

CHAPTER 4: GOALS AND OBJECTIVES

A. ROLE OF THE GOALS AND OBJECTIVES

The *Goals and Objectives*, completed in November 1994 and adopted by Chancellor Joseph B. Martin on behalf of UCSF, forms the basis of the LRDP. The *Goals and Objectives* are intended to be used in two ways: as a guide to UCSF's daily operations at existing campus sites, and in the selection and implementation of a major new campus site. The specific proposals in this LRDP have been drafted to help achieve the *Goals and Objectives*, and the *Goals and Objectives* will be used to refine and implement these proposals and in developing future proposals.

The *Goals and Objectives* describes what the campus and the community are seeking to achieve through the LRDP. The document sets forth goals on a wide range of topics, from academic programs to infrastructure development, and each broad goal is followed by a set of more specific objectives. These goals and objectives comprise the heart of the *Goals and Objectives*, and are reprinted below in this chapter.

The document also contains fundamental assumptions and planning principles used to develop the goals and objectives and criteria for measuring the attainment of the goals and objectives. Those elements of the *Goals and Objectives* can be found in Appendix D, where the document is reprinted in its entirety.

Three committees established to advise the campus throughout the preparation of the LRDP worked collectively to draft, amend and jointly propose this document to the Chancellor. These committees included the Planning Committee for the 21st Century, a predominantly faculty-based committee appointed by the Chancellor; the University Advisory Group (UAG), a UCSF staff committee appointed by the Vice Chancellor for University Advancement and Planning; and the Community Advisory Group (CAG), appointed by the Chancellor. Rosters of these committees are included in Appendix B. In addition, the community at large provided input to the *Goals and Objectives* document at a series of neighborhood workshops hosted by UCSF and the CAG.

For purposes of this document, the non-italicized items apply as overarching guidelines regardless of where UCSF's growth takes place, while the italicized items can be used to evaluate and compare potential new sites for UCSF growth.

B. MISSION BAY PLANNING PRINCIPLES

In January 2008, UCSF completed a year-long planning process with its UCSF Mission Bay Community Task Force to discuss with the community issues related to UCSF off-campus development in the Mission Bay area, and to develop planning principles to address these issues. These Mission Bay Planning Principles, applicable to off-campus development in San Francisco's Eastern Neighborhoods adjacent to the UCSF Mission Bay campus site, are contained in Appendix K.