UC Capital Process Redesign

- Regents increased capital project budget thresholds for delegation of approval authority to campuses – from $5 M to $60 M
- In order to receive such delegation, campuses must provide to The Regents:
  - Capital Financial Plan (10-year plan updated annually)
  - Physical Design Framework (15-year framework updated as needed)
- Plans must describe academic and strategic priorities, and how the capital and physical planning processes are directed by academic and extracurricular program objectives
- UCSF to take its Plan portfolio to May Regents meeting
UCSF Strategic Plan

Long Range Goals
• Be a world leader in scientific discovery and translation into improved health
• Develop world’s future leaders in health care delivery, research and education
• Provide high-quality, patient-centered care leading to optimal outcomes and patient satisfaction
• Educate, train and employ a diverse faculty, staff and student body
• Provide supportive and effective work environment to attract and retain best people and position UCSF for the future
• Serve the local, regional and global communities and eliminate health disparities

Any missing strategic or academic priorities?

Overview

Approved ongoing large projects commit campus resources and constrain campus’ ability to mount new large projects

Capital Financial Plan represents amalgam of proposed projects required to address known needs and capital objectives, and campus aspirations to express capital ambitions and strategic goals

Approved and proposed projects funding needs exceed available capital funds, leaving an unfunded gap

Campus aspirations add to the unfunded gap, therefore, capital priorities need to be established
Context: Macro Level Issues/Trends

Long Range Development Plan Themes
- Reinvest in existing sites
- Expand at new campus site
- Decompress as programs move into expansion space
- Consolidate programs/activities

Academic Program Issues/Priorities with Capital Implications:
- Growth in professional school enrollment
- New academic program development
- Interdisciplinary, interprofessional education and research
- Translational research
- Campus core research facilities
- SFGH as a major UCSF research site
- New educational facilities and infrastructure

Context (continued)

Clinical Program Priorities with Capital Implications:
- Expand clinical capacity

Diversity/Work Environment Priorities with Capital Implications:
- Improve financial aspects of recruitment and retention (more housing and child care)
- Information technology improvements
- Rationalize space allocation
- Administrative research services
- Investments in infrastructure, including maintenance and operating costs

Community Service Priorities with Capital Implications:
- Develop Global Health Sciences programs
- Efforts to eliminate health disparities (research)
- Build research collaborations with others
Types of Capital Projects

- New facilities
  - Instruction & Research
  - Infrastructure
  - Auxiliaries and Medical Center
- Capacity Expansion through Renovation
- Seismic & life safety remediation and infrastructure
- Major capital renewal and modernization
- Site development

All funding is not fungible. Therefore, priorities should be established by funding source (e.g. State bonds, gifts, debt, equity).

How do we set priorities?

Process for Capital Financial Plan

- Develop list of capital projects over $5M (campus, schools, auxiliaries, Medical Center)
- Prioritize projects
- Clarify treatment of projects without funding plans
- Chancellor's Direct Reports Retreat (February 2) discussion to review capital financial plan
- Review with UCOP
- Regental approval in May 2009
Capital Program Objectives and Projects

How do we prioritize? By objectives, type of project, site, funding?

Objectives:

- New facilities to accommodate instruction & research
  - MB Block 19A Neurosciences Building
  - MB Block 25 Clinical, Translational, Global Sciences Building
  - MB Block 16 research building (dropped from the plan)
  - Parnassus Toland Hall Replacement Auditorium

- Capacity Expansion through Renovation
  - MB Block 17 Diller Building 4th floor buildout
  - Telemedicine and PRIME-US Educational Facilities Phase 2

- New facilities to accommodate infrastructure
  - MB Central Utilities Plant, utilities distribution and 2nd parcel infrastructure

- Seismic and life safety remediation and infrastructure
  - UC Hall decant and demolition
  - SFGH Seismic Replacement Building
  - CSB Seismic Replacement Building

- New facilities to accommodate auxiliaries
  - Parking at Mount Zion, Mission Bay
  - MB Block 7 Housing
  - MB Child Care
  - Parnassus West Campus development

- Major capital renewal and modernization
  - MSB Mechanical Systems upgrade Phases 3 and 4
  - Parnassus Electrical Distribution Phases 2, 3, 4
  - Parnassus Underground Utilities Upgrade Phases 1 & 2
  - IT Network Infrastructure Upgrades
  - Medical Center renovation projects
  - Campus infrastructure upgrade and renewal projects

- Site Development
  - Mount Sutro Hillside Repair/Landslide prevention
  - Parnassus Campus Core development

Unfunded projects are in red