INTRODUCTION

The UC Hastings Long Range Campus Plan (LRCP) integrates the findings of the College’s recently completed Strategic Plan, as they relate to the physical campus, with the results of an assessment of the current state of campus facilities. The document evaluates existing real estate assets, influenced by the economic realities summarized in the Five-Year Budget Plan, and describes physical development steps that may be realistically undertaken to respond to the goals of the institution. As such, the LRCP’s primary focus is the maintenance and enhancement of existing physical assets.

However, for UC Hastings to thrive in the coming years in an increasingly competitive environment, a multi-phased, longer-term plan for the development of UC Hastings’ campus is a necessity if the institution wishes to continue to attract students of the highest caliber in the face of challenges associated with job placement and rankings. Near- and long-term institutional planning horizons are presented herein. Key conclusions of the LRCP are as follows:

- UC Hastings must become more competitive in attracting and retaining high quality students in the face of declining interest in law school attendance nationally, evidenced by a 40% decline in applications over the past four years. One means of achieving this is through investment in the College’s physical facilities to ensure they are attractive to prospective students and facilitate their education within and beyond the classroom.

- UC Hastings must leverage all of its competitive advantages, including its strong academic program and its location in San Francisco. UC Hastings’ proximity to the federal and state judicial systems and their related organizations (e.g., District Attorney’s Office, Public Defender, California Attorney General’s Office, US Attorney’s Office), and a robust array of externship and clinical education programs, provides unparalleled opportunities for students to engage in the practice of real law. UC Hastings should promote itself as an urban law school located in a world class cosmopolitan city offering, in addition to real law experience, cultural and entertainment amenities which have earned the City national prominence and a global stature. To best leverage its location UC Hastings should re-envision the appearance and functionality of the campus to ensure that its architectural design and space configuration are of a quality commensurate with the College’s academic reputation and the city’s image.

- UC Hastings needs to recognize the opportunities presented by the renaissance of the Central Market Street area and adjoining Hayes Valley, Civic Center and Tenderloin neighborhoods and the benefits that will accrue to the College by virtue of the rapid redevelopment and revitalization that is occurring now. This renaissance presents an opportunity for UC Hastings to examine its interaction with and influence over the local environment to enhance its urban character and improve safety.

- The College must have sufficient space of suitable quality and functionality in which to execute its mission. The most daunting physical challenge currently facing the College is the need to substantially upgrade Snodgrass Hall, the College’s original building, while maintaining the instructional program during such a renovation. Necessary improvements include a new heating, ventilation, and air conditioning system (HVAC) and elevator.

Founded in 1878, the University of California, Hastings College of the Law is the oldest public law school in California and the only stand-alone, public law school in the nation. Founded by California’s first chief justice, Serranus Clinton Hastings, the College was established by legislation that provided the institution with its own Board of Directors that has governed the College independently of the Board of Regents of the University of California since inception. The Board of Regents possesses degree-granting authority, but oversight of all other facets of the College is the responsibility of the UC Hastings Board of Directors.
modernization to address critical problems with building function; classroom upgrades to meet current pedagogical standards; and potentially the addition of a student center to meet the need for a "campus heart" identified in the Strategic Plan.

The Long Range Campus Plan process was undertaken by a team representing a cross-section of UC Hastings administration, faculty, staff, and students as well as consultants from relevant disciplines. The LRCP’s overarching strategy is to optimize Hastings’ physical campus in the service of the Strategic Plan goals. The Plan establishes a strategy to achieve this over the 20-year planning horizon.

For the first 75 years of its existence, Hastings College of the Law occupied 12 different sites, all located near the courts, between 1878 and 1953 when the 198 McAllister building was constructed.

**UC Hastings Campus Context**

*UC Hastings is located in the heart of San Francisco. The campus consists of four buildings on two city blocks adjacent to the Civic Center, which houses City Hall, a variety of museums, arts and cultural organizations and venues as well as State of California and Federal government functions, and restaurants, bars and nightclubs.*
EXISTING CAMPUS CONDITIONS

The UC Hastings campus currently consists of four structures and 12,000 gross square feet of undeveloped property. Building conditions vary and are documented thoroughly in the appendix of the Long Range Campus Plan. A summary of existing space use and conditions follows.

**McALLISTER TOWER AND GREAT HALL, 100 McALLISTER STREET**

The 29-story McAllister Tower, constructed in 1928, is used primarily for student housing and also contains research centers and clinics, administrative and law journal offices, and all of the College’s recreational facilities. The building has 252 efficiency, studio, one-bedroom, and two-bedroom apartments on seventeen floors, housing approximately 280 UC Hastings students and their families. The building has had limited structural upgrades (e.g., strengthening exiting systems, parapets and exterior facades and elevator shafts) and would benefit from further seismic upgrades. Window replacement is also a high priority item; the student apartments are outdated and in need of upgrade; and the unoccupied 25th and 26th floors need renovation to be usable. The building underwent a $9 million upgrade in 2004, which included common area improvements, partial seismic strengthening, and a complete fire/life-safety upgrade funded by Series 2003 Hastings Bonds (the bonds were retired in 2013). The building is fully occupied, but does not fully address demand for student housing, which generates substantial cash flow on an annual basis. The Great Hall, a vacant large-volume space adjacent to the tower, requires substantial repair and renovation, including major architectural, hazardous material removal, and engineering work.
SNODGRASS HALL, 198 McALLISTER STREET

This structure, constructed in 1953, with a second phase constructed in 1969, contains 10 classrooms and 12 seminar rooms ranging in size from large, tiered lecture areas to smaller rooms for seminars. It also contains the Louis B. Mayer Lounge multi-purpose room, the Marvin and Jane Baxter Appellate Law Center, the Gold Reading Room, faculty and administrative offices, and student support offices. The Louis B. Mayer Lounge is the College’s primary multi-use facility. The space, capable of seating 440 people, is in need of renovation as it is sub-standard in terms of lighting, sound, and interior finishes.

McAllister Tower | 100 McAllister

The basement of Snodgrass Hall includes an 18-stall parking garage, safety and security headquarters, student lockers, student organization storage space, and machine shops. The building is fronted by a large outdoor plaza, known informally as “the Beach,” where students and faculty socialize and many gatherings are held.

Snodgrass Hall underwent a code compliance and seismic upgrade in 1999. Improvements made since that time have been limited to small-scale tenant improvement work and classroom technology upgrades. Many of the spaces in the building are dated and in need of repurposing in light of the recent reductions in class size and changes in the nature of legal education in which teaching has shifted from the large classroom format to a mix of class sizes, seminars, clinics, centers, and small group “hands on” instruction. Moreover, a recent engineering assessment identifies the building’s Heating, Ventilation and Air Conditioning (HVAC) system as nearing the end of its useful life in a 5-10 year timeframe. There are comfort issues in the building and the automatic climate control system needs to be replaced. On the critical path are the chiller, several components of which have electrical problems, and the main control board, which is no longer supported by the manufacturer.

In addition to the HVAC system requirements, a number of roofing and exterior repairs are needed in Snodgrass Hall. The building’s roofing system has not been replaced in over
30 years, and it has a limited remaining useful life. The building also requires elevator improvements. While ADA/Title 24 upgrades have been completed in the building’s four elevator cabs, the control systems, motors and generators are in need of substantial upgrade. The main lobby is dated and does not promote a positive “first impression” of the College.

Upgrades to classroom and multi-media teaching systems in Snodgrass Hall were completed in 2009 to support current instructional approaches used in modern academic settings. Teaching technology is periodically refreshed, most recently with the seminar rooms in 2013. Ongoing improvements to meet evolving pedagogy as well as interior finish and technology upgrades are needed.

KANE HALL, 200 McALLISTER STREET

This 6-story structure was constructed in 1980, and renovated in 2005-07. It houses administrative offices, the law library, cafeteria, faculty offices, faculty lounge, and support facilities. The renovation project accomplished significant upgrades to the building’s seismic performance capabilities, added air conditioning, and enhanced Title 24 and ADA accessibility. While the physical condition of the building is sound, there are numerous opportunities to enhance the building’s functional utilization to better meet the goals of the Strategic Plan. These include potentially repurposing space that was previously occupied by the bookstore, reorganizing the student services areas to achieve operational efficiencies and enhanced functionality, and possibly repurposing a portion of the upper three floors now occupied by the law library to incorporate additional academic, research center, teaching or student life space. The total cost of the 2007 renovation (including relocation and moving expenses) was $37.8 million; the State of California provided $23.4 million from funds appropriated in the Higher Education Bond Fund of 2002.

Energy consumption at Snodgrass Hall, a 136,000 gsf facility is three times that of Kane Hall, a 185,000 gsf facility. Kane Hall’s energy management system was upgraded in 2007 and allows for climate and lighting control by zones. Snodgrass Hall’s energy management system is marginal and the electrical and HVAC systems do not provide for climate and lighting control by zones.
376 LARKIN STREET GARAGE & RETAIL
This 7-story parking structure, completed in 2009, provides 395 parking spaces to meet student, faculty, and staff parking needs. It is also available for public parking. The building includes approximately 13,000 square feet of retail lease space which accommodates various UC Hastings and neighborhood retail uses. The project was funded by Series 2008 Hastings Bonds at a total development cost of $23.8 million.

333 GOLDEN GATE AVENUE PROPERTY
This undeveloped lot, located between the parking garage and 200 McAllister Street, is currently jointly used for recreation by YMCA and UC Hastings students. It is approximately 12,000 square feet and is available for future campus expansion.

CAMPUS ENVIRONS / STREETSCAPE
The street environment along the campus perimeter is key to establishing a strong campus identity and to reinforcing the College’s relationship with the City of San Francisco. The current gap in campus continuity between 100 McAllister and Snodgrass Hall at 198 McAllister presents a particular challenge. UC Hastings has completed street tree plantings along portions of Hyde Street, McAllister Street and Golden Gate Avenue. Additional investment in the campus open space and streetscape is needed, including replacement of damaged sidewalks and provision of new plantings, street furniture, lighting, and public art, to enhance the campus’ curb appeal and cohesion and to improve public safety. Where possible, the installation of rooftop terraces or new plaza spaces would significantly increase the potential for outdoor programming and would help to expand the student experience. In addition, a cohesive family of exterior wayfinding signage would improve the campus’ image and facilitate navigation for first-time visitors and members of the public.

State General Obligation Higher Education Bond Programs have in the past been a major funding source for code-compliance upgrades: $23.4 million for the 2007 renovation of Kane Hall and $8.6 million for upgrades at Snodgrass Hall in 1999.
In 2012, the College adopted a new strategic plan. This effort was undertaken in recognition of the fact that the law schools that thrive will be those that generate clear identities and strong reputations, and demonstrate value to students and potential employers, despite precipitous declines in public funding and a difficult job market fueled by the downturn in large firm hiring. Goals that emerged from the strategic planning process were:

1. Create outstanding professionals ready to solve 21st century problems
2. Develop engaged scholarship
3. Enhance reputation and strengthen market position
4. Build a vibrant and engaged community
5. Communicate identity and value
6. Optimize the campus to serve strategic goals
7. Achieve service excellence
8. Maintain financial health

An important conclusion of the strategic planning process was a decision to reduce the size of the JD class by accepting only the number of students that could have reasonable expectations of employment in the legal profession. Specifically, it was decided to decrease the size of the JD program by roughly 20% (approximately 240 FTE JD students) over a three-year timeframe beginning in fall 2012. Once normalized levels of JD enrollment are achieved, enrollment will have declined from roughly 1,250 to 960 students.

To address this Strategic Plan objective, the College must absorb an annual revenue reduction of $9 million in tuition while at the same time confronting increasing costs associated with employee compensation and post-employment retiree benefits. Student pressure to minimize tuition and fee increases, the need to offer scholarships to attract a talented and diverse student body, and the cost of a UC Hastings education approaching the cost at private competitor institutions adds to the financial management challenges.

The reduction in class size, one of the primary outcomes of the Strategic Plan, is relevant to the capital planning process. While UC Hastings is becoming a smaller institution, investments in the College’s physical assets are constrained by the need to financially stabilize the instructional program, control operating costs, and generate new revenue streams from non-JD degree programs. Over time, enrollment from non-JD programs is expected to produce revenues that will partially compensate for the income lost through reduction in the JD class size. For this reason, no major change in aggregate instructional space is anticipated (although further study is needed to determine the optimal level of large, medium and small teaching spaces).
In the near term, net income from auxiliary enterprises, such as student housing at McAllister Tower, is needed to subsidize the state-supported academic and instructional programming. This in turn will limit the non-state funds that can be earmarked for facility improvements in McAllister Tower, such as much-needed residential upgrades. State policy contained in the Master Plan for Higher Education (1960) stipulates that auxiliary enterprises must be self-supporting. This means that such facilities are not eligible for state General Obligation bond programs and that neither state operating appropriations nor resident student fee revenue can be used to fund deferred maintenance or other upgrades unless such upgrades provide instructional functionality.

During the Strategic Plan process, a series of workgroups were established to provide broad-based input and to identify top priorities to meet the Strategic Plan goals. The priority improvements identified by the group that focused on Goal 6—Optimize the campus to serve strategic goals—were consistent with the findings of the building conditions assessment conducted as part of the LRCP. They include:

- Upgrade the impaired HVAC system in Snodgrass Hall to enhance comfort and prevent larger expense at a later date.
- Renovate Louis B. Mayer Lounge in Snodgrass Hall to be an active public event and gathering space, including upgrades to the lighting, ceiling, media technology, and acoustics.
- Create a student center to increase the sense of campus community and enhance the student experience. The group’s consensus was that the student center should be located in Snodgrass Hall as, over time, valued student social space in that building has been converted to classrooms.
- Complete exterior campus improvements including “the Beach,” sidewalk, and building frontage enhancements as well as the addition of open space and, as a lesser priority, rooftop decks.
- Evaluate existing space for potential repurposing throughout campus.
- Evaluate and upgrade campus learning environments:
  - Reconfigure large lecture halls into smaller seminar and practice-learning rooms.
  - Repurpose existing space, including classrooms and portions of the library.
  - Improve administrative efficiency through the consolidation and relocation of departments. Achieve greater centralization of student service functions physically or through the deployment of technology.

The committees also concluded that projects funded from non-state sources that complement the instructional program and support broader campus enhancement objectives should be considered:

- Enhance student housing options by completing residential upgrades in the McAllister Tower and exploring private sector partnerships, such as the development of 333 Golden Gate Avenue.
- Develop a strategy to make use of the Great Hall in a manner that supports Strategic Plan goals or generates revenue for this purpose.
The primary findings of the Long Range Campus Plan, based on the assessment of existing conditions and the recommendations of the Strategic Plan, are as follows.

As competitive pressures in the marketplace for high caliber students continue to increase, UC Hastings must focus on the student experience, leverage the College's location, and improve its physical appeal, indoors and out. Given the economic climate, core operating costs must be reduced, services delivered more efficiently, and revenue flows diversified. Public-private and public-public partnerships that are financially self-supporting and address key institutional objectives should be evaluated.

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 should maximize the utilization of its existing properties, emphasizing their periodic renewal and upgrade.

Core building systems must be maintained and periodically upgraded. The most significant current need is an upgrade to the HVAC system in Snodgrass Hall, as described in the Existing Campus Conditions and Strategic Plan sections above. In addition to the need for building systems upgrades, there is a significant need to improve the academic and social environment for students in Snodgrass Hall, where they spend the bulk of their time. Currently, twenty-three of the twenty-nine classrooms and seminar rooms regularly used for the instructional program are located in Snodgrass Hall, presenting a significant planning challenge. Even if a building rehabilitation could be phased between the original 1953 building and the 1969 annex, substantial disruption would occur with justified high levels of student and employee dissatisfaction. A more geographically diversified distribution of classrooms campus-wide, providing “swing space,” would help to address the challenge UC Hastings faces at Snodgrass Hall.

The primary focus of the College’s physical campus-related efforts in recent years has been a systematic effort to achieve campus-wide code-compliance and fire/life-safety objectives in all three buildings and other space improvements to enhance campus life. These improvements have been achieved by the adoption of a phased, multi-year approach based on relative priorities and funding availability. Implementation of capital and deferred maintenance projects identified in this Long Range Campus Plan will similarly necessitate a phased, multi-year approach, relying on a combination of funding sources coupled with private fundraising.

**CAPITAL PROJECTS**

The following page contains a list of all capital projects identified as part of the Long Range Campus Plan. The table is organized by location and notes required capital and level of priority.
## Project List and Prioritization of Existing Facilities

### CAMPUS WIDE

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>CAPITAL</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve campus identity with streetscape, sidewalk widening, lighting, signage and landscaping improvements</td>
<td>Low-Medium</td>
<td>High</td>
</tr>
<tr>
<td>Enhance classroom technology</td>
<td>Low-Medium</td>
<td>High</td>
</tr>
<tr>
<td>Assess master leasing and/or alternative acquisition options for student housing (other sites)</td>
<td>Low-Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Distribute student lockers and social meeting/lounge spaces throughout the campus</td>
<td>Low-Medium</td>
<td>Low</td>
</tr>
</tbody>
</table>

### 198 McALLISTER

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>CAPITAL</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upgrade HVAC system</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Renovate Louis B. Mayer to active gathering place/lounge, including lighting, ceiling, media &amp; acoustics</td>
<td>Low-Medium</td>
<td>High</td>
</tr>
<tr>
<td>Create Student Center/Lounge on 1st Floor</td>
<td>Low-Medium</td>
<td>High</td>
</tr>
<tr>
<td>Reconfigure large lecture halls into smaller and more flexible seminar rooms</td>
<td>Low-Medium</td>
<td>High</td>
</tr>
<tr>
<td>Create variety of study spaces for group study</td>
<td>Low-Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Upgrade “the Beach,” including lighting, outdoor seating, railings and other upgrades</td>
<td>Low-Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Develop roof area to accommodate an outdoor deck and lounge</td>
<td>Low-Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Replace building access door and install badge reading turnstiles and security equipment</td>
<td>Low-Medium</td>
<td>Low</td>
</tr>
<tr>
<td>Develop recording studio for distance learning and media support</td>
<td>Low-Medium</td>
<td>Low</td>
</tr>
<tr>
<td>Refurbish basement and repurpose 198 McAllister parking garage</td>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>

### 100 McALLISTER

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>CAPITAL</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovate Great Hall space into flexible seminar/lecture/conference center space</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>Create a variety of study spaces for group study</td>
<td>Low-Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Develop the 25th and 26th Floors for quiet study and conference center space</td>
<td>Low-Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Enhance and expand clinical space</td>
<td>Low-Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Convert 14th Floor roof area to outdoor deck and lounge</td>
<td>Low-Medium</td>
<td>Low</td>
</tr>
</tbody>
</table>

### 200 McALLISTER

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>CAPITAL</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct building-wide space programming assessment and evaluate repurposing 6th Floor space</td>
<td>Low-Medium</td>
<td>High</td>
</tr>
<tr>
<td>Develop work space for newly established Graduate Division, Innovation Clinic and other academic programs</td>
<td>Low-Medium</td>
<td>High</td>
</tr>
<tr>
<td>Relocate Human Resources and Fiscal Services to 200 McAllister, develop micro-convenience store and consolidate IT functions</td>
<td>Low-Medium</td>
<td>High</td>
</tr>
<tr>
<td>Develop One-Stop Student Service Center on 1st Floor with support offices on 2nd Floor</td>
<td>Low-Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Replace building access door and install badge reading turnstiles and security equipment</td>
<td>Low-Medium</td>
<td>Low</td>
</tr>
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LONG RANGE CAMPUS PLAN RECOMMENDATIONS

NEAR-TERM RECOMMENDATIONS

The following initiatives are near-term recommendations of the Long Range Campus Plan. Early actions which have already been undertaken are described as well.

Implementation of the UC Hastings Campus Streetscape Plan

A Campus Streetscape Plan has been developed that includes safety improvements such as sidewalk bulb-outs, curb ramps, and a traffic island on McAllister Street as well as sidewalk replacement and widening, landscaping, public art, and lighting. Phase 1 of the Streetscape Plan was completed in conjunction with the College’s development of the Larkin Street garage. UC Hastings has since been programmed a total of $800,000 in Proposition AA funding allocated by the San Francisco County Transportation Authority (SFCTA). As a public sector partner, UC Hastings is supplementing SFCTA funding by allocating $514,000 to support its portion of the Streetscape Plan, including replacement of the existing deteriorated sidewalk at 100 McAllister on the McAllister and Leavenworth Street sides of the building, which has allowed water seepage to the underlying basement vault. The sidewalk replacement will include partial replacement of structural steel. Installation of uplighting and other enhancements on “the Beach” and surrounding areas of Snodgrass Hall will be undertaken concurrently with the sidewalk replacement project.

*Early action*: The design phase of the Campus Streetscape project is currently underway. The construction phase of the project is scheduled for completion in fall 2014.
Student Social Space to Build a Vibrant and Engaged Community

The Strategic Plan identified a critical need to develop additional space where students can relax and socialize, building a stronger relationship to their peers, the faculty, and the College overall. Given the gradual elimination of smaller student lounge areas that has taken place over time in Snodgrass Hall, this building is a primary location for future development of such space.

**Early action:** A new student lounge has been created on the 3rd floor of Snodgrass Hall. Space once occupied by the bookstore in Kane Hall has also been designated for use as a student lounge until such time as a permanent use is determined. This work was completed in 2013.

Asset Monetization to Maintain Financial Health

A study to identify and outline potential strategies for the College to monetize its real estate assets has recently been concluded. Proceeds from the monetization of these assets would be available for uses such as refurbishment of academic facilities, upgrades to building systems, and/or investment in academic programs to maintain and enhance UC Hastings’ academic ranking.

Strategies identified range from the sale or master lease of selected portions of properties within the UC Hastings current property portfolio to sale or master lease of entire properties.

**Early action:** To begin addressing the monetization priority, a Request for Proposals was issued in August 2013 to identify qualified companies to provide strategic guidance and real estate implementation and brokerage services for the redevelopment of the Great Hall. A selection process will begin in October 2013. The selected firm would be tasked with representing UC Hastings in:

- Re-positioning and identifying alternative uses of the site.
- Sourcing a developer for a joint venture with UC Hastings, long-term ground lease, or master lease on the property.
- Marketing the property to qualified parties for uses compatible to the operations of the College.
LONG-TERM RECOMMENDATIONS

A number of major capital upgrades to Hastings’ buildings are recommended over the long term. Based on state policy articulated in the Master Plan for Higher Education (1960), capital improvements to support academic programs, academic support, core student services and operational support are eligible for state bond funding. Facilities that support functions which are ancillary to the delivery of an institution’s educational program must be self-supporting and, hence, are not eligible for state support. These include the College’s student housing, recreation, and dining facilities. Upgrades that would be eligible for state funding include those in Snodgrass Hall and Kane Hall, described below. Projects that would require non-state funding are those in the 100 McAllister building and any additional development to serve auxiliary functions. A description of the necessary long-term major capital upgrades follows.

Snodgrass Hall (198 McAllister)

HVAC System Upgrade

The College’s most pressing need for its state-supported facilities is the upgrade to the HVAC system in Snodgrass Hall, described in the Existing Campus Conditions section of this report. While the 198 McAllister building is upgraded, if the construction cannot be staged in a non-disruptive manner, additional teaching space will be needed. Meeting this need may require the repurposing of other space including, potentially, some portion of the library space in 200 McAllister. It is unlikely that sufficient on-campus space can be identified and cost-effectively repurposed for interim use.

Louis B. Mayer (LBM) Multi-Purpose Lounge/Auditorium Renovation

The Louis B. Mayer Lounge in Snodgrass Hall is the College’s primary multi-use facility and its renovation is critical for the College. An upgrade that includes lighting, sound, and interior finishes would improve the campus’ identity, dramatically enhance student life space on campus, and could present revenue generation opportunities by making it more attractive for rental by outside parties.

Roofing and Exterior Repairs

Replacement of Snodgrass Hall’s roofing system is critically overdue, not having been completed in over 30 years. Plans and specifications have been developed to undertake this work; no decision can be made as to when the work would commence until such time as the College arrives at a long-term plan for the building’s future disposition.

Elevator Upgrades

Upgrades to the Snodgrass Hall elevator control system, motor and generator should be completed as part of a long-term capital upgrade plan.

Upgrades to Existing Learning Spaces

While upgrades to classrooms and multi-media teaching systems in Snodgrass Hall were completed in 2009 to support current instructional approaches used in modern academic settings, there is an ongoing need to diversify teaching spaces to meet evolving pedagogy. This could include more flexible seating arrangements and a greater variety of room sizes and configurations. In addition, new paint, carpeting, and acoustical panels in the classrooms are necessary. The development of video conferencing and production space to record and edit classroom content to support distance learning objectives would also be beneficial.

An additional strategy to meet the need for improved academic space would be to develop conference center space, which could be rented to outside parties to generate revenue while also being used part-time for academic purpose.

Student Life Space

As described in the Strategic Plan, additional and more varied student life space is needed throughout the campus to improve the sense of community among students and improve the overall student experience. Social study and lounge spaces with convenient food and other amenities are needed and day lockers, currently located in inconvenient locations, need to be better distributed and made more attractive. Together with the LBM Lounge renovation in Snodgrass Hall, the adjacent Fiscal Services office could be repurposed as a student lounge area to create a center of gravity for student life on the building’s ground floor. Fiscal Services staff could be relocated to a consolidated student services area in Kane Hall.

Project Bundling

Given the extensive disruption caused by upgrading the HVAC system, there will be a significant benefit to bundling projects together and completing them at the same time. Specifically, upgrading the Louis B. Mayer Lounge, creating a student center on the first floor of Snodgrass Hall, and reconfiguring the classrooms, each a high priority project, could be completed while the HVAC system is being upgraded in those areas.
Mary Kay Kane Hall (200 McAllister)

While the physical condition of the 200 McAllister building is sound, there are numerous opportunities to enhance the building’s functional utilization to better meet the goals of the Strategic Plan.

First and Second Floor Renovations

On the first and second floors of Kane Hall, there is potential to repurpose space that was previously occupied by the bookstore as well as to reorganize the student services areas to achieve operations efficiencies and enhanced functionality.

Law Library

The UC Hastings Law Library is located on the 4th, 5th, & 6th floors of the 200 McAllister building. It was remodeled in 2007 and, in addition to stacks, includes 18 group study rooms, library and faculty offices, quiet study areas, a seminar room, a computer lab, and a technology-enhanced reference area.

The Strategic Plan indicates that library usage has increased since the 2007 remodel. A door count shows an increase of approximately 50%. This suggests that while the use of the library for research may be declining as a result of the increased availability of online information, it nonetheless serves an important role as a reference resource, study area, and community hub. The Strategic Plan also points out that as the digitizing of reference materials becomes more common and access for study is needed 24/7, physical material storage and stack space is being de-prioritized at many institutions. Use of some portion of the library space for other mission-supportive College purposes may be justified at UC Hastings. In particular, some space may be needed as academic “swing space” as Snodgrass Hall is being renovated. Any repurposing of library space should be done in a manner that ensures the library can continue its service excellence and will continue to comply with the accreditation requirements of the Association of American Law Schools (AALS) and the American Bar Association (ABA).
100 McAllister
Renovation of the Great Hall
The Great Hall space at 100 McAllister is not currently being utilized and represents a missed opportunity for the College. Strategies such as selling or leasing this space to a third-party, private developer/operator would generate monetization proceeds. The College may arrange for the space to be available for UC Hastings’ use, or it may give full use rights to the developer, each with its own advantages and disadvantages.

Student Residential Upgrades at McAllister Tower
For the past 10 years, the College’s student housing in the McAllister Tower has been 100% occupied with waiting lists that grow and diminish contingent upon trends in the San Francisco rental housing market. The units themselves are in need of repairs and upgrades that will reinforce their demand for the long term.

The student housing at the Tower has served a variety of invaluable purposes, including creating a greater sense of community, changing UC Hastings’ reputation from a “commuter school” to a residential college, and providing students with a close and affordable housing option. With the College’s goals of continuing to be selective in its choice of students and to expand international and non-JD degree programs, the ability to provide institutionally owned and operated or third-party near-campus housing is essential. Without housing available for students, the College’s geographic competitive advantage is likely to become a disadvantage as pricing for local rental stock becomes cost-prohibitive for prospective students. While it is ideal to be positioned to provide housing to all admitted students who desire it, the need to make such projects financially self-supporting will be critical given the challenges associated with housing development. These factors strongly support the need to renovate existing housing to current standards and to provide additional housing in a financially responsible manner. A variety of monetization strategies could be considered for the McAllister Tower from third-party development of the Hervey Skyroom to complete private redevelopment of the building. A challenge with making the whole building available to an outside party is the 20,000 square feet of academic, administrative, recreation, and study space that would need to be replaced elsewhere on or near our existing campus.

UC Hastings has a favorable debt rating. In 2012, Moody’s Investors Service affirmed UC Hastings’ Aa3 issuer rating and revised its outlook to stable from negative: “The Aa3 issuer rating reflects Hastings’ strong market position as an independent public law school affiliated with the University of California (Aa1/stable), strong net tuition revenue growth, healthy operating margins, and management that engages in long-term planning. The rating also incorporates potential pressure on predominant revenue streams, particularly net tuition revenue given the college’s decision to reduce JD enrollment by nearly 20% over the next three years and declining applications to law schools nationally, as well as state appropriation revenue with financial weakness at the State of California (A1/stable).”

In 2013, the College retired $6.9 million in debt issued to finance a building-wide fire/life-safety code compliance upgrade and common area improvements for McAllister Tower that was completed in 2004 at a total cost of $9 million.

333 Golden Gate Avenue Property
The College may consider opportunities to realize development of this 12,000 square foot lot in a manner that supports mission-related objectives or to generate revenue for the same purpose. A variety of approaches may be taken from ground leasing to a developer (least risk) to developing the property outright (most risk). Determination of the disposition and use of 333 Golden Gate is contingent upon the approach taken to the renovation of Snodgrass Hall. Renovation-in-place at 198 McAllister would provide the contemporary academic space the College needs, presenting the opportunity to develop 333 Golden Gate as student housing; a decision to diversify academic space on the campus would suggest that 333 Golden Gate might instead be developed as academic space.
CONCLUSION

Capital projects that enhance the UC Hastings student experience and heighten institutional prominence and appeal, leveraging the San Francisco location, should be given priority. Once capital priorities have been established, a deferred maintenance plan needs to be developed based on building component life-spans identified as part of the Long Range Campus Plan effort. The deferred maintenance plan should focus on areas not slated for major capital renovation and must also include a funding plan that acknowledges the current financial climate.

In addition to the completion of capital investments that support UC Hastings’ mission, efforts to monetize underutilized campus assets must continue and be given high priority. In this light, the ultimate use of the 333 Golden Gate Avenue property must be carefully considered. Developing the property as student housing, as opposed to an academic use, would be financially self-supporting and would likely generate net income for the College. It would also allow for the potential sale of the McAllister Tower, achieving further monetization objectives. A student housing use at 333 Golden Gate would likely present less risk for the College, as there would be opportunities for master leasing arrangements with other San Francisco institutions due to the critical shortage of housing opportunities for students living in the city. UCSF has recently indicated interest in entering into such an arrangement with UC Hastings. Student housing would activate the campus and adjacent community with a greater residential footprint.

Development of academic space at 333 Golden Gate would provide the critically-needed “swing space” for the renovation of Snodgrass Hall, allowing the College to continue its academic programs without disruption or significant inconvenience for students and faculty. Additionally, academic space development on the property would enable the College to consider selling all or a portion of Snodgrass Hall, if this is determined to be an optimal monetization strategy, or developing the building for a different use. An academic facility would be eligible for future state General Obligation bond funding, if such funding continues to be made available by the State.

Regardless of use, development of the 333 Golden Gate property would help to create a more cohesive campus. Physical connections could be made via a sky bridge between the new building and Kane Hall as well as the parking garage. Use of the property for student housing, allowing disposition of the 100 McAllister building, would make the campus significantly more compact, improving campus security.

The 333 Golden Gate property could potentially be developed as a mixed-use facility, with academic and/or conference center space at the ground level and lower floors and student housing on upper floors. Vertical mixed-use buildings are an increasingly common model for urban institutional facilities where property values are high and land is scarce. Any development of the property would bring into focus the advantages to be gained by acquisition of the Abigail Hotel site.

The time is ripe for a discussion about the future use of 333 Golden Gate Avenue, as its development offers significant potential benefit for the College, and the course taken has great significance for the College’s approach to capital asset management.