

University of California, Santa Cruz

2009-19 Capital Financial Plan



March 2010

Images/graphics (*by page*)

- Cover Stevenson College Library (*upper left*); Engineering 2 Building (*upper right*); Science and Engineering Library
- 1 HHMI undergraduate research laboratory (biomedical genomics); pedestrian bridge between campus core and Colleges 9 & 10
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Credits

Academic Planning (Office of the Campus Provost/Executive Vice Chancellor)
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Physical Planning and Construction (Business and Administrative Services Division)

UC SANTA CRUZ

2009-19 CAPITAL FINANCIAL PLAN

March 2010

2009-19 Capital Financial Plan

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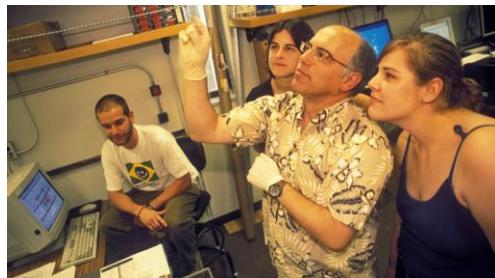
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1 2009-19 Capital Financial Plan

OVERVIEW

The Santa Cruz campus of the University of California, approaching the 50th anniversary of its founding, is making its mark as a premier research university with a commitment to educational programs that promote active learning, critical thinking, and involvement with the research mission.

*"The UCSC vision is to promote academic excellence within a diverse community of scholars and learners. UCSC will lead in the development of new disciplines, advances in established disciplines, and in new lines of collaboration between disciplines by its receptivity to creativity and innovation based in rigorous scholarly activity. We will celebrate the diversity of our students, faculty and staff and value their differing perspectives and contributions."*¹



The campus has recognized centers of excellence and emerging strengths. We are pursuing a leadership role in developing new areas of research and learning based upon expertise in the traditional disciplines and strong interdisciplinary foundations.

The UC Santa Cruz capital financial plan described here is one of five overarching documents that provide the context for guiding campus capital investments in support of our vision:

- The *UC Santa Cruz Strategic Academic Plan*² articulates an academic vision for UC Santa Cruz's future, as well as the principles and strategies under which the campus will evolve its academic programs in support of this vision;
- The *2005-2020 Long Range Development Plan*³ (2005 LRDP) provides a comprehensive framework for the physical development of the UC Santa Cruz campus—including land-use plans and policies to guide capital construction and infrastructure development at the main campus and associated Santa Cruz properties—that could accommodate a three-quarter-average (fall, winter, spring) student enrollment of up to 19,500 FTE at the main campus;
- The *Coastal Long Range Development Plan*⁴ (CLRDP) provides a comprehensive physical development and land use framework for capital construction, infrastructure development, public access, and resource protection at the UC Santa Cruz Marine Science Campus, including Younger Lagoon Reserve;
- The *Physical Design Framework* (companion to this document) describes the current state of the campus physical environment and the planning and design principles that will enable the campus to achieve its vision for a UC Santa Cruz physical environment that supports its instruction, research, and public service mission; and
- The *2009-19 Capital Financial Plan* (this document) outlines both how the capital investment program would meet the campus's academic and strategic objectives and how the campus intends to fund the program.

This plan describes the campus's capital investments and priorities for 2009-19 in the context of its academic plans and current University of California enrollment and financial assumptions. Given the present environment of budgetary uncertainty, this plan will be updated as these assumptions change.



¹ Strategic Academic Plan (February 2008, page 1)

² <http://planning.ucsc.edu/acadplan/docs/AcadPlan.asp>

³ <http://lrdp.ucsc.edu/final-lrdp.shtml>

⁴ <http://ppc.ucsc.edu/cp/projects/11407/cp/projects/11407/planning/clrdp08>

Plan Objectives

The 2009-19 Capital Financial Plan balances projects among the following five objectives in support of the UC Santa Cruz Strategic Academic Plan within the context of the campus's two long-range development plans:

- **ACADEMIC PROGRAM DEVELOPMENT.** The UC guidance that informs this 2009-19 capital plan projects that Santa Cruz enrollment⁵ will remain at 2007-08 budgeted levels (16,075 FTE) through 2014-15 and then increase by 1% per year to 16,730 FTE in 2018-19.⁶ Projects advanced in this plan are designed to address the significant space deficits and the academic program requirements within this enrollment guidance. New facilities are needed to support graduate instruction across all disciplines and new professional programs in order to allow all interested faculty to participate in graduate education as well as to support the research interests of the campus, provide the trained graduates needed by the State and the nation, and enhance the quality of the undergraduate experience. Growth in extramural research requires new disciplinary, multidisciplinary, and interdisciplinary facilities and collaborative spaces, helping undergraduate and graduate students to become active research participants.
- **RETROFITTING/UPGRADING EXISTING ACADEMIC FACILITIES.** Many of our evolving academic programs require modern laboratory and computer facilities of a much larger scale. Some of the campus's older buildings simply do not have the advanced infrastructure needed to support today's academic programs and the modular design to provide flexibility to cost-effectively respond to program laboratory requirements. Accordingly, there is a need to rebalance, reconfigure, renew, and augment existing space to address obsolescence as well as pedagogy requirements.
- **STUDENT LIFE/INTELLECTUAL ENGAGEMENT AND RESIDENTIAL LIFE.** Santa Cruz is recognized for its commitment to academic engagement and a quality learning experience at all levels; graduate education supports a continuing dedication to superlative undergraduate learning environments by providing opportunities for undergraduate and graduate students to work together. The residential experience is an important part of that learning environment. Over the next decade, the campus plans significant investment in on-campus residential facilities, including on-campus housing for graduate students, as well as student life facilities.
- **CORE INFRASTRUCTURE.** A concurrent need is to maintain, upgrade, and extend core campus infrastructure. Just as the infrastructure in some older buildings is not up to modern standards, the core infrastructure elements of UCSC's 44-year old campus require substantial upgrades to meet modern program needs. To support existing programs as well as their next stage of development, the campus must expand and renew its existing infrastructure as well as extend utilities and circulation systems in ways that make logical sense from a programmatic and functional perspective.
- **CAMPUS ENVIRONMENT, SUSTAINABILITY, AND LIFE SAFETY.** Creating connections and public spaces that support a vital intellectual community is a major theme of the campus's approach to physical development; elements of many projects in this plan advance this objective. Continuing to maintain the campus's strong traditions of environmental stewardship and sustainability requires new capital investment to promote sustainable practices in campus operations (e.g., energy, water, transportation) as well as investments that balance development with sensitivity to the natural environment (e.g., preserve and enhance the landscape as a place for both contemplation and interaction). Consistent with UC-articulated priorities, the campus has already made it a priority to address serious seismic and other life-safety deficiencies in campus facilities; nonetheless, there are still several projects needed.



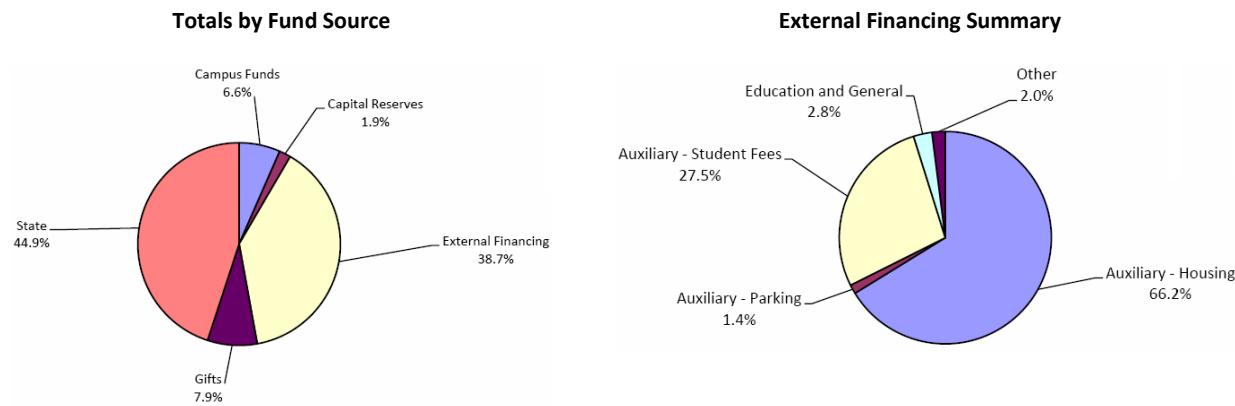
⁵ Campus enrollment for 2009-10 is projected at 17,130 FTE.

⁶ In contrast, the *Strategic Academic Plan* and *2005-2020 Long Range Development Plan* (and 2004 *Coastal Long Range Development Plan*) are designed to accommodate enrollment growth up to 19,500 FTE anticipated by the *UC Long-Range Enrollment Plan* (March 2008 report, http://www.ucop.edu/acadaff/swap/pdf/LREP080401_2.pdf).

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Program Summary

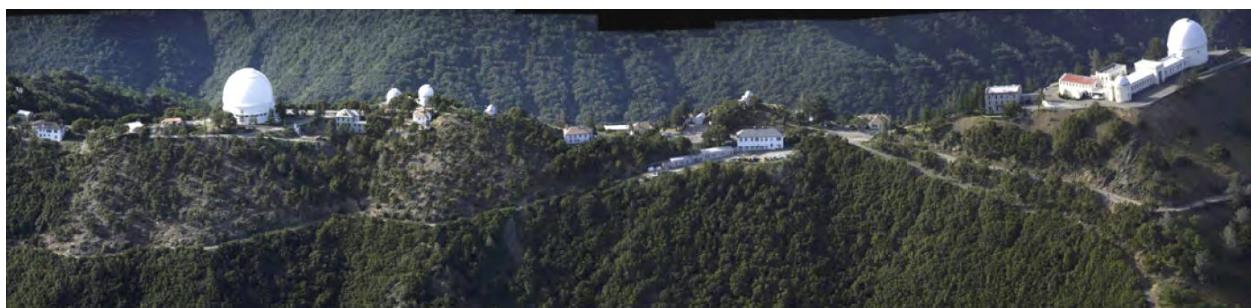
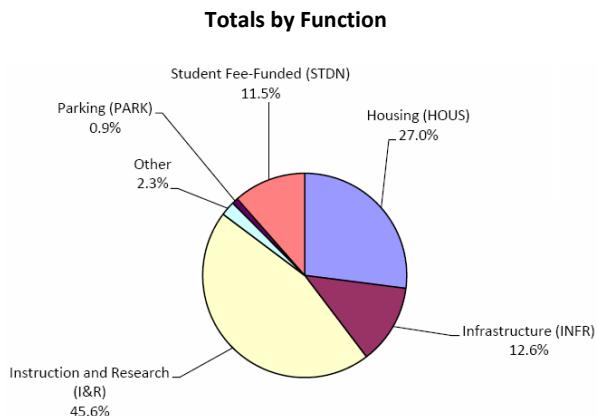
Table A (on the facing page) summarizes the Santa Cruz capital investment program according to these five plan objectives and provides a crosswalk to the UC summary categories found in Appendix A. Our plan anticipates that approximately \$865 million in capital resources will be available for investment over the next decade, with approximately 45% (\$389 million) from State sources (primarily general obligation and lease revenue bonds). Projects proposed for State funding are highlighted in *green italics*. The remainder is anticipated from non-State capital sources.⁷



The campus anticipates the need for approximately \$335 million of external financing. Nearly all of the proposed debt is for auxiliary functions (housing, student-fee-funded, and parking projects) and as such will rely on those business operations for repayment.

Approximately 46% of the capital program (\$394 million) is planned for core instructional and research facilities. About 39% (\$333 million) is planned for investments in student-related facilities, including housing and other student services. About \$109 million has been targeted for infrastructure investments; and, during this timeframe, the campus anticipates initiating one parking project costing \$5 million or more along with two smaller parking projects.

These UC-defined “function” designations for each project are noted in Table A. The “other” category includes projects under \$5 million that serve a range of functions.



⁷ The charts in this section (as well as supporting tables) appear in Appendix A.

Table A: 2009-19 Capital Projects by Plan Objective

	Planned Occupancy	Project Cost (\$'000)	Function	Improvement Category
ACADEMIC PROGRAM DEVELOPMENT			\$ 302,150	
<i>Biomedical Sciences Facility</i>	Nov 2011	90,904	I&R	New construction
<i>Coastal Biology Building</i>	Mar 2014	47,953	I&R	New construction
<i>Center for Ocean Health Expansion*</i>	Jul 2014	26,590	I&R	New construction
<i>Oceans Auditorium*</i>	Jul 2014	6,600	I&R	New construction
<i>Social Sciences Facility</i>	Sep 2016	50,695	I&R	New construction
<i>Silicon Valley Center</i>	Sep 2017	20,000	I&R	New construction
<i>Classroom Auditorium Building</i>	Sep 2018	15,796	I&R	New construction
<i>Center for Art and Visual Studies*</i>	Sep 2018	20,000	I&R	New construction
<i>Academic Building</i>	Sep 2021	23,612	I&R	New construction
RETROFITTING/UPGRADING EXISTING ACADEMIC FACILITIES			\$ 91,958	
<i>Alterations for Physical, Biological, and Social Sciences</i>	Jan 2017	13,813	I&R	Renovation
<i>Upgrades to Instructional Space</i>	Sep 2017	2,669	I&R	Renovation
<i>Alterations for Academic Programs</i>	Sep 2018	15,395	I&R	Renovation
<i>2300 Delaware Building C Computational Facility</i>	Jul 2020	9,474	I&R	Renovation
<i>Capital Renewal</i>	Various	12,998	I&R	Renovation
Campus-approved E&G projects under \$5 million	Various	37,609	I&R	Renovation
STUDENT LIFE/INTELLECTUAL ENGAGEMENT AND RESIDENTIAL LIFE			\$ 359,633	
Ranch View Terrace Phase 2	Jul 2014	45,000	Housing	New construction
Upper Quarry Amphitheater Renovation and Expansion*	Sep 2014	8,724	Infra.	Renovation
Lower East Field Improvements	Jan 2015	10,680	Student	Renovation
Student Center	Sep 2015	73,000	Student	New construction
Kresge College Renovation	Sep 2015	30,000	Housing	Renovation
Early Education and Care Center	Sep 2018	10,319	Student	New construction
West Campus Student Housing Phase 1	Sep 2018	156,066	Housing	New construction
Campus-approved Auxiliary projects under \$5 million	Various	25,844	Other	Renovation
CORE INFRASTRUCTURE			\$ 105,564	
<i>Infrastructure Improvements Phase 2</i>	Aug 2012	7,916	Infra.	Infrastructure
<i>Infrastructure Improvements Phase 3</i>	Sep 2013	16,161	Infra.	Infrastructure
<i>Infrastructure Improvements Phase 4</i>	Jan 2015	21,397	Infra.	Infrastructure
<i>Circulation and Infrastructure Extensions Phase 1</i>	Jan 2016	15,090	Infra.	Infrastructure
<i>Infrastructure Improvements Phase 5</i>	Sep 2017	25,000	Infra.	Infrastructure
Parking for West Campus Student Housing Phase 1	Sep 2018	5,000	Parking	Infrastructure
<i>Infrastructure Improvements Phase 6</i>	Sep 2020	15,000	Infra.	Infrastructure
<i>Capital Renewal</i>	Various	See note d		
Campus-approved E&G projects under \$5 million	Various	See note d		
CAMPUS ENVIRONMENT, SUSTAINABILITY, AND LIFE SAFETY (See note e)			\$ 5,500	
Student Life Seismic Corrections Phase 2	Jul 2013	5,500	Student	Renovation
CAMPUS TOTAL			\$ 864,805	

Notes for Table A:

- a) Project costs are in 2010 dollars; detailed project summaries, including a description of anticipated campus-approved projects under \$5 million, appear in Appendix B.
- b) UC definitions for "Function" and "Improvement Category" appear in Appendix A.
- c) Projects shown in *green italics* are proposed for State funding; all others are non-State funded (with the funding details shown in Appendix A, Tables 1-3, and in Appendix B, Detailed Project Descriptions). Projects marked with an asterisk (*) are to be entirely gift funded.
- d) Project costs for the "Capital Renewal" and "Campus-approved E&G Projects under \$5 million" line items appearing in the "Core Infrastructure" category are included in the "Retrofitting/Upgrading Existing Academic Facilities" category.
- e) Design for campus environment and sustainability is incorporated into individual projects under each of the other four plan objectives.

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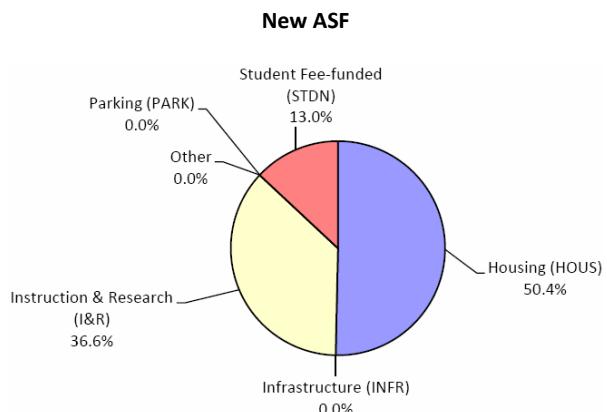
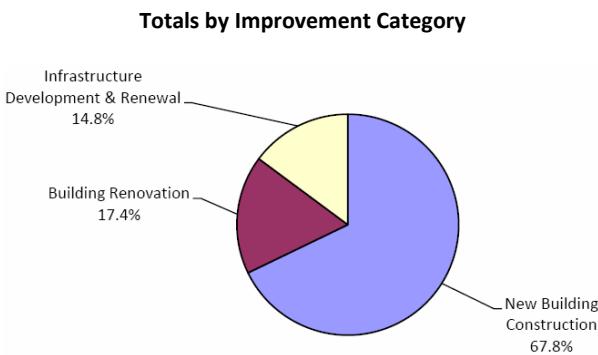
New building construction is the largest component of the overall capital program—a significant proportion of which is new housing and student-fee-funded projects. Consistent with our plan objectives, the campus has carefully balanced its investment of State funding between the need to:

- Address significant space deficits in support of its academic programs and to upgrade/retrofit existing space to address the pedagogy requirements of the next stages of academic program development; and
- Upgrade and extend core campus infrastructure.

Specifically, about 70% of anticipated State funds are designated in support of addressing academic program space deficiencies or retrofitting/upgrading existing facilities, while 30% is for renewing and extending core infrastructure.

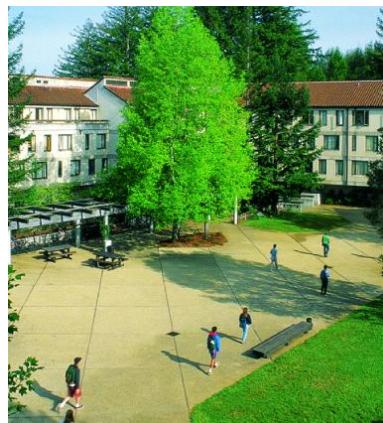
The significant new housing and student-fee-funded project investments are evident when new building construction is viewed in terms of assignable square feet (ASF) constructed.

On-going funding to support the operation and maintenance of new State-, gift-, and campus-funded space in this capital plan, while not detailed in this plan, is a part of normal campus operating budget planning. The operation and maintenance of new residential housing, for example, is budgeted as part of established housing rates; similarly, endowments will be sought to cover the on-going costs of maintaining gift-funded space.



Strategies and Approach

Capital investment at UC Santa Cruz is guided by the *Strategic Academic Plan*, which articulates a vision, a set of principles, and strategies to promote academic excellence within a diverse community of scholars and learners. The academic plan also



provides a focused approach to fulfill the campus mission and do so within the financial resources that the campus has or can make available. This capital plan reflects this approach as it outlines those projects in a ten-year timeframe that will further create the setting in which the campus fulfills its mission.

A major theme of the campus's approach to physical development is creating the connections that support a vital intellectual community—one that supports strong disciplinary inquiry but also facilitates interdisciplinary collaborations among departments and programs in providing research and educational opportunities. By clustering buildings and creating public spaces between buildings in logical relationship to *Strategic Academic Plan* goals and principles, planners create adjacencies and synergies that leverage the campus's excellence in both teaching and research.

Thus our capital planning and design approach helps facilitate faculty/student partnerships dedicated to independent, critical thinking, active understanding, creativity, and social responsibility—a collaboration that is responsive to the needs of current and future students as well as to a multiethnic and global society.

Four recent UC Santa Cruz projects illustrate this design-for-synergy theme:

- The renovation and expansion of *McHenry Library* (to be completed in 2010) enhances the role of the library as an intellectual commons by transforming it into a place supporting individual study and team-based projects as well as 21st century methods for research and analysis. This renovation and expansion was coupled with its seismic upgrading to address life safety concerns.
- The *Digital Arts Research Center* (completed in 2009) creates a dynamic learning environment for interdisciplinary research and study. This environment supports the Digital Arts and New Media graduate program and enables synergistic collaboration among faculty and students in the visual and performing arts and in engineering.
- The *Bay Tree Bookstore* (completed in 2001) provided an opportunity to create a pedestrian plaza and commons that would be a year-round destination for undergraduate and graduate students to purchase books and supplies, come together for events, and access student services. The plaza provides an attractive entrance to the Upper Quarry outdoor amphitheater and the complex includes a graduate student center and a modest conference center.
- The *Colleges 9 and 10* apartment and residence hall facilities (completed in 2000 and 2002, respectively) were set apart to create amenities required for a vital residential community and they are closely integrated programmatically with two nearby social sciences instructional and research facilities. This proximity and integration allows students to experience the unique qualities of a major research university as early as their first freshman “core course” experience (offered through their residential college).

Many of the projects described in this plan continue this approach—a UCSC tradition. For example,

- The combination of the *Coastal Biology Building* (State-funded) and the *Center for Ocean Health Expansion and Oceans Auditorium* (both non-State funded) on the Santa Cruz Marine Science Campus will partially address the campus's I&R capacity space deficit by releasing I&R program space on the main campus. And, these projects will support interdisciplinary work that addresses important environmental issues facing California, the nation, and the world.
- The *Social Sciences Facility*, in combination with the *Alterations for Physical, Biological, and Social Sciences*, provides needed disciplinary capacity space, retrofits/upgrades existing facilities, and creates venues for collaboration in pursuit of the inter- and cross-disciplinary themes articulated in the *Strategic Academic Plan*.
- The *West Entrance Student Housing* project provides needed residential capacity while creating the potential for a graduate village and commons to support graduate and professional enrollments. These facilities are envisioned in a location that provides convenient off-campus access while proximate to the campus core. The clustering of these buildings supports the research mission by continuing the Santa Cruz tradition of creating interactive living/learning communities.
- The *Silicon Valley Center* project is a part of a planned initiative for a Silicon Valley campus in partnership with NASA and other educational partners that will create a unique collaborative environment (on behalf of all UC campuses) in which to deliver innovative education and research, contribute to the economic vitality of the region, and serve as a national prototype for an environmentally sustainable community.

Design for energy efficiency and sustainability throughout all projects helps the campus serve as a model of how we can minimize resource consumption, reduce greenhouse gas emissions, and advance the state of the art in responsible, sustainable design.

Plan Assumptions

Preparation of a ten-year plan requires assumptions, articulated below, that invariably will differ from future reality. The annual update of this plan will enable the campus to assess how changing conditions may affect the objectives and assumptions.

ENROLLMENT. Consistent with UC-wide capital planning parameters, this plan assumes enrollment will remain constant at 2007-08 levels for the first six years and will increase by 1% each year thereafter.



STATE FUNDING. This plan assumes State support will resume in the 2010-11 fiscal year (\$450 million annually for the University), and will continue throughout the ten-year timeframe. Thus, \$389 million in State support is assumed.⁸

EXTERNAL FINANCING. Projects requiring external financing are evaluated for feasibility based on University-wide policies that assess the business models for auxiliary programs such as housing and parking and the underlying ability to pay for centrally funded debt (via opportunity and educational fund pledge tests). The campus feasibility analysis will be consistent with the revised UC Office of the President guidelines, currently being developed. Using existing fund pledge tests, the campus estimates that it presently has more than \$22 million of centrally-funded debt capacity beyond that shown in this plan (\$9 million). Campus academic and budget planning processes will provide additional guidance and recommendations regarding using additional debt capacity for capital projects.

GIFT FUNDING. The campus has been increasingly successful with fundraising and is about to enter the quiet (pre-public) phase of a comprehensive fundraising campaign. Projects shown to include gift funding in the ten-year plan will be advanced when gift-funding targets have been achieved.⁹



FEDERAL FUNDING. Many campus programs receive funding from various federal sources, notably the National Institutes of Health (NIH) for health sciences-related research and the National Science Foundation for research in sciences, engineering, and mathematics—as well as from NASA for research conducted under the auspices of the University-Affiliated Research Center (UARC). The campus will continue to advance applications for various federal funding sources being made available under economic stimulus legislation. However, until such time as awards are made, no grant funding is assumed in this plan. As the campus is successful in securing such funding, it will be reflected in the annual plan updates.

PUBLIC-PRIVATE PARTNERSHIPS. UC Santa Cruz anticipates increased use of partnerships with third-party entities (including governmental entities) to help deliver capital assets in support of the campus mission. The recent plan to build the Silicon Valley Center campus at the NASA Research Park at Moffett Field is an example of a partnership lead by UC Santa Cruz.

⁸ State support for the University's capital plan has not materialized at anticipated levels for the past two years.

⁹ Endowments will be sought to cover the on-going costs of maintaining gift-funded space.

CAPITAL PLANNING PROCESS

The capital planning process at UC Santa Cruz is an iterative, annual process that evaluates the capital needs identified by academic plans and assesses alternatives to meet such needs in the context of anticipated capital resources. The planning process provides opportunities for participation by students, faculty, staff, administration, and the design professional community.

Driven by the Academic Plan

Capital planning is conducted in service to the academic plan. The campus academic planning process engages the academic community—the faculty, deans and academic officers—in developing plans that set the vision and priorities for the campus over a longer-term timeframe (e.g., through 2020) and for each academic unit for a five-year period. Together the *Strategic Academic Plan* and these divisional plans inform near-term goals and priorities for resource allocation as well as the longer-term goals and priorities for the campus capital improvement program.

One of the strategies articulated in the *Strategic Academic Plan* is UC Santa Cruz's intention to create knowledge and promote understanding by building programs to maximize the impact in areas of disciplinary excellence and by facilitating the collaborations of departments and programs in providing research and educational opportunities. The plan identifies six areas of exploration where those disciplines intersect:

- Cross Cultural Initiatives
- Evolving Environments, Science, and Policy
- Human Health Initiatives
- Public Documentation and Communication
- Technological Development and Societal Impacts
- Transnationalism and Globalization

Over the timeframe of the *2009-19 Capital Financial Plan*, the campus plans to emphasize programs for which there are growing societal needs and the potential for academic excellence.

Strategic Academic Plan Vision

- UCSC is an outstanding research university with an uncommon commitment to high-quality undergraduate and graduate education.
- UCSC serves the people of the region, the state, and the world by the engagement, development, and application of knowledge.
- A UCSC education will enable our students to become tomorrow's leaders and lifelong learners.
- UCSC will attract, retain, and advance a diverse student body, faculty, and staff from many different communities in the state, nation, and world.
- UCSC will commit itself to high-quality production and transmission of knowledge across all disciplines.
- UCSC will plan its growth and development with attention to sustainability and in consultation with the larger external community.

Stakeholder Involvement

The development and implementation of land use and capital improvement plans at the Santa Cruz campus is overseen by two standing committees: the Advisory Committee on Campus Planning and Stewardship (CPS) and the Chancellor's Design Advisory Board (DAB).

▪ **Advisory Committee on Campus Planning and Stewardship (CPS)**

The CPS provides a forum to review capital plans and projects—including individual projects, capital improvement programs, space plans, long-range development plans, master plans, area studies, site analyses, infrastructure capacity studies, building design, and sustainability. The membership (comprising deans, vice provosts, vice chancellors, the University Librarian, and representatives from the Academic Senate Committee on Planning and Budget, as well as undergraduate and graduate students) considers land use, proposed projects, and program goals in order to make

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recommendations to the Chancellor and the Campus Provost/Executive Vice Chancellor to ensure that campus lands, facilities, and leased properties are optimized to meet campus objectives—with a particular focus on those articulated in the *Strategic Academic Plan*.

Supporting the work of CPS are three subcommittees/working groups: Classroom Subcommittee (focusing on issues related to classroom utilization, standards, and design); Space Assignment Subcommittee (providing analyses on issues regarding space allocation and reallocation); and Committee on Sustainability and Stewardship (focusing on the implementation of and compliance with the UC Policy on Sustainable Practices).

- **Chancellor's Design Advisory Board (DAB)**

In conformance with Regental policy on independent design review, this group advises the Chancellor on facility design and landscaping guidelines and the designs of new buildings and major landscape projects to ensure consistency with applicable planning guidelines and the *Physical Design Framework*. The membership includes two architects from the private sector, one landscape architect from the private sector, the campus architect and associate vice chancellor for physical planning and construction, the director of campus planning, and the campus senior planner/landscape architect.

Decision-making and Accountability

To create a framework of accountability that ensures capital resources are managed wisely and appropriately, the recommendations of these advisory bodies are made to principal officers, who take responsibility for the ultimate decisions about the capital program and its implementation. CPS makes its recommendations to the Campus Provost and Executive Vice Chancellor and Chancellor and DAB to the Chancellor. Once decisions are made, the Campus Provost holds the Vice Chancellor for Business and Administrative Services (to whom Physical Planning and Construction reports) responsible, in consultation with key stakeholders (e.g., for an academic building, the dean), for delivering on-time projects consistent with scope and budget.

To ensure on-going accountability to stakeholders for each major building project, programmatic and design input is overseen by a project-specific committee of faculty, students, administrative leaders, and senior planning and design staff. Such programming and building advisory committees work closely with external design professionals and serve as the University "client" so that each project meets the predefined program goals and objectives.

Sustainability

UC Santa Cruz exemplified a commitment to sustainable practices decades before it became formalized as UC policy. The campus has a long tradition of effective site stewardship and sustainable practices in campus-wide operations. UCSC is leading the way in sustainable food systems for dining halls, has reduced traffic (annual average daily vehicular trips) below levels in 2000, achieved 90% construction waste diversion in 2008-09 and overall diversion rates of more than 70%, purchases renewable energy credits in an effort to offset all non-renewal electricity energy use, and reduced per capita water consumption by 40% since the 1980's. The campus has the lowest energy use per assignable square foot of any UC campus because of a long-standing commitment to energy efficiency, including a "no cooling for comfort" policy.

Today the campus is actively engaged in implementation of the September 2009 *UC Policy on Sustainable Practices* and collaborative planning with the City and County of Santa Cruz to reduce greenhouse gas emissions. In addition to the UC Policy, guiding documents include the 2005 *LRDP*, the *CLRDP*, the 2007 *Campus Sustainability Assessment*, and the 2007 *Climate Action Compact* and *Climate Action Plan* (both currently under review).¹⁰ The campus has institutionalized sustainability throughout its planning and operations and a new Chancellor's Executive Committee on Sustainability and Climate will make recommendations on policy and set a broad sustainability vision for the campus.

¹⁰ Updates can be found at <http://sustainability.ucsc.edu/>

As articulated in the campus's sustainability plan,¹¹

UC Santa Cruz strives to integrate sustainability into every aspect of research, teaching, and public service. Sustainability is our way of thinking about everything we do in planning, building design and construction, renovation, purchasing, landscape, energy, water, waste, product consumption, emissions, transportation, etc. Sustainable practices support ecological, human, and economic health and viability.

The campus has a commitment to integrating sustainable features in all major construction and renovation projects to the maximum extent feasible, achieving a minimum standard equivalent to the US Green Building Council (USGBC) LEED "Silver" rating. The campus currently has one LEED Silver certified building and five more projects are in the certification process. The campus is also aggressively pursuing energy efficiency project opportunities through the Statewide Energy Partnership Program.



¹¹ <http://sustainability.ucsc.edu/content/sustainability-vision-statement/>

UC SANTA CRUZ TODAY

Perhaps the most striking fact about UC Santa Cruz is its uncommon commitment to academic engagement and a quality learning experience at all levels. Ten colleges divide a large university into smaller communities, each serving as a social and intellectual gathering place for about 1,200 to 1,500 students. First-year undergraduate students take core courses within their college that provide a common academic base. Each college also provides academic support and student activities, and sponsors events.

In 2009-10, UCSC will enroll 17,000 students, including over 15,000 undergraduates. Undergraduate programs have increased dramatically, and the campus now offers 53 majors, eight of which were added since 2001, and 31 minors. UCSC is rightfully proud of its achievements in graduating students with a commitment to life-long learning. In a survey of 60 elite universities, UC Santa Cruz ranked 15th for the percentage of its students whose bachelor's degree led to doctorates and second among the UC campuses. UC Santa Cruz also instills an uncommon student commitment to scholarship and service. In 2008, UCSC was ranked second nationally among its peers (mid-sized institutions under 15,000 undergraduates) for the number of alumni serving in the Peace Corps. In 2009, despite being the smallest school in the large university category, UCSC ranked 21st.

Campus goals for graduate education and research support its continuing dedication to superlative learning environments. Since 1988, the campus has more than doubled the number of research doctoral programs from 13 to 32 and, in the past five years, has introduced 11 new graduate programs. As a result, the campus now enrolls over 1,400 graduate and professional students and has more than doubled the number of Ph.D. degrees it awards each year.



Landels-Hill Big Creek Reserve, and Younger Lagoon Reserve.

In addition to the 2,030-acre main campus established in 1965, UC Santa Cruz comprises a number of other regional sites—including administrative and research facilities on an 18.5-acre site at 2300 Delaware (Santa Cruz), the 73-acre Marine Science Campus (about 2.4 miles from the main campus), the 483-acre Monterey Bay Education, Science, and Technology (MBEST) Center (near Monterey), and the 3,600-acre Lick Observatory atop Mount Hamilton (near San Jose). The proposed 77-acre Silicon Valley campus will be leased from NASA by a nonprofit entity, *University Associates - Silicon Valley LLC* (formed by UC Santa Cruz and Foothill-DeAnza Community College District). In addition to other leased sites, the campus also manages nearly 5,000 acres of UC Natural Reserve System land, including the Año Nuevo Island Reserve, Fort Ord Natural Reserve,

The campus's location influences the focus and reach of a world-renowned research portfolio, providing an integral framework of support for UCSC's vision and mission. For example, the Marine Science Campus overlooks the Monterey Bay – home to the world's largest collection of marine research activities. In a single location, UC Santa Cruz brings together a modern marine field station, the Long Marine Lab, a public outreach center, and many other world-class assets. Campus proximity to Silicon Valley spawned a multi-faceted ten-year, \$330 million research agreement with NASA, the largest competitive research contract ever awarded by that federal agency to a research university. On behalf of the UC system, UCSC astronomers and astrophysicists oversee Lick Observatory at Mount Hamilton and ensure that Lick remains a state-of-the-art resource.

Academic Units

UC Santa Cruz has five major academic units: divisions of the arts, humanities, physical and biological sciences, and social sciences, and one professional school, the Jack Baskin School of Engineering. A core element of campus academic planning is to expand the range of graduate education by collaborations across the disciplines and professional programs—including those that might be located at the campus's Silicon Valley Center.

Division of the Arts

The Arts are affected by rapidly changing digital technologies and the need to address these fundamental changes in the way art is produced and understood, as well as how the arts affect society and the economy. Division plans respond to challenging new technologies in research and instruction and to curriculum globalization. Strongly interdisciplinary in approach, the Division of the Arts is instrumental in exploring the intersections of art and engineering through digital media.

Undergraduate and graduate instruction is offered by the departments of Art, Film and Digital Media, History of Art and Visual Culture, Music, and Theater Arts. Over 1,100 majors are enrolled in six undergraduate and four graduate degrees, including the interdisciplinary structured Digital Arts and New Media M.F.A.

Recent capital investments include the *Digital Arts Research Center* (completed in 2009); *Film and Digital Media Renovations* (2003); and accommodations for History of Art and Visual Culture included in the *McHenry Project* (to be completed in 2010). This plan includes the *Center for Art and Visual Studies*. Located adjacent to the *Digital Arts Research Center*, this project will be open to and engage all disciplines in support of the *Strategic Academic Plan* interdisciplinary goals.



Division of Humanities

Scholarly emphasis in the Humanities in human expression, critical evaluation of ideas and actions, and intensive study of cultural traditions underscore the discipline's critical importance to understanding and solving contemporary problems—

particularly vital now are studies of growing ethnic and cultural diversity, increasingly complex human problems and opportunities associated with advancing technologies, and mutual interdependencies of physical, social and cultural worlds. Division foci include world cultures and civilizations; languages and literacies; philosophy of science and technology, and gender and sexuality.



Departments include American Studies, Feminist Studies, History, History of Consciousness, Linguistics, Literature, Philosophy, and Language and Writing programs. Collectively they offer over ten undergraduate degrees and eight graduate degrees to 1,500 majors.

Recent capital investments include the *Humanities and Social Sciences Facility* (2006), which also includes space for the Social Sciences Division's Education department and general assignment classrooms. This plan includes the *Social Sciences Facility*, which will release space for the Humanities.

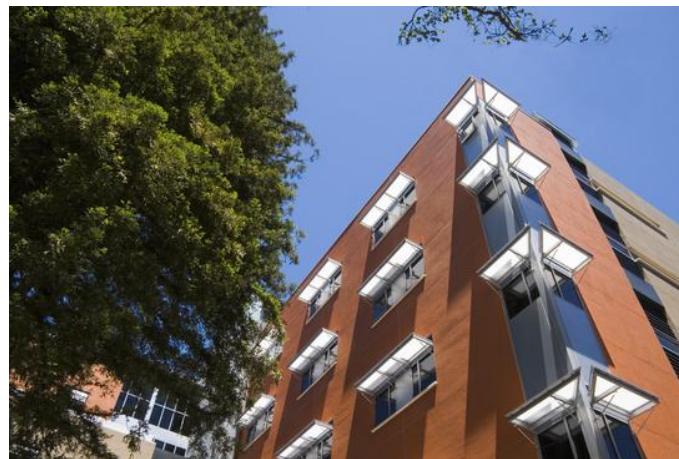
Division of Physical and Biological Sciences

Physical and Biological Sciences focus on the broad theme of service to society in three extensive areas: biomedical and health sciences; the study of regional and global environmental processes and ecosystems; and the development and application of new technologies to societal problems and to fundamental research. In each area, the rapid pace of advancement and change creates opportunities for continued excellence, to secure external funding, and to build on established disciplines to launch broader inquiries. Significant research-based organizations include the UC Lick Observatory, Institute for Geophysics and Planetary Physics, Institute of Marine Sciences, and the Center for the Molecular Biology of RNA. Partnership with the Baskin School of Engineering promotes studies in biomedical sciences and planetary sciences.

Department organization reflects the interdisciplinary work built on core disciplines. The Division includes departments of Astronomy and Astrophysics, Ecology and Evolutionary Biology, Molecular, Cellular and Developmental Biology, Chemistry and Biochemistry, Earth and Planetary Sciences, Microbiology and Environmental Toxicology, Mathematics, Ocean Sciences, and Physics, as well as the Science Communication program. Together they serve over 2,000 majors and offer over 14 undergraduate and 18 graduate degrees.

Recent capital investments include the *Interdisciplinary Sciences Building* (2002), the *Center for Adaptive Optics* (2002), the *Physical Sciences Building* (2006), and the *Automated Planet Finder* (2010, at Mt. Hamilton). The campus also invested in several alteration projects in *Thimann Labs*, *Physical Sciences Building*, and *Sinsheimer Labs* (which included seismic corrections and fire sprinklers). This plan includes the *Biomedical Sciences Facility*; *Alterations for the Physical, Biological, and Social Sciences*; and three projects on the Marine Science Campus—the *Coastal Biology Building*, the *Center for Ocean Health Expansion*, and the *Oceans Auditorium*.

These projects support biomedical sciences collaboration among divisional faculty and faculty in the Jack Baskin School of Engineering; provide a consolidated location for Ecology and Evolutionary Biology faculty that will serve as a center for marine-dependent and coastal-related biological science research and instruction; renovate teaching laboratories in Thimann Laboratories (built in 1966); and release space on the main campus for other disciplines such as ocean sciences and earth and planetary sciences.



Division of Social Sciences

Social Sciences extend the boundaries of knowledge in both traditional and new fields with a primary focus on the study of human relationships and society. Five disciplinary and interdisciplinary focus areas are culture, learning, and cognition; environment and sustainable development; globalization and governance; science, technology, and humans; and social justice, identity, and power. As social, economic, political, and technological changes transform global society, faculty inquiry ranges broadly from racism, economic inequity, educational reform, environmental degradation, international trade and finance, to how the human mind works.

Departments include Anthropology, Community Studies, Economics, Education, Environmental Studies, Latin American and Latino Studies, Politics, Psychology and Sociology. They serve over 3,600 majors and offer over eleven undergraduate and eleven graduate degrees.

Recent capital investments include space for Environmental Studies in the *Interdisciplinary Sciences Building* (2002), for Economics in *Engineering 2 Building* (2004), and for Education in the *Humanities and Social Sciences Facility* (2006). This plan includes a *Social Sciences Facility* and *Alterations for the Physical, Biological, and Social Sciences*. The *Circulation and Infrastructure Extensions Phase 1* project may need to be completed before the *Social Sciences Facility*, depending on the site selected for the facility.

These projects would address existing space deficits (creating teaching and research space for the Economics and Education departments, as well as general assignment classroom space) and create improved, flexible teaching and research space to meet current program needs of other social sciences departments.



Jack Baskin School of Engineering

The Jack Baskin School of Engineering (JBSOE) promotes an integrated vision of science and engineering serving the needs of the Silicon Valley region and producing graduates who are contributing citizens in a high technology society. Six interwoven foci are bioengineering, bio-info-nano technologies, cyber infrastructure, mathematical and statistical modeling, software and service engineering, and system design. Major interdisciplinary collaborations with sciences and arts include game design, digital art, planetary sciences, and biomedical sciences. Engineering has significant roles in the California Institute for Quantitative Biosciences (QB3), the Center for Information Technology Research in the Interest of Society (CITRIS), and the Center for Biomolecular Science and Engineering (CBSE).

Departments include Applied Mathematics and Statistics, Biomolecular Engineering, Computer Engineering, Computer Science, and Electrical Engineering, as well as the Technology and Information Management program. They provide instruction to over 600 majors and offer eight undergraduate and eleven graduate degrees.

Recent capital investments include *Engineering 2 Building* (2004); *Alterations for Engineering Phase 2* (2007); and *Alterations for Engineering Phase 3* (2007), as well as several alteration projects in Baskin Engineering. This plan includes renovation (under \$5 million) to create thin films and materials laboratories (at 2300 Delaware Building C) and a new facility in Silicon Valley that will serve faculty from JBSOE and other academic units. In addition, JBSOE will receive other campus space to be released as a result of the new *Social Sciences Facility*. The campus is also in the process of identifying funding to provide additional research laboratories at 2300 Delaware Building C.



University Library

The University Library has developed a distinctive identity both in interdisciplinary collections and through a profound commitment to service, in outreach and library use instruction. The Library's collaborations with California Digital Library, campus, and community partners increase intellectual access, complement instructional activities, and promote resource sharing.

The University Library comprises two facilities. The McHenry Library provides access to information resources for instruction and research in the humanities, social sciences, and the arts divisions, and also provides centralized library administrative and technical processing services. The Science and Engineering Library provides resource support for instruction and research for the Physical and Biological Sciences Division and for the Jack Baskin School of Engineering.

Recent capital investments include the *McHenry Project* (to be completed in 2010), which also provides interim I&R space for several academic departments. This plan includes the *Science and Engineering Library Renovation* (a campus-approved E&G project under \$5 million) to provide group and collaborative study rooms, upgrades to data wiring, a café and multi-purpose room, and consolidation of service desks.

Proposed Professional Programs

Professional education began with the Jack Baskin School of Engineering and is planned for expansion to meet the needs of the State and to broaden graduate education. Identifying specific fields is still preliminary, however a academic plan for a School of Management located at the Silicon Valley Center is under development. Other professional areas built on existing strengths might include Environmental Science and Policy and Public Health.

Silicon Valley Center

Located at NASA Ames in Silicon Valley, the Silicon Valley Center (SVC) is a home to academic programs (current and future); the Advanced Studies Laboratories; the Bio-info-nano Research and Development Institute; the Collaborative for Higher Education; and the University Affiliated Research Center (UARC)—as well as other affiliated centers and institutes. Accredited by the Western Association of Schools and Colleges as a Regional Center, the SVC is currently a base for three instructional programs sponsored by the Baskin School of Engineering and the other academic divisions. Expansion of existing programs and planning for future programs is underway.

With the advent of the UCSC/NASA UARC contract in 2003, UCSC commenced the first phase of its plan to become the UC for Silicon Valley. In 2006, UCSC established the Silicon Valley Center in NASA Research Park's Building 19 in order to provide UCSC with an environment in which to deploy a host of pilot programs in research, education, and service to Silicon Valley in cooperation with regional partners and NASA.

The creation of the University Associates—Silicon Valley LLC in late 2008 (and the signing of the University Development Area ground lease for 77 acres of the NASA Research Park) marks the beginning of the second and current phase of the UCSC plan. In this phase, UCSC, together with its regional higher education partner—Foothill-De Anza Community College District—and NASA, seek to deploy a model of “inter-institutional public/private partnership” to create new public infrastructure that would otherwise be cost prohibitive for single public entities.

Execution of the lease agreement began an exploratory “pre-development period” during which time the LLC on behalf of its member institutions will move through a series of milestones to determine both the economic feasibility and desirability of the envisioned project. If pre-development period milestones are met, and the outcomes are satisfactory, the NASA Research Park project will serve as the once-in-a-lifetime opportunity catalyst for the realization of a UCSC strategic initiative and a profound regional public good. It will establish a major graduate research and educational center from which to discharge the UCSC mission in the Silicon Valley region. It will deliver solutions at the convergence of technological innovation, environmental sustainability, and social change, in partnership with NASA, higher education partners, industry, and local communities.

This plan includes a *Silicon Valley Center* building to provide education and research opportunities for Santa Cruz students and faculty and to support higher education partnerships among regional institutions and a *University Development Ground Lease* for 77 acres at the NASA Research Park.

Academic Support Units

Undergraduate Colleges

The ten colleges—Cowell, Stevenson, Crown, Merrill, Porter, Kresge, Oakes, Eight, Nine, and Ten—affiliate undergraduate students with smaller communities that serve as social and intellectual centers. Each college has a distinctive quality derived from the required core course theme, co-curricular programs, and faculty affiliation. Self contained and architecturally distinct, the colleges have their own housing, academic, and recreational facilities. All academic majors are open to students from all colleges.

Recent capital investments include seismic corrections (including seismic corrections to academic space within Stevenson College supporting humanities faculty) and capital renewal improvements to several college dining halls/event centers.

Student Affairs and University Housing

Student Affairs has oversight of student life issues and resources, and actively cultivates a diverse, collaborative, and caring living-learning community where students thrive, belong, and are socially- and intellectually-engaged world citizens. Programs and services offered through Student Affairs are distributed throughout the campus and have a scope to fully meet the needs of today's college student. Support services include core service areas such as Financial Aid, Health Services, Office of the Registrar, and the UCSC Bookstore. There is a wide range of outreach programs and other support services for academic transitions, social and developmental needs, civic engagement, sports and intramurals, and student organizations. Many

resource programs are available to support students with their everyday challenges, academic aspirations, and personal development.

Recent capital investments include the *Student Union (Old Bookstore) Upgrades* (2003), *Student Life Seismic Corrections* (2010), and the *Cowell Student Health Center Expansion and Renovation* (to be completed in 2010), as well as seismic corrections to the *Cook House* and to *Hahn Student Services*. This plan includes a new *Student Center*, *Student Life Seismic Corrections Phase 2*, the *Upper Quarry Amphitheater Renovation and Expansion*, *Lower East Field Improvements*, and an *Early Education and Care Center*.

Housing. University housing is a pivotal cornerstone of the unique UC Santa Cruz student experience. This experience is fostered through the many communities of learning that are hosted both within the colleges and in other housing communities. The vision for University Housing and College Residential Life is to "create, implement and maintain a comprehensive array of programs, services, and facilities through a network of campus communities which collaborate to advance UCSC's educational, research, and public service mission." Housing programs include family student housing; undergraduate single student housing; graduate student housing; and employee housing. University Housing operates an expansive dining and hospitality services program and serves the community in both on- and off-campus living opportunities. University Housing also provides child care and early child education services for UCSC students who have children.



Recent capital investments (1999 through 2009) include *Crown College Dining Hall Renovations*, *Colleges Nine and Ten Residence Halls, Infill Apartments, Hagar Court Renovations* (employee housing), *Kresge House 07 Renovation*, *Stevenson College Commons and Event Center Seismic Corrections*, *Cowell College Commons Seismic and Capital Renewal*, *Porter College Seismic and Capital Renewal Phase 1 and House B Addition*, *Cowell College Commons Ground Floor Renovation*, and *Porter College Phase 2 House A Seismic Capital Renewal and Expansion*. This plan includes the *Kresge College Renovation*, *Early Education and Care Center*, *Ranch View Terrace Phase 2*, the *West Campus Student Housing Phase 1*, and infrastructure upgrades to residential facilities.

Institutional Support Units

Business and Administrative Services

Business and Administrative Services (BAS) supports the academic enterprise by maintaining public safety; providing adequate controls on financial and business practices; operating and maintaining campus buildings and grounds; providing stewardship of campus lands; planning, designing, and constructing facilities; and providing direct business services. The BAS division is organized into four units: Business Services, Internal Control, Physical Environment, and Safety.

Recent capital investments include the *Emergency Response Center* (2007) and seismic corrections to the *Receiving Barn*.

Parking. Transportation and Parking Services (TAPS) is an auxiliary operation that facilitates the access and mobility needs of the campus community. In addition to parking services, TAPS provides commuter assistance including carpool and vanpools, and coordinates bicycle programs on campus.

Recent capital investments include the *Core West Parking Structure* (2000) in the campus core and the *Lower Campus Parking Expansion* project (2007). This plan includes three new parking projects: *Marine Science Campus Parking Phase 1*; *Parking for Social Sciences Facility*; and *Parking for West Campus Student Housing Phase 1*. In addition, the *Physical Design Framework* articulates a vision for campus transportation, parking, and circulation that provides convenient access while promoting a livable community—including efficient high-occupancy travel modes where necessary and human-powered modes where

practical—with sustainability an underlying objective. Accordingly, additional transportation, circulation, and parking projects are currently under consideration and will be included in future versions of this plan.

Real Estate. The campus Real Estate Office (REO) monitors market opportunities for properties to meet campus needs. For example, the campus leases considerable off-campus office space. The campus is actively pursuing third-party partnerships for delivery of capital assets in support of the campus's mission. *Ranch View Terrace Phase 1*, a recent project, provides on-campus faculty housing and was constructed by a third party for sale to campus faculty and staff. The campus is also considering licensing rooftops and campus land to non-University entities for the development of utility infrastructure projects, including photovoltaic installations.

Information Technology

Information Technology Services provides a broad spectrum of IT-related resources and services that support instruction, research, administrative operations, and public service by providing information technology solutions to students, faculty and staff in the areas of instructional computing, administrative computing, voice, data, and radio services, information systems security, web services, media services, technical support and training.

Recent capital investments include the Chancellor-approved *Fiber-Optic Infrastructure Upgrade* project (2009) to provide conduit and inner duct space for the installation of fiber-optic data cable to service the campus and facilities at 2300 Delaware Avenue. This plan includes the *2300 Delaware Building C Computational Facility, Upgrades to Instructional Space*, and components of *Infrastructure Improvements Phases 3, 4, 5, and 6* that address campus information technology needs.

University Relations

The mission of the University Relations division is to build enduring relationships, resources, and understandings that enable UC Santa Cruz to provide educational opportunities, create knowledge, and transform lives. The division includes five units: Donor Relations and Development Programs, Strategic Philanthropy, Government Relations, Communications and Marketing, and Operations and Planning. The division goals are to raise the national visibility and reputation of UCSC and to double current fundraising in 3-5 years. The division recently consolidated into an off-campus leased facility to provide more space for I&R units.

Campuswide

Over a ten-year period, UC Santa Cruz grew by 58%, to 16,075 budgeted full-time equivalent students in 2007-08. As a result, there exist critical space and infrastructure needs associated with current enrollments and academic program development. The academic divisions are supported by two distinct categories of shared assets—general assignment classrooms and campus-wide infrastructure.

General Academic Support

Many general assignment classrooms are shaped by campus growth, evolution of learning and teaching methods, changes in academic programs and innovation in media, teaching and telecommunications technologies. Over 68 classrooms and seminar rooms with approximately 5,500 stations provide campuswide instructional space. Past campus enrollment growth and subsequent increases in the number and size of courses have increased scheduling conflicts. To maximize campus space utilization, student progress, and pedagogical quality, classrooms for scheduled instruction and examinations are assigned by the Office of the Registrar in consultation with division deans or designees. Utilization of classrooms over 200 stations are consistently over 110% requiring that a significant fraction of weekly student contact hours be held in dining halls and performing arts space, thereby negatively impacting the program needs of these units/departments. In addition, to support modern instruction classrooms need to be equipped with new technologies.

Recent capital investments include a 200-seat *Jack Baskin Engineering Auditorium* (2004) and a 300-seat *Humanities Auditorium* (2006), as well as seismic corrections to *Classroom Unit 1* and the *Thimann Lecture Hall Building*. Smaller general assignment classrooms have also been included in the *Physical Sciences Building*, *Engineering 2 Building*, and the *Humanities and Social*

Sciences Facility projects. Nevertheless, utilization rates remain very high. This plan includes the *Classroom Auditorium Building* and renovations in existing instructional space, classrooms, and computer labs.

Infrastructure Improvements

Campus-wide infrastructure is another aspect of academic support that is heavily influenced by fast-changing technology. Most of the Santa Cruz campus infrastructure systems are over 44 years old and have significant problems. Some systems could fail at any time while others affect the health and safety of the campus community. Many outdated systems both negatively impact the environment and result in higher operational costs. The campus's academic mission requires safe, reliable, energy-efficient infrastructure systems with sufficient capacity to meet the needs of planned instruction and research programs. A series of sustainable infrastructure renewal projects are needed to correct failing systems while improving performance, conserving energy, and addressing life, health, and safety concerns. New infrastructure is also needed to provide additional capacity for campus projects within the plan timeframe.

Recent capital investments include the *Central Heat Plant Expansion Phase 2* (2003), seismic corrections to the *McHenry-Hahn Pedestrian Bridge* (2007), and *Infrastructure Improvements Phases 1* (to be completed in 2010) and *2* (to be completed in 2011) to provide upgrades to correct failing systems while improving performance, conserving energy, and addressing life, health, and safety concerns. Chancellor-approved projects that improved campus circulation include the *Bi-Directional Bus Project* (2001), *Lower Campus Signal Project* (2005), *Chinquapin/McLaughlin Improvements* (2009), and *West Entrance Traffic Signals and Lighting* (2010).

This plan includes *Infrastructure Improvements Phases 3, 4, 5, and 6* and *Circulation and Infrastructure Extensions Phase 1*. These projects could include circulation (roadways and pedestrian pathways) upgrades and general utility upgrades of various systems (such as data communications, chilled water, core heating water, domestic and fire water, seawater, electrical, natural gas, and storm water) to increase capacity and improve sustainability.



Recent capital investments include Statewide Energy Partnership (SEP) Program projects; this plan also includes SEP investments. These projects will focus on improvements that will increase the energy efficiency of University buildings and infrastructure and reduce the University's overall energy consumption. The campus projects included in this program vary in size and complexity. Examples of projects include renewal and retrofits of HVAC systems, lighting, and building controls; monitoring-based commissioning, and replacement of fume hoods and freezers with energy-efficient equipment.

LOOKING FORWARD

The campus is at an important juncture. Enrollment has increased by more than 50% in the last decade and, over the past 15 years, we have more than doubled the number of Ph.D. programs and doubled the number of doctoral degrees awarded. Federal government research awards to UC Santa Cruz increased 44 percent in the past five years, during a period of generally flat federal research funding. UCSC's growth in federal research and development expenditures has outpaced other UCs, as well as public and private AAU institutions. Private research awards are up more than 400 percent since 1996-97. This growth requires substantial investment in new buildings supporting instruction and research, in equipment and leading-edge technologies, and in supporting physical infrastructure; it also requires investment in academic/institutional support, student life, and residential facilities.

In stark contrast, given the State's difficult fiscal environment, the enrollment and State funding assumptions on which this plan is based fall far short of addressing identified campus academic and infrastructure needs. Projects involving new space are fully justified on the basis of current enrollment. Even with the flexibility purposely built into this plan (such as more broadly-defined projects designed to address multiple needs), securing additional resources will be necessary to maintain UC Santa Cruz as a top-tier research university.

The tables (in the two appendices that follow) provide a year-by-year breakdown of the capital investment program, as well as more detailed information about each project in the plan. Many of the projects shown in the plan could be completed sooner if funds were available. Accordingly, this information will be updated (and reflected in future versions of the *Capital Financial Plan* tables) as UC's enrollment and State funding assumptions change and as the program, design, and budget for each project are refined.



Positioned for the Future

Our *Strategic Academic Plan*, the comprehensive physical development framework provided by our two LRDPs, and the research park potential at the UC Santa Cruz Silicon Valley Center justify an expanded capital program relative to the one outlined in this plan. Limited State funding has reduced the campus's ability to increase educational access and opportunity for California's UC-eligible students as envisioned by our academic plan. Similarly, growth in extramurally funded research programs has been slowed by lack of adequate laboratory space.

In the face of California's tough economic realities, UC Santa Cruz's ascent as a vibrant public research university is more difficult. Nonetheless, the campus has made remarkable progress despite the need for its leaders to divide their attention between building for the future and implementing budget cuts. This progress was possible because principal officers—as well as leaders throughout the campus community—are acting strategically to maintain momentum for our academic plan in this difficult fiscal climate. To cite just three examples,

- The Academic Senate last year adopted meaningful and practical enhancements to undergraduate general education requirements;
- Leadership is actively re-imagining the pathway toward the vision articulated in the *Strategic Academic Plan*. That plan's six core themes remain relevant today, but sustaining forward momentum means being selective—working to assure that the best programs remain strong while finding ways to invest in those others having great promise; and

- To protect and strengthen core academic programs, the campus has made difficult decisions to stop funding some promising initiatives and is taking a hard look at non-academic programs and services that, realistically, may not be sustainable in the current economic environment.

Difficult California budgets have altered the timetable for implementing the UC Santa Cruz vision, but they have neither stopped the process of building for the future nor altered the campus mission. Nor can they be permitted to do so. Thus the campus's foundational strategic action has been to identify, attract, and retain faculty—the core of a great university—who bring passion and intellect, and who are committed to teaching and research.

Challenges

A number of important new buildings and renovation projects—including many that are eligible for State funding—are not expected to advance in the context of current funding parameters and these have been excluded from the plan. Under this plan (as well as in the future envisioned by our *Strategic Academic Plan*), existing facilities are insufficient to accommodate anticipated programmatic needs.

UC Santa Cruz needs significant upgrades and expansion of core utilities and infrastructure systems and the anticipated State funding addresses only a small portion of the total need—which currently exceeds \$200 million and is growing. Important projects supporting student life and academic engagement, such as recreation and venues for community involvement, can only advance as funding is identified—as well as campus efforts to develop and use cutting-edge technologies for providing sustainable energy solutions.

Finally, academic and administrative units occupy over 300,000 square feet of off-campus lease space in the Santa Cruz/Monterey/Silicon Valley region. Although leased space has helped us accommodate the tremendous growth in students, faculty, and staff, this strategy represents a considerable impact to the campus's operating budget.

Pathway Forward

In developing the *2009-19 Capital Financial Plan*, we have been thoughtful and deliberate in using our capital planning, decision-making, and accountability processes to set priorities among competing needs. The projects proposed in the plan represent a careful balance among our articulated objectives and the fiscal elements reflect a feasible funding strategy for projects that UC Santa Cruz expects to initiate during the next ten-year period under the plan assumptions.

To fully realize the campus's academic goals requires additional State funding and the garnering of gifts and funds from private individuals, foundations, and governmental agencies. Even as we join the Regents in advocating for more State resources, we've invested in infrastructure to support overall philanthropy and are preparing for UCSC's first comprehensive campaign. We also continue capital project planning and development efforts in order to be able to respond quickly to changes in enrollment pressures, research growth, fund-raising successes, and changes in State funding.



UC Santa Cruz is proud of its stellar faculty, curricular enhancements, and the new knowledge acquired through innovative research. We are a dynamic research university uncommonly able to equip students for lives of purpose. We are a strong campus primed for future opportunities as resources grow again.

APPENDIX A: 2009-19 CAPITAL IMPROVEMENT PROGRAM

List of Abbreviations

Project Phase:

P = Preliminary Plans
 W = Working Drawings
 C = Construction
 E = Equipment

Funding Sources:

State Funds

(blank) = General Obligation Bonds or other State funds
 CRM = California Institute for Regenerative Medicine Bonds – CIRM (Proposition 71)
 GF = General Funds
 LRB = State Lease Revenue Bonds
 OTH or TBD = As yet unidentified State or non-State funding

Non-State Funds

F = Funds expected to be provided from any Federal agency
 G = Gifts in hand, pledges, and amounts expected to be raised
 HSR = Housing System Reserves
 IL = Internal Loans (funds provided by the Office of the President)
 LB = External Financing
 N = Other auxiliary reserves
 PSR = Parking System Reserves
 UR = University Registration Fee Reserves
 X = Campus funds or other University sources
 OTH or TBD = As yet unidentified State or non-State funding

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Table 1
University of California, Santa Cruz
2009-10 to 2018-19 Capital Improvement Program

Project Title	Prefunded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 to 2018-19 (\$000)	Total Budget (\$000)
State-funded Projects									
Biomedical Sciences Facility	P 4,090 P 35 X W 2,400 W 550 X C 69,370 C 4,815 X C 4,556 CRM E 2,636 CRM E 304 X		E 2,148						90,904
Infrastructure Improvements Phase 2	P 367 W 317		C 7,232						7,916
Coastal Biology Building			P 2,552 W 1,523	C 42,866	E 1,012				47,953
Infrastructure Improvements Phase 3			P 1,446 W 703 C 14,012						16,161
Infrastructure Improvements Phase 4				P 1,284	W 856 C 19,257				21,397
Social Sciences Facility					P 2,920	W 1,950 C 43,825		E 2,000	50,695
Circulation and Infrastructure Extensions Phase 1					P 905 W 605	C 13,580			15,090
Silicon Valley Center						P 980	W 700	C 17,850 E 470	20,000
Alterations for Physical, Biological, and Social Sciences						P 682 W 606	C 12,525		13,813
Classroom Auditorium Building						P 869	W 663 C 13,264 E 1,000		15,796
Infrastructure Improvements Phase 5							P 1,500 W 834 C 22,666		25,000
Upgrades to Instructional Space							P 107 W 53 C 1,784 E 725		2,669
Alterations for Academic Programs							P 846 W 647 C 13,902		15,395
Academic Building							P 1,299 W 992 C 20,321 E 1,000		23,612
Infrastructure Improvements Phase 6							P 900 W 500 C 13,600		15,000
Capital Renewal				1,487	1,487	2,124	2,124	5,776	12,998
State-funding	83,736	0	29,616	45,637	27,042	62,459	4,981	135,224	388,695
Non-State funding	5,704	0	0	0	0	0	0	0	5,704
Total State-funded Projects	89,440	0	29,616	45,637	27,042	62,459	4,981	135,224	394,399

Table 1
University of California, Santa Cruz
2009-10 to 2018-19 Capital Improvement Program

Project Title	Prefunded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 to 2018-19 (\$000)	Total Budget (\$000)
Non-State-funded Projects									
Education and General									
Center for Ocean Health Expansion Oceans Auditorium Center for Art & Visual Studies 2300 Delaware Building C Computational Facility Campus Approved E&G Projects Under \$5 Million									
26,590 G 6,600 G 20,000 G 9,474 LB 8,750 X 2,250 LB									
Auxiliary									
Student Life Seismic Corrections Phase 2 Student Center Ranch View Terrace Phase 2 Upper Quarry Amphitheater Renovation and Expansion Kresge College Renovation Lower East Field Improvements Early Education and Care Center West Campus Student Housing Phase 1 Parking for West Campus Student Housing Phase 1 Campus Approved Auxiliary Projects Under \$5 Million									
5,500 LB 71,500 LB 1,500 UR 45,000 LB 8,724 G 1,500 HSR 28,500 LB 3,000 G 7,680 LB 250 G 2,522 X 7,547 LB 7,803 HSR 148,263 LB 400 PSR 4,600 LB 3,000 X 1,000 PSR 2,000 X 2,000 X 8,000 X 1,200 PSR 2,644 HSR									
Total Non-State-funded Projects	0	9,342	37,190	133,767	14,724	44,680	27,000	203,703	470,406
Total State-funding	83,736	0	29,616	45,637	27,042	62,459	4,981	135,224	388,695
Total Non-State funding	5,704	9,342	37,190	133,767	14,724	44,680	27,000	203,703	476,110
Grand Total	89,440	9,342	66,806	179,404	41,766	107,139	31,981	338,927	864,805

Table 2
University of California, Santa Cruz
2009-10 to 2018-19 Capital Improvement Program, Summary by Fund Source
General Campus

Fund Source	Prefunded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 to 2018-19 (\$000)	Total (\$000)
Campus Funds	5,704	9,342	4,000	4,750	5,000	4,000	4,750	19,272	\$56,818
Capital Reserves	0	0	0	1,500	1,000	1,500	0	12,047	\$16,047
External Financing	0	0	0	124,250	0	36,180	2,250	172,134	\$334,814
Federal	0	0	0	0	0	0	0	0	\$0
Gifts	0	0	33,190	3,267	8,724	3,000	20,000	250	\$68,431
State	83,736	0	29,616	45,637	27,042	62,459	4,981	135,224	\$388,695
Total	\$89,440	\$9,342	\$66,806	\$179,404	\$41,766	\$107,139	\$31,981	\$338,927	\$864,805

Note: State prefunding includes PWC for Biomedical Sciences Facility and PW for Infrastructure Improvements Phase 2.

2009-10 to 2018-19 Totals by Fund Source

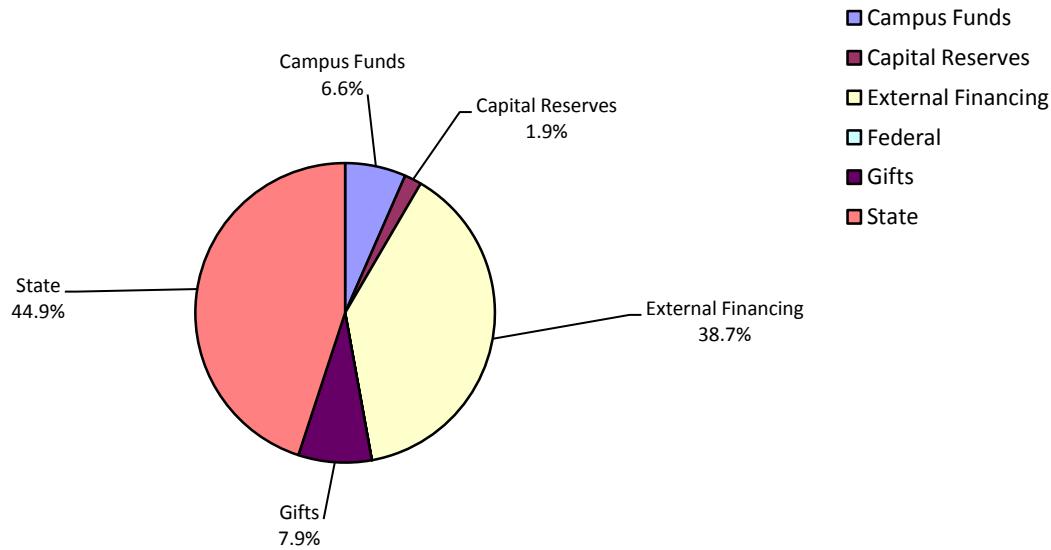


Table 3
University of California, Santa Cruz
2009-10 to 2018-19 Capital Improvement Program, External Financing by Program
General Campus

Program	# of Projects	Prefunded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 to 2018-19 (\$000)	Total (\$000)
Auxiliary - Housing	3	0	0	0	45,000	0	28,500	0	148,263	\$221,763
Auxiliary - Parking	1	0	0	0	0	0	0	0	4,600	\$4,600
Auxiliary - Student Fees	4	0	0	0	77,000	0	7,680	0	7,547	\$92,227
Education and General	1	0	0	0	0	0	0	0	9,474	\$9,474
Other	1	0	0	0	2,250	0	0	2,250	2,250	\$6,750
Total	10	\$0	\$0	\$0	\$124,250	\$0	\$36,180	\$2,250	\$172,134	\$334,814

Note: The Other project is Campus Approved E&G Projects Under \$5 Million, and includes external financing for three Statewide Energy Partnership Program projects.

2009-10 to 2018-19 Summary of External Financing

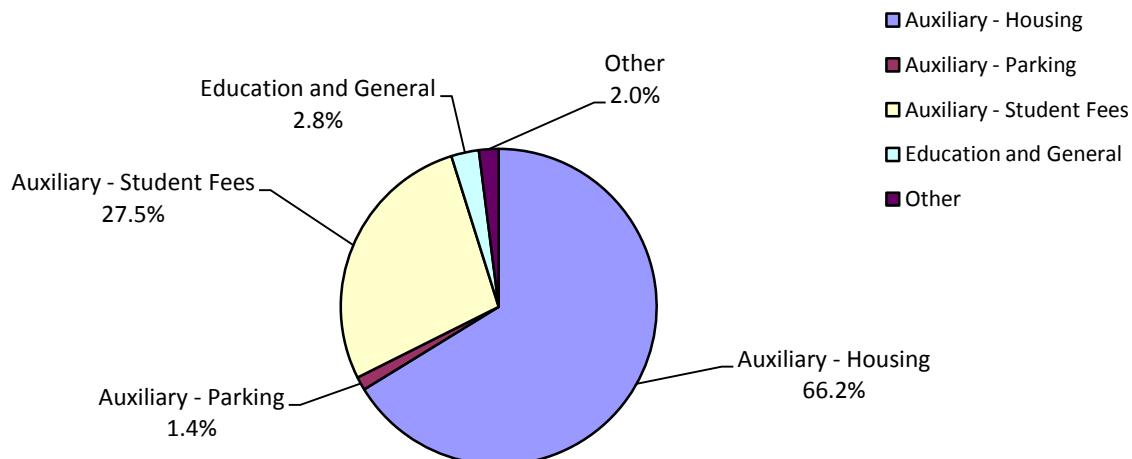


Table 4
University of California, Santa Cruz
2009-10 to 2018-19 Capital Improvement Program, Summary by Function
General Campus

Function	# of Projects	Prefunded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 to 2018-19 (\$000)	Total (\$000)
Housing (HOUS)	3	0	0	0	45,000	0	30,000	0	158,710	\$233,710
Infrastructure (INFR)	7	684	0	23,393	1,284	30,347	13,580	0	40,000	\$109,288
Instruction and Research (I&R)	15	88,756	7,342	41,413	52,620	7,419	50,879	29,981	115,698	\$394,108
Other	1	0	2,000	2,000	2,000	2,000	2,000	2,000	8,000	\$20,000
Parking (PARK)	1	0	0	0	0	2,000	0	0	6,200	\$8,200
Student Fee-Funded (STDN)	4	0	0	0	78,500	0	10,680	0	10,319	\$99,499
Total	31	\$89,440	\$9,342	\$66,806	\$179,404	\$41,766	\$107,139	\$31,981	\$338,927	\$864,805

Note: I&R includes Capital Renewal and some Campus Approved E&G Projects Under \$5 Million, although some of the funds for these projects may cover INFRA projects. Other includes some Campus Approved Auxiliary Projects Under \$5 Million. PARK includes one project at \$5 million and two Campus Approved Auxiliary Projects Under \$5 Million.

2009-10 to 2018-19 Totals by Function

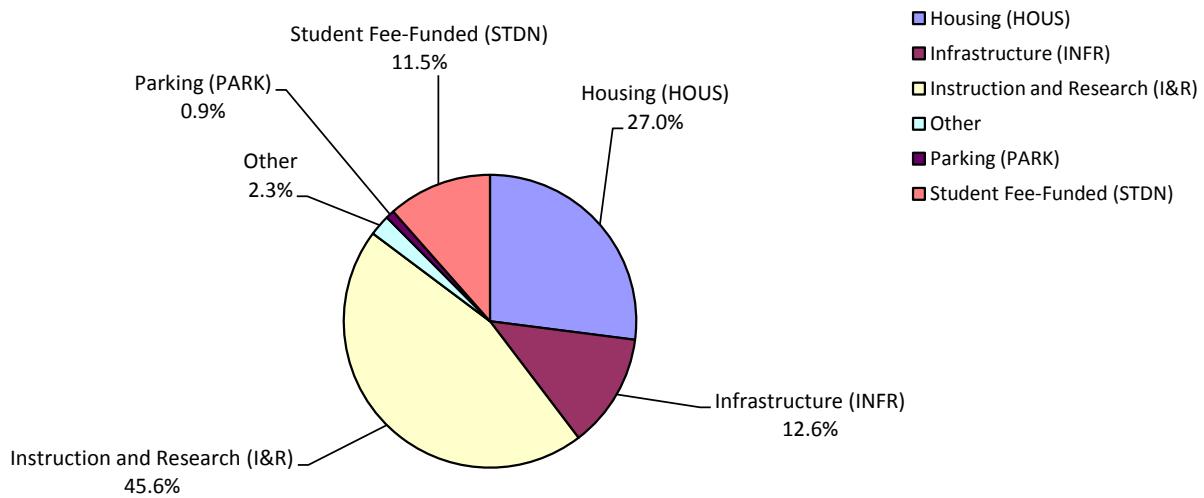


Table 5
University of California, Santa Cruz
2009-10 to 2018-19 Capital Improvement Program, Summary by Improvement Category
General Campus

Improvement Category	# of Projects	Prefunded (\$000)	2009-10 (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 to 2018-19 (\$000)	Total (\$000)
New Building Construction	13	88,756	0	39,413	160,866	3,932	46,755	21,569	225,244	\$586,535
Building Renovation	9	0	9,342	4,000	17,254	5,487	36,124	10,412	67,483	\$150,102
Infrastructure Development & Renewal	9	684	0	23,393	1,284	32,347	24,260	0	46,200	\$128,168
Total	31	\$89,440	\$9,342	\$66,806	\$179,404	\$41,766	\$107,139	\$31,981	\$338,927	\$864,805

2009-10 to 2018-19 Summary by Improvement Category

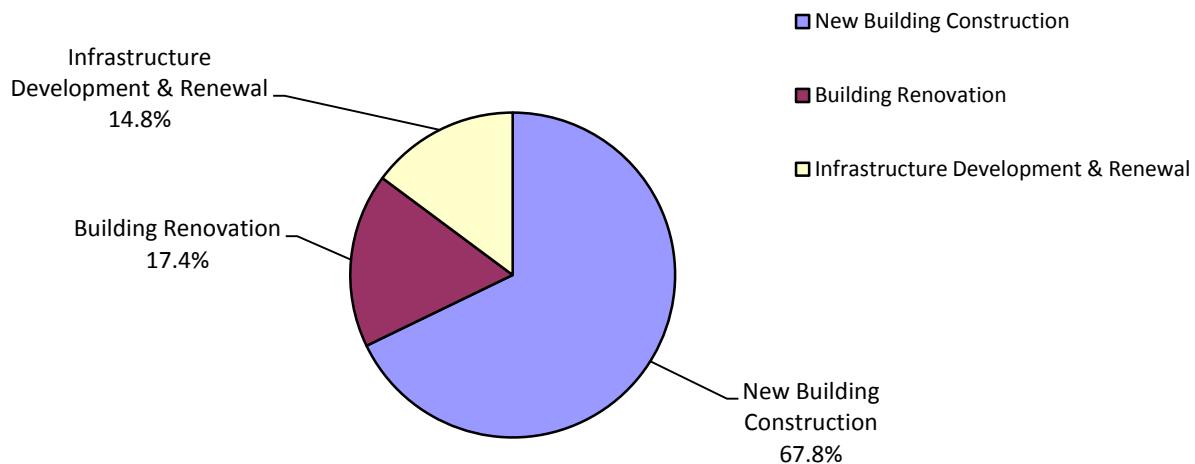


Table 6
University of California, Santa Cruz
2009-10 to 2018-19 Capital Improvement Program
New and Renovated ASF, # of Beds, Units/Homes, and Parking Spaces - General Campus

Function	# of Projects	New ASF	Renovated ASF	# of Beds	Units/Homes	Parking Spaces
Housing (HOUS)	3	321,816	55,362	500	339	0
Infrastructure (INFR)	7	0	0	0	0	0
Instruction & Research (I&R)	15	234,063	102,974	0	0	0
Other	1	0	0	0	0	0
Parking (PARK)	1	0	0	0	0	410
Student Fee-funded (STDN)	4	83,322	0	0	0	0
Total	31	639,201	158,336	500	339	410

Note: I&R renovated ASF will increase when the scope for Alterations for Academic Programs is determined. The Other project is Campus Approved Auxiliary Projects Under \$5 Million.

2009-10 to 2018-19 New ASF

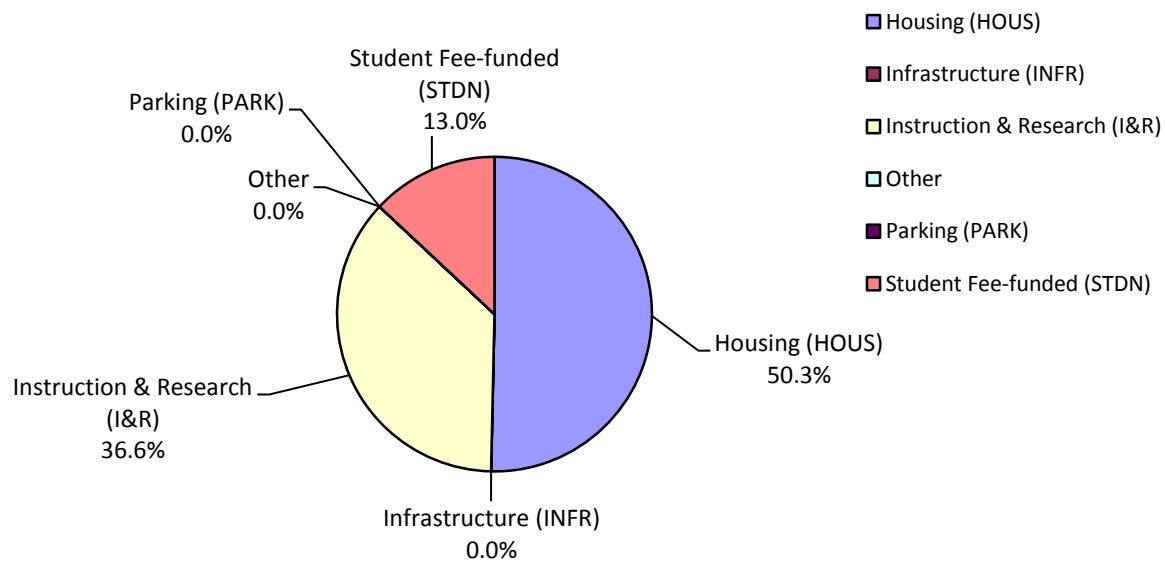


Table 7
University of California, Santa Cruz
2009-10 to 2018-19 Capital Improvement Program
Potential Ground Lease Projects

Project Title	Size	Occupancy
University Development Ground Lease in NASA Research Park	77 Acres	TBD

APPENDIX B: DETAILED PROJECT DESCRIPTIONS

List of Capital Projects

State-funded projects

1. Biomedical Sciences Facility
2. Infrastructure Improvements Phase 2
3. Coastal Biology Building
4. Infrastructure Improvements Phase 3
5. Infrastructure Improvements Phase 4
6. Social Sciences Facility
7. Circulation and Infrastructure Extensions Phase 1
8. Silicon Valley Center
9. Alterations for Physical, Biological, and Social Sciences
10. Classroom Auditorium Building
11. Infrastructure Improvements Phase 5
12. Upgrades to Instructional Space
13. Alterations for Academic Programs
14. Academic Building
15. Infrastructure Improvements Phase 6
16. Capital Renewal

Non-State-funded Education and General (E&G) projects

17. Center for Ocean Health Expansion
18. Oceans Auditorium
19. Center for Art and Visual Studies
20. 2300 Delaware Building C Computational Facility
21. Campus-Approved E&G Projects under \$5 Million

Non-State-funded Auxiliary projects

22. Student Life Seismic Corrections Phase 2
23. Student Center
24. Ranch View Terrace Phase 2
25. Upper Quarry Amphitheater Renovation and Expansion
26. Kresge College Renovation
27. Lower East Field Improvements
28. Early Education and Care Center
29. West Campus Student Housing Phase 1
30. Parking for West Campus Student Housing Phase 1
31. Campus-Approved Auxiliary Projects under \$5 Million

B-2 2009-19 Capital Financial Plan

BIOMEDICAL SCIENCES FACILITY

UC Santa Cruz has begun construction of a new building of 59,728 ASF located in the science and engineering core of the campus. The new facility will house Molecular, Cell, and Developmental Biology, Chemistry and Biochemistry, Microbiology and Environmental Toxicology (the preceding are in the Physical and Biological Sciences Division), and Biomolecular Engineering (in the Jack Baskin School of Engineering). The Project Planning Guide was approved in FY 2006-07. P, W, and C are prefunded. Funds for E are requested for FY 2010-11.

Budget Year	2006-07
Program Category	Education & General
Occupancy	Nov-2011

Project Scope Summary	
ASF	59,728
GSF	95,759
Efficiency	62%

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 4,090,000	State Funds
Preliminary Plans	\$ 35,000	Campus Funds
Working Drawings	\$ 2,400,000	State Funds
Working Drawings	\$ 550,000	Campus Funds
Construction	\$ 69,370,000	State Funds
Construction	\$ 4,815,000	Campus Funds
Construction	\$ 4,556,000	CIRM Funds
Equipment	\$ 2,636,000	CIRM Funds
Equipment	\$ 304,000	Campus Funds
Equipment	\$ 2,148,000	State Funds
Total Budget	\$ 90,904,000	

INFRASTRUCTURE IMPROVEMENTS PHASE 2

This UC Santa Cruz project is part of a multi-phase program of improvements to existing campus infrastructure to provide safe, reliable energy-efficient infrastructure systems with sufficient capacity to meet the needs of existing and planned instruction and research programs. This project will provide improvements to electrical, natural gas, stormwater drainage, and campus core heating water systems and correct failing systems while improving performance, conserving energy, and addressing life, health, and safety concerns. Phase 2 addresses needs associated with current campus enrollments. The Project Planning Guide was approved in FY 2006-07. P and W are prefunded. Funds for C are requested for FY 2010-11.

Budget Year	2006-07
Program Category	Education & General
Occupancy	Aug-2012

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 367,000	State Funds
Working Drawings	\$ 317,000	State Funds
Construction	\$ 7,232,000	State Funds
Total Budget	\$ 7,916,000	

COASTAL BIOLOGY BUILDING

UC Santa Cruz proposes the Coastal Biology Building to provide approximately 33,235 ASF of office and instruction and research (I&R) space for Ecology and Evolutionary Biology (EEB), in the Physical and Biological Sciences Division. This project would provide additional space for EEB and release much-needed space on the main campus for Ocean Sciences and Earth and Planetary Sciences. It would serve as the center for marine-dependent and coastal-related biological sciences research and study. Located at the Marine Science Campus, these specialized facilities will bring together faculty and students to promote scientific collaboration and the integration of I&R activities.

Budget Year	2010-11
Program Category	Education & General
Occupancy	Mar-2014

Project Scope Summary		
ASF	33,235	
GSF	47,500	
Efficiency	70%	

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 2,552,000	State Funds
Working Drawings	\$ 1,523,000	State Funds
Construction	\$ 42,866,000	State Funds
Equipment	\$ 1,012,000	State Funds
Total Budget	\$ 47,953,000	

INFRASTRUCTURE IMPROVEMENTS PHASE 3

UC Santa Cruz proposes the Infrastructure Improvements Phase 3 project to provide infrastructure improvements for the main campus and the Marine Science Campus (MSC). This UC Santa Cruz project is part of a multi-phase program of improvements to existing campus infrastructure to provide safe, reliable energy-efficient infrastructure systems with sufficient capacity to meet the needs of existing and planned instruction and research programs. The main campus improvements proposed in this project include stormwater drainage and electrical systems. At MSC, this project would provide the infrastructure required to support the Coastal Biology Building and other instruction and research developments at MSC.

Budget Year	2010-11
Program Category	Education & General
Occupancy	Sep-2013

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 1,446,000	State Funds
Working Drawings	\$ 703,000	State Funds
Construction	\$ 14,012,000	State Funds
Total Budget	\$ 16,161,000	

INFRASTRUCTURE IMPROVEMENTS PHASE 4

UC Santa Cruz proposes this project that is part of a multi-phase program of improvements to existing campus infrastructure to provide safe, reliable energy-efficient infrastructure systems with sufficient capacity to meet the needs of existing and planned instruction and research programs. This project will correct failing systems while improving performance and conserving energy. Phase 4 provides essential improvements to campus electrical, stormwater, and sanitary systems (beyond those included in phases 1-3), as well as essential improvements to campus data communications. Existing campus underground communications conduits between buildings are full and the campus sanitary sewer system has not been upgraded since the original installation in 1964. The existing cogeneration plant that provides essential back-up power to science and engineering facilities has reached the end of its useful life. A replacement cogeneration plant will contribute to the reduction of carbon emissions and support the Climate Action Plan.

Budget Year	2011-12
Program Category	Education & General
Occupancy	Jan-2015

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 1,284,000	State Funds
Working Drawings	\$ 856,000	State Funds
Construction	\$ 19,257,000	State Funds
Total Budget	\$ 21,397,000	

SOCIAL SCIENCES FACILITY

UC Santa Cruz proposes this project to construct a new building of approximately 50,000 ASF. The new facility would house instruction and research space and offices for the Economics and Education Departments as well as provide offices for the Social Sciences Division administration. Approximately 5,000 ASF of general assignment classroom space would be provided. Released space will provide space for Engineering, Psychology, Anthropology, other social sciences programs, Humanities programs, and the University Library.

Budget Year	2012-13
Program Category	Education & General
Occupancy	Sep-2016

Project Scope Summary		
ASF	50,000	
GSF	83,000	
Efficiency	60%	

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 2,920,000	State Funds
Working Drawings	\$ 1,950,000	State Funds
Construction	\$ 43,825,000	State Funds
Equipment	\$ 2,000,000	State Funds
Total Budget	\$ 50,695,000	

CIRCULATION AND INFRASTRUCTURE EXTENSIONS PHASE 1

UC Santa Cruz proposes the Circulation and Infrastructure Extensions Phase 1 project that would extend circulation and utilities infrastructure a short distance to the north to support the construction of the proposed Social Sciences Facility. If the siting study for the Social Sciences Facility recommends an infill site, then this project would address other circulation and infrastructure needs in support of existing enrollments.

Budget Year	2012-13
Program Category	Education & General
Occupancy	Jan-2016

Budget by Phase, Projected Budget, & Fund Source		
<u>Phase</u>	<u>Amount</u>	<u>Fund Source</u>
Preliminary Plans	\$ 905,000	State Funds
Working Drawings	\$ 605,000	State Funds
Construction	\$ 13,580,000	State Funds
Total Budget	\$ 15,090,000	

SILICON VALLEY CENTER

UC Santa Cruz proposes this project to provide approximately 19,000 ASF of instructional and research space. Sited in Silicon Valley, the project will develop education and research opportunities for students and faculty; provide academic outreach, graduate, and professional programs for working adults; develop higher education partnerships (planned to house a collaborative venture of UC Santa Cruz, Foothill-De Anza Community Colleges, and NASA Ames Research Center), expand outreach programs with K-12 schools, and increase collaborative research with industry.

Budget Year	2013-14
Program Category	Education & General
Occupancy	Sep-2017

Project Scope Summary		
ASF	19,000	
GSF	31,700	
Efficiency	60%	

Budget by Phase, Projected Budget, & Fund Source		
<u>Phase</u>	<u>Amount</u>	<u>Fund Source</u>
Preliminary Plans	\$ 980,000	State Funds
Working Drawings	\$ 700,000	State Funds
Construction	\$ 17,850,000	State Funds
Equipment	\$ 470,000	State Funds
Total Budget	\$ 20,000,000	

ALTERATIONS FOR PHYSICAL, BIOLOGICAL, AND SOCIAL SCIENCES

UC Santa Cruz proposes this project to renovate existing space in several buildings. For the Physical and Biological Sciences Division, approximately 56,000 ASF will be upgraded on all floors of Thimann Laboratories, creating teaching laboratory space, releasing ASF for research elsewhere to meet program needs, improving fire safety throughout the building, and providing ADA upgrades. For the Social Sciences Division, approximately 6,400 ASF will be altered on the third and fourth floors of Social Sciences 1, resulting in improved, flexible instruction and research laboratory space to meet program needs.

Budget Year	2014-15
Program Category	Education & General
Occupancy	Jan-2017

Project Scope Summary	
ASF	62,400
GSF	99,490
Efficiency	63%

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 682,000	State Funds
Working Drawings	\$ 606,000	State Funds
Construction	\$ 12,525,000	State Funds
Total Budget	\$ 13,813,000	

CLASSROOM AUDITORIUM BUILDING

UC Santa Cruz proposes this project that is needed to address existing critical space needs associated with existing enrollments and recent program growth. The Classroom Auditorium Building will construct approximately 15,000 ASF that would provide one 600-seat and one 400-seat large classrooms and smaller discussion-size seminar rooms to specifically alleviate the shortage of general assignment classrooms. Classrooms over 200 stations consistently have over 110% utilization. In fall 2009, the average utilization grew to 115%. Over 12% of weekly student contact hours are being held outside of general assignment classrooms with a significant percentage held in dining halls and performing arts space due to the lack of large classrooms on campus.

Budget Year	2014-15
Program Category	Education & General
Occupancy	Sep-2018

Project Scope Summary	
ASF	15,000
GSF	25,000
Efficiency	60%
Seats	1,120

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 869,000	State Funds
Working Drawings	\$ 663,000	State Funds
Construction	\$ 13,264,000	State Funds
Equipment	\$ 1,000,000	State Funds
Total Budget	\$ 15,796,000	

INFRASTRUCTURE IMPROVEMENTS PHASE 5

UC Santa Cruz proposes this project that is part of a multi-phase program of improvements to existing campus infrastructure to provide safe, reliable energy-efficient infrastructure and circulation systems with sufficient capacity to meet the needs of existing and planned instruction and research programs. This project will correct failing and obsolete systems while improving performance, conserving energy, and meeting more stringent environmental regulations. The project could include circulation (roadways and pedestrian pathways) upgrades and general utility upgrades of various systems to increase capacity and improve sustainability such as data communications, chilled water, core heating water, domestic and fire water, seawater, electrical, natural gas and stormwater systems.

Budget Year	2015-16
Program Category	Education & General
Occupancy	Jan-2019

Budget by Phase, Projected Budget, & Fund Source		
<u>Phase</u>	<u>Amount</u>	<u>Fund Source</u>
Preliminary Plans	\$ 1,500,000	State Funds
Working Drawings	\$ 834,000	State Funds
Construction	\$ 22,666,000	State Funds
Total Budget	\$ 25,000,000	

UPGRADES TO INSTRUCTIONAL SPACE

UC Santa Cruz proposes this project to renovate existing instructional space in classrooms and computer labs. The project would improve physical security to prevent theft, provide alternatives and other accommodations for students with physical challenges, and expand network capabilities necessary to meet future expectations for voice, data, wireless, and video needs. The project would also include upgrading audio-visual equipment in eight (8) classrooms, improving the existing learning spaces for high-definition media and presentation systems, modernizing distance education facilities for high-definition transmissions, and adding three (3) distance education (video conference) rooms.

Budget Year	2015-16
Program Category	Education & General
Occupancy	Sep-2017

Project Scope Summary		
ASF	8,000	
GSF	NA	

Budget by Phase, Projected Budget, & Fund Source		
<u>Phase</u>	<u>Amount</u>	<u>Fund Source</u>
Preliminary Plans	\$ 107,000	State Funds
Working Drawings	\$ 53,000	State Funds
Construction	\$ 1,784,000	State Funds
Equipment	\$ 725,000	State Funds
Total Budget	\$ 2,669,000	

ALTERATIONS FOR ACADEMIC PROGRAMS

UC Santa Cruz proposes this project to renovate existing space to create additional instructional and research space needed for academic programs. Projects that are being evaluated include upgrading existing space in Building C of 2300 Delaware, Communications Building, Jack Baskin Engineering, and Porter College D Building to address life safety code and program deficiencies, update and replace systems infrastructure, and optimize building performance and operations efficiencies. Potential candidates for space assignment include the School of Engineering, Physical and Biological Sciences Division, the Arts Division, and administrative programs. The estimated space, costs, funding source and timing of this project are conceptual pending completion of more detailed evaluations.

Budget Year	2016-17
Program Category	Education & General
Occupancy	Dec-18

Project Scope Summary		
ASF	TBD	
GSF	NA	

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 846,000	State Funds
Working Drawings	\$ 647,000	State Funds
Construction	\$ 13,902,000	State Funds
Total Budget	\$ 15,395,000	

ACADEMIC BUILDING

UC Santa Cruz proposes this project that would provide approximately 23,000 ASF of new instructional and research space and academic office and support space to address existing critical space needs associated with existing enrollments and recent program growth in interdisciplinary programs such as Film and Digital Media. The addition of this new space will allow space released in existing facilities to be reassigned to other programs for their growth needs.

Budget Year	2017-18
Program Category	Education & General
Occupancy	Jan-2021

Project Scope Summary		
ASF	23,000	
GSF	39,000	
Efficiency	59%	

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 1,299,000	State Funds
Working Drawings	\$ 992,000	State Funds
Construction	\$ 20,321,000	State Funds
Equipment	\$ 1,000,000	State Funds
Total Budget	\$ 23,612,000	

INFRASTRUCTURE IMPROVEMENTS PHASE 6

UC Santa Cruz proposes this project that is part of a multi-phase program of improvements to existing campus infrastructure to provide safe, reliable energy-efficient infrastructure and circulation systems with sufficient capacity to meet the needs of existing and planned instruction and research programs. This project will correct failing and obsolete systems while improving performance, conserving energy, and meeting more stringent environmental regulations. The project could include circulation (roadways and pedestrian pathways) upgrades and general utility upgrades of various systems to increase capacity and improve sustainability such as data communications, chilled water, core heating water, domestic and fire water, seawater, electrical, natural gas and stormwater systems.

Budget Year	2017-18
Program Category	Education & General
Occupancy	Jan-2021

Budget by Phase, Projected Budget, & Fund Source		
<u>Phase</u>	<u>Amount</u>	<u>Fund Source</u>
Preliminary Plans	\$ 900,000	State Funds
Working Drawings	\$ 500,000	State Funds
Construction	\$ 13,600,000	State Funds
Total Budget	\$ 15,000,000	

CAPITAL RENEWAL

UC Santa Cruz proposes the renewal of some of the following buildings and systems: replacement of existing fixed classroom seating in Jack Baskin Engineering, Kresge Classroom Building, Merrill College Academic Building, and Thimann Lecture Hall; Kresge College Library roof replacement, window replacement, and dry rot repair; Fackler Cogeneration Plant roof replacement; Crown College Library replacement of roof, windows, and concrete deck membranes, Kresge College Academic Building replacement of roof and windows, building wall membranes and stucco repair, and treat and resurface walkways; replacement of centralized Energy Management Control System; Thimann Labs East Penthouse and West Penthouse Structures roof replacement; Long Marine Lab dolphinarium, mammal tanks, and seawater pump repair; Kerr Hall building roof and third-floor concrete deck membrane replacement. Circulation renewal is proposed for sections of Heller Drive and McLaughlin Drive, and general asphalt path renewal.

Over half of the campus buildings are 30-years or older.

Budget Year	2011-12 through 2018-19
Program Category	Education & General
Occupancy	Various

Budget by Phase, Projected Budget, & Fund Source		
<u>Phase</u>	<u>Amount</u>	<u>Fund Source</u>
Annual Lump Sum	\$ 1,487,000	State Funds
Annual Lump Sum	\$ 1,487,000	State Funds
Annual Lump Sum	\$ 2,124,000	State Funds
Annual Lump Sum	\$ 2,124,000	State Funds
Annual Lump Sum	\$ 1,444,000	State Funds
Annual Lump Sum	\$ 1,444,000	State Funds
Annual Lump Sum	\$ 1,444,000	State Funds
Annual Lump Sum	\$ 1,444,000	State Funds
Total Budget	\$ 12,998,000	

B-10 2009-19 Capital Financial Plan

CENTER FOR OCEAN HEALTH EXPANSION

The UC Santa Cruz Physical and Biological Sciences Division proposes construction of an additional lab wing on the west side of the Center for Ocean Health on the Marine Science Campus. This will be a 16,000 GSF (10,700 ASF) lab wing, providing 8-10 labs (600 ASF each), a teaching classroom (1,200 ASF), office space, as well as equipment areas and mechanical rooms. This project will also construct a new aquatic vivarium and research support building to facilitate research involving large marine mammals. This includes a 360,000 gallon aquatic performance testing tank, a 32,000 gallon quarantine holding tank, and a thermal/metabolic test channel for physiological testing of animals and humans for a total pools area of approximately 1,750 GSF. The research support building will be approximately 8,135 GSF (5,400 ASF), consisting of an adaptive physiology lab (1 large mammal procedure room, 2 instrument/research labs), an adaptive genomics lab (tissue preparation with a tissue archive), an animal support area (food prep and storage), and offices for researchers (principal investigator, post-doc, grad students) and animal tech staff.

Budget Year	2010-11
Program Category	Education & General
Occupancy	Jul-2014

Project Scope Summary	
ASF	16,100
GSF	25,885
Efficiency	62%

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 1,535,000	Gift Funds
Working Drawings	\$ 1,024,000	Gift Funds
Construction	\$ 23,031,000	Gift Funds
Equipment	\$ 1,000,000	Gift Funds
Total Budget	\$ 26,590,000	

Gift Summary	
Gifts in Hand	1,000,000
Gifts to be Raised	25,590,000
Total	26,590,000

OCEANS AUDITORIUM

The UC Santa Cruz Physical and Biological Sciences Division proposes construction of a small, site-specific auditorium on the Marine Science Campus. The building will provide space for larger lectures and presentations and will include several meeting rooms as well as food service. The auditorium will enhance the ability of the Marine Science Campus to support meetings, conferences, and workshops of state, national, or international scope; hold internal academic seminars and lectures; and promote community education. Meetings rooms will complement the main auditorium and facilitate conferences and symposia in smaller, seminar-type spaces. A small dining hall will be included to provide food service for seminars and lectures and to reduce the need for on-site researchers, staff, and students to leave the campus for meals.

Budget Year	2010-11
Program Category	Education & General
Occupancy	Jul-2014

Project Scope Summary	
ASF	6,000
GSF	9,650
Efficiency	62%

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 366,000	Gift Funds
Working Drawings	\$ 244,000	Gift Funds
Construction	\$ 5,490,000	Gift Funds
Equipment	\$ 500,000	Gift Funds
Total Budget	\$ 6,600,000	

Gift Summary	
Gifts to be Raised	6,600,000
Total	6,600,000

CENTER FOR ART AND VISUAL STUDIES

The UC Santa Cruz Arts Division proposes the Center for Art and Visual Studies as a major capital and co-curricular program initiative of the division. The division's goal is to build and operate a donor-funded visual research and exhibition facility, open to and engaging all disciplines and located in the public-access area adjacent to the Digital Arts Research Center, where space has been set aside in the division's area plan. With the assistance of outside professional consultants, campus-wide forums and focus groups, a faculty executive committee, and a recently established campus advisory board, the division has developed a mission statement, strategic plan, detailed "viewer experience," and business plans for a Center in the range of 20,000 GSF.

Budget Year	2014-15
Program Category	Education & General
Occupancy	Sep-2018

Project Scope Summary		
ASF	12,000	
GSF	20,000	
Efficiency	60%	

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 1,200,000	Gift Funds
Working Drawings	\$ 800,000	Gift Funds
Construction	\$ 18,000,000	Gift Funds
Total Budget	\$ 20,000,000	

Gift Summary		
Gifts in Hand	529,118	
Gifts to be Raised	19,470,882	
Total	20,000,000	

2300 DELAWARE BUILDING C COMPUTATIONAL FACILITY

UC Santa Cruz proposes this project that would renovate approximately 4,000 ASF of the off-campus building to provide the capacity for computational research and high-performance computing. The new data center will supplement the campus' current 2,491 ASF data center and add new capacity and reliability for Physical and Biological Sciences, the School of Engineering, and Information and Technology Services. Many computer clusters located in on-campus facilities are without adequate back-up power and infrastructure to prevent unscheduled shutdowns. Project scope includes all necessary upgrades and modifications to infrastructure systems to create redundancy to allow for equipment shut-downs and preventive maintenance.

Budget Year	2018-19
Program Category	Education & General
Occupancy	Jul-2020

Project Scope Summary		
ASF	4,000	
GSF	10,000	
Efficiency	40%	

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 521,000	External Financing
Working Drawings	\$ 398,000	External Financing
Construction	\$ 8,555,000	External Financing
Total Budget	\$ 9,474,000	

Summary of Financing		
30-Yr Tax-Exempt Financing @ 6%	\$9,474,000	
Annual Debt Service	\$688,276	
Pledge Source	Opportunity Funds	
Opportunity/Ed Fund Test	15.7%	

B-12 2009-19 Capital Financial Plan

CAMPUS APPROVED E&G PROJECTS UNDER \$5 MILLION

A variety of E&G projects under \$5 million are approved each year. These projects are generally funded with campus funds, but can also be funded with gifts, reserves, or external financing. Base funding level assumes \$2 million per year for a total of \$20 million. Added to this amount are the following planned projects: SOE Thin Films and Materials Laboratories (\$2.798 million), McHenry Capacity Space Upgrades (\$2.544 million), Science and Engineering Library Renovation (\$3.267 million), and three Statewide Energy Partnership projects (\$3 million each for a total of \$9 million).

Budget Year	2009-19
Program Category	Education & General
Occupancy	Various

Projected Budget by Fund Source	
Fund Source	Amount
Various	\$ 38,228
Total Budget	\$ 38,228

STUDENT LIFE SEISMIC CORRECTIONS PHASE 2

Engineering examinations and analysis performed during 2005 and 2006 identified several student fee-supported facilities with a "poor" Department of General Services seismic rating. Previous campus projects have corrected seismic, life, and safety deficiencies in the Cookhouse, Fieldhouse West, and Cowell Student Health Center. The proposed Student Life Seismic Corrections Phase 2 project would address and correct seismic, life, and safety deficiencies in the Student Music East-KZSC Radio Station, Merrill College Recreation Room (Cantu GLBTI Center), Student Union, Student Union Redwood Building, Cardiff House Women's Center, and Stonehouse. The existing campus seismic/life safety fee will need to be increased to fund this project.

Budget Year	2011-12
Program Category	Auxiliary
Occupancy	Jul-2013

Project Scope Summary		
ASF		15,882
GSF		20,279
Efficiency		78%

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 330,000	External Financing
Working Drawings	\$ 220,000	External Financing
Construction	\$ 4,950,000	External Financing
Total Budget	\$ 5,500,000	

Summary of Financing		
30-Yr Tax-Exempt Financing @ 6%		\$5,500,000
Annual Debt Service:		\$399,569
Pledge Source		Student Fees
Debt Service Coverage Ratio		1.25x

STUDENT CENTER

UC Santa Cruz Student Affairs proposes to build a new Student Center in the Core East area that will serve as the "Hub, Heart, and Haven" of the UC Santa Cruz student experience. The vision for this project was developed through an extensive strategic planning process that resulted in several mission-critical objectives, including the need to build a Student Center. To support this goal, the Student Affairs Division developed a Master Space Plan that integrated a space plan, program plan, and future expansion needs into a comprehensive vision for space, services, and adjacencies to enhance the student experience and address enrollment growth. Conceptual plans were developed during the initial Student Life Facilities study (2002). Proposed program elements included: event space, retail, restaurant, student organization space, resource center space, outdoor activities spaces, meeting rooms, study rooms, drop-in child care space, art gallery/art co-op space, and a satellite wellness center space (including space for dance, yoga, meditation classes, etc.). This project would require passage of a new student fee referendum.

Budget Year	2011-12
Program Category	Auxiliary
Occupancy	Sep-2015

Project Scope Summary	
ASF	58,140
GSF	89,440
Efficiency	65%

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 4,290,000	External Financing
Working Drawings	\$ 2,860,000	External Financing
Construction	\$ 64,350,000	External Financing
Equipment	\$ 1,500,000	Univ Reg Fee Resrv
Total Budget	\$ 73,000,000	

Summary of Financing	
30-Yr Tax-Exempt Financing @ 6%	\$71,500,000
Annual Debt Service:	\$5,194,397
Pledge Source	Student Fees
Debt Service Coverage Ratio	1.25x

RANCH VIEW TERRACE PHASE 2

UC Santa Cruz Employee Housing proposes to build the second phase of the Ranch View Terrace project. Ranch View Terrace Phase 2 was previously approved by the Regents, was assumed in the 2005 Long Range Development Plan, and recommended in the 2008 Employee Housing Master Plan. The project will deliver the remaining balance of 39 single-family detached homes and utilize the same design as Phase 1 homes on the Ranch View Terrace site that totals 12.5 acres. The project will be delivered in clusters, be UC built, and require UC financing for the period of construction through sales of the units. The Ranch View Terrace Phase 2 site already has infrastructure, an approved environmental impact report, and site preparation completed. The project has not been approved. Final approval to proceed with planning will not be issued until after the submittal of a business plan and feasibility analysis for review, consultation, and approval.

Budget Year	2011-12
Program Category	Auxiliary
Occupancy	Jul-2014

Project Scope Summary	
ASF	75,900
units/homes	39

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 2,700,000	External Financing
Working Drawings	\$ 1,800,000	External Financing
Construction	\$ 40,500,000	External Financing
Total Budget	\$ 45,000,000	

Summary of Financing	
Interim Financing at 4.00%	\$45,000,000
Pledge Source for Interim financing	Home Sales
Debt Service Coverage Ratio	1.25x

B-14 2009-19 Capital Financial Plan

UPPER QUARRY AMPHITHEATER RENOVATION AND EXPANSION

UC Santa Cruz Student Affairs proposes to renovate and expand the Upper Quarry Amphitheater, and will serve as steward. The amphitheater is used for major events including campus speakers, performances, convocations, and graduation celebrations. The facility was officially closed by the campus in fall 2006 due to substantial deferred maintenance that rendered the facility unusable and a safety risk. The proposed project would provide improved stadium seating, grass-berm seating, a new stage, lighting, stage canopy, ADA improvements, and restrooms. The proposed project would bring a deficient facility back on line for campus programming, allow infrastructure improvements, reduce campus liability for an aged facility, and enhance the student experience.

Budget Year	2012-13
Program Category	Auxiliary
Occupancy	Sep-2014

Project Scope Summary		
GSF		46,000
Seats		3,000

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 523,000	Gift Funds
Working Drawings	\$ 349,000	Gift Funds
Construction	\$ 7,852,000	Gift Funds
Total Budget	\$ 8,724,000	

Gift Summary		
Gifts to be Raised		8,724,000
Total		8,724,000

KRESGE COLLEGE RENOVATION

UC Santa Cruz Colleges and University Housing Services proposes the Kresge College Renovation project to continue a comprehensive capital renewal program for campus college and housing residential units. This project would include capital renewal of the Kresge proper residential college, but does not include Kresge East Apartments or Graduate Student Housing. Scope analysis is currently being developed, with the anticipation that the project will likely require substantial capital improvements to address seismic, structure, utilities, accessibility and information technology improvements. Official cost estimates have not been obtained and may result in an increased budget.

Budget Year	2013-14
Program Category	Auxiliary
Occupancy	Sep-2015

Project Scope Summary		
ASF		55,362
GSF		66,270
Efficiency		84%

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 500,000	Housing System Resrv
Preliminary Plans	\$ 1,240,000	External Financing
Working Drawings	\$ 1,160,000	External Financing
Construction	\$ 26,100,000	External Financing
Equipment	\$ 1,000,000	Housing System Resrv
Total Budget	\$ 30,000,000	

Summary of Financing		
30-Yr Tax-Exempt Financing @ 6%		\$28,500,000
Annual Debt Service:		\$2,070,494
Pledge Source		Housing Fees
Debt Service Coverage Ratio		1.95x
		Ratio in 2017-18 (first full year P&I)

LOWER EAST FIELD IMPROVEMENTS

UC Santa Cruz Student Affairs proposes to renovate the Lower East Field sports area to support the continued development of Slug Athletics, OPERS recreation programs, and UC Santa Cruz Summer Conference Sports Camps. In 2006, preliminary analysis was developed for the program that would include: installation of synthetic turf, restroom facilities, ADA upgrades, lighting, public announcement system, and bleachers. The project improvements would be funded by a combination of external financing (to be repaid from Student Fees and User Fees) and gifts. The improvements would support the overall integrity of the Intercollegiate Athletics program, directly support the Soccer Program, improve health and safety for all users who play on the current field (which is in poor condition), and improve utilization of the field for fee-generating programs. The project would utilize synthetic turf to reduce overall water consumption as a sustainability feature. In turn, the synthetic turf would reduce overall annual maintenance and utilities costs. This project would require passage of a new student fee referendum.

Budget Year	2013-14
Program Category	Auxiliary
Occupancy	Jan-2015

Gift Summary	
Gifts to be Raised	3,000,000
Total	3,000,000

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 641,000	Gift Funds
Working Drawings	\$ 427,000	Gift Funds
Construction	\$ 1,932,000	Gift Funds
Construction	\$ 7,680,000	External Financing
Total Budget	\$ 10,680,000	

Summary of Financing	
30-Yr Tax-Exempt Financing @ 6%	7,680,000
Annual Debt Service:	\$557,944
Pledge Source	Student & User Fees
Debt Service Coverage Ratio	1.25x

EARLY EDUCATION AND CARE CENTER

UC Santa Cruz Student Affairs proposes to build a single-story Early Education and Care Center to provide child care and early education services for approximately 124 children ranging in ages from three months to five years (infants, toddlers, pre-school, and pre-kindergarten). The 9,300 ASF (14,000 OGSF) facility would replace the permanent child care structures located at Family Student Housing, but retain the temporary modular facilities and play areas. In addition to the child care spaces, the facility would include shared-use spaces, a family welcome and resource area, reception/registration area, administrative offices, teacher preparation room, teacher lounge, kitchen, and laundry areas, and would allow for future expansion. Construction would coincide with the proposed West Campus Student Housing Phase 1 project. This project would require passage of a new student fee referendum.

Budget Year	2015-16
Program Category	Auxiliary
Occupancy	Sep-2018

Project Scope Summary	
ASF	9,300
GSF	14,000
Efficiency	66%
Seats	124

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 250,000	Gift Funds
Preliminary Plans	\$ 369,000	Campus Funds
Working Drawings	\$ 413,000	Campus Funds
Construction	\$ 1,740,000	Campus Funds
Construction	\$ 7,547,000	External Financing
Total Budget	\$ 10,319,000	

Gift Summary	
Gifts Pledged	250,000
Total	250,000

Summary of Financing	
30-Yr Tax-Exempt Financing @ 6%	\$7,547,000
Annual Debt Service:	\$548,281
Pledge Source	Student Fees
Debt Service Coverage Ratio	1.25x

B-16 2009-19 Capital Financial Plan

WEST CAMPUS STUDENT HOUSING PHASE 1

UC Santa Cruz Colleges and University Housing Services proposes construction of the first phase of student housing on the west side of the campus. This project would demolish 200 existing Family Student Housing apartments, replace those units with 200 two-bedroom apartments for family student housing (one student and their family per apartment) and also construct another 100 two-bedroom apartments for single student housing (three students per apartment). The project would build 500 total student beds (200 replacement student beds and 300 new student beds). The existing Family Student Housing apartments are nearly 40 years old and are beyond repair. The additional student bed spaces are needed for anticipated campus growth and to meet the requirements of the Long Range Development Plan. This project would also provide infrastructure (including roads, utilities, and general construction pathways) for Phase 1 and Phase 2 of the student housing on the west side of campus.

Budget Year	2015-16
Program Category	Auxiliary
Occupancy	Sep-2018

Project Scope Summary	
ASF	245,916
GSF	356,400
Efficiency	69%
Beds	500
Units/homes	300

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 5,803,000	Housing System Resrv
Preliminary Plans	\$ 3,441,000	External Financing
Working Drawings	\$ 6,163,000	External Financing
Construction	\$ 138,659,000	External Financing
Equipment	\$ 2,000,000	Housing System Resrv
Total Budget	\$ 156,066,000	

Summary of Financing	
30-Yr Tax-Exempt Financing @ 6%	\$148,263,000
Annual Debt Service:	\$10,771,146
Pledge Source	Housing Fees
Debt Service Coverage Ratio	TBD

Ratio in 2018-19 (partial interest only payment)

PARKING FOR WEST CAMPUS STUDENT HOUSING PHASE 1

UC Santa Cruz Transportation and Parking Services proposes construction of surface parking for approximately 250 cars in support of Colleges and University Housing Services' West Campus Student Housing Phase 1 project of 300 apartment units (500 student bed spaces). The total amount of parking assumes one space per unit of family-style apartments (200 two-bedroom apartments for 200 student families); and one space per six bed spaces for non-family style housing (100 two-bedroom apartments with three single students per apartment, for a total of 300 single students).

Budget Year	2017-18
Program Category	Auxiliary
Occupancy	Sep-2018

Project Scope Summary	
Parking spaces	250

Budget by Phase, Projected Budget, & Fund Source		
Phase	Amount	Fund Source
Preliminary Plans	\$ 300,000	Parking System Resrv
Working Drawings	\$ 100,000	Parking System Resrv
Working Drawings	\$ 100,000	External Financing
Construction	\$ 4,500,000	External Financing
Total Budget	\$ 5,000,000	

Summary of Financing	
30-Yr Tax-Exempt Financing @ 6%	\$4,600,000
Annual Debt Service:	\$334,185
Pledge Source	Parking Fees
Debt Service Coverage Ratio	1.34x

CAMPUS APPROVED AUXILIARY PROJECTS UNDER \$5 MILLION

A variety of Auxiliary projects under \$5 million are approved each year. These projects are generally funded with reserves, but can also be funded with gifts, campus funds, or external financing. Base funding level assumes \$2 million per year for a total of \$20 million. Added to this amount are the following planned projects: Marine Science Campus Parking Phase 1 (\$2 million), Parking for Social Sciences Facility (\$1.2 million), and IT Upgrades to Residential Facilities (\$2.644 million).

Budget Year	2009-19
Program Category	Auxiliary
Occupancy	Various

Projected Budget by Fund Source		
<u>Fund Source</u>	<u>Amount</u>	
Various	\$ 25,887	
Total Budget	\$ 25,887	

