

Office of the President

TO MEMBERS OF THE FINANCE AND CAPITAL STRATEGIES COMMITTEE:

ACTION ITEM

For Meeting of July 12, 2017

**APPROVAL OF PRELIMINARY PLANS AND WORKING DRAWINGS FUNDS,
RIDGE WALK ACADEMIC COMPLEX, SAN DIEGO CAMPUS**

EXECUTIVE SUMMARY

In November 2016, the Regents approved preliminary plans funding for the North Torrey Pines Living and Learning Neighborhood project. At the time, the scope of the North Torrey Pines Living and Learning Neighborhood project included the elements that are now proposed to be broken out into the separate Ridge Walk Academic Complex (Complex) project. The funding approved in November supported scope refinement, detailed programming, preliminary design, design development, and project cost estimating. During this refinement process, the campus identified a portion of the North Torrey Pines Living and Learning Neighborhood project as a distinct project and this distinct project, the Complex, would be eligible for submittal as part of the forthcoming *2018-19 Budget for State Capital Improvements*. Because the San Diego campus will propose to fund the scope associated with the Complex as part of the forthcoming *2018-19 Budget for State Capital Improvements*, UC San Diego is proposing the scope and budget for the Ridge Walk Academic Complex be transferred to its own capital project.

The Ridge Walk Academic Complex project is needed in order to consolidate scattered departments and programs in UC San Diego's Division of Social Sciences and Division of Arts and Humanities, creating academic synergies and connections. The Complex would provide approximately 128,000 assignable square feet of space and would be built on a 1.5-acre parcel that is now a surface parking lot, adjacent to undergraduate student housing, classroom, residential life, and administrative space supporting UC San Diego's Sixth College. This associated space is included in a related action being considered by the Regents at this meeting, item F4, *Approval of Budget and External Financing, North Torrey Pines Living and Learning Neighborhood, San Diego Campus*.

Last November, the Regents approved preliminary plans funding for the North Torrey Pines Living and Learning Neighborhood project in the amount of \$22,250,000, to be funded from housing reserves (\$13,350,000) and campus funds (\$8.9 million). Within the \$22,250,000 of funding in the November 2016 approval, \$4 million in campus funds was applicable to elements that now constitute the Ridge Walk Academic Complex. In this item, the Regents are being asked to affirm the funding for preliminary plans (\$4 million) that is now being allocated for the

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separate Ridge Walk Academic Complex project; this \$4 million is a portion of the preliminary plans funding that the Regents approved in November 2016 for the overall North Torrey Pines Living and Learning Neighborhood project. The Regents are also being asked to approve the funding for working drawings (\$8 million), with the entire \$12 million to be funded from campus funds. The campus funds consist of investment income from the Short Term Investment Pool and Total Return Investment Pool. Funding for working drawings is being requested at this time to keep the schedule synchronized with the adjacent North Torrey Pines project schedule, to support the project schedule, and allow the project to move into the construction phase upon future Regental and State approvals.

The campus will propose that the construction phase of the Ridge Walk Academic Complex be included in the *2018-19 Budget for State Capital Improvements* presented to the Regents in fall 2017. It is anticipated that the campus will seek approval of the total project budget in November 2017 in conjunction with the State capital item. At that time, the campus will also request approval of external financing and the use of gift funds to complete the funding plan for this project.

RECOMMENDATION

The President of the University recommends that the Finance and Capital Strategies Committee recommend to the Regents that:

The 2017-18 Budget for Capital Improvements and the Capital Improvement Program be amended as follows:

From: San Diego: North Torrey Pines Living and Learning Neighborhood – preliminary plans – \$22,250,000 to be funded from housing reserves (\$13,350,000) and campus funds (\$8.9 million).

To: (A) San Diego: North Torrey Pines Living and Learning Neighborhood – preliminary plans, working drawings, construction, and equipment – \$509,450,000 to be funded with external financing (\$494,950,000), gift funds (\$8 million), and housing reserves (\$6.5 million); and

(B) San Diego: Ridge Walk Academic Complex – preliminary plans and working drawings – \$12 million to be funded from campus funds.

BACKGROUND

The proposed Ridge Walk Academic Complex (Complex) project would provide a total of 128,000 assignable square feet (ASF) for departments and programs within the Divisions of Social Sciences and Arts and Humanities. The new space would include research offices, scholarly activity, graduate student offices, as well as conference and collaborative spaces. In addition, the project would provide three active learning classroom spaces.

One of the divisions to be relocated to the Complex, the Division of Social Sciences, is home to ten academic departments, six interdisciplinary degree programs, 21 organized research units, and more than ten affiliated minors. Collaboration among the departments and programs takes place in all activities. The Division's educational mission serves society and solves complex problems from political, economic, sociological, human developmental, ethnic, anthropological, educational, and communication perspectives. The fields and subjects of study encompass the broadest range on campus, including but not limited to DNA and RNA in archaeological specimens, synapses in the nervous system, distributed and computational cognition, economic and political theory, studies in ethnography, societies, and religion, and training the teachers of tomorrow. Currently, Social Sciences is the most popular field of study at UC San Diego and represents close to 50 percent of all majors at the campus.

Some departments and programs under the Division of Arts and Humanities would also relocate to the Complex. This Division supports the academic, instruction, and research missions of six academic departments (Literature, History, Philosophy, Music, Visual Arts, and Theatre and Dance) and the newly launched Institute of Arts and Humanities (IAH). IAH, created in 2015, serves as a nexus for more than 11 multidisciplinary programs and is home to 17 major and minor programs and three small research centers. IAH provides administrative support services to a variety of students and faculty from this wide range of disciplines. As the IAH grows, it is anticipated that research activity would expand and thrive. IAH, History, Literature, and Philosophy would move to the Complex.

The proposed Complex project – together with the North Torrey Pines Living and Learning Neighborhood project – would provide an innovative community that integrates college facilities, residential, and social spaces with teaching and research space in the Divisions of Social Sciences and Arts and Humanities.

PROJECT DRIVERS

This Complex allows for a strategic consolidation, bringing together the Social Sciences and Art and Humanities Divisions' programs and departments that are currently housed in disparate locations across the campus. Some programs require space to grow while others require space to consolidate. The Complex would also provide new active learning classrooms to accommodate enrollment growth.

In addition, space vacated as a result of the proposed project could be reassigned to accommodate growth and could undergo renovation for safety and efficiency improvements (refer to Table 1, below).

Consolidate Dispersed Departments and Programs

Social Sciences and Arts and Humanities departments and programs are currently scattered among eight different buildings across the campus, resulting in inefficiencies and lack of a cohesive environment for students and faculty. Departments such as History, Philosophy, Literature, Education Studies, and other related programs cannot benefit from cross-departmental collaboration and synergies.

Division of Social Sciences

Undergraduate majors in the Social Sciences are very popular at UC San Diego. To accommodate this demand, 30 new Social Sciences faculty have been hired in the past five years with no increase in space during this period. The lack of space hinders efforts to expand current programs for instruction and research, and without new construction, the campus must continue to grapple with this problem.

Many Social Sciences departments now face a shortage of space, as construction of new facilities has not kept pace with changing programs and prior campus enrollment growth. Urban Studies and Planning, an interdisciplinary program within the Division of Social Sciences, requires space to accommodate its expanded curriculum and a new degree program in real estate planning. The Division is also home to five outreach and mentoring programs serving undergraduate students, including the Center for Research on Educational Equity, Assessment and Teaching Excellence (CREATE). Some of these outreach and mentoring programs are currently located in a 1942 structure slated to be demolished; the programs require replacement and expansion space for new student affairs officers and learning skills counselors which will be accommodated in the Complex.

Division of Arts and Humanities

The vision for the Division of Arts and Humanities includes a plan to hire clusters of faculty working on a theme. One example of a theme would be Practical Ethics with areas of focus to include bioethics, environmental ethics, business ethics, and ethics of big data. Also, the Division of Arts and Humanities will have joint faculty appointments with Scripps Institution of Oceanography, the Rady School of Management, and Jacobs School of Engineering. These faculty may be from different departments but would work and collaborate together on a common theme.

One of the growth programs in the Division of Arts and Humanities is the Analytical Writing Program (AWP). The AWP is designed to help undergraduate students master the critical thinking, reading, and writing skills that will enable them to succeed at the University and in their professional lives. This program has grown since its inception. For the 2016-17 academic year, the AWP has 18 lecturers, three teaching assistants, and 10 to 14 undergraduate mentors serving 1,647 students. In order to keep pace with increased undergraduate enrollment, the program is projected to grow between five percent and ten percent annually. Currently, the AWP has insufficient space and often has four to six people assigned to a shared office.

Accommodate Enrollment Growth

Over the past decade, there has been an increase in undergraduate and graduate student enrollment of approximately 32 percent. The campus has experienced recent growth of 3,317 undergraduate students from fall 2014 to fall 2016 and the total undergraduate headcount is expected to grow by 14 percent from fall 2016 (28,127) to fall 2022 (32,000). General campus faculty growth is also driven by student growth, and the campus is projecting an increase of ladder-rank faculty from 999 (fall 2016) to 1,150 (fall 2020).

Secondary Benefits of Ridge Walk Academic Complex

The opportunity for repurposing vacated space for other campus priorities would be a secondary benefit of consolidating and relocating Social Sciences and Arts and Humanities Divisions programs to the proposed Complex building. These opportunities would include: 1) expansion space for departments experiencing significant growth due to increased enrollment, 2) space for the future seventh college, and 3) space to consolidate programs into one location. Released office and collaboration space would be reassigned to accommodate enrollment and faculty growth in departments such as Mathematics, Economics, Biology, and Political Science. Approximately 85,000 ASF would be reassigned, repurposed/renewed, or demolished in eight buildings as shown in Table 1 below.

Table 1: Released Space

| Building | ASF |
|---|---------------|
| Literature Building | 28,800 |
| Humanities and Social Sciences Building | 26,900 |
| Pepper Canyon Hall | 14,200 |
| Social Sciences Building | 6,500 |
| Social Sciences Research Building | 5,100 |
| University Center 301 | 2,600 |
| Mandeville Center | 1,400 |
| Sequoyah Hall | 250 |
| Total | 85,750 |

With the space being released, the San Diego campus will be able to address deferred maintenance issues in the vacated space. For example, the Humanities and Social Sciences Building (26,900 ASF) is nearly 50 years old and has never had a significant renovation. Capital renewal of this building is a high priority, but due to the type and extent of refurbishment needed, the building would need to be at least partially vacated to accomplish the work.

PROJECT DESCRIPTION

The proposed Complex would provide a total of 128,000 ASF for departments and programs within the Divisions of Social Sciences and Arts and Humanities. Proposed space would include academic and administrative offices, instructional and seminar spaces, areas to support scholarly activity, as well as conference and collaborative spaces. In addition, the project would provide three active learning classroom spaces with flexible configurations to accommodate varying teaching modalities among different departments. The campus is utilizing the design-build delivery process, so the final numbers for the proposed uses might vary (refer to Table 2, Proposed Area Summary).

Table 2: Proposed Area Summary

| Department/Program | Space Type | ASF |
|--|--|----------------|
| Division of Arts and Humanities (Institute for Arts & Humanities, Analytical Writing Program, History, Literature, Philosophy, Division Dean) | Instructional/Seminar | 11,600 |
| | Academic Office | 39,600 |
| | Administrative Office | 9,100 |
| | Office Support | 4,400 |
| | Scholarly Activity/Collaborative Space | 2,200 |
| | Conference Room | 2,700 |
| | Subtotal | 69,600 |
| Division of Social Sciences (Education Studies, Urban Studies and Planning, Outreach and Mentoring Programs, Division Dean) | Instructional/Seminar | 8,300 |
| | Academic Office | 12,000 |
| | Administrative Office | 9,000 |
| | Office Support | 2,200 |
| | Scholarly Activity/Collaborative Space | 2,000 |
| | Flex/Workshop Space | 1,500 |
| | Conference Room | 3,700 |
| | Subtotal | 38,700 |
| Medium Active Learning Classroom (1) | 75 seats; flexible arrangement to accommodate different teaching modes | 2,500 |
| Small Active Learning Classroom (2) | 50 seats each; flexible arrangement to accommodate different teaching modes | 3,200 |
| Campus Community Serving Retail | | 8,000 |
| Facilities Management (ancillary space for building operations) | office and support space for operations, grounds keeping, and custodians; storage | 6,000 |
| | Total | 128,000 |

Ridge Walk Academic Complex would also dedicate space to bring faculty and students together, such as meeting rooms that can be used for media, film, art history, presentations, and lectures. Adjacency to the North Torrey Pines Living and Learning Neighborhood would promote the efficient use of shared meeting space for student activities within the undergraduate college as well as for department activities.

Project Site

The proposed Complex would be built on a 1.5-acre parcel that is currently a surface parking lot (refer to Attachments 3 and 4, Project Location and Site Maps). Construction of the proposed project would eliminate approximately 115 spaces, and no parking is planned in this Complex. The campus plans to provide parking as part of the North Torrey Pines Living and Learning Neighborhood project in a multi-level, below-grade parking structure containing approximately 1,250 spaces. This parking is described in the separate, but related, action item being considered at this Regents meeting, item F4, *Approval of Budget and External Financing, North Torrey Pines Living and Learning Neighborhood, San Diego Campus*.

Approval Request and Schedule

In this item, the campus is requesting approval for preliminary plans and working drawings funding totaling \$12 million as shown in Attachment 1. These phases will be funded from campus funds. The campus funds consist of investment income from the Short Term Investment Pool and the Total Return Investment Pool. The approval of funding for working drawings will allow the project to remain in a coordinated schedule with the related North Torrey Pines Living and Learning Neighborhood project.

In November 2017, the campus expects to request approval of full budget, external financing, and use of gift funding for the proposed Ridge Walk Academic Complex. Also, the campus will request that the Ridge Walk Academic Complex be included in the *2018-19 Budget for State Capital Improvements* as part of a multi-campus action to be presented to the Regents in fall 2017. Approval of design, following action pursuant to the California Environmental Quality Act, is planned in March 2018. The San Diego campus is utilizing the fixed-price design-build delivery process. The project would begin construction in July 2018 with completion anticipated in fall 2020. Additional information on the project delivery model may be found in Attachment 5.

Key to Acronyms

| | |
|---------|--------------------------------|
| ASF | Assignable-Square-Feet |
| AWP | Analytical Writing Program |
| Complex | Ridge Walk Academic Complex |
| IAH | Institute of Arts & Humanities |
| RFP | Request for Proposal |

- Attachment 1: Preliminary Plans and Working Drawings Budget
- Attachment 2: Project Delivery Model
- Attachment 3: Project Location Map
- Attachment 4: Project Site Map

PRELIMINARY PLANS AND WORKING DRAWINGS BUDGET

| Category | Preliminary Plans | Working Drawings | Total |
|--|--------------------|--------------------|---------------------|
| Design-Build, A/E and External Consulting Fees ¹ | \$3,345,000 | \$6,565,000 | \$9,910,000 |
| Campus Administration ² | \$230,000 | \$525,000 | \$755,000 |
| Plan Review Fees, Surveys, Testing, Documentation ³ | \$90,000 | \$250,000 | \$340,000 |
| Special Items ⁴ | \$335,000 | \$660,000 | \$995,000 |
| Total Budget | \$4,000,000 | \$8,000,000 | \$12,000,000 |

Notes:

- ^{1.} *Includes architecture, engineering and specialty consultants for design build programming, design-build selection process, and design/preconstruction fee for design build team.*
- ^{2.} *Includes campus project management, facilities work orders, planning, engineering, design review, and contracts administration.*
- ^{3.} *Includes site surveys such as soils, geologic borings and trenching, and design phase testing.*
- ^{4.} *Includes design-build competition stipends, specialty consultants, California Environmental Quality Act documentation, payment and performance bonds, insurance, and peer reviews.*

The preliminary plans budget supports the following activities:

- Consulting services to establish overall baseline project performance requirements in terms of qualitative and quantitative measures. These criteria were developed into a detailed project program which was used to complete the design-build selection process.
- Selection of the design-build teams through a multi-step process. Pre-qualified teams were invited to submit a preliminary design scheme responding to project performance criteria and a cost proposal. Selection was made through a competitive Best-Value process where the value is a function of proposed total cost against design quality, scope optimization, and added project value above the detailed project program requirements.

The working drawings budget supports the following activities:

- Develop working documents and specifications requisite to review and confirm constructability, code and regulation compliance, and accessibility.
- Continue design activities to generate information required to obtain necessary approvals and adoption of environmental documentation.
- Preconstruction planning and logistics documentation and submittals.

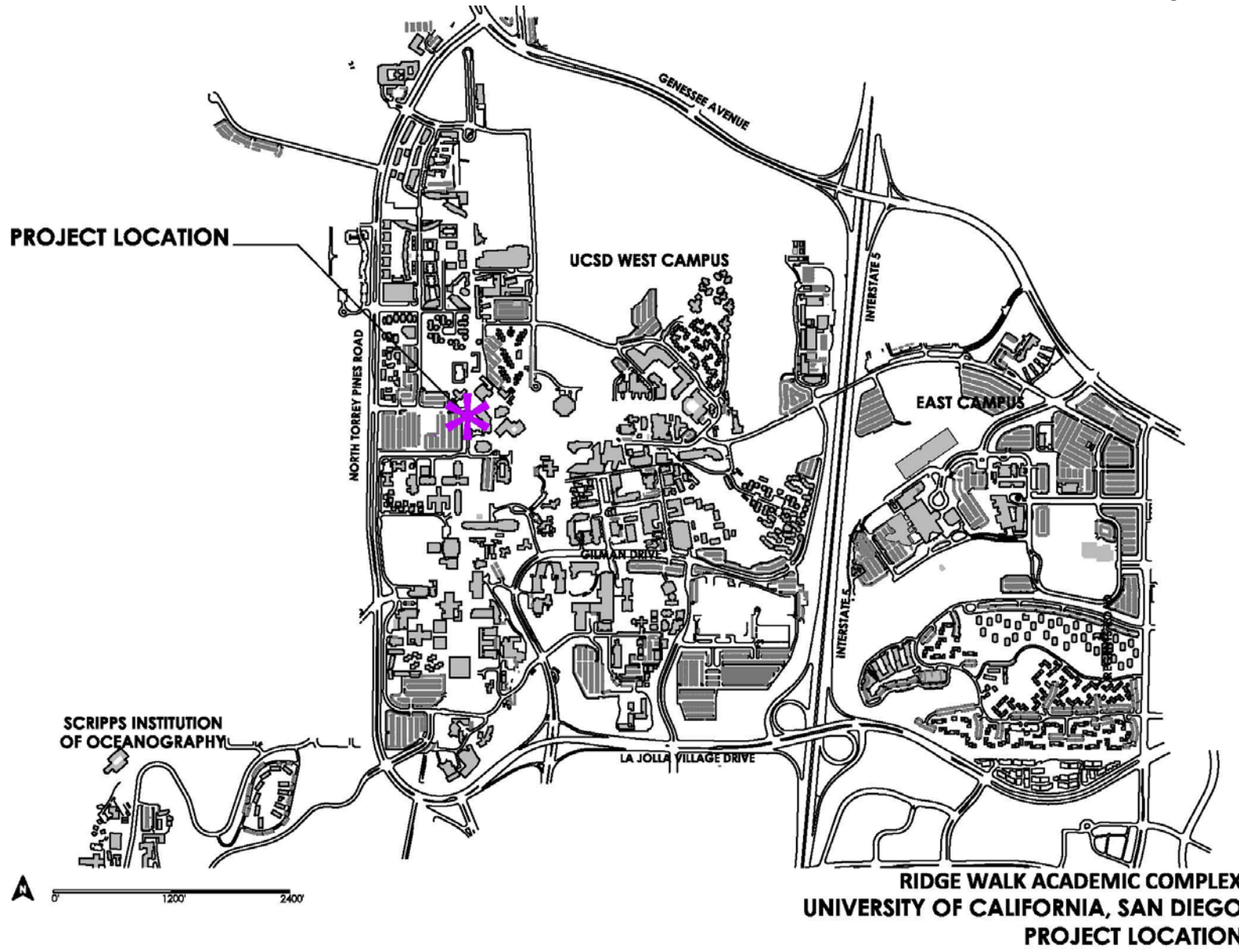
PROJECT DELIVERY MODEL

The Ridge Walk Academic Complex implementation is coordinated with the North Torrey Pines Living and Learning Neighborhood project. The San Diego campus is utilizing the fixed-price design-build delivery process that supports the accelerated completion schedule for the proposed project. UC San Diego has had success in utilizing a design-build delivery method for projects (e.g., East Campus Graduate Housing, Health Sciences Graduate Housing, and North Campus Housing). The process allows the University to pre-qualify design-build teams and establish a comprehensive Request for Proposal (RFP).

The design-build RFP outlined all program requirements, including quality of construction elements, requirements for common and administrative areas, site amenities, project color palettes, and life-safety requirements. Design Guidelines were included with the RFP to ensure that specific product and detailing requirements align with UC San Diego's Physical Design Framework.

A Maximum Allowable Price and Design/Construction Schedule were built into the RFP. Three pre-qualified design-build teams were short-listed and invited to participate in a competition to create a schematic design technical proposal. Each proposal was reviewed and scored by a selection committee consisting of UC San Diego staff as well as members from the Design Review Board. In coordination with the North Torrey Pines Living and Learning Neighborhood project, the project's design-build team was selected on March 8, 2017.

The competitive nature of this approach has shown that the teams strive not only to meet the minimum program requirements, but are also incentivized through a point system evaluation to offer enhancements, such as extra site amenities, as part of their technical proposals.



PROJECT SITE

