

C. GOALS AND OBJECTIVES

ACADEMIC PROGRAM

1. **Program Quality** Maintain and enhance leadership as one of the preeminent academic health sciences institutions in the world, highly respected for the quality and scope of our educational programs, scientific activities and patient care.
 - Provide adequate support to those teaching and research programs of distinction within all four schools and the graduate division.
 - Enhance those programs now in development that show promise of extraordinary contribution to the advancement of health science education, scientific knowledge, clinical application or the progress of health policy.
 - To the extent feasible financially and programmatically, consolidate dispersed programs and minimize future dispersion of teaching and research programs.
 - Continue to integrate the tools and methodologies of the basic biomedical sciences into clinical sciences research and applications.
 - Provide the best possible patient care to all who seek treatment at university facilities, within the context of clinical teaching and available resources.
2. **Program Flexibility** Build on current successes and maintain flexibility so as to respond to new opportunities and challenges as they arise.
 - Plan individual sites, buildings and program areas so that it is possible to respond to future initiatives of academic merit not now contemplated.
 - Provide for flexibility in the assignment and utilization of space in the future.
 - Assure integration of technological innovation in research, instruction, clinical care, information processing and other activities of the programs.
3. **Faculty Recruitment** Recruit and retain a diverse faculty who are creative scholars, innovative teachers and outstanding clinicians.
 - Provide the means to strengthen faculty recruitment and retention through periods of budget stringency.
 - Provide strong ties between faculty within each campus site and among sites, with special emphasis on linking all the major sites to the Parnassus Heights site.

- As the scientific enterprise proceeds to cross traditional boundaries of disciplines, continue to support and create new interdisciplinary and multi-school programs.
4. **Physical Environment** Remain competitive by providing a physical environment which matches the intellectual richness and vigor of students, faculty and staff.
- Reuse and improve the Parnassus Heights site so as to provide efficient, high-quality facilities which accommodate the needs of modern biomedical research and patient care.
 - Develop additional space to relieve overcrowding and to provide for expansion of existing programs and development of new programs.
 - Expand and redesign outpatient facilities to meet the needs of a changing health sciences curriculum and to better serve the patient population.
 - Create new space that results in a humane environment for the campus community and those visiting or living nearby.

AMENITIES & SERVICES/PUBLIC SAFETY

1. **Access to Amenities and Services** Ensure convenient access for the campus community to recreational, food, commercial and support services at all of its major sites. Provide for access by the wider community to UCSF facilities.
- Provide or ensure nearby availability of recreational, food and commercial services at levels commensurate with population and demand at each site.
 - To meet the challenge of child and elder care, develop affordable Family Centers and make them accessible to all members of the campus community. These centers will address the multiple issues of child care before and after school, coverage during vacations, emergency backup care, elder care, and community referral services.
 - Seek to enrich the quality of life in the community by extending services, facilities, and activities to the wider community as well, including child care, public safety, meeting and event space, recreation, and other support activities appropriate to the goals of UCSF and the community.
 - a. Work with local non-profit agencies and organizations to achieve the most efficient and effective human services.
 - b. Expand community participation in fitness and recreation programs.
 - c. Provide opportunities at each site to support health education and screening activities in the surrounding community.

- Provide adequate meeting facilities at major new sites, making them accessible and affordable to the campus community and public.
 - Consolidate dispersed administrative support services such as police, facilities management, materiel management, etc., to a central location to achieve greater efficiency.
2. **Campus Safety** Provide a safe environment for students, employees and visitors.
- Support local efforts to increase fire and police protection, especially in neighborhoods with high incidence of crime, and ensure that the campus safety officers are sensitive to the community.
 - Strengthen existing cooperative relationships with municipal police, BART personnel, etc. Assist local authorities with public safety programs and public emergency response services at and near UCSF facilities.
 - Provide adequate security methods, including exterior lighting, particularly in parking areas, in order to enhance a safe environment on all campus sites. These security methods should be designed in a manner which is sensitive to the surrounding community.

BUILDING DESIGN

1. **Building Design** Design buildings which are distinctive and attractive, yet functional and cost effective.
- Plan buildings to incorporate the latest methods of energy conservation.
 - Use size, materials and design elements in designing a building to reflect its function and convey an image of UCSF's mission.
 - Site and design buildings to take full advantage of view corridors.
 - Design entries that are appropriate to and serve the function of the zone or building which it fronts (e.g., the patient care zone should have clearly defined entries with space for easy drop offs by cars).
2. **Flexibility** Design buildings to be flexible and adaptable for present and future programs.
- Plan location and layout of buildings so that it will be feasible to expand them.
 - Design building utilities so that they can be readily accessed for incremental expansion or modifications.
3. **Compatibility** Design buildings which are responsive to building scale and character in the surrounding areas.
- Design buildings to be compatible with local zoning requirements in height, bulk and setbacks.

- Use materials and design elements to make new buildings compatible with other buildings on the site or in the surrounding neighborhood.
4. **Reuse Of Existing Buildings** Where feasible and cost effective, utilize existing buildings by making the necessary improvements to support UCSF uses on potential new sites.
- Renovate existing buildings to conform to fire and safety codes.
 - Investigate restoration of historically significant buildings.

COMMUNITY

1. **Community Mission** Serve the community at large, in partnership with local agencies, through educational and service programs that address community needs and take advantage of the knowledge and skills of UCSF faculty, staff, and students.
2. **Community Health And Education** Expand access to UCSF's medical services and educational programs at least in proportion to growth, and improve communication to the public about available services.
- Working with diverse communities in a culturally sensitive manner, enhance the community's familiarity and comfort in utilizing the health care resources and services available at UCSF.
 - Maintain and enhance cooperative working relationships between UCSF health care services and community-based non-profit health care providers.
 - Maintain and enhance the cooperative relationship between UCSF and the San Francisco Department of Public Health to improve the availability and delivery of public health services.
 - Strive to provide community health care services and outreach to diverse and underserved segments of the community.
 - Publicize the Science and Health Education Partnership (program run by UCSF wherein UCSF faculty members train San Francisco Unified School District teachers and work with students to make learning science in school more productive and fun).
 - Expanding on the Science and Health Education Partnership program, encourage faculty, staff, and students to get involved as role models and mentors for teens in health-related areas, in order to expand access to a variety of health service careers.
 - UCSF should work with other health service organizations and educational institutions to exert leadership in efforts to recognize and utilize the skills of immigrant health professionals in serving the community.
 - Continue projects that bring the community to the campus for other than medical reasons so they can better understand the role of hospitals and research and their ability to utilize the services.

3. **Community Participation** In order to build a partnership between the community and UCSF, provide effective, well organized and meaningful processes for education and dialogue between the community and UCSF regarding their respective needs and plans.
 - Establish an ongoing process for receiving and disseminating information about community needs, with outreach by UCSF to neighborhood organizations.
 - Create an ongoing community advisory board with a cross-section of representation from all community interests which will monitor the implementation of these goals and objectives.
 - Conduct major community meetings and workshops, such as discussions regarding the use of animals in research, on a regular basis in order to continue ongoing dialogue on specific issues.
 - Involve the community in ongoing dialogue on key health policy issues that would affect the local as well as broader communities.
 - Continue to provide sensitivity training and education to the entire university community relating to the diversity of the people served.
 - Continue to expand participation in preventive health care activities for the community including ongoing screenings, forums and health fairs.

ENVIRONMENTAL PLANNING AND SAFETY

1. **Mitigation of Environmental Impacts** Avoid or reduce potential adverse environmental impacts associated with UCSF's development or building projects, through appropriate mitigation measures.
 - Plan, locate, design, build and maintain facilities which are designed to meet current codes and seismic standards and are not sited on contaminated, unremediated land.
 - Plan and implement improvements to existing buildings to make them seismically safe.
 - Plan and design new research laboratory, clinical and other facilities to meet or exceed standards that regulate air emissions posing a health risk to the campus community or adjacent neighbors.
 - Reduce the amount of all types of waste produced.
2. **Environmental Safety** Provide campus facilities which are environmentally safe for all users.
 - Mitigate detrimental air emissions stemming from activities in nearby neighborhoods.
 - Provide necessary safety measures in the design of infrastructure in new facilities.

- Assess the environmental health and safety characteristics of the existing sites, including the need and responsibility for any clean-up or alteration before acquisition or construction.
3. **Hazardous Material Management** Enhance the existing system for managing potentially hazardous material that protects the campus and surrounding communities, in a cost-effective manner, consistent with legal requirements, scientific findings and prudent practice.
- Operate a safe system of transport and disposal of hazardous and non-hazardous waste, in accordance with State transportation regulations, including a bill of lading within the transportation vehicle.
 - Locate facilities for receiving, processing and storing hazardous materials and waste at major UCSF sites where the materials are used in locations that will not impact residential areas.
 - Minimize waste volumes through a variety of systems, practices and technologies for recycling, processing and decaying waste.
 - Provide information to the community about UCSF's hazardous materials management system that will address community concerns, including:
 - a. cumulative effects of toxic waste
 - b. UCSF fire safety and seismic safety plans
 - c. how a fume hood operates
 - d. comparison of UCSF waste to household and industrial wastes
 - e. types and quantities of chemicals used in research and patient care
 - f. how UCSF monitors researchers and the chemicals that they use
 - g. radiation health and safety and disposal of radioactive waste

FINANCE AND OPERATIONS

1. **Facilities** Provide high-quality technical facilities in a cost-effective manner.
 - Develop space in a feasible and affordable manner.
 - Develop utilities serving a site in a feasible and affordable manner.
2. **Financial Feasibility** Prepare a development plan which is financially feasible to implement.
 - Develop space in phases which are feasible and affordable to the University.
 - Use creative funding mechanisms and financial structures which do not place unreasonable demands on the University's debt capacity.
 - Locate and develop space in such a way as to not place unreasonable burdens on operating costs.
 - Develop funding for programs at new sites that does not drain funds from Parnassus Heights.
3. **Timing of Development** Schedule acquisition and phasing of site development to respond to program needs.

HOUSING

1. **Student and Junior Faculty Housing** Ensure adequate housing for junior faculty and students.
 - Identify appropriate locations for housing junior faculty within reasonable proximity to major academic sites.
 - Provide and maintain a variety of housing types for students and junior faculty.
 - Consider the access and affordability of both existing and new housing.
2. **Housing Stock** Maintain decent, attractive university-controlled housing stock.
 - Vacate and dispose of existing housing that is deteriorating or remotely located from existing or potential new sites.
 - Renovate and maintain Aldea family housing.
3. **Housing Impacts** Ensure that UCSF expansion will not adversely affect the availability and affordability of housing.
 - Address the need for student and junior faculty housing by additions to the existing housing stock, while respecting existing neighborhood character.

- Adopt a housing mitigation program which requires UCSF to address the housing need generated by the expansion.
 - If no alternative to displacement can be found and displacement occurs, suitable and affordable housing, to which the displaced can relocate, must be established, wherever possible in the same neighborhood, prior to displacement.
 - Identify a mechanism for monitoring the housing mitigation program in consultation with community advisers. This mechanism should be patterned after the methods for monitoring used by other public agencies.
4. **Financial** Provide housing for students and junior faculty that is reasonably affordable.
- Provide assistance to students and faculty in securing appropriate housing.
 - Investigate methods of financing development of campus housing for students and junior faculty.
 - Work with developers to develop affordable housing for students and junior faculty.

HUMAN RESOURCES AND ECONOMIC IMPROVEMENT

1. **Personnel Practices** Hire, train and retain talented, motivated and qualified personnel.
- Identify and work with other entities to develop a pool of trained applicants which can be tapped for employment opportunities.
 - Continue to plan for human resources for both permanent and temporary construction employment, consistent with state and federal regulations.
 - Plan programs/policies for retraining and/or retaining employees who are displaced.
2. **Diversity in the Work Force** Maintain and promote diversity in the UCSF work force.
- Recruit and retain diverse faculty and staff.
 - Assure diversity in hiring, promotional and retention practices.
 - Develop a strong, results-oriented Affirmative Action program which includes:
 - a. promoting purchasing from and contracting with minority- and woman-owned, and disadvantaged businesses;
 - b. hiring and contracting with community residents;
 - c. promoting diversity in UCSF's faculty, students and staff;

- d. publicizing information on UCSF's affirmative action programs.
 - Coordinate hiring programs with community employment and job training programs, labor unions, and local high schools and colleges; work with community agencies to monitor job placements to ensure success.
- 3. Neighborhood Impact** Manage the expansion of UCSF's programs and sites to optimize economic benefits for local residents and businesses, those neighborhoods most impacted by the University, and the local economy at large. Promote affirmative action through minority- and woman-owned business enterprises programs and minority hiring; target jobs and job training for areas with high unemployment.
- Negative impacts on existing jobs and business must be avoided.
 - Develop sites that will have a positive economic effect on nearby areas of need. While employment opportunities should benefit areas of high unemployment, there should be a special effort to provide economic and social advantages to the immediate neighborhood.
 - Purchase products and services from neighborhood businesses, consistent with prudent economic practices.
 - Avoid the displacement of small businesses. If such displacement must occur, suitable and affordable space to which the displaced business can relocate must be established in the same neighborhood wherever possible prior to displacement.
 - Involve the community as an equal partner in planning for job creation; continue regular community meetings which can facilitate community input into employment partnerships with community organizations.
 - Coordinate hiring programs to ensure that all neighborhoods in the greater UCSF community have access to UCSF jobs.
- 4. Training** Provide job training in health, research and related fields.
- Assess and respond to trends in recruitment and employment patterns.
 - Promote relationships with local communities for employment, training and instruction. Work with local community-based agencies whose primary purpose is to provide training and employment placement.
 - Develop relationships with local colleges, high schools and other employment pathways.

INFORMATION TECHNOLOGY

1. **Resources** Promote individual effectiveness with appropriate information resources and computing tools that are easy to use and are readily available.
 - Develop and use interactive multi-media on a broad basis application in support of teaching, research and clinical activities.
 - Improve campus ability to access campus and worldwide data bases as the systems mature.
 - Provide facilities and means for worldwide teleconferencing communication.
 - Develop technology to provide for continuing education needs.

2. **Infrastructure** Expand and improve communications infrastructure to support current and future demands, including telecommunications.
 - Develop remote diagnosis and consultation linkages with other medical centers nationwide.
 - Develop linkage between academic and administrative databases, e.g., student records, financial data.
 - Develop comprehensive central administration databases linked to local school and department systems via electronic networks.
 - Provide easy-to-use graphic user interfaces for access to centrally provided technical applications.
 - Accommodate communications infrastructure and computer/desktop workstations in new facilities.
 - Make Internet available, on a low priority, to community members for a reasonable fee.

3. **Instruction** Provide better computerized instructional technology to students.
 - Use educational technology which is as current as possible.
 - Explore the potential use of teleconferencing in seminar instruction.

INFRASTRUCTURE/UTILITIES

1. **Utility Master Plan** Develop a utility master plan for each site.
 - Where the site so warrants, UCSF should build a central utility plant facility to supply its own steam and emergency power.
 - Consolidate and centralize boilers, chillers, emergency generators and primary electrical service in one location at each site.
2. **Expansion** Plan the utility systems at each site so that they can be expanded incrementally as needed.
 - Provide for capability of incremental expansion in the site utilities systems by developing a utility corridor system.
 - Ascertain if public utility service systems are or will be adequate to supply needs and at what cost.
3. **Utility Network** Provide for a flexible utility network that can support the facilities at each site.
 - Centralize utility management systems to provide for campus control and monitoring, centralized operations, efficient expansion capabilities and minimal personnel.
 - Coordinate with municipal agencies and/or developers to plan for sanitary sewer and storm drainage systems.
4. **Redundancy** Plan for redundancy of critical utilities.
 - Provide for backup systems in the event of failure.
 - Plan for critical building utilities to be shut off for maintenance and repair without affecting ongoing operations.

INSTRUCTIONAL FACILITIES

1. **Teaching Facilities** Provide adequate teaching facilities and consolidate them for similar types of instruction by different departments and schools as much as possible.
 - Provide ready access to instructional support activities at all major academic sites.
 - Provide graduate student teaching facilities at sites where basic science research takes place.
 - Accommodate resident and intern teaching in clinic facilities.
2. **Interaction Between Faculty And Students** Promote interaction between students and faculty.
 - Provide for informal interaction and group meetings outside or near classrooms/labs in teaching facilities.

3. **Teaching Program Support** Ensure that teaching programs are fully supported with suitable physical facilities and support activities.
 - Design new teaching facilities to be flexible and accommodate changing technologies.
 - Provide more small group teaching facilities at major academic sites.

LAND USE

1. **Site Characteristics** *Locate programs and activities at sites which are suitable and desirable for them and which do not now contain conflicting uses.*
2. **Land Use** Arrange sites to reinforce academic and operational relationships.
 - Locate functionally related programs near each other.
 - Consolidate activities with similar physical requirements in the same zone.
 - Plan for growth and renovation consistent with city planning and zoning codes, all applicable land use plans, and mitigation approaches, while respecting specific neighborhood plans and concerns.
3. **Compatibility with Surroundings** Ensure that UCSF development is compatible with physical surroundings in use, scale and density, and that surrounding land uses do not negatively affect UCSF's activities.
 - Make LRDP consistent with local planning and zoning policies and regulations.
 - UCSF will work with the surrounding community in a public planning process in areas where local zoning may not be applicable.
 - Mitigate negative aspects of UCSF expansion on neighborhoods.
 - Do not expand further at the Parnassus site.
 - Avoid expanding in residential areas.
 - Involve the community in the design of buildings to ensure that they are compatible with neighborhood character and aesthetically pleasing to neighbors.
 - Respect neighborhood preservation efforts.
 - Preserve views for neighbors and the campus community.
 - If development site is on the waterfront, preserve waterfront access.
 - Preserve and create open space.
 - Locate housing for students, faculty, and staff on the periphery of the selected sites.

SITE DEVELOPMENT AND CAMPUS DESIGN

1. **Major New Site** *Plan for growth at a major new academic site, which will accommodate existing programs, new programs and as yet unprogrammed growth, and which is suitable, flexible, safe and attractive for its occupants.*
 - *Ensure that a major new site has sufficient capacity (i.e., at least 3 million square feet) and can be flexibly developed to support the programs to be located there.*
 - *Locate new academic facilities in a setting which is attractive and safe for UCSF's faculty, staff and students.*
 - *Acquire and develop a major new site or large satellites in an expeditious manner.*
 - *Ensure that site development can be phased for ready occupancy by those programs locating there, providing for a critical mass of programs at the outset.*
 - *Consider opportunities for inclusion of related bio-tech industries at or near the site.*
2. **Site Utilization** *Optimize design, placement and relationship of buildings on all sites to meet UCSF's program needs in the best way possible.*
 - *Utilize the physical features of a site to allow for efficient and attractive configuration of buildings, taking advantage of view corridors.*
 - *Ensure that there is flexibility for growth of programs at a site and expansion potential for space to house future programs.*
 - *Given the Regental space ceiling, organize the Parnassus Heights buildings and site to meet the university's mission by utilizing space in the most efficient manner possible.*
3. **Campus Identity** *Create and reinforce a UCSF campus identity.*
 - *Create clear entries and edges at campus sites.*
 - *Create connections and a sense of unity among campus sites.*
 - *Design should preserve existing UCSF identifiers and reflect campus functions.*
4. **Physical Environment** *Create a physical environment at each site that provides pleasant surroundings for users.*
 - *Create spaces for interaction and gathering at campus sites.*
 - *Create buffer zones (landscaping, open space) between UCSF sites and residential neighborhoods. Use non-academic activities to buffer UCSF sites from adjacent industrial zones or highways.*
 - *Create a series of open spaces that will provide light and air movement to buildings and their occupants.*

- Design buildings so as to mitigate the effects of wind and shadows.

SPACE PLAN

1. **Adequacy of Space** Plan for development of sufficient amounts of space in suitable types of facilities, delivered in a timely fashion, which will respond to the demand expressed by teaching, research and patient care programs, and associated support activities.
 - *Locate new facilities at sites which can support the types of uses and programs to be housed in such facilities.*
 - Organize UCSF activities so that related programs and functions are collocated, dispersion is minimized and movement within and between sites is efficient.
2. **Space for Growth, Consolidation and Decompression** Provide space for growth, consolidation and decompression as driven by program needs.
 - *Ensure that existing and new sites have the physical capacity to support an additional 3.5 million gross square feet.*
 - Lessen and offset density in space and population at all existing sites.
 - Consolidate non-clinical programs at either a new major campus or at satellite locations. In doing so, sufficient notice should be given in the release of leased space.

STUDENT LIFE

1. **Student Housing** Provide student housing or access to housing at or near new academic sites.
 - Provide access to affordable housing near teaching and research programs at new sites.
 - Provide sleeping quarters for residents and interns.
 - Enhance family life for on-campus students' families.
2. **Amenities** Provide access to amenities for students at all sites.
 - Provide access to eating, recreational and meeting facilities for students at new academic sites.
 - Provide students' commons at all major academic sites.
 - Strive toward access to child care in support of campus student families.
3. **Student Services** Provide effective student services to all students.
 - Develop a Student Affairs Plan that will make effective student services possible.

- Provide efficient student services located in a central place at major campus sites.

TRANSPORTATION, CIRCULATION AND PARKING

1. **Access And Circulation** *Ensure that access to and circulation within UCSF sites is safe, direct and efficient.*
 - *Sites should be easily accessible by freeways, major streets and public transportation, both UCSF and non-UCSF operated.*
 - Plan for internal circulation systems which minimize conflicts between pedestrians and vehicles.
 - Lessen traffic congestion at and on the perimeter of the site.
 - Provide easy access for the disabled and elderly.
 - Provide efficient intersite transportation as needed.
 - Seek a safe commute for faculty, students, staff, patients and visitors.
2. **Alternatives** *Emphasize transportation alternatives that will lessen auto traffic in and around campus sites.*
 - Promote car pools, van pools, public and private transit, ride sharing, bicycles, and other alternatives to single passenger automobiles; provide adequate parking, waiting or loading areas to accommodate these means of transport. The campus should consider flexible work schedules to reduce traffic and transportation impacts.
 - Develop electronic alternatives to transit.
 - Consolidate sites to limit need for transport between sites.
 - Provide a convenient, efficient inter-site transportation service, exploring possibilities for joint efforts with the City and County of San Francisco.
 - Sites should be easily accessible by public transportation. Maximize accessible public transportation to main campus locations.
 - Provide incentives to discourage employees from driving alone to work.
3. **Parking** *Provide adequate parking to serve patients, visitors, faculty, staff and students, while promoting use of public transit and alternative forms of transportation to single-passenger vehicles.*
 - Provide adequate parking convenient to the area or site it serves, when the site can accommodate it.
 - Locate satellite or remote parking facilities to accommodate parking demand, especially for commuters.

- Develop parking for specific user groups including short term visitors, outpatients, students, emergency vehicles, employees, and service vehicles.
 - Give priority in parking to patients, visitors and emergency and service vehicles over faculty, students and staff..
 - Continue to make UCSF parking facilities available for community use during off-peak hours at reduced rates.
4. **Materiel Handling** Provide an efficient campus materiel handling system.
- Campus materiel operations should be accommodated within the central service facilities located to serve all sites effectively.
 - Provide adequate materiel delivery facilities at each site.
 - Locate materiel receiving and distribution areas where there is optimum access and where the location does not create circulation conflicts.
5. **Neighborhood Impacts** Minimize impact on local traffic congestion and parking shortages in a manner consistent with local government plans. Locate facilities to optimize access to public transit, and encourage transportation alternatives to single-passenger automobile travel.
- Support local government transportation policies, including Transit First.
 - Consolidate sites to limit the need for extensive movement of people and materials between sites.
 - Emphasize transportation alternatives, including public transit, carpools, bicycling, and walking.
 - Explore remote parking with shuttle service.
 - Explore all means of financing future parking development including recovery of those development costs through parking fees while giving consideration to the impacts of the cost of parking on patient convenience and faculty recruitment and staff needs.
 - Develop off-street parking to divert employees, visitors, and construction vehicles from parking in nearby neighborhoods.