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# Long Range Campus Plan Five Year Infrastructure 2018-2023

UC Hastings College of the Law

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UC HASTINGS COLLEGE OF THE LAW  
SAN FRANCISCO

# LONG RANGE CAMPUS PLAN



DECEMBER 2017



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## MISSION STATEMENT

Great law schools contribute positively to the environment and communities surrounding them. At UC Hastings we are moving forward to develop a vibrant academic village in the heart of San Francisco, a hub of innovation co-mingling professional and graduate students in law, medicine and business.

Over the next decade UC Hastings will build or rehabilitate 75% of its two-block footprint at the nexus of the Civic Center, Tenderloin and mid- Market neighborhoods we call home. The Long Range Campus Plan describes how we will take this unprecedented opportunity to provide unique advantages for our students and radically reduce our carbon footprint while underpinning the ongoing vitality of our community.



The transformation of our campus begins in 2018 with careful attention to too-long deferred infrastructure improvements in Kane Hall, guaranteeing that it continues to anchor robust academic support for the life of the College.

Building on this momentum, our new academic facility at 333 Golden Gate will open doors in spring of 2020, designed to last 50 years or more. Appropriations totaling \$55.7 million have been made by the State of California to support this effort. We are extraordinarily grateful to the Governor and the California State Legislature for their generous support of UC Hastings in both of these foundational projects. To complement that support and serve the ambition to make ours a signature, “best of class” campus, our fundraising team has been working tirelessly to supplement state funds with private donations from our alumni and other supporters.



Following completion of 333 Golden Gate, the obsolete academic buildings at 198 McAllister and 50 Hyde Street will be replaced with approximately 592 new units of campus housing and amenities. Developed in collaboration with UCSF, this project offers a framework for inter-disciplinary living and work space for students and faculties of both schools. The proximity of shared teaching and clinical spaces, institutes and departments on campus will help foster deeper academic collaborations for the benefit of all of our students. Beginning in Fall 2017 UC Davis joins our academic footprint with a ground-breaking Business Analytics MBA program. Through both building and culture we are articulating a “Shared Platform” pattern of development.

With completion of the Campus Housing at 198 McAllister the McAllister Tower and Great Hall renovation will commence. Rehabilitation of this signature structure will provide up to three hundred rehabilitated units of housing and restore access to the Great Hall, an historic but no longer used cathedral with frontage on McAllister St. at United Nations Plaza.

Each of these projects is planned to tailor critical features of our urban campus to promote the vibrant academic and cultural environment that contemporary professional schools require. UC Hastings will amplify these benefits for our students through our partnerships with other institutions in a Shared Platform of development. The Long Range Campus Plan documents and operationalizes our commitments to students, faculty, alumni, partners and supporters for continued renewal of our legacy of academic excellence and public service.





### EXECUTIVE SUMMARY

#### Timeline: July 2015 – July 2025

The Long Range Campus Plan calls for a phased approach to developing UC Hastings' campus for the 21st Century. It will create a more cohesive campus, provide students and faculty with state-of-the-art academic facilities, and offer students affordable accommodations. Each project will work to achieve higher levels of sustainability to meet Governor Jerry Brown's climate change initiatives for carbon neutrality, fresh water conservation and community resilience.

### BENCHMARKS

As a campus located in a densely populated urban environment, UC Hastings is effectively landlocked. The College will maximize the use of its existing properties through infill development that emphasizes their periodic renewal and upgrade. The LRCP relies upon the following benchmarks:

1. Prioritize attention to deferred maintenance, ADA compliance and leverage technological advances to protect capital assets over time.
2. Replace the outdated academic facility at 198 McAllister Street, where the majority of teaching spaces are currently located; mission critical because failure to do so could severely impair institutional viability.
3. Modernize UC Hastings classroom and instructional spaces to meet the needs of evolving pedagogy including the need for more small- to medium-sized interactive classrooms, as opposed to larger lecture halls.
4. Provide affordable campus housing within the reasonable means of public service-oriented students and visiting faculty in safe, secure, and code-compliant buildings; lower market pressures on local housing stock through developing or renovating campus housing for use by UC Hastings and our academic and institutional partners.
5. Reduce campus carbon footprint by prioritizing aggressive reduction of emissions and conservation of fresh water. Model the most sustainable solutions possible within constraints of capital, technology, and existing infrastructure; decrease commutes with infill housing development, increase vegetation and integrate waste water reclamation.
6. Create a Shared Platform to support collaborations with other professional schools, such as UCSF and UC Davis, which addresses common needs for a centrally-located, sustainable campus footprint and cohesively supports graduate student village culture.
7. Maximize campus cohesion and tranquility through programming multi-use common spaces that connect academic, social and living environments with shared amenities which may include a student center, central plaza or quad and rooftop decks, terraces and patios.



### TEACHING & LEARNING: A UC HASTINGS EDUCATION

UC Hastings produces committed, capable legal professionals well-prepared for fields as diverse as technology, health care, international law, and government. UC Hastings graduates possess a clear sense of the social, economic, business and cultural contexts in which the law is applied. That sense, along with their passion for both the theory and the practice of the law, makes them unparalleled advocates for their clients, regardless of whether those clients are entrepreneurs or immigrants, inventors or entertainers, the high-and-mighty or the average citizen.

The UC Hastings legal education begins with a firm grounding in the fundamentals — tort law, criminal law, civil procedure — and builds on that foundation with a choice of nine interdisciplinary concentrations, which affords career-specific experience in areas like the health sciences, social justice, environmental and international law.

With this extensive “living” legal education, UC Hastings graduates not only thrive in traditional law careers, but find crossover success as health care policy-makers, bioethics experts, international human rights advocates and digital media entrepreneurs; they support innovation and enter public service in numbers greater than any other law school.



UC Hastings elevates standards for legal training by integrating the fundamentals of core curriculum with subjects and issues that matter most to our society, such as technological innovation, international trade, global health, immigrant rights and privacy rights. Students are encouraged to develop their own unique professional identity through immersion in one or more of UC Hastings' interdisciplinary strengths:

- Public Interest Law
- Law & Science
- International & Comparative Law
- East Asian Legal Studies

### UC HASTINGS DEGREE PROGRAMS

A UC Hastings degree provides the theoretical framework and tangible skills to step directly into a successful and fulfilling legal career. There are four academic degree programs designed to meet the needs of students in connecting to the dominant currents within the legal profession.

- J.D. Program - Our flagship law degree for U.S. students
- LL.M. Program - One-year program for foreign students, lawyers and judges
- MSL Program - Master of Studies in Law, professional one-year program
- HPL Program - Master of Science, Health Policy & Law jointly offered by UCSF & UC Hastings

The mission of UC Hastings is to provide an academic program of the highest quality, based upon scholarship, teaching, and research, to a diverse student body. We work hard to assure our graduates have a comprehensive understanding and appreciation of the law and are well trained for the multiplicity of roles that they may play in a society and profession that are subject to continually changing demands and needs.

### BUILDING UC HASTINGS AS AN ACADEMIC VILLAGE

The LRCP focuses upon strategic enhancements of UC Hastings’s built environment, infrastructure and culture to complement the renaissance of the Tenderloin, Civic Center, Mid-Market community in support of an innovative approach to legal education. Through LRCP projects UC Hastings will achieve campus-wide code compliance and fire/life-safety objectives, as well as a cohesive physical design with a clearly-defined “heart” to improve campus life for students, faculty, and staff, an Academic Village.

Building UC Hastings is comprised of four major capital projects:

1. Kane Hall Infrastructure Improvements at 200 McAllister Street **2017 - 2019**
2. New Academic Building at 333 Golden Gate Avenue **2018 - 2020**
3. New Campus Housing & Multi-Purpose Building at 198 McAllister & 50 Hyde Street **2020 - 2022**
4. Tower and Great Hall Renovation (Renovated Campus Housing & Multi-Purpose Building) at 100 McAllister Street **2023 - 2025**



### CRITICAL SUCCESS FACTORS

To ensure the highest levels of student and employee satisfaction the development of each LRCP project will be guided by these heuristics:

- **Livability:** Balance human and building performance factors to create a maximally tranquil, healthy, accessible, reliable and secure facility.
- **Flow:** Encourage effective circulation and social interaction with clear signage and coherent placement of spaces for instruction, formal and informal gathering, quiet or collaborative work, service and administration.
- **Adjacency:** Place building functions to efficiently serve students and promote an energetic community of learning.
- **Community Activation:** Work with community partners to create active campus frontages and appealing environs.
- **Technology:** Enhance instructional opportunities and improve teaching and administrative process through modular deployment of integrated, innovative instructional and information technologies.
- **Sustainability:** In energy efficiency, fresh water conservation, reduction of greenhouse gas (GHG) and Short-lived Climate Pollutants (SLCP) emissions, facility sites will employ maximally sustainable design elements and construction practices.
- **Maintainability:** Utilize integrated building systems designed to durably meet the needs of operators and staff and the challenges of our dense urban setting.
- **Commissioning and Warranties:** Contractors will thoroughly commission new systems to ensure efficient and reliable operation, furnish all required warranties, operation and maintenance manuals, and record documents for rapid close out with no defects. They will train personnel responsible for building operations to use these systems and follow-up with expeditious support during warranty period.
- **Schedule integrity:** All parties will meet the contracted design and construction schedule to deliver the project to the State on time and within budget.

The LRCP Environmental Impact Report (EIR) was certified in July 2016. It is available from: <http://uchastings.edu/about/leadership/strategic-plan/lrcp/eir/index.php>



### KANE HALL INFRASTRUCTURE IMPROVEMENTS - 200 MCALLISTER STREET

Kane Hall at 200 McAllister Street is UC Hastings' primary academic facility. It currently houses the law library, reading rooms, instructional technology, health center, student affairs and most faculty and administrative offices. As UC Hastings optimizes its physical assets and consolidates its programs in preparation for development of the Replacement Academic Building and Campus Housing projects, academic support functions formerly located in Snodgrass Hall (198 McAllister Street) will be re-located to Kane Hall or the new multiuse building at 198 McAllister Street.

Scheduled Kane Hall Infrastructure Improvements include:

- **Electrical Infrastructure:** Replacement of the emergency generator, installed in 1979.
- **Building Envelope Maintenance & Roof:** The roof membrane will be replaced. Resurfacing will include preparation for installation of a solar array. Work will also include façade access - window washing anchorage systems and other exterior repairs. Funding for this project was appropriated in the 2015-16 California state budget.
- **6th Floor Re-configuration:** In pursuit of programmatic flexibility the law library has consolidated functionality on two floors (4th and 5th). The available space on the 6th floor will be utilized as training and seminar rooms, student study space and research centers.
- **Infill Project:** In preparation for relocation of all programs from Snodgrass Hall at 198 McAllister where new housing will be constructed, there are a number of functions that will be relocated within Kane Hall on floors 1-3 or reprogrammed into a new building at 198 McAllister. These programs include Faculty Offices, General Counsel, Fiscal, Human Resources, LEOP and Academic Support Resources.

### NEW CAMPUS FACILITY - 333 GOLDEN GATE AVENUE

The second major infrastructure project in the LRCP queue is a new academic facility at 333 Golden Gate Avenue to replace the 1950's era facilities at 198 McAllister Street and 50 Hyde Street.

At 57,000 gross square foot (gsf) and approximately 90 feet in total height the project is on schedule to proceed via Design-Build delivery from July 2017 through 2020 under the management of California's Department of General Services (DGS).

Key features of the building include:

- Maximized access to natural light and air
- Right-sized classrooms and distribution of commons spaces suitable for contemporary academic practice
- Healthy activation at street level of Golden Gate Avenue
- Co-location of clinics (experiential learning programs)
- Multi-purpose lecture halls also function as ceremonial or conference spaces
- Platinum LEED-certifiable sustainability performance
- Roof deck, sky bridge, patios and plaza (Quad) expand connections between buildings, indoor and outdoor spaces and between UC Hastings and the Civic Center



**333 Golden Gate rendering:** A rendering of the future academic building at 333 Golden Gate.

### **CAMPUS HOUSING - 198 MCALLISTER STREET & 50 HYDE STREET**

Redevelopment of the 198 McAllister Street and 50 Hyde Street sites combines campus housing with other student amenities, academic purposes and street-facing retail and other community-serving activation. Upon occupancy of the new academic building at 333 Golden Gate Avenue in 2020, both of the existing academic buildings will be demolished allowing construction of an approximately 13-story, 140-foot tall structure. Development will provide a campus residential building of roughly 592 units (approximately 366,000 square feet). Approximately 80,000 square feet would be dedicated to academic, administrative, assembly, faculty, and multipurpose/support space on the ground and second floors to replace the existing student support facilities at 50 Hyde Street. Development is expected to be completed in 2022.

In design and construction the following elements will be maximized:

- Human-scaled neighborhood presence
- Supports for bicycle and public transit commuters
- Access to natural light and air
- Water conservation and re-use
- Abundant living plants and trees
- Arcades, plazas, terraces, gardens and patios are offered to effectively connect outdoors and indoors in healthy, energetic flow
- Modularity and interoperability of technology

In modeling a new wave of resilient public buildings with “right-sized”, multipurpose, shared amenities the College expects to further impact livability by reducing pressure on local housing markets and improve community cohesion through affording interactions between graduate students and neighborhood residents and business.



*198 McAllister rendering: A rendering of campus housing at the future 198 McAllister.*





### **MCALLISTER TOWER & GREAT HALL - 100 MCALLISTER STREET**

The signature McAllister Tower at 100 McAllister Street currently contains 252 units of housing which accommodates approximately 280 residents. Upon completion of new campus housing at 198 McAllister and 50 Hyde Streets, the renovation and reconfiguration work on the Tower and Great Hall as a mixed-use facility will commence. Constructed in 1929, the Tower will benefit from seismic strengthening, general interior modernization and enhancements. The total number of housing units could increase up to 256.

The Great Hall when rehabilitated could afford 38,000 square feet by in-filling the structure with three floors of new structural slabs. This work is projected to complete in late 2024 or 2025.

### **GRADUATE STUDENT VILLAGE**

The two-block UC Hastings campus is being redesigned to include approximately 900 units of campus housing through infill development and renovation available at a rate within the means of public-service oriented graduate students. It will minimize travel impacts to the neighborhood and reduce housing expenses and debt-load for students.

A new sense of campus cohesion will facilitate the culture of a graduate student village designed to co-mingle professional and graduate students in law, medicine and public service/public interest fields. Housing and other amenities will be shared by UCH, UCSF, UC Davis and other educational institutions.

One of the strongest benefits offered to students by UC Hastings is its location. It is within walking distances of municipal, state and federal offices, world class cultural institutions, many excellent and affordable restaurants and social venues. Ready access to abundant public transportation leads to virtually every corner of one of the most beautiful cities in the world.

By updating its academic facilities UC Hastings will reflect its legacy of commitment to bold innovation. By building housing UC Hastings will relieve market pressures and help stabilize campus and current residents and businesses in the Tenderloin, Civic Center and Mid-Market. Through careful planning and implementation the inclusion of substantial numbers of graduate and professional school students in this new graduate student village integrated into our diverse downtown community will serve to strengthen its livability, contributing to both the well-being of students and the surrounding residential neighborhoods.

### SUSTAINABILITY & RESILIENCE

Sustainability and Community Resilience programming are integral to the Long Range Campus Plan framework. UC Hastings is working through comprehensive building and cultural programs to achieve highest levels of functional efficiency, reliance on renewable energy, reduction of heat and GHG emissions and conservation of fresh water.

Sustainability measures for the first project in the LRCP queue, Infrastructure Improvements 2018 at Kane Hall, 200 McAllister Street, are designed to amplify investments in deferred maintenance and campus culture by inclusion of sustainability and resilience dimensions in all purchasing and implementation decisions.

- **Waste Stream Reduction:** Integrate more effective binnage-signage solutions throughout the facility.
- **Emergency generator:** More energy efficient unit will be installed and relocated for more effective ongoing maintenance.
- **1st Floor:** Community resilience will be supported through inclusion of publicly accessible coffee shop in a more active street frontage.
- **6th Floor:** Efficiencies include up-cycling of existent under-utilized space for Centers and Institutes to collocate with other student-facing services. Repurposed space will employ more efficient lighting & access to natural light, improved HVAC and air circulation.
- **Roof:** Improvements include:
  - reflective surfacing to reduce heat emissions and cool the building
  - preparation for solar array installation and micro-grid energy storage
  - increased CO2 capture in an extensive vertical garden on the penthouse enclosure
  - water conservation measures such as management of run-off to integrate with future campus re-use and local water sharing

The Academic Building at 333 Golden Gate will be Platinum LEED certified, employing efficient, state of the science building systems and greenspaces that maximize San Francisco's mild climate and seasonal rainfall to create a tranquil, dynamic campus heart. Evolving pedagogy will be supported in right-sized learning spaces that facilitate collaboration, quiet study and community activities in a safe, lively, welcoming urban campus.

The Campus Housing at 198 McAllister will build upon earlier building projects and further aim to model and integrate with creation of an independent local grid resilient in times of disaster and extreme climate change events. Increased affordable housing for students will yield immediate sustainability benefits in dimensions of reduced demand for travel to campus and less debt load for graduating classes. Integrated green space will affect campus tranquility and student health.

The Tower Rehabilitation will benefit from sustainability efforts in the previous projects and ensure that this iconic structure is conserved while expanding its usefulness as the Great Hall is made accessible to the UC Hastings Graduate Village and the wider Civic Center community.

Cultural initiatives in tandem with sustainable development of the built environment include work on the campus, neighborhood, municipal and state scales.

- The Green Campus Task Force provides leadership development for UC Hastings student environmental advocates. Working together with Hastings Environmental Law Association (HELA), they participate in Sustainable UC Hastings decision-making, peer training and guidance for future work.
- Sustainable UC Hastings offers student, faculty and staff support for their sustainability initiatives such as waste stream reduction and energy efficiency.

- The future site of the new academic building at 333 Golden Gate was deployed for interim use as the Demonstration Gardens, an environmental justice program supported by UC Hastings since 2009 that offers green livelihood training and environmental literacy programming while helping maintain the neighborhood's gardens and parks.
- The Cool Island Learning Center is a student-facing workspace in development, named for their efforts to counteract the pronounced Urban Heat Island Effects inherent in the Tenderloin-Civic Center neighborhood as a Cool Island campus. Examples of this work include review of programming and each of the building projects in the LRCP to improve access and quality of a mosaic of greenspace surrounding campus. The Cool Island Learning Center fosters research collaboration between UC Hastings clinics, UCSF service learning and local community-based organizations to investigate and advance environmental health and justice.

Sustainability and resilience efforts have the most impact for the least cost when fully integrated into planning, decision-making and implementation. The LRCP is organized to leverage collective impact from our student body, faculty and staff commitment to sustainable development.



### COMMUNITY ENGAGEMENT & PARTNERSHIPS

UC Hastings College seeks comity with our neighbors and community partners through coordinated planning efforts geared toward attaining a more livable neighborhood. Robust academic partnerships form a cornerstone of ongoing work to improve student outcomes and enrich campus ambience.

### COMMUNITY ENGAGEMENT

LRCP committees have contributed to local and regional initiatives such as Tenderloin Futures Collaborative, Civic Center, Mid-Market and Tenderloin-North of Market-Community Benefits Districts (CBDs), Market Street for the Masses (MSMC) Good Neighbor planning, San Francisco Planning Department and San Francisco Planning and Urban Research Association (SPUR).

Student Government committees at UC Hastings such as the Community Outreach Team and the Green Campus Task Force foster student leadership internally and in engaging with neighborhoods surrounding UC Hastings. Clinical education at the College offers students hands-on legal practice with immigration, innovation, tenants' rights and economic empowerment with our neighbors.

### MAJOR PROJECTS

- The Good Neighbor Work Plan (2016)
  - Market Street for the Masses and UC Hastings
- UC Hastings - UCSF Housing Collaboration (2016)
- Academic Partnerships
  - UCSF - UC Hastings Consortium on Law, Science and Health Policy (2010)
  - UC Davis Graduate School of Business, Masters of Data Analytics (2017)

Other significant regional planning partnerships include:

- Civic Center Public Realm (SF Planning Department)
- Sustainable Utilities District Plan (SF Public Utilities Commission, SFPUC)
- University of California Sustainability & Resilience collaborations
- California State Infrastructure Planning (Strategic Growth Council)

### INSTITUTIONAL PARTNERSHIPS AND INITIATIVES

UC Hastings finds that our location at the nexus of San Francisco Bay Area culture amidst diverse arenas for the practice of law affords students significant advantages. However a critical opportunity cost for our students lies in the scarcity of suitable, affordable housing. This stressor is shared by other local high-profile professional schools. Removing or mitigating financial barriers to access is a key objective of LRCP development and foundational to partnership initiatives.

UC Hastings is seeking to develop new and renovated campus housing and provide community-serving amenities on two sites owned by UC Hastings. The College is exploring the feasibility of other jointly beneficial partnerships and collaborations that could result in expanding the number of project sites through ground lease or other project delivery options that support the development of a mixed-use, shared platform graduate campus in collaboration with neighborhood partners and community stakeholders.

Building on much common ground such as their founding in the late 1800's, highly recognized academic legacies and vanguard research specialties, UC Hastings and UCSF have already begun to collaborate on several administrative initiatives, such as police and security services and copy and print services. These administrative collaborations exist to gain economies-of-scale and to improve service levels and are facilitated by the close proximity the two institutions have to each other in San Francisco.

UC Hastings and UCSF also partner on academic programs that advance research and teaching. These partnerships are possible given the institutions' shared public education mission.

UC Hastings is expanding on this shared platform concept. Recently in 2017 the College entered into an agreement with the UC Davis Graduate School of Business in which the UC Hastings campus serves as the sole location for a newly established Masters of Science Business Analytics graduate program. Students enrolled in the program have full access to all of the UC Hastings campus including library, gym, social spaces, food service and all other campus amenities. The College is exploring additional collaborations with other graduate institutions to further the goal of creating a graduate campus shared by multiple partner institutions.



*Demonstration Gardens: Twitter, DeMarillac Academy, and UC Hastings students learn about gardening on asphalt in the Demonstration Gardens*

### INITIATIVES

Programs and services provided by the College, its students, and its faculty, contribute to the community in numerous ways. A sampling of sponsored community partnerships is outlined below. A more detailed description is available online. (See Resources, page 66).

#### ▪ Institutional Programs

- After School Programs – UC Hastings provides stipends to students who tutor and mentor neighborhood children enrolled in TNDC’s Tenderloin After School Program. This program was expanded to include tutoring children enrolled in a similar program operated by the DeMarillac Academy.

#### ▪ Experiential Programs

- Civil Justice Clinic (CJC) includes specialized clinics for:
  - Community Economic Development
  - Immigrants’ Rights
  - Mediation

#### ▪ Student Organizations, Sponsored Activities and Other Community Support

- A rich array of diverse student organizations emphasizes professional development through public service.
- UC Hastings campus hosts community-based service meetings and symposia that provide educational and pipeline programs, legal services, financial literacy and health awareness information to under-served populations.
- Faculty and staff volunteer in many community-serving non-profits including St. Anthony’s Foundation, Tenderloin Community Benefits District, North of Market Neighborhood Improvement Corporation, Hamilton Family Center, Hospitality House, Glide and Bay Area Legal Services Center.
- The Demonstration Gardens @ UC Hastings offers community-based environmental literacy and advocacy programs, environmental justice internships and green job training. In partnership with UCSF community health and policy specialties; the City & County of San Francisco, Department of Public Health, Mayor’s Youth Employment Education Program (MYEEP) and the Community Justice Center of the Superior Court of California.

UC Hastings commitment to public service has led graduates to pursue careers in public interest at rates that exceed the national average. UC Hastings is committed to a positive vision as an institutional anchor for the Tenderloin, Civic Center and Mid-Market neighborhoods. The College and its students, faculty, staff and alumni welcomes collaboration in support of achieving a community that better serves the needs of all its residents and visitors.



## PHILANTHROPY



### Letter from Eric Dumbleton, Chief Development Officer

#### OUR STORY

UC Hastings College of the Law was built on a tradition of excellence. For 140 years, in the heart of San Francisco, the College has produced change-makers, thought-leaders, and some of the country’s sharpest legal minds. From our founding in 1878, to the legendary 65-Club, to the upcoming transformation of our urban campus, UC Hastings is a storied and relevant institution. Our rich history includes over 21,000 alumni and consists of judges, law firm founders and partners, academics, entrepreneurs, and local and national elected officials.

UC Hastings is poised to build on that history for the next 100 years – for our students, for the College, and for you. But to build on the momentum we have established, we need our community and stakeholders to be engaged like never before. Together, let’s build on our foundation of excellence and ensure UC Hastings’ ongoing prominence.

#### OUR OPPORTUNITY

While buoyed by a renowned legacy, UC Hastings faces unprecedented challenges. These are driven by a changing marketplace for legal education with increased competitive pressures from better funded schools with larger endowments; impacts on student recruitment and retention due to the high cost of local housing, and an environment of significant decreases in the level of state support over time. These pressures are manifest in the College’s recent unacceptably low bar passage rate. Chancellor and Dean David Faigman’s primary institutional objective is to aggressively improve this situation.

- Vigorous academic reforms have been instituted
- Campus housing is being built that will roughly triple availability
- Investment in institutional partnerships will continue to expand capacity and intellectual reach

As these measures are taken internally at the College there is an ever-growing need for our alumni to lead the way in deepening the culture of philanthropy. Without this support the College cannot offer the generous scholarships necessary to recruit and retain the best and brightest students. By working together to cultivate a true and lasting culture of philanthropy, and to leverage our position in one of the greatest cities in the world, UC Hastings, here and now, is uniquely positioned to unify the entire College -- from alumni and friends, to students and parents, and faculty and staff.

Developing such a culture, in tandem with the planned transformation of our urban, San Francisco campus, will ensure UC Hastings' ongoing national prominence, build on our proud history, inspire school spirit, and uphold the mission, vision and values of the College.

Specifically, increasing scholarship support, and philanthropic support across the board, will enable us to:

- Recruit the best and brightest students more competitively and successfully
- Retain top 1L performers
- Ease the debt burden more significantly and for more students
- Attract and retain a top faculty
- Develop a lively urban campus with enhanced community building centers and a 21st century learning environment
- Develop and support programs that capitalize on our San Francisco location

### OUR VISION

UC Hastings will regain its rightful position as a top 25 law school with much more dynamic alumni participation, we respectfully and enthusiastically invite our alumni to join our effort. Quite simply, to emulate the success of the current top public law schools in the country (e.g., Virginia and Michigan), we must increase both our alumni giving participation as well as the amount of private support received annually. Doing so will transform every facet of the College and our interconnected community.

### LONG-RANGE CAMPUS PLAN

The Long-Range Campus Plan has energized and unified the College's efforts in engaging our alumni base and supporters. This is evident in three key ways.

First, the LRCP drives the formation and implementation of an exciting and compelling vision. Stakeholders are moved by the planned physical transformation of the campus and impressed with the associated benefits that will advance UC Hastings in the marketplace: significant increase in units of subsidized student housing, expansion of shared academic platforms with UCSF and other institutions, and increased generation of auxiliary revenue to be reinvested in the academic enterprise.

Second, we have been able, and will further our efforts, to leverage naming opportunities in the new academic building at 333 Golden Gate Avenue to increase philanthropic support across the board - both in terms of dollars and donors. With a wide range of naming opportunity levels available, we are able to appeal to potential donors across the giving spectrum.

Finally, the LRCP has piqued the interest of the UC Hastings community simply through the grand and transformative nature of the vision. Stakeholders are proud to see the College thinking boldly, capitalizing on its San Francisco location, and cultivating a collaborative spirit. There is an increasing sense of UC Hastings being "on the move", and people are taking notice.

## CONCLUSION

UC Hastings has been an anchor institution at various locations in the Civic Center – Tenderloin neighborhood since 1879. With close proximity to municipal, state and federal courts and offices, UC Hastings faculty, students and alumni have influenced public policy and civic life deeply for generations.

Today the College’s groundbreaking clinical programs represent a major intellectual and institutional investment in experiential learning. Clinics that serve the legal needs of immigrants, non-profit organizations, the elderly and tenants attract an intensely public service-oriented student population who go on to practice law in public interest and public service fields at a higher rate than any other law school. UC Hastings is poised to amplify this presence through vanguard interdisciplinary academic and residential partnerships with a keen eye toward sustainable living and work environments.

Over the next decade the LRCP as a living document will help guide UC Hastings through the complexities of evolving both facilities and culture to create a welcoming, lively and functional academic environment that expresses the College’s legacy of innovation and commitment to public service.

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**APPENDICES**

**A. STATE OF CALIFORNIA FIVE-YEAR INFRASTRUCTURE PLAN**

**B. CAMPUS MAPS**

**C. EXISTING BUILDING INVENTORY**

**D. BOARD OF DIRECTORS & EXECUTIVE OFFICERS**

*APPENDIX A.*

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**STATE OF  
CALIFORNIA  
FIVE-YEAR  
INFRASTRUCTURE  
PLAN**

### INTRODUCTION

The College was founded in 1878 as the “law department” of the University of California. UC Hastings is the oldest public law school in California. Founded by Chief Justice Serranus Clinton Hastings, the College was established by the California Legislature with its own Board of Directors which has operated the College independently of the Board of Regents of the University of California since its founding. The Board of Regents possesses degree-granting authority but all other aspects of the College are under the control of the UC Hastings Board of Directors. The College is the only stand-alone, public law school in the nation.

The mission of UC Hastings is to provide an academic program of the highest quality, based upon scholarship, teaching, and research, to a diverse student body and to assure that its graduates have a comprehensive understanding and appreciation of the law and are well trained for the multiplicity of roles they will play in a society and profession that are subject to continually changing demands and needs.

UC Hastings’ reputation for academic excellence, its formal affiliation with the University of California (UC), and its location in San Francisco’s downtown civic center are major factors contributing to the overall strength of the law school. This intrinsic quality is reflected in the large number of applications received for a limited number of seats. Hence, UC Hastings’ enrollment management objectives are to matriculate select students of the highest academic credentials.

UC Hastings is a highly selective law school with a legacy of commitment to innovation and public service. For the 2017-18 academic year, Hastings’ enrollment is approximately 930 full-time J.D. students and 30 LL.M. and MSL students. Actual enrollment varies from targeted levels on a year-to-year basis due to fluctuations in the size of the entering class, student attrition, and transfers.



As a stand-alone law school, UC Hastings must provide all student services and administrative support function normally provided to law schools in a university setting by a centralized campus. These services include financial management, business operations, student health center, campus security, risk management, human resources, and general counsel functions among others.

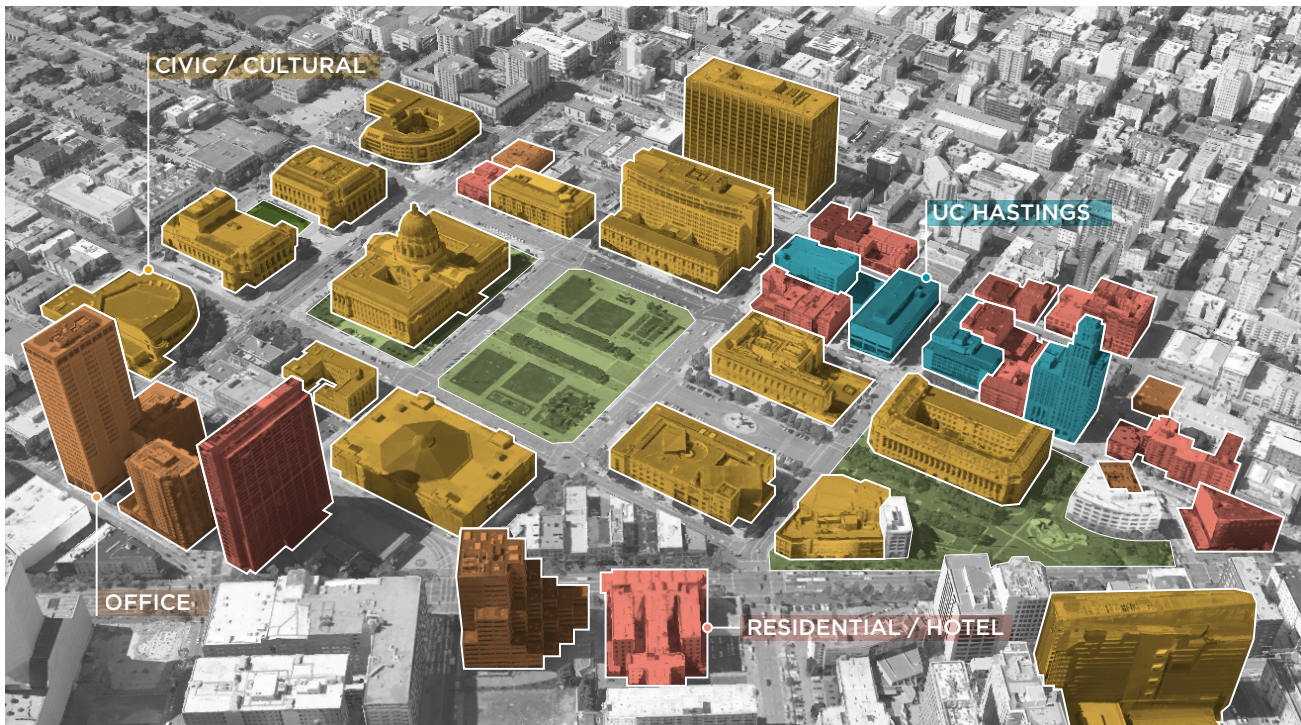
With recent hires, Hastings has 62.5 tenured or tenured track faculty members; approximately 180 academic adjunct faculty; 40 Legal Writing & Research instructors; and 175 support staff.

UC Hastings offers an outstanding program of legal education, including nationally recognized clinical programs such as the civil justice clinic, economic development, social enterprise, and local government clinics, and research centers focused on such cutting-edge issues as work-life balance, refugee law, alternatives to litigation, and concentrations in such important areas as tax, intellectual property, negotiations and dispute resolutions, and public interest law. UC Hastings also hosts a number of symposia, conferences, and other events each year and offers a number of volunteer programs, such as the Tenderloin Neighborhood Development Corporation's After-School Tutoring program and a Volunteers in Tax Assistance (VITA) clinic for low-income taxpayers. Class sizes vary from large classes of 80-100 students for first-year and other basic courses, to small seminars and clinics comprised of 8-16 students. In classrooms and clinics, UC Hastings provides a rich intellectual experience that integrates the theory behind the law with the creative practice and problem-solving experience needed for individuals and businesses to function in the global economy. J.D. students attend a three-year full-time program with classes held in fall and spring semesters; LL.M. students complete a one-year, full-time program.

UC Hastings' unique location bridging San Francisco's Tenderloin, Civic Center and Mid-Market districts further distinguishes the College. Over the 139 years since founding, the campus has grown to encompass nearly two city blocks with four buildings and a parking garage. The primary academic building at 198 McAllister was constructed in 1953 with an Annex located at 50 Hyde Street added in 1970. In 1978, 100 McAllister Street, "The Tower" was built in 1929 and acquired from the federal government in 1978 and converted to student residences and other College uses. The building currently houses approximately 280 students along with social and academic functions, research centers, and administrative offices. In 1980, the 200 McAllister Street building, "Kane Hall" was opened, providing space for the law library, faculty offices, and student services. In June 2009 construction of a mixed-use retail and parking garage was completed at 376 Larkin Street. The facility includes 13,000 sq. ft. of community-serving retail space and 395 parking stalls. Additionally, the College owns property at 333 Golden Gate Avenue, an undeveloped parcel located between 200 McAllister and 376 Larkin, which has been shared with the community since 2009 as the home of an environmental literacy and advocacy project the Demonstration Gardens. 333 Golden Gate will be the site of the new academic building that will replace aging facilities at 198 McAllister.

The primary focus of the College's efforts in recent years has been a systematic effort to enhance campus life for students, faculty, and staff and achieve campus-wide code-compliance and fire/life-safety objectives. In 2004, the College relied on proceeds from UC Hastings-issued bonds to complete fire/life-safety upgrades and other improvements to 100 McAllister. A total renovation of the library including major seismic and code-compliance upgrades of Kane Hall (200 McAllister Street) was completed in 2007. The renovation of the library was funded by the Higher Education Bond Fund of 2002.





## LOCATION

Located at the intersection of the Civic Center, Tenderloin, and Mid-Market neighborhoods, UC Hastings draws from a rich tapestry of diverse surroundings. The campus is situated on two city blocks in the heart of downtown San Francisco bounded by McAllister, Larkin, Golden Gate and Leavenworth Streets. The Civic Center houses the City and County of San Francisco, State of California and US Federal governmental functions; Mid-Market is an evolving regional center for performing and fine arts activity and is rapidly becoming a hub for the technology sector in San Francisco. The historic Tenderloin District, while beset by many endemic challenges works to be a livable and vibrant urban community. All three areas are home to a large residential population including the highest density of school-aged children in San Francisco, as well as to many museums, performance halls, restaurants and night clubs. The convergence of these distinct neighborhoods creates a dynamic urban fabric with its own personality and culture.

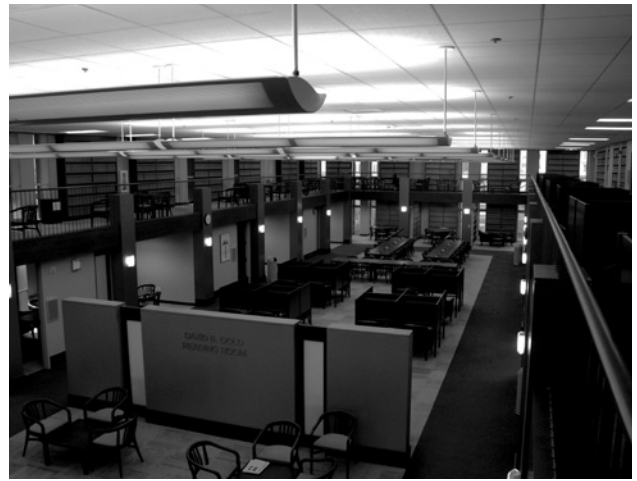
## NEIGHBORHOOD

Located to the west and south of the campus is the Civic Center neighborhood, which encompasses City Hall, the War Memorial Opera House, which is also home to the San Francisco Ballet, Davies Symphony Hall, and the SF Conservatory of Music. The Asian Art Museum is on the block directly south of the UC Hastings' campus. San Francisco Library's Main branch is one block south of the Asian Art Museum. Located to the north and east of UC Hastings is the Tenderloin, a neighborhood that has experienced significant transition in recent years. The Tenderloin has begun to develop a new appearance, becoming a neighborhood with a distinct international character from Southeast Asian immigrants drawn by the relatively modest housing costs, new neighborhood elementary and middle schools (for which UC Hastings' students tutor children, collect books and engage in annual rituals such as the neighborhood Halloween

trick or treat at the 100 McAllister Tower), and a growing array of shops and services. UC Hastings' students also tutor elementary school children at the TNDC (Tenderloin Neighborhood Development Corporation) afterschool program. To the south of UC Hastings is the emerging Mid-Market district. This is an area of Market Street, roughly delimited by 5th Street to the east and Van Ness Avenue to the west. This region is experiencing a renaissance as a home to the performing arts, retail, and is home to numerous rapidly growing technology companies. Further evidence of this renaissance is the approximately 3,000 residential units have been delivered within a one-mile radius of UC Hastings since 2010 resulting in neighborhood enhancement along with community benefits.







### SUMMARY

UC Hastings is actively engaged in implementing its Long Range Campus Plan (“LRCP”) to advance the institution’s long-term objectives and execute its mission as one of the leading law schools in the country. As part of its LRCP, UC Hastings is currently working on the development of multiple parcels, including by constructing a new academic facility at 333 Golden Gate Avenue and upon its completion the demolition of an existing structure (198 McAllister and 50 Hyde Street) for a new multi-use building that will primarily be student housing along with the renovation of the school’s existing student housing facility at 100 McAllister Street.

The College has undertaken a systematic review of its long-range capital needs. As a campus located in a densely populated urban environment, UC Hastings is effectively landlocked. Given the challenges of land acquisition and costly new construction, UC Hastings seeks to maximize the utilization of its existing properties and real estate assets by emphasizing their periodic renewal and upgrade.

The California Budget Acts of 2015 and 2016 appropriated \$55 million of Lease Revenue Bond financing to construct a new academic building at 333 Golden Gate Avenue to replace that portion of Snodgrass Hall (198 McAllister) that was constructed in 1953. The project will develop a new academic facility of approximately 57,000 gross square feet on land owned and controlled by UC Hastings.

The Governor’s support allows the College’s long-range campus plan to proceed. The latter phases of plan contemplate the development of additional student housing in collaboration with University of California, San Francisco (UCSF) as well as other campus enhancements.

The Long-Range Campus Plan (LRCP) provides a road map for capital improvements at UC Hastings, but in many ways and more importantly, describes the future of UC Hastings. The capital

projects, the buildings, set the stage for what we can create culturally on this truly unique urban campus.

Through the LRCP planning process, it has been determined that during this decade UC Hastings needs to build or renovate nearly all of our existent campus as we adapt to the changing academic needs of students and faculty, replace academic buildings where systems are no longer reliable, increase the stock of campus housing by developing new facilities and upgrading our current housing stock.

These needs combined with our unique location in San Francisco position the College for an unparalleled transformation. Needing new buildings means that not only can we reformat our academic spaces as contemporary learning environments in a cost-effective manner, help further our goals of environmental stewardship by integrating greening and sustainability into all aspects of or planning and overcome a key barrier to student success by expanding access to affordable campus housing. The Long Range Campus Plan re-imagines UC Hastings campus as an academic village formed from our partnership with UCSF and others both inside and outside of the UC system. Most significantly from the students’ perspective, it will bring innovative, public service-oriented professional and graduate students from many disciplines together in the dynamic heart of San Francisco, to live and learn together and to imagine their futures.

The College has begun realizing this vision due to our partnership with the State of California to build a new academic building at 333 Golden Gate, the first project in the queue. At this site, most of the functionality of the existing academic buildings at 198 McAllister and 50 Hyde Streets will be replaced with right-sized, well-appointed classrooms, offices, including a large conference area and a roof deck all in a Platinum LEED building. 333 Golden Gate will be connected to Kane Hall at 200 McAllister Street with a sky bridge and a spacious indoor-outdoor plaza giving us a true campus heart.

Upon its completion, a quarter of a city block at 198 McAllister/ 50 Hyde St will become available to develop the next stage of the academic village; it will include 590 new units of campus housing with about 700 beds to help alleviate the acute housing crisis that is impacting California, most particularly the Bay Area.

But a true academic village is more than brick and mortar, UC Hastings is being creative and collaborative. This is where our partnerships, principally with the University of California San Francisco, one of the great health sciences universities in the world, will become even more visible. UCSF has a world-class medical school, pharmacy school, dental school, and nursing school granting PhDs and Masters in all areas of biosciences and health sciences. By bringing together our student populations we can provide a unique campus experience. To make this happen, pre-development is currently underway that will result in the construction of a multi-purpose residence hall, 140 feet tall, at 198 McAllister. The street-level floors will be populated with academic and community-based organizations.

The campus wide plan calls for a community serving fitness/wellness exercise facility to serve the needs of the campus and neighborhood. Above this will be two stories of space with academic functions including a new Marvin and Jane Baxter Appellate Law Center co-located with the Shanin Specter Trial Advocacy Courtroom. The upper 12 stories will be subsidized student housing shared by UCSF and UC Hastings students.

When the residence hall at 198 McAllister is complete, the third phase of the LRCP calls for the renovation and seismic upgrade of the iconic 27-story Tower and Great Hall at 100 McAllister Street. From UC Hastings current inventory of 252 units of housing, when taking both sites – 198 McAllister and 100 McAllister – the total housing stock will increase to 800 units (or 1,000 beds) by 2025. This means a dramatic increase in the size of our academic community in this neighborhood.

UC Hastings is cognizant of the effect on the community and is appreciative of the support received from our neighbors as well as the City and County of San Francisco: Mayor's Office, Board of Supervisors and Planning Commission. The LRCP is fully entitled and the final EIR required under CEQA was approved in 2016.

UC Hastings is very proud and extremely honored to be a good neighbor in the Tenderloin, Civic Center, and Mid-Market. So, as we build, we will include in the design uses that will activate the sidewalk level. For example, in addition to a fitness center, we are working with a coalition of legal services groups that will bring additional legal services to both help the neighborhood and give our students internship and externship opportunities for legal practice. Other small street-facing retail stores will enliven the local economy, increase safety both perceptually and in practice, and enliven the community for everyone.

Looking for these kinds of partnerships and collaborations at the neighborhood, municipal, state and national scale is what the academic village is about. In keeping with UC Hastings tradition of being a good neighbor, the College needs to be a positive contributor to its community.



The principle of comity highlights another important dimension of the LRCP: sustainability. The first building at 333 Golden Gate will be Platinum LEED certified, a standard which will be modeled through each project. In alignment with UC Hastings legacy of bold innovation, the LRCP Cool Island Sustainability program is on track to ameliorate urban heat island effects both through capital and cultural programming, and exceed the Governor's net zero challenge by 2025 so that our academic village will become the most sustainable campus in North America.

The rich partnerships with other institutions of higher education that produce this academic village extends beyond shared housing platforms to include shared academic platforms. UCSF in particular with its dedication to policy outcomes vividly illustrates our goals for collaboration in the academic village. They have a number of institutes and clinics well known for public service and policy work. For example, the Institutes for Health Policy Studies, for Global Health, The Institute on Aging. We see many opportunities for true, rich collaboration with UCSF.

But it's not just with UCSF; think of our academic village the way they used to build malls when people actually went shopping in concrete buildings. A mall would always be built around a couple of anchor stores; a Nordstrom, and a Bloomingdale's, and then lots of small shops would cluster in to make the shopping experience more valuable for customers. Part of the vision is that UCSF and UC Hastings will be the Bloomingdale's and the Nordstrom of this particular academic village, while we're already working with other University of California campuses on collaborations that will enrich all our students' educational and social experiences. We're already using what we have to build the village, test ideas and learn prior to building new brick and mortar.

This fall, 2017, the UC Davis Graduate School of Business is inaugurating a Masters' of Science program in business analytics on UC Hastings' campus. Many campuses, not only in California, but around the nation and around the world would like a footprint in San Francisco. So, with real estate in one of the core, great areas in San Francisco there's phenomenal opportunity to partner with these world-class institutions that will yield expanded benefits not only for UC Hastings law students and those public service and policy -oriented students who join us from other graduate and professional schools and to our neighborhood and wider region.

### CURRENT BUILDING INVENTORY

UC Hastings' campus is located on McAllister Street and Golden Gate Avenue in downtown San Francisco, near the federal, state and local courthouses in the Civic Center area. UC Hastings's campus includes academic and administrative functions, student services, library, residential, food service and a variety of study settings. The College owns and operates three buildings and a parking structure; which are described below.

- **McAllister Tower (100 McAllister Building).** McAllister Tower consists of 280,000 square feet and contains 252 efficiency, studio, one-bedroom, and two-bedroom apartments on 17 floors, housing approximately 280 Hastings students and their families. A gymnasium and fully-equipped fitness center are located in the building. McAllister Tower is home to the O'Brien Center for Scholarly Publications, where student editorial staffs publish Hastings's eight scholarly journals. Also within the Tower is the Civil Justice Clinic, where students gain hands-on experience and confront professional, ethical and societal issues. The building also has a student lounge on the 24th floor. In 2004, a building-wide fire/life-safety upgrade was completed, financed by the sale of Hastings Series 2003 Bonds.
- **Kane Hall (200 McAllister Building).** Constructed in 1980, the 185,000-square foot Kane Hall houses Hastings's 60,000 square foot library, as well as faculty and administrative offices. Students study in the Dobbs Atrium and dine either in the Law Cafe or on the adjoining patio. The building also contains student service functions and the Alumni Reception Center. A comprehensive seismic and code-compliance upgrade, along with a complete renovation of the law library, completed in 2007, was financed by \$23.5 million appropriated by the State of California from the Higher Education Facilities Bond Act of 2002, along with \$4 million in donations raised during a capital campaign.
- **Snodgrass Hall (198 McAllister Building/50 Hyde Street).** Snodgrass Hall, the College's 136,000 square foot instructional facility that also houses administrative, business and some faculty functions. Snodgrass Hall features 14 classrooms, ranging from large, tiered lecture halls to smaller seminar rooms, and special dedicated trial and appellate advocacy classrooms, including the Marvin and Jane Baxter Appellate Law Center. Snodgrass Hall's fourth floor is designated for four co-curricular academic support activities that are central to the life of the College: Legal Writing, Research and Moot Court; the Legal Education Opportunity Program (LEOP); and the Disability Resource Program (DRP). In addition, the building includes the Gold Reading Room, a two-level 10,400 square-foot reading room.
- **Larkin Street Parking Structure.** The College owns and operates a multi-level structure contains 395 parking stalls, and 9,900 square feet of ground-level retail space. The parking garage was completed 2009.



**Current Building Inventory** (from top left to bottom right): 1. McAllister Tower (100 McAllister), 2. Kane Hall (200 McAllister), 3. Snodgrass Hall (198 McAllister/50 Hyde Street), 4. Larkin Street Parking Structure

### POLICY OBJECTIVES

The primary drivers of UC Hastings' Long Range Campus Plan: Five Year Infrastructure Plan are:

- Leverage and optimize the utilization of the College's physical plant by collaborating with other institutions of higher education to create a multi-institutional academic village. Student populations to be commingled with all cohorts enjoying full access to the campus and its amenities such as library, food service, study and event spaces and recreational and social venues.
- Support the mission and vision of UC Hastings and its partner institutions by accommodating changing pedagogies along with the need for more small to medium sized interactive classrooms.
- Provision of affordable student housing in safe, secure, and code-compliant buildings.
- Prioritization of attention to deferred maintenance to protect capital assets and avoid outcomes that pose risks to life-safety.
- Provide the most sustainable and resilient campus possible within constraints of technology and financial feasibility. Mitigate climate-change related risks through application of University of California and State of California frameworks.

### CURRENT PROJECTS

Implementation of the LRCP is well underway with a combination of projects – state supported and auxiliary enterprises - in various stages of development. Auxiliaries are an important element of the College's program array. These activities – campus housing, parking, event services and health center - support UC Hastings' academic mission but are ancillary to the delivery of its educational program. Based on state policy articulated in the master plan for higher education (1960), facilities that support these auxiliary functions must be self-supporting and hence are not eligible for state support.

### STATE SUPPORTED ACADEMIC/INSTRUCTIONAL FACILITIES

State support has been instrumental in the development and maintenance of UC Hastings state supported buildings.

#### 1. Replacement Academic Building – 333 Golden Gate

The Budget Act of 2015 and 2016 appropriated \$55.5 million of Lease Revenue Bond financing to construct a new academic building at 333 Golden Gate Avenue. This project will develop a new academic facility of approximately 57,000 gross square feet on an undeveloped surface lot owned and controlled by UC Hastings. The new building will replace UC Hastings' existing primary academic facility which encompasses approximately 76,000 gross square feet.

UC Hastings has supplemented the state appropriation with \$3.1 million in non-state private donations. This funding has been earmarked for improvements that will allow for the integration of the existing academic at 200 McAllister, also known as Kane Hall, with a common plaza (the "Quad") and a sky bridge lining the upper floors of the two structures.

The Department of General Services has conducted a public procurement process using a design-build project delivery model. In August 2017, the contract was awarded to the design build team of Clark Construction/SOM. Groundbreaking is slated to occur in April 2018. Occupancy is scheduled for the spring 2020 semester.



### 2. Kane Hall Infrastructure – 200 McAllister Deferred Maintenance

Numerous improvements are in process for Kane Hall:

- **State Deferred Maintenance:** An appropriation of \$2 million was made in the Budget Act of 2016 to address deferred maintenance in state supported facilities. A contract for \$2.3 million was awarded in November 2017 and work is scheduled to commence in December 2017. The scope of work includes:
  - Roof replacement: The roof membrane was installed in 1980 as part of the original building construction. It is being replaced with a reflective roofing membrane commonly referred to as a “cool roof” as required by California building codes following LEED (Leadership in Energy and Environmental Design) standards of the U.S. Green Building Council.
  - Façade access: Window washing will be resumed when code-required façade access anchorages are installed.
  - Emergency generator replacement: The emergency generator is being replaced with a unit of greater capacity and will be relocated from the roof penthouse to the loading dock.
- **Greening and Sustainability Elements (UC Hasting funded)**
  - Infrastructure for future solar: The infrastructure to support photovoltaic cells is being installed on the west and south zones of the roof surface.
  - Vertical greening on machine room penthouse walls: Systems to support plantings on vertical walls are being integrated into the building program to promote sustainability goals

Planned activities subject to funding availability and project approvals by the Board of Directors include:

- **Departmental Relocations:** there are a number of other functions that will need to find to be relocated into Kane Hall on floors 1-3 (or reprogrammed into a new building at 198 McAllister). Functions and programs planned for relocation to Kane hall include Legal, Fiscal, Human Resources, LEOP and the Academic Support departments.
- **Research Centers and CNDR – 6th Floor:** Constructions documents and design have been completed. The construction cost estimate for this work is \$4 million; however, budget authority to proceed has not yet been requested.
- **Lobby Improvements:** Conceptual design is underway to identify physical improvements to activate the lobby and improve the first impressions upon entering the building.
- **Coffee Shop:** A commercial coffee shop with outdoor seating is being contemplated for the area currently occupied by the Student Information Center and bike cage.

### CAMPUS HOUSING, MIXED USE AND NONSTATE FACILITIES

Student housing is a critical component of UC Hastings' mission because the availability of affordable housing in the San Francisco Bay Area is extremely limited and the absence of such housing poses a financial barrier to attendance for students of limited means.

In December 2015, UC Hastings and UCSF entered into a Memorandum of Understanding ("MOU") to explore the feasibility of a joint campus housing (including ancillary services) development venture on land owned by UC Hastings. In July 2016, UC Hastings and UCSF executed a predevelopment agreement to enable the institutions to establish a legal basis for the furtherance of the development's objectives. A subsequent addendum to the predevelopment agreement was signed in November 2016 and enables UC Hastings and UCSF to explore the feasibility of developing on land either in lieu of, or in addition to, the locations identified in the original predevelopment agreement.

UC Hastings and UCSF intend to transition from a predevelopment agreement to a development agreement. The UC Hastings and UCSF relationship is based on the following principles:

- The shortfall of affordable campus housing has become a significant barrier for both UC Hastings and UCSF to enroll top-ranked students and trainees.
- The production of affordable and proximate campus housing on the UC Hastings campus and the sharing of campus amenities will benefit both institutions.
- UC Hastings and UCSF already collaborate on several administrative initiatives, such as police and security services and copy and print services. These administrative collaborations exist to gain economies-of-scale and to improve service levels and are facilitated by the close proximity the two institutions have to each other in San Francisco.
- UC Hastings and UCSF also partner on academic programs that advance research and teaching. These partnerships are possible given the institutions' shared public educational mission.

The Board of Directors of UC Hastings has approved these sites for student and trainee housing. The sites will also include several faculty units, a modest amount of academic program space, and community serving ground level non-academic, nonresidential commercial uses such as a fitness center. All requisite environmental reviews have been completed for these two projects; both sites are fully entitled.

UC Hastings is also exploring the feasibility of developing on additional property. Should this option be beneficial to the UC Hastings and property ownership, an addendum to the existing Environmental Impact Report (EIR) will be prepared.

For projects geared toward the development of new or rehabilitated campus housing and related amenities (e.g., fitness center), plans call for UC Hastings to seek development partners using a Public-Private Partnership (P3) project delivery model. Using this approach, UC Hastings would enter a long-term ground lease with a master developer with UC Hastings and UCSF master leasing units for their use. The master developer funds and constructs improvements, utilizing developer equity and conventional financing. The developer would own and operate the vertical improvements during the term of the ground lease, with reversion to UCH at the end of the lease term.

### **1. Mixed Use and Campus Housing Development – 198 McAllister & 50 Hyde Street**

Plans call for the existing academic building at 198 McAllister and its 50 Hyde Street Annex to be demolished and for a new campus housing complex to be constructed there. Demolition of 198 McAllister and 50 Hyde Street cannot commence until after UC Hastings has completed the construction of the new academic building at 333 Golden Gate Avenue and after all academic programs have transferred out of 198 McAllister and into 333 Golden Gate in 2019. Demolition of the existing academic building at 198 McAllister and 50 Hyde Street is projected for 2020. Current forecasts suggest the newly constructed housing development will open in the summer of 2022.

The project is fully entitled for 13 stories and 140-foot-tall construction. Development space is estimated at 165,585-assignable square feet, of which 103,485-assignable square feet would be for approximately 592 residential units (with approximately 700 beds), which UC Hastings and UCSF intend occupy evenly under an agreement to be determined. Approximately 52,350-assignable square feet would be dedicated to community-serving space, such as academic, administrative, assembly, and multipurpose/support space and other non-residential functions such as the Justice Marvin and Jane Baxter Appellate Law and the Shanin Specter Trial Advocacy Centers; ground floor retail activation; possible partners that have registered an interest include a coalition of legal services non-profits.

TABLE A: PRELIMINARY TYPOLOGY (198 MCALLISTER)

Unit Type	Students/Trainees			Faculty	
	2 BR (675 sf)	Studio (375 sf)	Efficiency (250 sf)	2 BR (910 sf)	1 BR (650 sf)
Sub-Total	20	302	246	12	12
<b>GRAND TOTAL</b>	<b>592</b>				



**198 McAllister rendering:**

*A rendering of what the future building at 198 McAllister could look like as a joint UCSF and UC Hastings residential student life center.*

**2. Mixed Use and Campus Housing Renovation/Seismic Upgrade of 100 McAllister Street**

Once 198 McAllister has been developed, UC Hastings students living in McAllister Tower will move into the new campus housing complex at 198 McAllister. Constructed in 1929, the building requires seismic strengthening and would benefit from general building interior upgrading and modernization. The building currently contains 252 units of housing accommodating approximately 280 residents. The extent of the seismic work needed to restore the Tower is extensive particularly because rents generated by the structure would be offered at affordable rates.

If during the predevelopment feasibility phase, it is determined that the Tower cannot be renovated for campus housing, alternative development projects or the sale or transfer of the capital asset will be considered.

Renovation space is estimated at 72,775- assignable square feet of which 52,275-assignable square feet would be for approximately 341 residential units, which UC Hastings and UCSF also intend to occupy on a 51-49% basis. Approximately 15,500- assignable square feet would be dedicated to academic, administrative, assembly and multipurpose/support space (community-serving space).

Constructed in 1929, 100 McAllister Street requires seismic strengthening and would benefit from general building interior upgrading and modernization. An element of the upgrade would increase the building’s unit count to approximately 300 units.

**TABLE B: PRELIMINARY TYPOLOGY (100 MCALLISTER)**

Unit Type	Students/Trainees			Faculty	
	2 BR (675 sf)	Studio (375 sf)	Efficiency (250 sf)	2 BR (910 sf)	1 BR (650 sf)
Sub-Total	0	124	158	9	9
<b>GRAND TOTAL</b>	<b>300</b>				



The scope of work at 100 McAllister Street would include:

- **Great Hall:** Constructed as a cathedral in 1929, the Great Hall, located within 100 McAllister requires removal of hazardous material prior to occupancy and/or leasing. The space is currently mothballed. Abatement and interior improvements to the Great Hall would create additional 30,000 square feet of potential usable space.
- **Residential Apartment Upgrades:** The apartments need upgrades with new fixtures and equipment needed (e.g., flooring, kitchen units, lighting, bathroom fixtures and accessories).
- **Exterior Repair, Windows, and Waterproofing:** Masonry re-pointing and sealing, window replacement, and terra cotta pinning, most particularly on the building's east elevation, must be implemented. An engineering firm has been retained to survey the building exterior and develop a work program along with more refined cost estimates.
- **Seismic Upgrades:** In July 2017, a seismic analysis was completed that indicated that the building needed a complete seismic upgrade. Plans have been developed that would bring the structure to meet requirements set forth by the California Uniform Building Code for structures of this type.

The distribution of housing units between UC Hastings and UCSF is tentatively set to be divided on a 51-49% basis.

**COST SUMMARY - STATE SUPPORTED FACILITIES & AUXILIARY OPERATIONS**

The financial resources needed to support UC Hastings are considerable but substantial progress has already been achieved. The new academic building at 333 Golden Gate is funded primarily by \$55.7 million in lease revenue bonds to be issued by the State of California supplemented with \$3.1 million in private donations.

**TABLE C: COSTS OF CORE EDUCATIONAL AND AUXILIARY ENTERPRISES**

Facility	Kane Hall -Infrastructure				Kane Hall Space & Program			333 Golden Gate		
	State Supported Deferred maintenance	Scope	Other Deferred Maintenance	Greening & Sustainability	Departmental Relocations	Research Centers	Ground Floor & Lobby	State-Supported	Campus Connectivity	Technology, Fixtures, Equipment
Sub-Total	\$2M	30K ASF	\$913K	\$378K	\$2M	\$3M	\$750K	\$55.7M	\$3.1M	\$4.5M
	<b>\$3,291,000</b>				<b>\$5,750,000</b>			<b>\$63,300,000</b>		
<b>CORE EDUCATIONAL TOTAL</b>	<b>\$72,341,000</b>									

Auxiliary	McAllister Tower - Housing		Snodgrass Hall - Mixed Use, Housing			
	Scope	Campus Housing	Scope	Residential & Ground Floors Shell	Core Educational: Appellate & Trial Advocacy Ctr	Core Educational: Classrooms & Multi-Purpose Hall
Sub-Total	275,610 ASF	\$133.5M	365,554 ASF	\$220M	TBD	TBD
<b>AUXILIARY TOTAL</b>	<b>\$333,500,000</b>					

Table C summarizes project cost. Of the \$71.7 million in cost for state supported facilities, \$65.7 million is funded from a combination of state lease revenue bonds, state General Fund, private philanthropy and UC Hastings funds. A funding shortfall of \$6 million exists for relocations and renovations in 200 McAllister to support moves and departmental relocations resulting from the decanting of academic operations from 198 McAllister and 100 McAllister Street facilities. The capital needed to fully implement the LRCP is to be drawn from the following sources:

- **Lease Revenue Bonds (LRB)** - LRBs are a form of long-term borrowing issued by the State of California to finance public improvements, including state office buildings, state universities, prisons, and food and agricultural facilities. The revenue stream backing LRBs consists of lease payments made by the governmental agency which uses the facility, in this case UC Hastings, to the governmental financing entity which finances and constructs the facility. The financing entity is the State Public Works Board (SPWB). The SPWB through the Department of General Services, constructs the facility, issues the LRBs bonds and leases the facility to the governmental agency user, UC Hastings, until the LRB is paid in full. Lease payments by UC Hastings are made from annual appropriations from the State general fund, and are used by the SPWB to make debt service payments on LRBs. The Budget Acts of 2015 and 2016 provides the legal authority for the issuance of LRB financing and the basis for subsequent appropriations of annual debt service to UC Hastings consistent with the State of California's capital outlay program.
- **UC Hastings Bonds** - Education Code Section 92215 grants to UC Hastings the power to incur indebtedness and issue bonds. This authority has been used to finance new construction and fire/life-safety upgrades for parking and student housing facilities. As of June 30, 2016, a total of \$20.5 million in debt was outstanding. Revenue flows available to support repayment of principal and interest are all lawfully available funds including but not limited to income, rentals, fees, and resident and nonresident tuition, but excluding restricted gifts and state operating appropriations. In the current business environment characterizing legal education, UC Hastings' bonding capacity is limited.
- **State of California General Fund** - The Budget Act of 2016 included \$2 million in a General Fund appropriation to address deferred maintenance needs in state supported facilities. It is unknown whether future budget bills will include additional funding for deferred maintenance needs.
- **UC Hastings Funds** - Operating and building reserves are maintained to fund high priority strategic objectives of the College. As of June 30, 2017, these amounts - state and non-state - totaled \$31.8 million.
- **Private Donations** - Philanthropy is an important source of capital to support the LRCP with \$3.1 committed for to supplement the replacement academic buildings at 333 Golden Gate Avenue.
- **Public Private Partnership** - A public-private partnership (PPP or P3) is a cooperative arrangement between two or more public and private entities, typically of a long-term nature. Public-private partnerships between a government agency and private-sector company can be used to finance, build and operate projects, such as student housing, public transportation networks, parks and convention centers. Financing a project through a public-private partnership can allow a project to be completed sooner or make it a possibility in the first place.

**TIMELINE**

UC Hastings timeline for the LRCP is aggressive but necessarily so if the College is to be responsive to the needs of its students and the broader community in its efforts to ameliorate the housing crisis being faced by UC Hastings and UCSF students as well as the imperative to remediate seismic risk at 100 McAllister Street.

<b>Project</b>	<b>Start</b>	<b>End</b>
<b>Academic Building Replacement Project</b> - 333 Golden Gate - Design Build Phase - Clark Construction/SOM	Aug 2017	Dec 2019
<b>Kane Hall Infrastructure</b> - 200 McAllister Deferred Maintenance	Dec 2017	Jun 2018
<b>Mixed Use and Campus Housing Development</b> - 198 McAllister & 50 Hyde Street <ul style="list-style-type: none"> <li>▪ RFQ/RFP</li> <li>▪ Project Development &amp; Design</li> <li>▪ Construction</li> </ul>	Jan 2018 Jan 2019 Jun 2020	Dec 2018 Mar 2020 Aug 2022
<b>Mixed Use and Campus Housing Renovation/Seismic Upgrade</b> - 100 McAllister Street <ul style="list-style-type: none"> <li>▪ RFQ/RFP</li> <li>▪ Project Development &amp; Design</li> <li>▪ Construction</li> </ul>	Jan 2018 Jan 2019 Sep 2022	Dec 2018 Mar 2022 Aug 2024

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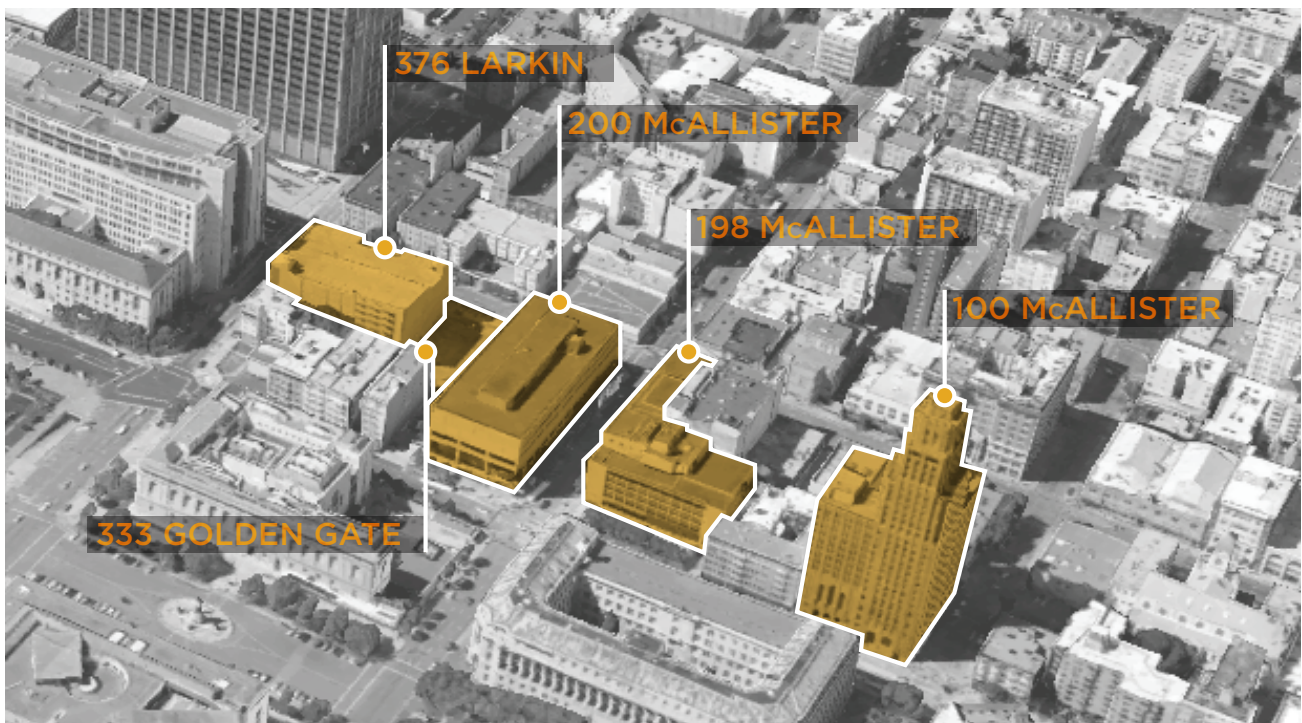
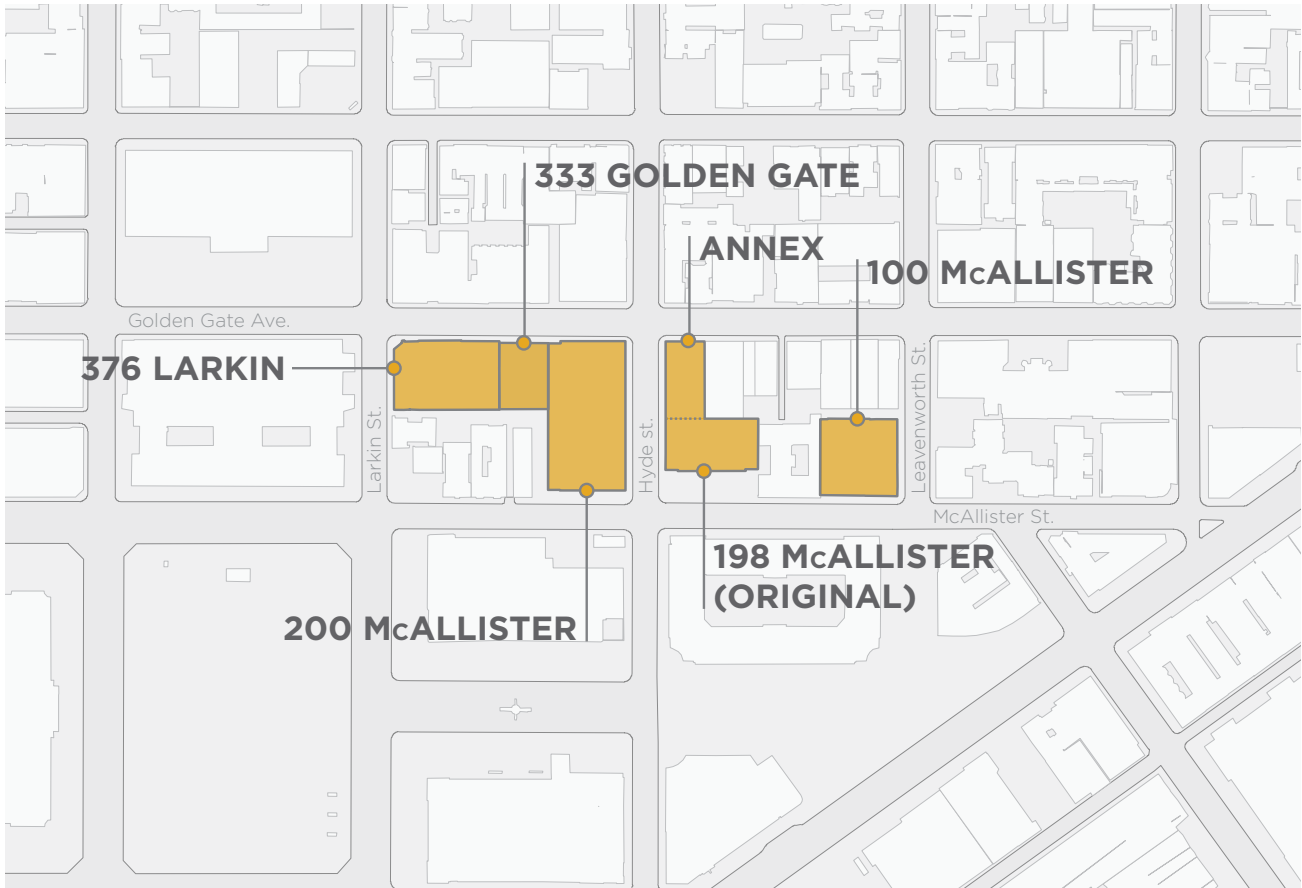




*APPENDIX B.*

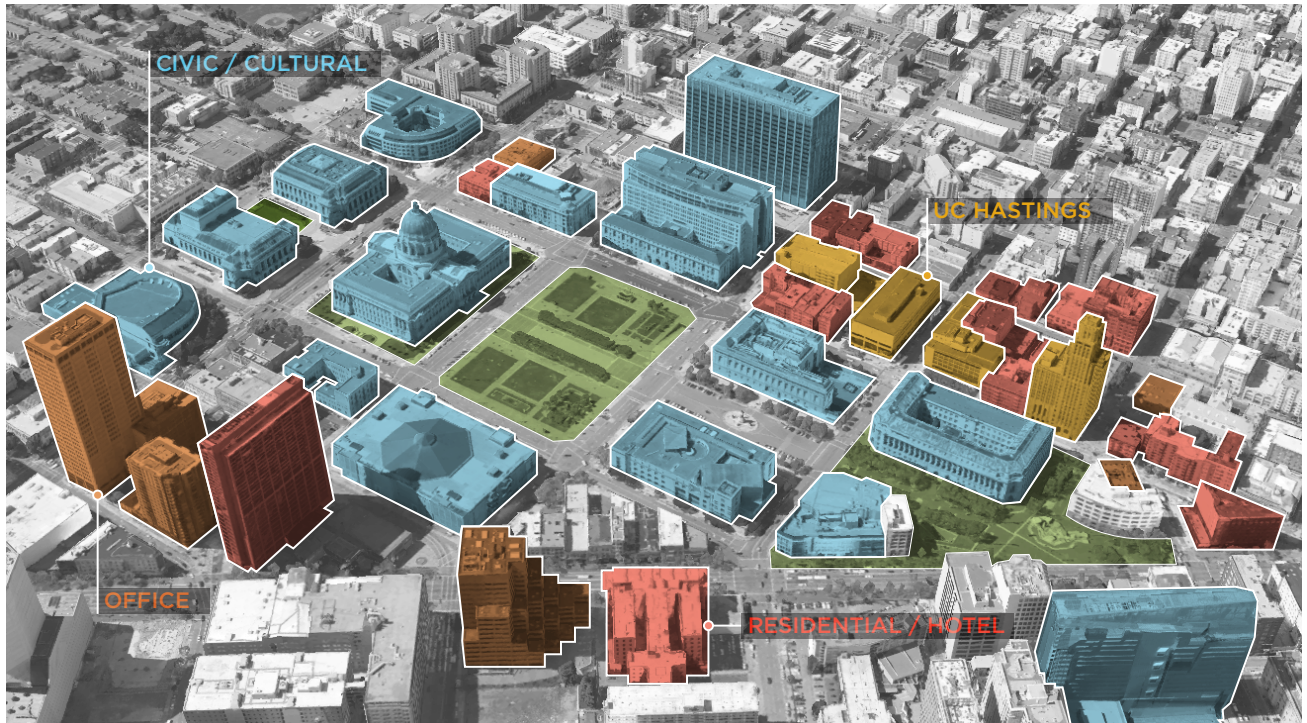
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**CAMPUS MAPS**





## CAMPUS MAPS







*APPENDIX C.*

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**EXISTING BUILDING  
INVENTORY**

**EXISTING BUILDING INVENTORY**

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## EXISTING BUILDING INVENTORY

Location	Primary Use	Square Footage	Type	Comments
<b>Kane Hall</b> 200 McAllister	Academic and Administrative	177,000 ft <sup>2</sup>	Educational	Constructed in 1980. The six-floor structure houses the law library, a classroom, administrative offices (student services, procurement, and facilities maintenance), reception area, dean and faculty offices, dining commons, and bookstore. A code-compliance upgrade and substantial facility improvements were completed in 2007.
<b>Snodgrass Hall Main Building*</b> 198 McAllister <small>*In use until completion of 333 Golden Gate</small>	Classrooms, Academic, and Administrative	76,000 ft <sup>2</sup>	Educational	Original building constructed in 1953. It houses 83% of classrooms, student organization and academic support space, and some faculty and administrative functions.
<b>Snodgrass Hall Annex</b> 50 Hyde	Classrooms, Academic, Administrative, and Event Space	61,000 ft <sup>2</sup>	Educational	The Annex was constructed in 1970. Combined with the original 1953 building, the two are collectively known as Snodgrass Hall. The Annex houses 3 classrooms, the moot court room, the Gold Reading Room, and the Louis B. Mayer multi-purpose room.
<b>McAllister Tower</b> 100 McAllister	Mixed Use: Student Housing, Recreational/Fitness, and Academic and Instructional Functions	249,000 ft <sup>2</sup>	Educational	Constructed in 1928. Provides 252 units, housing approximately 280 students. Also serves as the location for academic and research programs (e.g., Civil Justice Clinic), offices of student scholarly publications, and recreational and athletic facilities. A code-compliance upgrade with limited seismic reinforcement was completed in 2004. Also houses administrative offices (CFO, Controller, building operations, external relations, budget and planning).
<b>New Academic Building</b> 333 Golden Gate Avenue	Classrooms, Academic, and Administrative	57,000 ft <sup>2</sup>	Educational	The new building will serve as the primary academic facility. The building will also contain student support programs and various administrative/faculty offices.
<b>UC Hastings Parking Garage</b> 376 Larkin	Parking Garage and Retail	157,000 ft <sup>2</sup>	Auxiliary	395-stall parking garage for student, faculty, staff and public users. Also includes 13,000 sf of Hastings and community serving retail. Construction completed in June 2009.



*APPENDIX D.*

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**BOARD OF  
DIRECTORS  
& EXECUTIVE  
OFFICERS**



### BOARD OF DIRECTORS

#### **Simona Agnolucci '06**

Simona Agnolucci was appointed to the Board of Directors in December 2015. She is a partner at Keker Van Nest & Peters, where she specializes in high-stakes complex litigation, including class actions, white collar criminal defense, intellectual property matters and commercial disputes. In addition, she represents corporations and individual employees in internal investigations and in investigations by the SEC and DOJ. Her clients have included “gig economy” technology companies, medical device manufacturers, brokerage companies, investment advisors, smartphone manufacturers, and leading law firms.

Ms. Agnolucci has an active pro bono practice, in which she primary represents women seeking asylum from gender-based persecution and unaccompanied immigrant children. Her groundbreaking pro bono work has been recognized by national media, including The New York Times.

Ms. Agnolucci graduated magna cum laude from UC Hastings in 2006 and obtained her Bachelor of Arts, with honors, from Stanford University. Prior to entering private practice, she was law clerk to the Honorable William C. Canby, Jr. of the Ninth Circuit Court of Appeals. While at Hastings, she was an extern to the Honorable John T. Noonan, Jr. of the Ninth Circuit Court of Appeals and the Honorable J. Anthony Kline of the California Court of Appeal.

Ms. Agnolucci also serves on the Board of Directors of Legal Services for Children and on the Advisory Board of the Center for Gender and Refugee Studies. She has received numerous professional awards, including the Recorder’s 2013 Lawyer on the Fast Track award; the 2013 UC Hastings Rising Alumna of the Year award; the Northern California Rising Star award every year from 2010 through 2017; and the 2011 Lawyers’ Committee for Civil Rights Father Cuchulain Moriarty Award for her extraordinary pro bono contribution to the Lawyers’ Committee’s Asylum Project.

She lives in San Francisco with her husband, a UC Hastings alum and death-penalty public defender, and their two children.

#### **Don Bradley '68**

Donald Bradley, of Pleasanton, was appointed to the Board of Directors in May 2007. He has been a member at Wilson Sonsini Goodrich & Rosati, Professional Corporation since 1984 and currently serves as the Chief Legal Officer of the firm. Bradley also serves as the CEO and chairman of the Board of Directors of Attorneys Insurance Mutual Risk Retention Group. Previously, he served as associate and then partner with the law firm Pillsbury, Madison & Sutro, now Pillsbury Winthrop Shaw Pittman LLP, from 1972 to 1984. Bradley served in the U.S. Army from 1969 to 1970. He earned a Juris Doctor degree from the University of California Hastings College of the Law, a Master of Laws degree from New York University School of Law, and a Bachelor of Arts degree from Dartmouth College.

### **Tina Combs '88**

Tina Combs, of Oakland, was appointed to the Board of Directors in May 2007. She recently retired as Deputy General Counsel for the University of California as part of senior management group heading the business and land use division serving since 2009. Prior to joining the University of California, Ms. Combs was a 15-year veteran attorney at Wells Fargo, where she served as senior counsel, vice president and managing counsel and senior company counsel. She began her career at Morrison & Foerster, where she practiced law as a senior associate in the business department. Ms. Combs has held director and leadership positions on numerous boards, professional, civic and non-profit organizations during her career. She earned her Juris Doctor degree from the University of California, Hastings College of the Law and Bachelor of Arts degree from the University of California, Berkeley.

### **Marci Dragun '86**

Marci Dragun is a Legislative Aide with San Mateo County Supervisor Warren Slocum. She previously served as Executive Director of the Lincoln Club of Northern California. Marci also was in-house Political Analyst for Fisher Investments and as an associate for the law firm of Coddington, Hicks and Danforth. She has extensive political experience, having spent over 30 years working on numerous federal, state and local campaigns. Marci's expertise has been in fundraising and event organization and management. Marci earned a B.A. degree from Mills College and a J.D. from Hastings College of the Law in 1986.

### **Thomas Gede '81 - Chair**

Thomas Gede of Davis, (Current Chair of the Board) was appointed to the Board of Directors in September 2009. Since 2006, he has been a principal with Morgan Lewis (which merged with Bingham Consulting Group) and of counsel at Morgan, Lewis & Bockius LLP. From 2000 to 2006, he was the Executive Director of the Conference of Western Attorneys General, and from 1987 to 2000, he served in the California Office of the Attorney General as a special assistant attorney general and deputy attorney general in the criminal division and the government law section. Prior to that service, Mr. Gede was a judicial attorney for Associate Justices Edwin Regan and Keith Sparks at the California Court of Appeal, Third Appellate District. Mr. Gede earned his Juris Doctor degree from the University of California, Hastings College of the Law, and a Bachelor of Arts degree from Stanford University.

### **Claes Lewenhaupt '89**

Claes H. Lewenhaupt descendant of S.C. Hastings, is a lifetime member of the Board. He is a graduate of Hastings, a member of the California Bar and is the Senior Government Ethics Counsel in the Office of the General Counsel with the Defense Logistics Agency in Virginia. Claes retired in September 2017 from the U.S. Army Judge Advocate General's (JAG) Corps after 27 years. COL Lewenhaupt served all over the world from Germany, to Hawaii, to Afghanistan, holding numerous positions of leadership and responsibility. He spent the first half of his Army career litigating as a prosecutor, a criminal defense attorney and four years defending the Army in federal court specializing in medical malpractice and civilian employment law. He spent the latter half of his career focused on national security law, serving at the U.S. Central Command, the Defense Intelligence Agency, the Office of the Director of National Intelligence and the U.S. Army Intelligence and Security Command

## BOARD OF DIRECTORS & EXECUTIVE OFFICERS

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### **Mary Noel Pepys '78**

Mary Noel Pepys has significant years of legal experience in the private and public sectors. She has worked for the past twenty-four years, since 1993, as an international rule of law attorney helping emerging democracies develop justice systems that ensure the basic principles concerning the protection of citizens' human rights, equal treatment of all individuals before the law, and a predictable legal structure with fair, transparent and effective government institutions are established. Pepys has worked in over 40 countries, lived five years in former communist countries, and more recently worked almost two years in Afghanistan where she served as the Justice Advisor at the U.S. Embassy.

Previously, from 1984 to 1993, she worked at Heller, Ehrman, White and McAuliffe and later at her own law firm as a land use attorney. From 1982 to 1984, she served in Rome, Italy as a legal officer for the Multinational Force and Observers, the international peacekeeping force in the Sinai, which oversees the security arrangements of the 1978 Camp David Peace Accords. Prior to that, Pepys worked in Washington, D.C. as the Special Assistant to Ambassador Daniel J. Terra at the Department of State from 1981 to 1982, and for Congressman Henry S. Reuss, Chairman of the Committee on Banking, Finance, and Urban Affairs from 1980 to 1981. She served as a law clerk to Justice Thomas A. Caldecott, Presiding Justice of the California Court of Appeal, from 1978 to 1979. Pepys earned a Juris Doctor degree from the University of California Hastings College of the Law, and a Bachelor of Arts degree from San Jose State University.

### **Courtney Power '01**

Courtney Power was appointed to the Board of Directors in December 2015. Ms. Power is currently General Counsel at Niantic, Inc. the San Francisco-based augmented reality innovator and publisher of the mobile gaming app Pokémon GO. Prior to Niantic, Ms. Power spent more than a decade as in-house counsel for Google, including as Legal Director in the Products and Agreements Group. She managed teams of attorneys performing product counsel and transaction work for business units including Geo, Virtual Reality and Waze. From 2001 to 2005, Ms. Power was an associate at Gibson Dunn & Crutcher in Palo Alto, where she advised clients on Internet commerce law and represented clients in regulatory investigations and civil litigation in state and federal court.

Ms. Power began her career in the technology industry, serving as assistant product manager at Broderbund Software, a firm developing award-winning educational and entertainment software, and as senior analyst for Fillmore Consulting Group specializing in business process redesign and workflow systems. Ms. Power graduated magna cum laude from Harvard University in 1991. She was awarded a Rotary International Foundation Scholarship for postgraduate study at the University of Sydney. She earned a Juris Doctor cum laude from UC Hastings in 2001. She lives in San Carlos with her husband and their two daughters.

### **Carl W. "Chip" Robertson '98 - Vice Chair**

Carl W. "Chip" Robertson, 46, of Los Angeles, has been appointed as a member of the Board of Directors of the University of California, Hastings College of the Law. Robertson has been Co-Managing Director at Warland Investments since 2010. He has also been a member of the Management Committee at Dax LLC. Since 2006, he has served as a Trustee of the UC Hastings Foundation. In addition, Robertson serves as a Trustee of Westmark School in Encino, CA and is a member of the Board of Advisors at the UCLA Lab School. At Hastings, he endowed the Chip W. Robertson Faculty Research Fund. Mr. Robertson earned a Bachelor of Arts degree from the University of California, Berkeley, a Master's in Business Administration degree from the University of California, Los Angeles, Anderson School of Management, a DBS from the London School of Economics and a Juris Doctor degree from the University of California Hastings College of the Law.

### EXECUTIVE OFFICERS



David Faigman has served as Chancellor and Dean of the College since January 2016. The Dean's administrative focus is on external matters—alumni affairs, appearing before the legislature on budget matters, working directly with the Board, and representing the College on various State Bar and other national committees and events. Dean Faigman received both his Master of Arts degree in Psychology and his Juris Doctorate from University of Virginia. He is the John F. Digardi Distinguished Professor of Law at the University of California, Hastings College of the Law and holds an appointment as Professor in the School of Medicine (Department of Psychiatry) at the University of California, San Francisco.



Morris Ratner was appointed Academic Dean in July 2017. The Academic Dean is responsible for overseeing the College's academic programs, including scheduling and content of classes, the operation of student service functions (e.g., admissions, financial aid, records, career services, health services, etc.), the eight student law journals, along with the Moot Court and academic support programs. He received his Bachelor of Arts degree from Stanford University and his Juris Doctorate from Harvard Law School.



David Seward serves as the Chief Financial Officer (CFO) of the College and since 1994 has been responsible for financial and business management, long-range capital planning and projects, as well as risk, investment and real estate management. Mr. Seward's responsibilities include oversight of the College's auxiliary enterprises, including student housing, bookstore and parking operations. He earned a Bachelor of Arts degree from the University of Michigan and a Master of Business Administration degree from the University of San Francisco.



Elise K. Traynum serves as General Counsel for the College and Secretary to the Board. She is an experienced municipal law attorney with special emphasis on redevelopment law, zoning and land use, economic development and financing public facilities. Additionally, she has considerable experience in employment law and representing public agencies in employment-related administrative hearings. Ms. Traynum received her Juris Doctorate from the University of California Hastings College of the Law in 1986. She served as City Attorney for the City of Perris from 1994 to 2000. She also served as general counsel to the Perris Redevelopment Agency and Assistant City Attorney for the City of Palm Springs.

## RESOURCES

**Architectural Preview, New Academic Building - 333 Golden Gate Ave (Clark-SOM)**

<https://www.youtube.com/watch?v=YTTzo9HfxIQ&feature=youtu.be>

**California Five-Year Infrastructure Plan 2017 - UC Hastings Agency Statement**

<http://www.uchastings.edu/about/leadership/strategic-plan/lrcp/resources/20161031-Agency-statement-w-Questionnaire.pdf>

**California Five-Year Infrastructure Plan 2017**

[http://www.uchastings.edu/about/leadership/strategic-plan/lrcp/resources/160927\\_Five-Year\\_Infrastructure-Plan%202017-2022.pdf](http://www.uchastings.edu/about/leadership/strategic-plan/lrcp/resources/160927_Five-Year_Infrastructure-Plan%202017-2022.pdf)

**Environmental Impact Report Long Range Campus Plan 2016**

<http://www.uchastings.edu/about/leadership/strategic-plan/lrcp/eir/eir-docs/160804-UC-Hastings-LRCP-EIR-Final.pdf>

**Good Neighbor Agreement and Workplan - UC Hastings and the Market Street for the Masses Coalition**

<http://uchastings.edu/about/leadership/strategic-plan/lrcp/resources/GoodNeighbor-MSMC-Workplan-Expectations-07082016.pdf>

**Housing Presentations to SPUR, 2015**

<http://uchastings.edu/about/leadership/strategic-plan/lrcp/resources/Informational%20Presentation%20to%20SPUR%2006-22-2016.pdf>

**Long Range Campus Plan Presentation June 2017**

<https://prezi.com/view/bpjSKt3fzvZmTkwpK4Av/>

**Sustainability metrics in Cal EnviroScreen3.0 available from:**

<http://oehha.ca.gov/calenviroscreen/general-info/calenviroscreen-30-draft-indicator-and-results-maps>





