepared with the goal of enriching the State's economic, social, cultural and environmental future.

UCR 2020 continues to serve as the framework and impetus for UCR's improvements associated with capital program development. UCR is studying the feasibility of accommodating future growth on the East Campus, rather than the adopted *LRDP* which planned for development on the West campus. The intention of more intense development on the East Campus is to enhance the collegiate setting by providing contiguous research and instructional space, creating operational efficiencies, improving sustainable practices and increasing housing and dining options that will better facilitate engagement among students, faculty and staff.

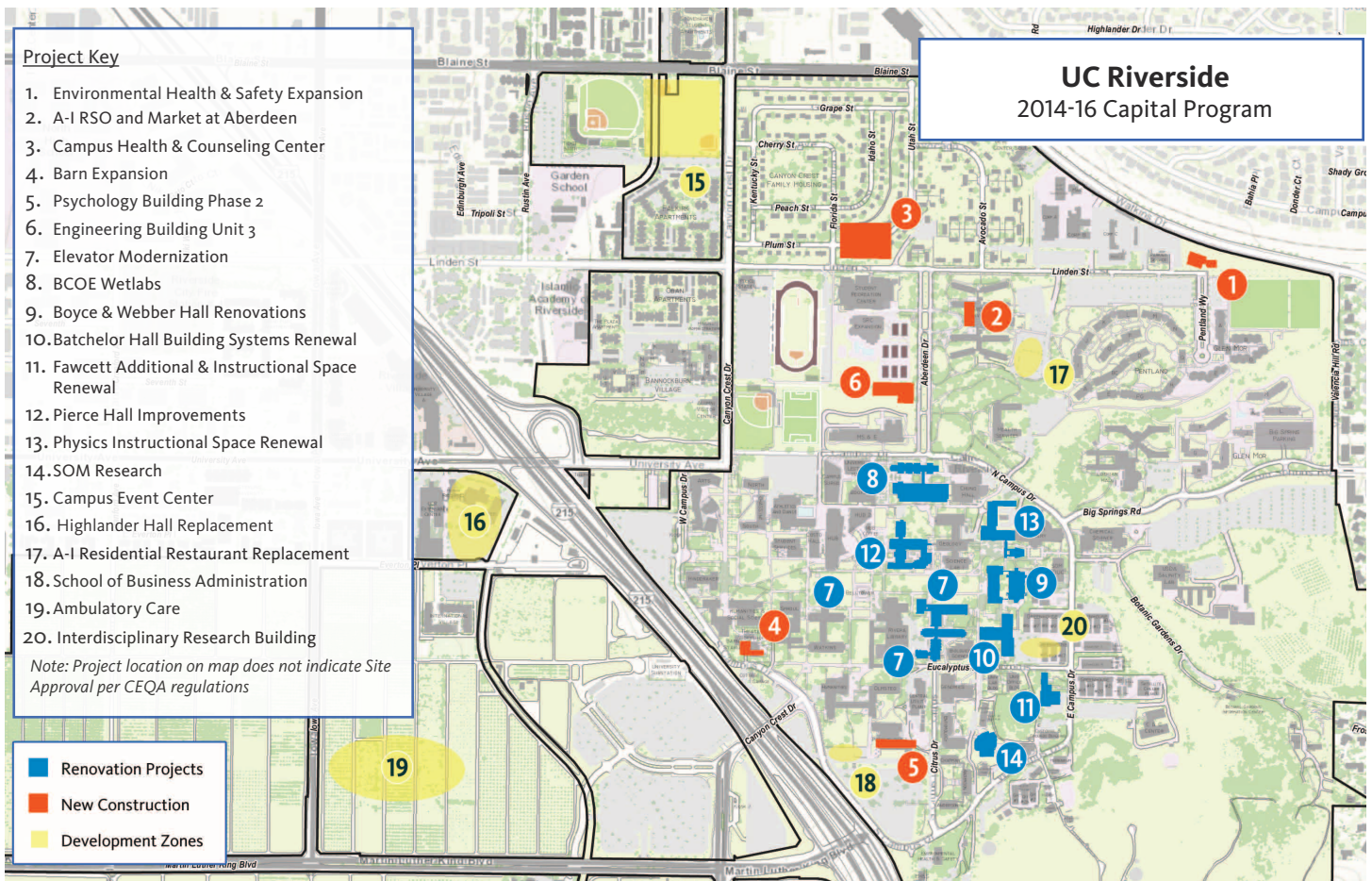
Significant Programmatic Initiatives

To achieve the goals of *UCR 2020*, the campus is proposing to invest in the following areas: Improving Academic Quality and Outcomes; Enrollment Growth; and Faculty and Research Growth.

Improving Academic Quality and Outcomes – UCR remains committed to providing an excellent education to its students



Barr Expansion (Rendering)



and has engaged in a number of key initiatives focused on maintaining the campus' academic quality for its undergraduates. These include investments to improve student-to-faculty ratios, increases in the number of student advisors, improving access to key courses, and the recent launch of several programs to improve graduation rates and student achievement.

In order to maintain the quality of its instructional facilities, core areas of the UCR campus must undergo substantial capital renewal. This *Capital Financial Plan* is proposing several renewal projects, including the *Physics Building Instructional Space Improvements*, the *Fawcett Instructional Lab Improvements*, and an *Instructional Facilities Improvements* project. These projects are all focused on ensuring UCR maintains the proper facilities to meet the instructional needs of its undergraduates.

Enrollment Growth – Meeting UCR enrollment growth targets will enable UCR to offer high quality education and expanded opportunities for significant careers and economic achievement to the next generation of Californians. UCR's goals include a new emphasis on growing its graduate and Ph.D. enrollments at a far higher rate than in the past to strengthen the capabilities of future academic and community leaders who graduate from UCR with advanced degrees. Goals also include growing the undergraduate population to ensure UCR maintains its level of access to California students. UCR's CFP initiatives supporting these enrollment growth objectives include planning underway for a new *School of Business Administration* building, and a *Graduate*

and Professional Center. The CFP also includes investment in the quality of the student environment. Detailed planning has been initiated for a *Campus Health and Counseling Center*, and design work will soon commence for the *Barn Expansion*, an adaptive re-use of iconic campus facilities as a multi-purpose dining, cultural, and entertainment complex to enhance campus life.

Faculty and Research Growth – To enhance academic quality and access, and grow UCR's research capacity, UCR is aggressively investing in recruiting and hiring approximately 300 net new faculty over the next five years. UCR is also seeking to aggressively increase its contract and grant expenditures through the increase in faculty. These growth targets include net new faculty and principal investigators for UCR's School of Medicine (SOM) to bolster the early successes of the SOM. UCR CFP projects in support of these objectives include the *Interdisciplinary Research Building* and the build-out of the *1st Floor of the SOM Research Building*.

Facts & Figures

Established	1907
FTE Enrollment 2012-13	
Undergraduates	18,193
Graduate Students	2,202
Health Science Students	106
Campus Land Area	1,125 acres
Campus Buildings	4.7 million ASF

2014-24 Riverside Capital Program (\$000s)

For definition of terms please refer to Page 62

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Environmental Health and Safety Expansion	E&G	1,035 SE 2,052 CF 15,984 SG		369 SG 1,611 CF					21,051
A-I RSO and Market at Aberdeen	AUX		13,516 EF 500 AR						14,016
Barn Expansion	AUX		26,962 EF 1,607 AR						28,569
Campus Events Center	AUX		20,000 GF 20,000 CF						40,000
Multidisciplinary Research Building	E&G		150,000 EF						150,000
A-I Residential Restaurant Replacement	AUX			34,834 EF 2,000 AR					36,834
Batchelor Hall Building Systems Renewal	E&G	402 SE		17,777 SG					18,179
Pierce Hall Improvements	E&G			34,680 SG					34,680
BCOE Wetlabs	E&G		10,000 SE						10,000
Elevator Modernization	E&G		2,276 SE						2,276
Fawcett Instructional Laboratory Renewal	E&G		3,048 SE						3,048
Fawcett Laboratory 2nd Floor Modernization	E&G		11,262 SE						11,262
Highlander Hall Replacement Facilities	E&G			PR					PR
Mechincal Systems	E&G		14,121 SE						14,121
Palm Desert Ambulatory Care Facilities	E&G			PR					PR
Physics Instructional Space Renewal	E&G		9,516 SE						9,516
Repair / Replace Roofs	E&G		4,469 SE						4,469
School of Business Administration	E&G		38,000 GF						38,000
School of Medicine Research Building, First Floor Fit-Out	E&G		7,303 SE						7,303
Boyce Hall and Webber Hall Renovations	E&G			8,000 SE					8,000
Campus Health and Counseling Center	AUX			8,000 UR 8,000 GF 22,100 EF					38,100
Engineering Building Unit 3	E&G			86,320 SE		1,110 CF			87,430
Fawcett Lab 3rd Floor Addition	E&G			15,865 SE					15,865
Graduate and Professional Center	E&G			57,943 SE					57,946
Instructional Facilities Improvements	E&G			25,000 SE					25,000
Interdisciplinary Research and Instruction Building	E&G			150,000 SE					150,000
IRB / Psychology Building Addition	E&G			19,362 SE		956 SE			20,318
School of Medicine Instruction and Research 1	E&G			88,070 SE					88,070
West Campus Ambulatory Care Facilities	E&G			PR					PR
East Campus Infrastructure Improvements Phase 3	E&G				8,000 SE				8,000

RIVERSIDE

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
School of Medicine Instruction and Research 2	E&G				324,920 SE				324,920
Academic Facilities Improvements 2	E&G					16,000 SE			16,000
East Campus Infrastructure Improvements Phase 4	E&G					10,000 SE			10,000
Academic Facilities Improvements 3	E&G						18,000 SE		18,000
East Campus Core Research Facilities	E&G						64,800 SE		64,800
Capital Projects \$750K to \$5M	E&G	1,411 CF	681 CF	702 CF	723 CF	744 CF	767 CF	3,304 CF	8,332
Capital Projects \$750K to \$5M	AUX	6,300 AR	3,500 AR	3,500 AR	3,500 AR	4,000 AR	6,000 AR	31,000 AR	57,800
State Funds		0	114,821	450,560	332,920	26,956	82,800	0	1,008,057
Non-State Funds		240,296	80,626	42,302	4,223	5,854	6,767	34,304	414,372
Total Capital Program		240,296	195,447	492,862	337,143	32,810	89,567	34,304	1,422,429

Challenges

Risks associated with UCR's 2014-24 Capital Financial Plan would include impacts to the following areas if the plan is not achieved:

Meeting the demands of past and future growth – UCR continues to cope with challenges in meeting demand for space and facilities as a result of enrollment growth, that occurred between the late 1990's and the mid 2000's, coupled with an absence of State Funding for these types of needs.

Aging Infrastructure – Approximately 40% of total campus space – most of which accommodates instruction and research programs – is 40 years old or older. Addressing obsolete or inadequate facilities or building systems is integral to UCR's CFP. Representative projects include the *Batchelor Hall Building*

Systems Renewal Project, and *Roof and Elevator Replacement* projects. The scope of the total facilities renewal problem continues to exceed the scope of projects identified in the plan.

Achievements

Recent developments of significance for UCR include:

Fall 2014 completion and occupancy of the *Glen Mor 2 Student Apartments* project that provide 814 beds and enable progress toward the *LRDP* target of accommodating 50 percent of students in campus controlled housing.

Spring 2014 acquisition of 11 acres adjacent to the *UCR Palm Desert Center* for future development of instruction, research, and SOM clinical programs.



Physics 2000 Classroom



UNIVERSITY OF CALIFORNIA, SAN DIEGO

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

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

Strategic Goals

In 2012, UC San Diego embarked on a strategic planning process that involved input from students, faculty, staff and community members. The resulting vision is to align campus efforts to be a student-centered, research-focused, service-oriented public university. Support of the goals emerging in the campus strategic plan process requires the ongoing renewal of existing buildings and infrastructure and the construction of new facilities to ensure that appropriate opportunities and conditions exist for students and faculty to flourish.

Capital Program Priorities

UC San Diego endeavors to be resourceful in its efforts to obtain funding for construction and maintenance of the campus' building and infrastructure inventory. While the priorities for the capital improvement program will continue to evolve to support the goals of the strategic plan, the projects included in the 2014-24 *Capital Financial Plan (CFP)* support the vision mentioned above.

Projects identified in the *CFP* will support new and expanding instruction and research programs, address critical systems renewal needs, improve capacity and distribution of utilities, and further enhance community relationships. These projects include: renovation of existing outdated teaching and research spaces; renewal and new construction of student housing and dining facilities; new construction to provide critical instruction and research space in biological and physical sciences disciplines, and for patient wellness and outpatient care for the Health System; and improvements for fire and life safety and utility infrastructure to address campus safety.

Challenges

Aged facilities: Many of the buildings serving the general campus and the health science programs are more than 40 years old; a few at SIO are nearly 100 years old. Renewal and upgrades are required to respond to health and safety requirements, obsolescence, and changing academic programs. Without renewal or replacement, many older buildings cannot support modern teaching and research activities effectively. The cost of "mission critical" projects that need immediate attention totals over \$70 million.

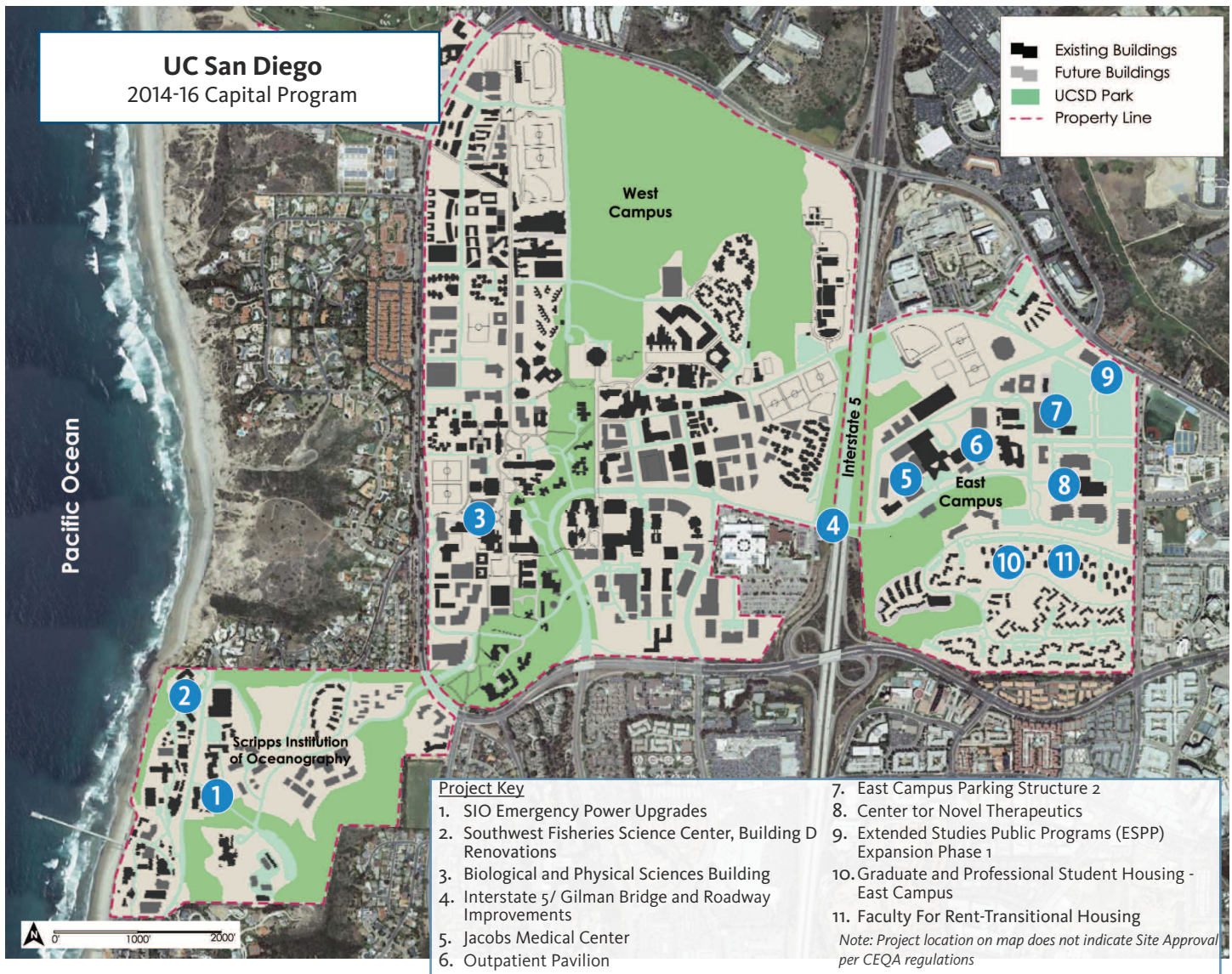
Academic Space Shortages: The campus has faced a shortage of academic space over the last decade as State funding for construction of new facilities has not kept pace with the evolution of academic programs and campus enrollment growth. Without new construction, the campus will continue to grapple with space shortages and some currently expanding programs will be constrained given the limited space available for their operations.

Funding: State funding is proposed for several projects identified in the *CFP*. These projects include new academic buildings, renovation and renewal of existing academic buildings, and infrastructure improvements that support academic facilities. Should State funding not be available, the campus would be unable to pursue many projects that support its mission.

The campus funds many projects through external financing, including projects that meet the needs of the health system, research programs, student housing, parking, infrastructure, and capital renewal. The campus also has a long history of successful fundraising efforts.



Jacobs Medical Center (under construction)



Achievements/Successes

Achievements of the UC San Diego capital program in 2013-14 include the following:

- Upgraded approximately 12,000 assignable square feet (ASF) of instructional laboratory and support space in York Hall that allows an increase in the number of undergraduate students enrolled in impacted laboratory courses. This project was an interim measure to accommodate the growing number of biology and chemistry majors until new teaching laboratories can be constructed with the *Biological and Physical Sciences Building*.
- Renovated approximately 7,000 ASF of existing research space on the third floor of the *Muir Biology Building*. The renovations converted laboratory space to an open floor plan and provided various system upgrades to support the laboratories, including HVAC, fume hoods, plumbing, electrical, and standby power. This project increased the number of laboratory modules to accommodate more faculty than could be accommodated previously. This is an example of the type of improvements the campus needs to make in its existing facilities in order to maintain academic and research excellence.

- Constructed approximately 120,000 ASF of new space for biomedical research at the School of Medicine, supporting faculty retention and recruitment and increasing opportunities for NIH-sponsored research.
- The campus initiated projects that reduce water consumption, improve bicycle and pedestrian access through the campus, and provide solar energy.

The campus continues to look for ways to improve use of existing space with limited financial resources by addressing capital renewal needs and space renovations to support instruction and research.

Facts & Figures

Established	1960
FTE Enrollment 2013-14	
Undergraduates	24,704
Graduate Students	4,082
Health Science Students	1,774
Campus Land Area	2,143 acres
Campus Buildings	9.8 million ASF
Hospitals and Clinics	1.3 million ASF
Nobel Laureates (active & emeritus)	8
University Professors (active & emeritus)	7

UC San Diego Health System

As a comprehensive academic health system, UC San Diego Health System continues to leverage its tripartite mission of clinical care, research, and education. The Health System has proven its ability to grow, adapt to changes in the health care environment, train health care professionals for the future, and excel in measures of patient care, safety, and satisfaction. With the *Jacobs*

Medical Center, a new hospital project, under construction and the *Outpatient Pavilion* in early design, the Health System looks to build on its multi-disciplinary collaborations to enhance the patient experience, meet important and expanding community needs, and continue to grow and influence market share.

2014-24 San Diego Capital Program (\$000s)

For definition of terms please refer to Page 62

Project		Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Campus Life Safety Improvements	E&G	2,045 CF	49,010 SG							51,055
Center for Novel Therapeutics Building	E&G			PR						PR
East Campus Parking Structure 2	AUX		25,500 EF 3,500 CF							29,000
Graduate and Professional Student Housing - East Campus	AUX		200,000 EF 8,600 AR							208,600
Interstate 5 / Gilman Bridge and Roadway Improvements	E&G			PR						PR
Projects Related to San Diego Region Transportation Projects	AUX		PR	PR	PR					PR
Utility Infrastructure Improvements	AUX		20,000 EF							20,000
Southwest Fisheries Science Center, Building D Renovations	E&G		9,000 EF							9,000
SIO Emergency Power Upgrades	E&G		6,000 CF							6,000
Biological and Physical Sciences Building	E&G	4,500 CF		55,800 SG 46,700 EF 4,600 CF						111,600
Faculty For-Rent Transitional Housing	AUX			45,000 EF 5,000 CF						50,000
Extended Studies Public Programs (ESPP) Expansion Phase 1	E&G			20,000 EF 15,000 CF						35,000
Hubbs Hall Renewal	E&G				3,000 SE	27,000 SE				30,000
Muir Biology Building Renovation	E&G				5,500 SE	49,500 SE				55,000
Sverdrup Hall Renewal	E&G				15,000 SE					15,000
Infrastructure Renewal Phase 1	E&G				1,420 SE	12,780 SE				14,200
Sixth College Residential Community Dining/Market	AUX				13,500 EF 1,500 AR					15,000
Single Undergraduate Student Housing	AUX				60,000 EF 5,000 AR					65,000
International Center Renovation	AUX				7,000 CF					7,000
Medical Teaching Facility Renewal	E&G					7,000 SE	63,000 SE			70,000
Academic Buildings Replacement	E&G					5,340 SE	48,060 SE			53,400
SIO Seawater System Replacement	E&G					850 SE	7,650 SE			8,500
Communication Building Expansion	E&G					10,000 SE				10,000
Warren Residence Halls Renewal Phase 1	AUX					8,750 AR				8,750
Building Systems Improvements Phase 1	E&G						1,400 SE	12,600 SE		14,000
Urey Hall Renovation	E&G						3,560 SE	32,040 SE		35,600

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Academic and Administrative Building	E&G					80,000 EF			80,000
Warren Residence Halls Renewal Phase 2	AUX					8,750 AR			8,750
Scripps Second Century Research Building	E&G					60,000 EF			60,000
School of Medicine Instruction and Research Laboratory Renovation	E&G						8,000 SE		8,000
Warren Residence Halls Renewal Phase 3	AUX						8,750 AR		8,750
Engineering Interdisciplinary Facility	E&G							128,500 SE	128,500
Marine and Earth Sciences Building	E&G							38,500 SE	38,500
East Campus Housing Redevelopment Phase 2	AUX							250,000 EF 10,000 AR	260,000
Scripps Earth Exploration Center	E&G							76,000 GF	76,000
Institute for Molecular and Nano-Imaging	E&G							26,400 GF	26,400
Extended Studies Public Programs (ESPP) Expansion Phase 2	E&G							25,000 EF 25,000 CF	50,000
Alumni Center	AUX							20,000 GF	20,000
Building Systems Improvements Phase 2	E&G							14,000 SE	14,000
Infrastructure Renewal Phase 2	E&G							14,200 SE	14,200
SIO Utilities System Improvements Phase 2	E&G							10,000 SE	10,000
Marine Biomedical Sciences Building	E&G							22,000 GF 21,225 FG	43,225
Mandeville Center Auditorium Renovation	E&G							13,500 EF 13,000 GF	26,500
Humanities and Social Sciences Office Building	E&G							69,400 SE	69,400
Hillcrest Teaching Facility Renewal	E&G							60,700 SE	60,700
Center for Biosystems Engineering	E&G							22,000 GF	22,000
Capital Projects \$750K to \$5M (E&G)	E&G	10,000 CF	10,000 CF	10,000 CF	10,000 HR	10,000 CF	10,000 CF	40,000 CF	100,000
Capital Projects \$750K to \$5M (Aux)	AUX	5,000 AR	5,000 AR	5,000 AR	5,000 AR	5,000 AR	5,000 AR	20,000 AR	50,000
State-Funded Capital Renewal Program	E&G		10,000 SE	10,000 SE	10,000 SE	10,000 SE	10,000 SE	40,000 SE	90,000
Jacobs Medical Center	MC	500,000 EF 131,000 GF 104,360 HR 69,000 CG 35,000 EF	20,000 HR						859,360
Outpatient Pavilion	MC	4,780 EF	115,220 EF 12,500 HR 7,500 GF						140,000
Capital Projects \$750K to \$5M (MC)	MC		10,000 HR	10,000 HR	10,000 HR	10,000 HR	10,000 HR	40,000 HR	100,000
State Funds		49,010	65,800	34,920	122,470	133,670	62,640	375,300	843,810
Non-State Funds		452,820	161,300	112,000	33,750	173,750	33,750	624,125	1,591,495
Total Capital Program		501,830	227,100	146,920	156,220	307,420	96,390	999,425	\$2,435,305



UNIVERSITY OF CALIFORNIA, SAN FRANCISCO

Founded in 1873, the San Francisco campus is a leading institution dedicated to promoting health worldwide through advanced biomedical, clinical and translational research; graduate-level education in the life sciences and health professions; and excellence in patient care. It is the only UC campus devoted exclusively to health sciences, with professional degree programs in dentistry, medicine, nursing, and pharmacy, as well as interdisciplinary graduate programs and numerous postdoctoral programs.

UCSF's health science research enterprise is considered among the best in the world. UCSF conducts basic research in biology, biochemistry, and other disciplines related to health and disease; carries out clinical research and translational medicine studies in epidemiology, behavioral, and social sciences; studies health care policies; and provides training in each of these fields.

The UCSF clinical enterprise consists of the UCSF Health System – UCSF Medical Center (the hospitals plus all clinics and physician practices operated by the Medical Center and the School of Medicine) and UCSF Benioff Children's Hospital – and the UCSF Dental Center. UCSF Medical Center is recognized as a world leader in health care.

UCSF is a distinctly urban institution with campus sites throughout the city and some locations beyond the city limits. In addition to the three primary campus sites of Parnassus Heights, Mission

Bay, and Mount Zion, UCSF owns buildings at Mission Center, Laurel Heights, and 654 Minnesota Street, which are predominantly offices; animal care and research facilities at Hunters Point; a materiel management facility at Oyster Point; and the Buchanan Dental Center. Through an affiliation agreement with the City, UCSF leases or otherwise occupies space in exchange for services at San Francisco General Hospital (SFGH) and also leases space for a variety of purposes at numerous locations in San Francisco. The majority of buildings at Parnassus, Mount Zion and SFGH were constructed prior to 1980 and are in the process of undergoing substantial modernization, repair and improvement to continue to advance UCSF's strategic goals.

All of UCSF's locations have public streets surrounding, adjoining and, in some cases, running through them. The densely urban context of San Francisco and the highly complex nature

FACTS & FIGURES

Established	1873
FTE Enrollment 2012-13	
Health Science Students	4,259
Campus Land Area	201 acres
Hospitals and Clinics	1.9 million GSF
Non-Clinical Space	6.1 million GSF
All Campus Buildings (owned & leased)	8.0 million GSF
Nobel Laureates (active & emeritus)	5
University Professors (active & emeritus)	1



Clinical Sciences Building

UC San Francisco 2014-16 Capital Program



of UCSF's medical research and clinical facilities pose considerable construction challenges and contribute to higher project costs at UCSF relative to other UC locations.

Strategic Goals

The 2014 *Long Range Development Plan (LRDP)* is scheduled to be completed by January 2015. This *LRDP* contemplates investment in existing facilities and older sites, along with further development at Mission Bay and includes the following five objectives:

- 1: Respond to the City and Community Context
- 2: Accommodate UCSF's Growth Through 2035
- 3: Ensure UCSF's Facilities are Seismically Safe
- 4: Promote Environmental Sustainability
- 5: Minimize Facility Costs

These goals and objectives inform UCSF's *Capital Financial Plan (CFP)*.

Capital Program Priorities

UCSF's primary capital priorities and drivers reflect and implement the goals and objectives of the Long Range Development Plan. To address impacts of UCSF's operations and growth, the *CFP* proposes projects to reduce and compress UCSF's physical footprint at Parnassus Heights and improve its public realm space there. Expansion and development to accommodate UCSF's growth in instruction, research, and clinical

programs, and to provide the needed housing and support space are also reflected in the *CFP*. Notably, with the opening of the new Medical Center at Mission Bay in 2015, clinical space at Parnassus and Mount Zion vacated by children's, women's and cancer programs moving to Mission Bay will be renovated and backfilled to support other clinical program expansion.

Compliance with seismic regulations and policies through renovations, replacement and demolition of seismically compromised facilities is also a major driver in the *CFP*. UCSF is making significant investments in renovating older buildings and constructing replacement buildings at Parnassus Heights and the affiliated SFGH campus site.

With increased constraints on operating budgets, as well as stewardship and sustainability demands, UCSF must invest in its existing facilities, to address deferred maintenance and renewal needs, and optimize the use and operational efficiency of existing space. To further reduce occupancy costs, the *CFP* projects will enable UCSF to consolidate staff now in leased and remote sites into existing and new space at major academic and clinical sites to improve efficiency and collaboration and provide greater flexibility among campus sites.

Challenges

The campus has a substantial backlog of deferred maintenance in State-supportable facilities. The project cost of "mission critical" deferred maintenance and renewal projects totals over \$1.13 billion, including a total cost of deferred maintenance that exceeds \$457 million. Long-term State underfunding of

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Clinical Sciences Building Seismic Retrofit and Renovation	E&G	2,400 CF	2,800 SG 5,751 EF	52,001 EF 21,735 SG 6,781 CF					91,468
UC Hall Seismic Program	E&G		30,310 CF 131,635 EF						161,945
Mission Bay Building Project 1	E&G		160,800 EF						160,800
SFGH Academic Building Seismic Program	E&G		6,828 CF	80,340 SE 73,240 EF					160,408
Parnassus and Fifth Housing	AUX				18,548 EF				18,548
Emergency Power Fuel Oil Tank Upgrades	E&G				6,867 SE 3,433 HR				10,300
Parnassus Underground Utility Reliability Upgrades - Phase 1	E&G					10,921 SE 5,379 HR			16,300
Parnassus Streetscape Phase 1	E&G					8,405 CF			8,405
Mission Bay Building Project 1 Parking	AUX						21,200 EF		21,200
Parnassus Fire line Seismic Upgrade Phase 2	E&G						8,040 SE 3,960 HR		12,000
Parnassus Medical Sciences Building Renewal	E&G							75,000 SE 25,000 EF	100,000
Parnassus Streetscape Phase 2	E&G							9,367 EF	9,367
Capital Projects \$750K to \$5M - Renovation	E&G	22,572 CF 18,798 EF	22,931 CF	29,170 CF	24,328 CF	25,058 CF	25,434 CF	105,608 CF	273,899
Capital Projects \$750K to \$5M - Infrastructure	E&G	33,936 CF	24,235 CF	19,819 CF 10,000 EF	17,780 CF	2,164 CF 10,000 EF	14,321 CF	103,949 CF 20,000 EF	256,204
Capital Projects \$750K to \$5M - Parking	AUX		4,371 EF		8,115 EF	7,164 EF			19,650
Long Hospital 4th Floor Hybrid Operating Room & Intraoperative MRI	MC	23,200 HR							23,200
Moffitt / Long 7,11,12 & 15 Nursing Unit Renovations	MC	32,317 HR							32,317
ACC 5 Heart & Vascular	MC	8,000 HR							8,000
Moffitt / Long 3 Radiology Imaging, IR, Waiting & Patient Holding Remodel	MC	12,695 HR							12,695
Moffitt / Long 3 Radiology XMR MRI & Intervention	MC	7,783 HR							7,783
Ophthalmology Clinic Consolidation	MC		9,800 HR 9,000 CF						18,800
Mount Zion Endoscopy Expansion	MC			9,700 HR					9,700
Mt Zion Hellman Decant	MC			8,500 HR					8,500
Mt Zion Imaging Consolidation	MC			15,700 HR					15,700
Mount Zion Hellman Demolition	MC					8,000 HR			8,000
Long 6 - 32 Bed Acute Care Unit	MC					6,000 HR			6,000
Moffitt 14 - 14 Bed ICU	MC						18,000 HR		18,000
Capital Projects \$750K to \$5M - Renovation	MC	10,000 HF	7,400 HR	8,000 HR	8,800 HR	7,640 HR	7,640 HR	30,560 HR	80,040

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Capital Projects \$750K to \$5M - Infrastructure	MC	6,200 HR	4,900 HR	5,200 HR	5,600 HR	3,740 HR	3,740 HR	14,960 HR	44,340
State Funds		2,800	21,735	80,340	6,867	10,921	8,040	75,000	205,703
Non-State Funds		181,252	470,992	179,329	86,604	83,550	94,295	309,444	1,405,466
Total Capital Program		184,052	492,727	259,669	93,471	94,471	102,335	384,444	1,611,169

basic ongoing maintenance has exacerbated the campus's backlog and reduced the useful life of building systems.

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

2013-14 Summary of Achievements

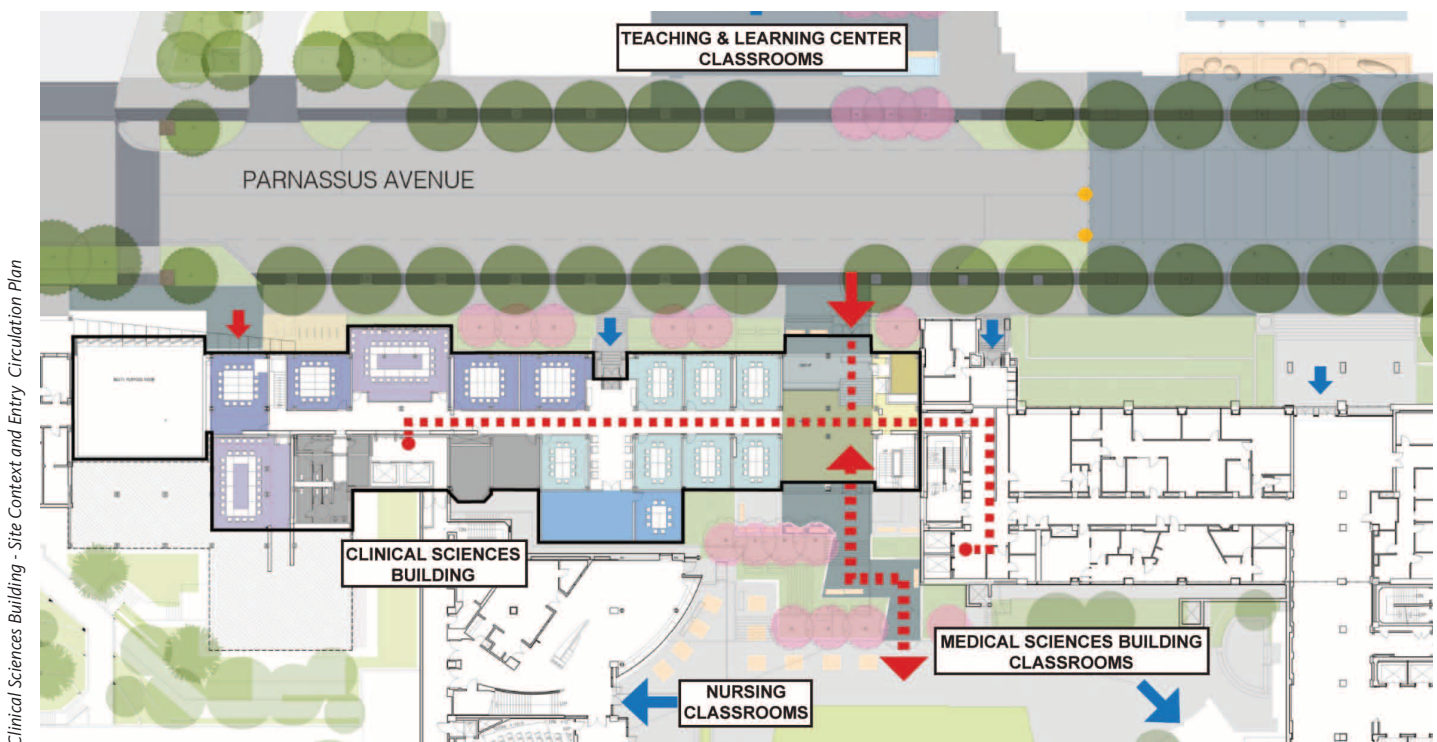
The substantial construction completion of the new UCSF Medical Center at Mission Bay was achieved in June, 2014. When it opens in February 2015, the 289-bed, 878,000-gross-square-foot UCSF Medical Center at Mission Bay will set a new standard for patient- and family-centered health care, safety, sustainability and translational medicine. It will speed the application of laboratory discoveries to the treatment of patients in the Bay Area and beyond, furthering

UCSF's mission of advancing health worldwide.

In May 2014 UCSF published a draft of its 2014 LRDP for public review. The 2014 LRDP is proposed to guide the University's growth through 2035, and upon adoption by the Regents will replace UCSF's 1996 LRDP.

Medical Center

In 2013, the Medical Center saw nearly 29,000 inpatients, had more than 900,000 outpatient visits and achieved a net revenue of \$134,861,000 (2013 Annual Report). As the new *Mission Bay Hospital* prepares to open in February 2015, the Medical Center's Capital Program will focus on reuse of its existing Parnassus and Mt. Zion sites. Mt. Zion will be decommissioned as an in-patient facility and spaces will be remodeled to support outpatient programs; it is intended for the Mt. Zion campus to become a hub for primary medicine and certain outpatient specialties. Four floors of Long Hospital on Parnassus will be remodeled for anticipated inpatient growth in Bone Marrow Transplant/ Blood Cancers and General Acute Care. Efforts will be ongoing to update aging infrastructure at all sites.



Clinical Sciences Building - Site Context and Entry Circulation Plan



UNIVERSITY OF CALIFORNIA, SANTA BARBARA

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

Strategic Goals

UCSB's current level of academic distinction is the result of years of collaborative hard work and the investment of significant resources. To continue to advance academic excellence, the campus must grow to accommodate increased enrollment and new and expanding interdisciplinary programs and initiatives.

The campus is employing a managed growth strategy that focuses on the most pressing capital needs, yet is responsive to enrollment pressures and California's demand for excellence. Since 2000, enrollment demand at UC Santa Barbara has increased 99%, as measured by admissions applicants. The campus has received record numbers of applications year-over-year for the past

four years. Total enrollment (FTE) since 2000 has increased approximately 20% to 22,736 students.

Academic planning objectives described in UC Santa Barbara's *Strategic Academic Plan (SAP)* guide future growth. The *SAP* informs the campus' *LRDP* which governs the physical development of the campus. Of particular note, the *LRDP* anticipates growth to accommodate 5,000 additional students by 2025, which would expand total enrollment to 25,000 students.

An overarching goal of both the *SAP* and the *LRDP* is the development of a sustainable, master-planned academic community that delivers world-class teaching to students, performs cutting edge research, and attracts the highest quality faculty and staff.

UC Santa Barbara's 2014-24 *Capital Financial Plan (CFP)* charts a path that balances the need to accommodate ongoing life-safety and infrastructure renewal (*Campbell Hall Replacement Building, Infrastructure Renewal Phase 2, and Music Building Seismic Correction and Addition*), enrollment growth (*Classroom Building, Mesa Verde Apartments*), and academic and research projects (*Jeff and Judy Henley Hall, and Physics/Engineering Building*).

Capital Program Priorities

The UCSB capital program presented in the 2014-24 *CFP* supports the campus' priorities of promoting the teaching and research mission; addressing critical safety upgrades to facilities and infrastructure; providing affordable housing for faculty, staff and students; and meeting modern support needs for the campus community in health, public safety and recreation. Projects



San Joaquin Apartments (Rendering)



UC Santa Barbara
2014-16 Capital Program

Project Key

1. Davidson Library Addition and Renewal
2. San Joaquin Apartments
3. Bioengineering Building and Academic Support Facility
4. Aquatics Center
5. KITP Residence
6. Jeff and Judy Henley Hall
7. North Campus Faculty Housing III-V
8. Campbell Hall Replacement
9. Phelps Hall Renovation
10. Music Bldg Seismic Correction / Academic Bldg Addition
11. Physics / Engineering Building
12. Ellison Hall Renovation
13. Classroom Building
14. Bioengineering 2

Note: Project location on map does not indicate Site Approval per CEQA regulations

proposed for the near-term in support of these objectives include the following:

- The *Campbell Hall Replacement Building* is the campus' highest priority capital project. The Building will replace the existing Campbell Hall, an 860 seat classroom and large gathering venue, that serves as the most indispensable classroom on the campus. Constructed in 1961, the building has seismic and code deficiencies; renovating the existing building would be not only very costly but because of the construction type, result in a very inefficient building. In addition to heavy use for academic courses, the new facility would also accommodate year-round programming of UCSB's robust arts and lectures program.
- *Jeff and Judy Henley Hall* will house the Institute for Energy Efficiency (IEE). Research conducted at IEE will strive to achieve a clean and sustainable energy future. The project benefits

from the largest single capital development gift received by the campus to date.

- *Infrastructure Renewal Phase 2* is the most immediate renewal priority. Much of the campus infrastructure is over 40 years old, with some dating back to when the site was a Marine Air Base. This project would upgrade the most deficient sewer, natural gas and potable-water lines, and replace select storm-drain segments. It would reduce maintenance costs, improve reliability, and provide infrastructure capacity necessary to support growth.
- *North Campus Faculty Housing Phase IV and Phase V* will deliver 61 additional affordable for-sale homes for the campus community. Affordable housing for faculty and staff is critical to the campus' future success. With an estimated 40 percent of current personnel expected to retire by 2020, affordable housing is essential to the recruitment and retention of new faculty and staff.

Facts & Figures	Established	1944
	FTE Enrollment 2013-14	
	Undergraduates	19,902
	Graduate Students	2,733
	Campus Land Area	1,127 acres
	Campus Buildings	4.7 million ASF
	Nobel Laureates (active & emeritus)	5
	Fields Medalist	1
	Millennium Technology Prize Winner	1

2014-24 Santa Barbara Capital Program (\$000s)

For definition of terms please refer to Page 62

Project		Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Davidson Library Addition and Renewal	E&G	75,165 SE 2,778 CF		1,094 SE						79,037
San Joaquin Apartments	AUX	7,760 AR 167,240 EF	7,544 AR							182,544
Bioengineering Building	E&G	42,574 EF 3,680 CF		830 CF 800 EF						47,884
Academic Support Building	E&G	26,505 SG 545 GF								27,050
Infrastructure Renewal Phase 1	E&G	741 SE 3,150 CF 2,800 EF	12,136 SG							18,827
Aquatics Center	AUX		18,000 GF							18,000
KITP Residence	AUX		DD							DD
Jeff and Judy Henley Hall - Institute for Engery Efficiency	E&G		50,000 GF 1,500 CF							51,500
North Campus Faculty Housing Phase III	AUX		16,094 EF							16,094
Infrastructure Renewal Phase 2	E&G	216 CF		14,502 SE 4,953 CF						19,671
Campbell Hall Replacement Building	E&G			15,787 SG 15,787 CF						31,574
North Campus Faculty Housing Phase IV	AUX			16,000 EF						16,000
Phelps Hall Renovation	E&G	1,100 GO			12,150 SE					13,250
North Campus Faculty Housing Phase V	AUX				17,000 EF					17,000
Music Building Seismic Correction/ Academic Building Addition	E&G				4,371 SE	67,143 SE				71,514
Physics/Engineering Building	E&G				20,432 SE	234,973 SE				255,406
Ellison Hall Renovation	E&G					2,452 SE	28,197 SE			30,649
Classroom Building	E&G						40,000 SE			40,000
Bioengineering 2	E&G						55,000 GF			55,000
Broida Renovation	E&G							40,865 SE		40,865
College of Creative Studies	E&G							35,000 GF		35,000
Engineering II Renovation	E&G							40,865 SE		40,865
South Hall and HSSB Renovation	E&G							40,865 SE		40,865
Buchanan Hall Renovation	E&G							20,432 SE		20,432
Public Safety Building Expansion	E&G							10,607 SE		10,607
Mesa Verde Apartments 1	AUX							84,000 EF 6,000 AR		90,000
Climate Research Building	E&G							50,000 GF		50,000
West Campus Ranch House	E&G							26,000 GF		26,000
Mesa Verde Apartments 2	AUX							84,000 EF 6,000 AR		90,000
Capital Projects \$750K to \$5M	E&G		5,000 GF 5,200 CF	5,000 GF 4,000 CF	4,000 CF	2,000 CF	4,000 CF	2,000 CF	7,000 CF	38,200
Capital Projects \$750K to \$5M	AUX		2,600 AR	3,950 AR 1,000 CF	1,650 AR	3,650 AR 1,000 CF	3,650 AR	6,200 AR 1,000 CF	13,000 AR 4,750 CF	42,450
State Funds			12,136	31,382	36,953	304,568	68,197	122,595	31,040	606,871
Non-State Funds			105,938	52,320	22,650	6,650	62,650	44,200	280,750	575,158
Total Capital Program			118,074	83,702	59,603	311,218	130,847	166,795	311,790	1,182,029

SANTA BARBARA

Challenges

The greatest challenge to realizing UCSB's capital program for 2014-24 is the identification of sufficient resources to fund the plan. In addition, the campus backlog of deferred maintenance totals approximately \$415 million. While project funding made available through *Assembly Bill 94* has benefited the campus, uncertainty surrounding state funding for capital and deferred maintenance plans persists. The campus will continue to pursue alternative funding sources, including private donors, and state and federal sources.

UC Santa Barbara's 2014-24 CFP addresses immediate needs and growth, while endeavoring to advance new building initiatives and to strategically renovate existing facilities. The campus acts aggressively to maximize capital resources in pursuit of strategic goals and will continue to pursue other sources of capital funding.

Achievements

The campus' capital program has made steady progress over the past year. Achievements include:

- The *Santa Cruz Fire Safety and Renewal*, and *North Campus Faculty Housing Phase II* projects have been completed. The *Fire Safety* project retrofitted the residence hall with a code compliant fire sprinkler system and replaced the outdated fire alarm system. The project also provided general renovation throughout the building. Phase II of the *North Campus Faculty Housing* project delivered 37 for-sale homes, a housing complex community building, and site grading and infrastructure for current and future phases.
- The *Sierra Madre Apartments* project is under construction, with completion scheduled for fall 2015. The project will provide 515 student beds in 115 apartments, plus 36 apartments (115 beds) for lease to student families, faculty, and staff.
- *North Campus Faculty Housing Phase III* is under construction, will provide 31 affordable for-sale homes, and is scheduled for completion in fall 2015.
- *Davidson Library Addition and Renewal*, a State-funded project, is under construction. The project, with a 44,646 ASF building addition and 114,679 ASF of seismic and life safety renewal, is scheduled for completion in winter 2015.
- The *San Joaquin Apartments* project is under construction and will provide more than 1,000 new student beds and a new dining commons. The project also includes: student amenities such as recreation and study rooms; and site improvements such as bicycle paths and bicycle parking, landscaping, outdoor recreation, and off-site parking. Project completion is scheduled for summer 2016.
- The *Bioengineering Building* and the State-funded *Academic Support Facility* are under construction. The project includes space for the academic bioengineering graduate program, a vivarium, an auditorium, and laboratories, and office space for interdisciplinary biomedical research. Project completion is scheduled for winter 2016.



Henry Gate



UNIVERSITY OF CALIFORNIA, SANTA CRUZ

The University of California (UC), Santa Cruz, is a pre-eminent public research university distinguished by a commitment to distinctive educational opportunities, social justice, diversity, and the environment. The campus is a living laboratory where an integrated approach to research and education offers undergraduate and graduate students a transformational experience.

Strategic Goals

Campus leaders have embraced the outcomes of a robust, campus-wide, year-long strategic planning effort. On the eve of its 50th anniversary, the campus's first-ever comprehensive fundraising campaign is on track to support top priorities. All major stakeholders—faculty, staff, students, alumni, donors, and friends of the campus—are focused on a bright future supporting student success and paradigm-changing research. Capital projects that reflect the institution's hallmarks of interdisciplinary collaboration and environmental stewardship are necessary for our continued success.

Capital Program Priorities

The campus's capital program is utilizing diverse funding strategies to achieve its goals. This fall's groundbreaking for the *Coastal Biology Building*—our top academic capital priority, made possible by the Office of the President's and State's new State General Funds financing strategy—has energized the campus. This project will advance research, teaching, and public service in Ecology and Evolutionary Biology, one of the fastest-growing programs at UC Santa Cruz. The new funding strategy has also allowed the campus to begin design on the Life Safety Upgrades project that will install fire sprinklers and upgrade fire alarms, emergency generators, and exterior lighting in selected campus areas. Four additional projects—*Telecom-*

munications Infrastructure Improvements Phase B, Environmental Health and Safety Facility, Infrastructure Improvements Phase 3, and Deferred Maintenance and Capital Renewal—are proposed for limited 2015-16 State funding under this same mechanism.

Similarly, UC Santa Cruz is capitalizing on the University's no-interest STARs program loan targeting faculty recruitment and retention to launch the \$20 million upgrade to 2300 Delaware, Building C. Major infrastructure upgrades will bring the critical resource of Building C up to "warm shell" status, preparing it to provide much-needed research space that can be remodeled for faculty in a variety of disciplines.

Private support will also play a key role. The Campaign for UC Santa Cruz is seeking resources for several top-priority capital projects, including the renovation and expansion of the campus's *Upper Quarry Amphitheater*. This iconic gathering space would enhance the student experience by providing a venue for student-led programs, classes, concerts, commencements, and other special events. The recently completed feasibility study paves the way for an analysis of design options, costs, and fundraising planning.

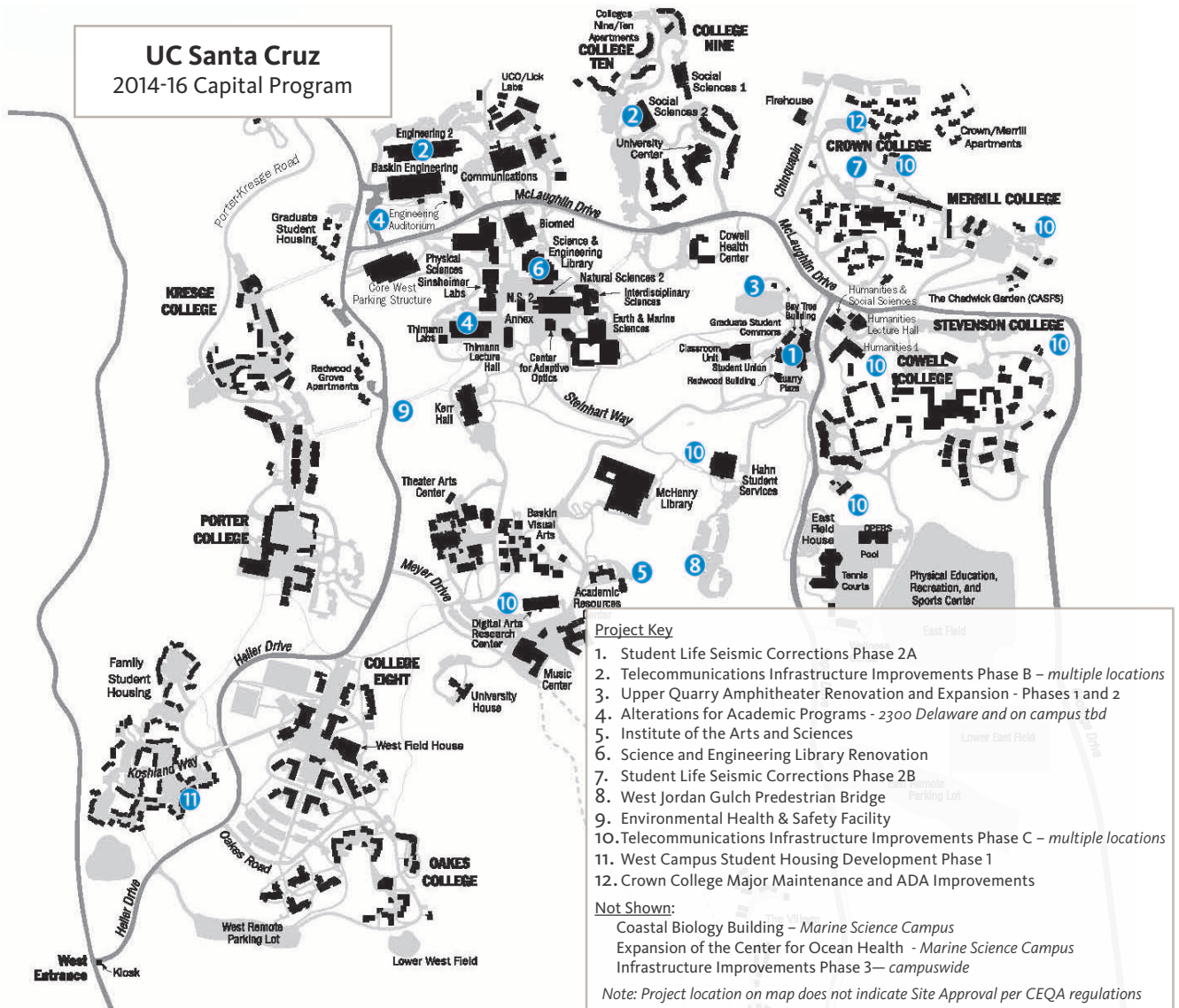
Significant private support will be required to realize the vision of an interdisciplinary *Institute of the Arts and Sciences*. This unique institute would encompass the hands-on, collaborative aspects of interdisciplinary open labs, workshops and research studios, as well as the external-facing exhibition, demonstration, and event spaces. The campus is completing pre-design studies and is actively engaged in fundraising.

A funding partnership will launch the first step in the renovation of the *Science and Engineering Library*. Funding from the Howard Hughes Medical Institute and the campus will transform a computer lab into an innovative "active learning classroom" that will support undergraduate students on



Coastal Biology Building (Rendering)

UC Santa Cruz 2014-16 Capital Program



the path to science degrees. The campus is actively seeking private support for the library's \$18 million renovation.

The Institute of Marine Sciences is also planning a renovation and expansion of its marine mammal pools at *Long Marine Lab*, increasing capacity and support of its critical, world-renowned marine mammal research. This campus and gift-funded project will begin this fall and be complete in 2017. Another proposed donor-funded project is the *Expansion of the Center for Ocean Health*.

External financing will be needed for student housing projects. These projects will address the deteriorating condition of some existing facilities and provide additional student bedspaces to help meet campus housing goals. External financing (in conjunction with PG&E incentives) will also be needed for the *Statewide Energy Partnership (SEP) Program*. The campus has also embarked on the development of an Integrated Climate and Energy Strategy plan that is likely to generate additional capital projects. This effort will develop strategies for addressing cap and trade regulations and campus and system-wide climate goals.

The campus has taken aggressive steps over the years to address its seismic and life-safety needs. Seismic corrections

were completed for all instruction and research buildings with State General Obligation bond revenues, for all student residential facilities with student housing fees, and for the larger student life facilities with revenues from a mandatory student life seismic and life-safety fee. The *Student Life Seismic Corrections Phase 2A and 2B* projects will complete this work by upgrading the remaining student life facilities.

Challenges

The campus is now making further progress on capital projects by utilizing new State funding mechanisms. However, two vitally important capital projects remain entirely out of reach without more significant State support normally associated

Facts & Figures

Established	1965
<u>FTE Enrollment 2013-14</u>	
Undergraduates	15,753
Graduate Students	1,448
Campus Land Area	2,000 acres
Campus Buildings	3.7 million ASF

with General Obligation Bond or Lease Revenue Bond revenues. *Social Sciences 3* is a much-needed academic building that would link existing humanities and social sciences hubs, while the *Instructional Facilities* project would address a critical shortage of instructional space and large classrooms. Both projects are essential; both are justified by 2007-08 enrollment levels; both are unable to move forward without increased State support.

Another challenge is in the non-State funded arena. The campus is ready to redevelop two older housing complexes located at *Family Student Housing* and *Kresge College*. These projects present unique challenges, such as providing student beds during construction as required by our agreement with the City of Santa Cruz and supporting debt while keeping student housing fees reasonable. Another layer of complexity is the stipulated requirement to house a larger fraction of students than any other UC campus. The campus has appointed a planning committee to develop and assess alternatives with the aid of consultants.

Achievements

Although challenges remain that are difficult for the campus to solve on its own and which will require both system and State support, recent successes are fueling optimism. Reconstruction of the historic *Cowell Ranch Hay Barn* is a tangible demonstration of the campus's commitment to steward its unique site and of the generosity of donors. The new structure will be a fitting showcase for environmental programs and a stunning new gateway to the main campus. Other recent successes include completion of a new cogeneration facility addressing the critical need for uninterrupted power to research pro-

grams, capital renewal of residential facilities at *Merrill College*, and timely progress on the *Infill Apartments* project.

The campus has been resourceful by externally financing urgent projects that could not wait for State funding (*Cogeneration Plant replacement* and *Telecommunications Infrastructure Improvements Ph A*), and by committing campus funds to projects in design and planning phases (*Coastal Biology Building*). UC Santa Cruz has also been successful securing competitive external grants for facilities, obtaining donor funds for key projects (*Hay Barn Reconstruction*), utilizing student fees for seismic corrections, accessing utility incentives for energy conservation projects, and continuing to chip away at deferred maintenance and capital renewal with both campus funds and external financing.



Hayburn Historic Site

For definition of terms please refer to Page 62

2014-15 Santa Cruz Capital Program (\$000s)

Project		Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
Coastal Biology Building	E&G	3,985 CF 3,530 SG	64,127 SG	2,000 SE						73,642
Telecommunications Infrastructure Improvements Phase B	E&G	720 CF	844 CF	12,623 SE 263 AR 150 UR						14,600
Alterations for Academic Programs	E&G		20,000 EF							20,000
Crown College Major Maintenance and ADA Improvements	AUX		6,000 AR							6,000
Life Safety Upgrades	E&G		10,201 SG							10,201
Statewide Energy Partnership (SEP) Program	E&G		700 CF 1,500 EF	1,875 CF 5,625 EF				1,500 CF 4,500 EF		15,700
Upper Quarry Amphitheater Renovation and Expansion Phase 1	AUX		775 UR	4,000 CF 2,613 UR						7,388
Upper Quarry Amphitheater Renovation and Expansion Phase 2	AUX		33 GF 586 CF					10,010 GF		10,629
2015-16 Deferred Maintenance and Capital Renewal	E&G			4,454 SE 112 CF						4,566
Environmental Health and Safety Facility	E&G			19,437 SE						19,437
Expansion of the Center for Ocean Health	E&G			756 CF			11,847 GF			12,603

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget	
Infrastructure Improvements Phase 3	E&G		8,657 SE						8,657	
Institute of the Arts and Sciences	E&G		2,900 GF	52,100 GF					55,000	
Science & Engineering Library Renovation	E&G		1,080 CF			16,920 GF			18,000	
Telecommunications Infrastructure Improvements Phase C	E&G		8,187 EF 225 AR 1,044 UR 1,007 CF						10,463	
UCO Instrumentation Facility	E&G		10,930 EF 300 CF						11,230	
West Campus Student Housing Development Phase 1	AUX		190,370 EF 16,188 AR						206,558	
West Jordan Gulch Pedestrian Bridge	E&G		434 CF	7,214 EF					7,648	
Circulation and Infrastructure Extensions Phase 1	E&G			20,566 SE					20,566	
Early Education and Care Center	AUX			9,655 EF 255 GF 2,577 CF					12,487	
Infrastructure Improvements Phase 4	E&G			1,438 SE	708 SE	15,579 SE			17,725	
Instructional Facilities	E&G			42,779 SE		624 SE			43,403	
Off-Campus Administration Building Acquisition	E&G				PR				PR	
Ranch View Terrace Phase 2	AUX				PR				PR	
Silicon Valley Center	E&G			1,051 SE	19,899 SE 481 SE				21,431	
Social Sciences 3	E&G			71,017 SE		2,083 SE			73,100	
Chinquapin Road Parking Phase 1	AUX				1,826 EF 102 AR				1,928	
Kresge College Renovation	AUX				93,862 EF 8,301 AR				102,163	
Kresge College Non-Residential ADA and Capital Renewal	E&G				12,259 EF				12,259	
West Campus Student Housing Development Phase 2	AUX				66,737 EF 6,907 AR				73,644	
Alterations for Physical, Biological, and Social Sciences	E&G					16,378 SE			16,378	
Instruction and Research Building	E&G					26,779 SE		1,143 SE	27,922	
Lower East Field Improvements	AUX					9,430 EF 3,157 GF			12,587	
Infrastructure Improvements Phase 5	E&G						13,405 SE		13,405	
Capital Projects \$750K to \$5M (E&G)	E&G	374 OG	17,100 CF 2,626 OG	8,281 CF	2,000 CF	2,000 CF	2,000 CF 3,065 GF	2,000 CF	8,000 CF	47,446
Capital Projects \$750K to \$5M (Auxil)	AUX	320 UR	6,690 AR 4,338 UR 2,975 CF	5,973 AR 1,282 UR 2,000 CF	6,309 AR	5,636 AR	2,000 AR	2,000 AR	8,000 AR	47,523
State Funds			74,328	23,280	136,851	21,088	61,443	13,405	0	330,395
Non-State Funds			64,167	289,486	80,110	197,630	48,419	4,000	33,153	716,965
Total Capital Program			138,495	312,766	216,961	218,718	109,862	17,405	33,153	1,047,360



UNIVERSITY OF CALIFORNIA, DIVISION OF AGRICULTURE AND NATURAL RESOURCES

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

ANR is the bridge between local issues and the power of UC research. ANR's advisors, specialists, and faculty bring practical, science-based answers to Californians by working hand in hand with industry to enhance agricultural markets, help the balance of trade, address environmental concerns, protect plant health, and provide farmers with scientifically tested production techniques.

Since 2011 over 50 new advisors and specialists have joined ANR, bringing new ideas and talent to the University and an opportunity to receive mentoring by their colleagues. During this time period, ANR has also seen a substantial increase in community support. In response to the needs of the new researchers and excitement from community interest, several new projects are included in this submittal. As an example, the *ANR West Renovation and Remodel* project will convert an existing facility from limited meeting/classroom and office spaces into field laboratory for researchers and expanded educational and teaching space for community members. The increasing public need for knowledge, training and education in ANR programs can be met by creatively reusing and adapting space.

ANR envisions a thriving California in 2025 where healthy people, communities, food systems, and environments are strengthened by a close partnership between the University of California and its research and extension programs and the people of the State. This vision guides ANR in developing research, education and service programs to meet the needs of California for the next 15 to 20 years.

Capital Program Priorities

The primary drivers of ANR's 2014-24 *Capital Financial Plan (CFP)* are supporting modern research, sustainability and renewal of existing facilities, and expanding outreach. The nine Research and Extension Centers (RECs) are the main facility component of ANR and are the primary focus of the proposed capital improvement projects. The RECs have been heavily utilized for both research and outreach in the last several years. However, many facilities currently at the RECs are obsolete, outdated, and limited in research and outreach capacity. The projects included in the *CFP* will address the following drivers:

Modern Research: The RECs support multi-disciplinary initiatives in growing methods, pest control, water management, resource conservation and other subjects necessary to respond to critical needs and potential new issues facing the State. Swift changes in technology and environments in these fields drive the need for modern chemistry laboratories and equipment to support this type of research. The *CFP* proposes two REC facilities renewal projects that will convert obsolete buildings in several RECs into multipurpose space, which includes space for modern research. Additionally, ANR is proposing three multipurpose facilities that will provide modern laboratory space.

Sustainability and Renewal of Existing Facilities: One of ANR's primary capital planning goals is to have all buildings and infrastructure be sustainable and energy-efficient and to minimize operating and maintenance costs. The *CFP* proposes two REC capital renewal projects in support of this goal. The first proposed project will renovate the aging irrigation system at the West Side REC in Five Points, CA. Outdated, inefficient, and inadequate, the existing system requires constant main-



Hanson Barn Conversion

Project	Previously Funded	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 TO 2023-24	Total Project Budget
REC Facilities Renewal and Improvements	E&G 1,850 SG	200 GF							2,050
Intermountain REC Field Laboratory and Multipurpose Facility	E&G	200 SG	1786 SG 100 GF						2,086
ANR West Renovation and Remodel	E&G			2,000 SE					2,000
REC Facilities Renewal and Improvements - Energy Efficiency	E&G			1,120 SE					1,120
South Coast REC Laboratory and Extension Facility	E&G				1,502 SE 100 GF				1,602
West Side REC Field Laboratory and Multipurpose Facility	E&G				1,590 SE 175 GF 45 CF				1,810
REC Facilities Renewal and Improvements - Irrigation Systems Efficiencies	E&G					1,800 SE			1,800
Hansen Agricultural Learning Center Research Facility	E&G					7,200 CF			7,200
Desert REC Field Laboratory and Multipurpose Facility	E&G						1,502 SE 200 GF		1,702
Sierra Foothills REC Laboratory and Extension Facility	E&G							1,891 SE 150 GF	2,041
REC Facilities Renewal and Improvements - Laboratory Renewal	E&G							1,500 SE	1,500
Elkus Youth Ranch Educational Center Facility	E&G							2,000 SE	2,000
State Funds		200	1,786	3,120	3,092	1,800	1,502	5,391	16,891
Non-State Funds		200	100	0	320	7,200	200	150	8,170
Total Capital Program		400	1,886	3,120	3,412	9,000	1,702	5,541	25,061

tenance frequently resulting in wasted water and impacted research. The project also includes replacement of HVAC and roof systems at several buildings across the State. These buildings have an average age of 35 years, and systems have reached the end of their useful lives. The second project will continue the HVAC system and roof replacement efforts, as well as repair roads and renovate outdated laboratories at additional sites.

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

Challenges

ANR must rely on the State as the main source of funds to support its capital program. Although ANR receives some industry and philanthropic support for research, such support for capital projects and equipment is very limited and does not fund all capital needs.

Of critical concern to ANR is the operation and maintenance of the physical plant. As community demand for ANR's facilities increases, and utilities and other costs rise, the Division has focused on the development of capital renewal projects to modernize building and infrastructure, as well as stabilize or reduce the utility costs of the RECs.

Facts & Figures

Established	1952
Research and Extension Centers	9
Land Area	12,653 acres
Buildings	540,000 ASF

DEFINITIONS & LEGEND

ABBREVIATIONS

AR	Auxiliary Reserves (Housing, Parking and Other)
ASF	Assignable Square Feet
AUX	Auxiliary (Program Category)
C	Construction (Project Phase)
CF	Campus Funds
CG	Children's Hospital Grant Funds
DD	Donor Development (Private)
E	Equipment (Project Phase)
E&G	Education & General (Program Category)
EF	External Finance (including Capital Leases)
FG	Federal Grant
GF	Gift Funds
GSF	Gross Square Foot
GO	General Obligation Bonds (State)
HR	Hospital Reserves
LR	Lease Revenue Bonds (State)
MC	Medical Centers (Program Category)
OG	Other Grants
P	Preliminary Plans (Project Phase)
PR	Privatized
SE	State-Eligible
SG	General Funds (State)
UR	University Fee Reserves (Voted, Life Safety and Registration)
W	Working Drawings (Project Phase)

PROGRAM CATEGORIES

Projects are identified by four program categories.

E&G - Education & General: New construction and renovation of core instruction, research, general campus academic space, academic support space, student support space, institutional support space, infrastructure, and seismic/life safety.

AUX - Auxiliary: New construction and renovation of student housing/dining, faculty/staff housing, student activities, recreation or athletic facilities, student health centers, parking and roads, seismic/life safety, child care facilities, fee-supported facilities and other enterprises.

MC - Medical Centers: New construction, renovation and remediation of patient care facilities, infrastructure, seismic/life safety, and medical center support space.

MIT - Mitigation: Actions to reduce, avoid or offset the potential adverse environmental consequences of development activities.

PROJECT OBJECTIVES

Identifies the primary purpose of each project.

Enrollment Growth: To provide capacity related to student and faculty growth.

Infrastructure Deficiencies: To correct seismic hazards meeting Performance Levels V, VI, or VII (formerly expressed as Poor or Very Poor) and other life-safety deficiencies.

Facilities Modernization: To address unsatisfactory conditions in existing buildings or infrastructure systems. This may include code deficiencies, systems obsolescence, technological obsolescence, or program modernization needs.

Program Improvements: To accommodate new or expanding programs that are not necessarily related to enrollment growth. Examples are new research centers or institutes or the initiation of new schools or degree programs.

FUND SOURCES

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

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

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

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

EF - External Financing (Long-Term Debt Financing) Given the implications of long-term financing commitments, campuses provide a pro forma analysis of the financial feasibility of debt-financed projects. For the 2014-24 Capital Financial Plan (CFP), campuses analyzed the affordability of debt-funded projects on a ten-year pro forma basis for their respective CFPs, with the additional debt burden measured against metrics such as debt service to operations, debt service coverage and expendable resources to debt.

The campus metrics are analyzed again when debt is at the approval stage, as a general matter when a project budget is approved through the Regents or delegated approval process. Medical center projects with a debt component are analyzed at the stage of debt approval based on the respective medical center pro forma business plan with the additional debt burden. Metrics such as pro forma debt service coverage and days cash are taken into account in the analysis. Educational fee (tuition) is prohibited by policy for debt service or capital projects.

Capital Markets Finance is working on a revised version of the Debt Affordability Model for campuses that may have revised benchmarks and approval thresholds as a result of the general revenue pledge changes.

UNIVERSITY OF CALIFORNIA
STATEWIDE CAMPUS LOCATIONS





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Cover photo: UCSB Lagoon (with the University Center (UCEN)
and mountains in background)
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