

**Office of the President**

**TO MEMBERS OF THE FINANCE AND CAPITAL STRATEGIES COMMITTEE:**

**INFORMATION ITEM**

*For Meeting of November 13, 2019*

**SCHOOL OF MEDICINE EDUCATION BUILDING II, RIVERSIDE CAMPUS**

**EXECUTIVE SUMMARY**

The University of California, Riverside proposes to construct the School of Medicine (SOM) Education Building II, a facility that will allow the campus to support the existing SOM program and expand medical student enrollment to a level that will measurably reverse the region's severe physician shortage.

According to the California Health Care Foundation, Inland Southern California has only half of the primary care doctors it needs, and the region performs poorly in comparison to most other California regions in many measurable health outcomes, such as diabetes and coronary heart disease. A key aspect of the UCR SOM's mission is to improve the health of this medically underserved area by training more physicians, but the School is limited in its ability to increase enrollment due to a lack of space and operational funding resources. The project will advance the School's mission by providing approximately 65,000 assignable square feet (100,000 gross square feet) of on-campus space for instruction, instructional support, student support, and clinical faculty offices to enhance medical education at UCR. Sites currently under consideration are within close proximity to the existing UCR SOM facilities, which will improve operational efficiency and student access.

The Riverside campus expects to use a Design-Build delivery approach to maximize value received in terms of total project budget, program capacity, facility life-cycle performance, and expeditious delivery of the project. The proposed schedule anticipates that the successful Design-Build team will be selected in fall 2020, with phased construction starting in spring 2021, and construction completed in winter 2023. The intent is to occupy the building spring 2023.

**BACKGROUND**

The Riverside campus's plan to develop a full, four-year medical school began nearly four decades ago, when the two-year medical education partnership with UCLA was established. In 2012, planning efforts were realized when the School of Medicine (SOM) was granted preliminary accreditation by the Liaison Committee on Medical Education (LCME), the

accrediting body for Medical Doctor (M.D.) programs. Full accreditation was subsequently achieved in June 2017, and the inaugural graduating class received their degrees one day later. The primary goal of the Education Building II project is to furnish the necessary space for the SOM to support current academic programs as well as to increase class size. This will be accomplished by providing a new high-quality facility to complement the existing space that was provided to the UCR SOM by the UCR campus.

***Project Drivers***

Need for More Physicians

The UCR School of Medicine is addressing healthcare needs in the state, with a particular focus on the medically underserved Inland Southern California region. The School’s mission directly addresses the needs of the local community, which has the greatest shortage of primary care and specialist physicians of any region in California, according to the California Health Care Foundation.<sup>1</sup> Towards that end, SOM is training a culturally competent and diverse physician workforce who are likely to practice in the region and state.

Table 1  
UC Riverside School of Medicine  
Projected Enrollment (Head Count)

	Actual 2019-20	Occupancy Target 2023-24	Two-Years Post- Occupancy Target 2025-26	Targeted % Growth 2019-20 to 2025-26
School of Medicine*				
Medical Students	291	320	500	72%
Ph.D.	36	43	48	33%
<b>Total</b>	<b>327</b>	<b>363</b>	<b>548</b>	<b>68%</b>

*\* Enrollment growth projections shown here reflect UCR’s targets; enrollment growth must first be reviewed and approved by the LCME based on qualitative standards related to space, faculty availability, student support services, and operational funds, among others. The UCR SOM cannot grow much beyond the current enrollment without the project. The 2025-26 projection targets four full classes at 125 per classes, which will not be fully achieved only two years post occupancy, but reflects the capability this new facility will provide.*

To date, UCR SOM has graduated three classes totaling 128 students and placed 106 additional physicians in residency programs in California, with 40 of those remaining in Inland Southern California. The school presently enrolls 291 medical students, and aspires to reach 500 total students in the near future. However, the SOM’s enrollment is limited by its current facilities to a class size of no more than 80 per cohort. By comparison, the national average class size for an established school is 143 students. At the five other University of California Schools of Medicine class size ranges from 104 to 184<sup>2</sup>.

<sup>1</sup> “Meeting the Demand for Health: Final Report of the California Future Health Workforce Commission,” February 2019

<sup>2</sup> U.S. Medical School Applicants and Matriculants by School, State of Legal Residence, and Sex, 2018-19, Association of American Medical Colleges, November 2018

Need for Additional Specialized Classrooms

The School of Medicine has operated with limited facilities since its opening in 2013. The current School of Medicine Education Building (which is in a renovated former general campus classroom facility) provides educational and administrative space, a remodeled anatomy laboratory, a small medical simulation laboratory, and space for small-group problem-based learning sessions and objective structured clinical examinations. Additional classroom and study space are located in the nearby Orbach Science Library, and plans are underway to adapt additional space in the basement of that facility to expand medical simulation and clinical skills training facilities. A separate group of temporary modular buildings, installed by the campus in 2017, serve as medical student study and lounge space (necessary to fully comply with LCME accreditation standards), and furnish space for the School's student recruitment programs.

Although creative space planning efforts address immediate shortfalls, educational space is still insufficient for the current medical student enrollment and planned growth. The insufficient quantity of instructional space, including lecture halls, classrooms, simulation laboratories, and student study space is a critical limiting factor in being able to adequately support the existing program and to growing medical student enrollment.

Need for Academic Office Space

Off-campus space is presently being used to provide offices for the Division of Clinical Sciences (clinical teaching faculty) and administrative staff in the Office of the President (UCOP)-owned Intellicenter Building located approximately six miles from campus. This leased space is insufficient in that it only provides an office for the department chair, an assistant, and hoteling space for two to three faculty from each clinical department. Thus there remains a substantial unmet demand for academic office space for clinical faculty. In order for the SOM to benefit from operational cohesion while efficiently meeting current needs and allowing for future growth, additional flexible space suited for associated clinical programs must be provided on the core campus.

**PROJECT DESCRIPTION**

*Project Vision*

The project will provide specialized instruction and related support spaces fundamental to the existing instructional program, while allowing capacity for future expansion. It will complement and add to existing SOM facilities, enabling functions presently housed in multiple locations to be located together. The improvements in operational efficiency and medical education facilitated by the project will further the SOM's mission to reduce the region's physician shortage and improve community health.

*Proposed Program*

The proposed building is anticipated to provide up to 65,000 assignable square feet (asf) in approximately 100,000 gross square feet. During the development of the project performance requirements, the campus will maximize the assignable and gross square feet provided in the

facility. The space program will incorporate the following types of spaces, to complement SOM's existing space program:

- instruction and instruction support spaces such as classrooms, specialized teaching spaces, and lecture halls;
- student support and study facilities including study/lounge spaces necessary to comply with accreditation standards; and,
- academic and administrative offices and support spaces.

Table 2: Estimated Program Square Footage

<b>Description</b>	<b>Estimated ASF</b>
Instruction and Instructional Support	52,100
Student Support / Study Facilities	5,200
Academic Office and Support	7,700
<b>TOTAL</b>	<b>65,000</b>

Once the new building is completed, the School plans to vacate a portion of the existing School of Medicine Education Building and relocate SOM faculty and staff currently housed in off-campus leased space.

This additional 65,000 asf will allow UCR SOM to address existing space shortfalls in its educational program, expand to 120 to 125 students per class, and address current LCME concerns related to student access to faculty and necessary facilities. It is important to note that completion of the facility will not automatically enable the SOM to increase class size. LCME approval will be required to grow beyond 80 students per year, given that current space for students and faculty are not fully adequate for the current class size.

### ***Delivery Method and Schedule***

A Design-Build delivery approach has been adopted to maximize value received in terms of total project budget, program capacity, facility life-cycle performance, and expeditious delivery of the project. A Request for Design Professional Qualifications was released and an architectural firm was subsequently selected to be the Design Professional to provide master planning, programming services, and site feasibility studies. The firm will also develop the basis of design documents consisting of design and technical performance criteria (specifications) that interested designer-builder teams will then use to inform their proposed building designs. The selected firm will also provide support throughout the Design-Build procurement process for this project. The campus has the necessary experience to complete the project using this delivery method.

The campus's proposed schedule anticipates that construction documents and phased construction will commence spring 2021 with construction completed in winter 2023. The intent is to occupy the building by spring 2023. The Design-Build delivery process shortens the building delivery timeframe by overlapping the working drawings phase with construction.

***Funding Plan***

The SOM has operated with limited financial resources since its opening in 2013. As the only community-based medical school in the UC system, UCR partners with regional hospitals and providers (that UC does not own or operate) to provide clinical training sites for its students and resident physicians. Unlike the other five University of California Schools of Medicine, it does not own a medical center that can generate revenues to support the academic mission. Additionally, the SOM is a relatively new program still building its donor base, thus a viable donor pool is not available at this time to supplement funding for capital needs. Consequently, State resources will be critical to achieving the project.

**ALTERNATIVES CONSIDERED**

In view of LCME accreditation requirements for both current class size and future growth, it is impractical for the UCR SOM to continue operating in its current space over the long term. There are three options to increase the quantity and quality of instructional and office space to address the current shortfall. These alternatives are summarized below.

**Option A – Renovate On-Campus Space**

All existing space assigned to the SOM existed prior to the School’s formation, and was renovated and adapted to fit SOM’s program. In light of UCR’s significant enrollment growth and current space deficits across campus, the option to reassign and renovate existing space is infeasible. This would require displacing other UCR programs and could not provide enough space to accommodate desired medical student growth.

**Option B – Construct New Space on Campus**

New construction provides additional instruction, student support, and office space designed to meet the SOM’s programmatic needs within the campus academic core to support the medical school programs. Construction of modern instructional space in a new facility provides long-term flexibility for program use and adaptive reuse to address future needs of the SOM.

**Option C – Provide Off-Campus Leased Space**

Leasing off-campus space is not considered a feasible alternative for an academic facility. An important part of the SOM program is building an academic community and realizing operational efficiency. These cannot be achieved when the distance between teaching facilities is significant.

Option B is the selected alternative to address the SOM’s academic space needs and to invest in UCR’s future.

**PROPOSED SITE**

Potential sites in the vicinity of the existing School of Medicine Education Building are undergoing preliminary assessment, and these are illustrated on the attached project location map. The proposed sites comply with the UCR 2005 Long Range Development Plan, which

currently designates the sites for academic use. Additionally, they are located within close proximity to the SOM's existing instructional spaces, facilitating operational efficiency and student access. The campus intends to select a final site with input from the selected Design Professional by completing a site feasibility analysis that considers current and long-term campus development.

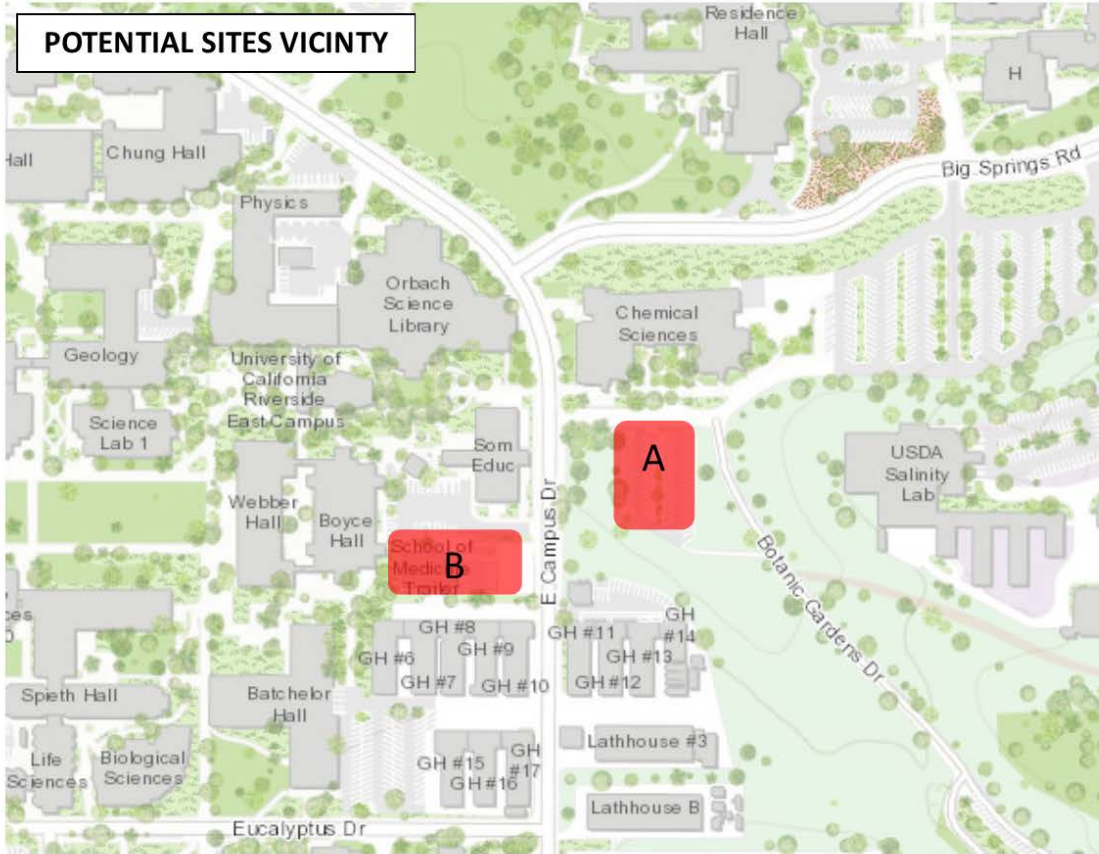
**KEY TO ACRONYMS**

ASF	Assignable-Square-Foot
LCME	Liaison Committee on Medical Education
M.D.	Medical Doctor
SOM	School of Medicine

**ATTACHMENTS**

Attachment:	Project Location
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PROJECT LOCATION



Note:  
These sites will be analyzed and compared during the Basis of Design phase. The campus will move forward with the site that best supports the School of Medicine's program within the identified budget.

