



Monthly Executive Committee Meeting - Open Session

University of California College of the Law, San Francisco
 Willkie Farr & Gallagher 333 Bush St. San Francisco, CA 94104
 2024-08-19 09:00 - 10:00 PDT

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1. Roll Call

Simona Agnolucci, Chair Albert Zecher, Vice Chair Shashi Deb Andrew Houston Chip Robertson

2. Public Comment

(10 minutes) This is an opportunity for members of the public to comment on agenda items. Public comment on any agenda item will be limited to no more than three minutes per speaker and 10 minutes total. Groups or organizations that wish to comment on a particular item are encouraged to have a single representative speak for no more than three minutes. These limits can be varied at the discretion of the Chair. Persons who wish to speak on matters not on the agenda should make their request in writing to the General Counsel and Secretary of the College.

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10. Adjournment



Executive Committee Meeting Open Session

Minutes

University of California College of the Law, San Francisco
July 8, 2024

Willkie, Farr & Gallagher, 1 Front St, San Francisco, CA 94111. Participants and members of the public were also able to join the open session via the web link or dial-in numbers listed in the public notice of this meeting linked here: <https://www.uchastings.edu/our-story/board-of-directors/board-meeting-notices-agendas-and-materials/>.

1. Roll Call

The Chair called the open session to order at 2 p.m., and the Secretary called the roll.

Committee Members Present

Director Albert Zecher, Chair
Director Courtney Greene Power, Vice Chair
Director Shashi Deb
Director Andrew Houston
Director Chip Robertson

Other Directors Present

Director Claes Lewenhaupt

Staff Participating

Chancellor & Dean David Faigman
Chief Operating Officer Rhiannon Bailard
General Counsel & Secretary John DiPaolo
Legal & Executive Assistant Yleana Escalante
Assistant Chancellor & Dean/Chief of Staff to the Chancellor & Dean Jenny Kwon
Deputy Chief Financial Officer Sandra Plenski
Provost & Academic Dean Morris Ratner
Chief Financial Officer David Seward

2. Public Comment

The Chair invited public comment. No member of the public offered comment.

3. Approval of Prior Meeting Minutes

Motion:

The Chair called for a motion to approve the open session minutes of the Committee's June 17, 2024 meeting.

Motion made and motion seconded. The motion carried.

4. Action Item: Class of 1964 Scholarships

Dean Faigman reported that the class of 1964, largely led by Jerry Marks, created a scholarship in the name of their class. Mr. Marks passed away several weeks ago, and a celebration of life for him is scheduled for Sunday. Several class members would like to name one of the scholarships coming from that corpus in honor of Mr. Marks. Since the Board originally approved the name for the 1964 class scholarships, it seemed appropriate and perhaps necessary for the Board to approve that one of those scholarships be named in honor of Jerry Marks. He expressed the hope to announce this to the attendees at the celebration of life on Sunday, which he will be attending.

Motion:

The Chair called for a motion to approve naming the Jerry Marks Scholarship to come from the fund created by the Class of 1964.

Motion made and motion seconded. The motion carried.

5. Student Success Strategies

Mr. DiPaolo said that in the last meeting, Dean Ratner presented and discussed with the Committee a memo on the different questions directors had asked. Mr. DiPaolo said the administration was now available for further discussion or questions.

Vice Chair Power asked how the administration was preparing for conversations with the faculty at the Board-faculty retreat. Dean Ratner said that once a date is confirmed, he plans to send a save-the-date notice to the faculty. Along with this notice, he will include a summary of the issues and an online questionnaire to gather feedback and additional questions. This will allow him to conduct a data analysis to address faculty questions before the retreat. About two weeks before the retreat, he will circulate a package that will include a series of specific proposals along with the supporting argument and analysis. This package will set the stage for the conversation at the retreat.

Chair Zecher said that Dean Ratner's memo had a section where the question was asked, "Do you use the bar exam results as a quality control tool?" He said he did not fully grasp the response. He wondered if they look at the bar exam class results and compare them to understand who is passing and failing in various subjects to evaluate the effectiveness of professors.

Dean Ratner explained that they do review all the pass-fail data for entire classes and multiple years of classes to extract whatever insights they can. However, when conducting quantitative analysis, if the data set is too small, it becomes unreliable and is considered just noise. For instance, if they look at how taking contracts affects the likelihood of passing the bar exam, there are so many variables that come into play, drowning out the impact of taking that one class, resulting in no measurable effect. However, if they assess the total number of upper-division bar classes taken and their

effect, they can identify a measurable impact and determine the increase in the probability of bar passage per additional unit. He noted that drilling down to the specific class level or to the individual faculty member teaching a class is challenging and does not yield reliable data. Instead, they focus on broader information. They examine data from students' practice sessions on platforms like AdaptiBar and from practice tests provided by bar prep companies to identify specific issues students struggle with in each subject. This issue-specific information is then shared with faculty. However, they don't have the capability to assess faculty teaching effectiveness using the statistical analyses employed for programmatic assessment or design.

Dean Ratner further stated that inconsistencies can arise year-over-year; for instance, one year students might underperform in contracts but overperform in civil procedure, while the next year these dynamics could change due to different exam questions or cohort reactions. Despite these fluctuations, they do manage to maintain consistent year-over-year data on issues from practice tests, which aids faculty in making informed decisions about class coverage and emphasis. However, he said that year-to-year patterns are more readily discernible through practice test results than through bar exam score data the College receives.

Vice Chair Power asked about gathering the sentiments of the faculty and responding in advance of the retreat. Dean Ratner referred to his June 14th memo to the Board. He highlighted a specific grid and said that his aim was to translate these discussions into concrete proposals for consideration, focusing on factual questions being addressed over the summer to establish a comprehensive record. Dean Ratner said that when he surveys the faculty, he plans to assure them that survey results will be anonymized and shared as part of the retreat materials. He anticipates no surprises and suggests that the Committee's next meeting on this topic, likely in early August, would focus on addressing any specific questions not covered in the memo.

Dean Faigman said he believed the faculty to be open-minded and aligned with the objectives set by the Board. There would also be outliers, and he anticipated a thoughtful and thorough discussion, emphasizing the faculty's interest in understanding the Board's perspective and taking an empirical approach to devising solutions that would enhance student success.

Director Deb thanked Dean Ratner for his memo. She asked for clarification on whether all the proposals would be considered in the upcoming survey for faculty feedback or if there were plans to narrow down the options, particularly regarding grading and related topics like the DQ. She also was curious if all these proposals would be discussed directly at the faculty retreat or if the intent was to gather feedback first to determine which proposals would be prioritized for discussion.

Dean Ratner said he considered grading and the disqualification threshold the most critical topics for the retreat. He suggested focusing initially on grading due to strong faculty support and the need to address any grading issues before considering DQ changes. Assuming the survey confirmed his view, he planned to dedicate the first part of the retreat to grading and allocate more time to DQ later. He expected less dramatic and complex topics listed would receive less discussion.

Chair Zecher asked if the Board would receive the data on academic attrition rates compared to peer schools before the retreat, which will drive the discussion on disqualification (DQ)? Dean Ratner said yes.

Chair Zecher raised the idea of looking at specific subjects and classes annually to ensure professors align their teaching with bar exam topics, focusing on relevant material likely to appear on bar exam questions. Dean Ratner stated that the College currently ensures exams include a mix of bar-like essay questions and MBE-like multiple choice questions, rather than focusing on specific questions' frequency in bar exams. Regarding faculty alignment with bar-tested subjects, there is no requirement for teaching specific issues within each subject. However, regular discussions occur with faculty about the issues tested on the bar exam, which faculty consider when designing their syllabi.

Chair Zecher asked for clarification on the concept of academic freedom. He taught in law school and said that course content was typically dictated by the dean. He questioned whether professors had the right to omit topics likely to appear on the bar exam and asked about the requirement for professors to administer practice exams for bar-tested subjects. Dean Ratner said that the 1L curriculum includes a Sack class focused on subjects like civil procedure, criminal law and property, with required formative assessments and individualized feedback. Coordination ensures at least one midterm per section or "Inn" in addition to SAC assessments. While upper division faculty are not mandated to provide formative assessments before final exams, they are encouraged to use the AdaptiBar platform for practice multiple-choice tests throughout bar-tested courses. AdaptiBar was approved by the Board several years ago, and it is a crucial tool for identifying student struggles and strengths in specific exam topics.

Dean Ratner said all MBE-tested subjects, including the 1L bar classes and the required upper-division bar classes, have AdaptiBar questions associated with them.

Chair Zecher asked how essay writing is addressed. Dean Ratner said that in the upper division, there is no requirement for essay formative assessments as there is in the 1L Sack classes. The structured assessments are mandated for 1L students but not for upper division courses. Chair Zecher asked if there any value in approaching bar exam courses that are upper division classes in the same manner as the 1L Sack effort. Dean Ratner said that is of tremendous value. In the upper division, they have started

designing “Sack versions” of classes such Constitutional Law 1 last year and Remedies this year. These are structured similarly to 1L Sack classes, with multiple required formative assessments. However, there is currently no requirement for every faculty member teaching an upper division bar class to include formative assessments.

Chair Zecher asked if this is something that could be discussed with faculty and if it is relevant. As a student, understanding performance in subjects through practice exams is crucial for improvement and mastery. Dean Ratner said that formative assessments are present in all upper division bar classes through multiple choice testing. Special Sack and long-process classes are available for opt-in, with mandatory participation for students on academic supervision in the bottom quartile. However, there is no requirement for top three quartile students to take these classes. He mentioned having enough structured classes to meet current student demand. Regarding requiring essay formative assessments in all upper-division bar classes, he agreed it is a worthy discussion item.

Chair Zecher asked about the value of increasing these requirements to the bottom half of the class. Dean Ratner said that question is covered by the grid displaying proposals for discussion at the retreat, in the section of the grid pertaining to academic supervision and counseling. Part of the proposal is to expand the scope of academic counseling, which gives the Dean of Students authority to require students to take specific classes. One element of this could involve requiring such students to take classes that reinforce essay writing skills.

Chair Zecher asked if the faculty objective should be set up like the discussion on academic supervision and counseling, which he described as less clear and more abstract. Dean Ratner said that in the current draft, it is framed as whether to expand supervision to the bottom half of the class (compared to the current scope, which is limited to the fourth quartile). He suggested adding the discussion topic of whether all bar faculty should do formative assessments. This has been seen as a best practice for years, so making it a self-imposed requirement would be appropriate for discussion.

Vice Chair Power supported including formative assessment as a specific element in the chart so that it is clear upper division bar classes could benefit a broader range of students. She wondered why all professors aren't already using this successful teaching method. Is there resistance due to long-standing teaching habits? Are there logistical or support barriers that professors face in implementing it in upper division classes?

Dean Ratner agreed that was a good question. Professor Heather Field, a top expert on teaching methods among the faculty, led a faculty teaching colloquium on formative assessment. She highlighted various approaches beyond practice essays, like real-time polling and oral problem-solving exercises. These methods help gauge student comprehension during class and adjust teaching accordingly. There is an ongoing debate in higher education on the effectiveness and practicality of different

approaches to formative assessment. This aligns with the broader question of whether to mandate specific methods or allow faculty flexibility in how faculty ensure student learning throughout the semester.

Dean Faigman said in his experience teaching constitutional law to large classes, providing thorough formative assessments and quality feedback for essays was time-intensive, often taking tens of hours. This workload is compounded by faculty responsibilities for scholarly output alongside teaching. While technology like AI could potentially streamline feedback processes, the reality is faculty face finite time constraints. Balancing effective teaching with scholarly duties is crucial, as faculty's scholarly productivity is also a key metric for the school. Resistance to formative assessments may stem from concerns among faculty about maintaining their scholarly productivity despite potential gains in teaching effectiveness.

Chair Zecher said there are 11 bar classes, and if professors teaching these classes cannot effectively track student performance to help them succeed, the College could supplement those professors somehow to improve their ability to do so. Dean Ratner mentioned that for each bar-tested subject offered, there are multiple sections per semester—like five sections for Civ Pro 1L classes and three or four sections for upper division classes like business associations, totaling 50+ bar classes per year. He agreed that faculty should prioritize student success and teaching alongside scholarly pursuits and stated the College's faculty is one of the most teaching-focused nationally, despite having top scholars. He acknowledged faculty concerns about balancing various job elements but trusts their commitment to teaching well.

Vice Chair Power thanked Dean Ratner for his response. She said that it is important not to dismiss resource constraints as a reason. She acknowledged the potential of essay writing formative assessments in upper division classes and suggested exploring ways to implement it effectively, possibly with AI tools or involving third-year students or alumni to assist with grading. She emphasized the importance of building essay-writing skills essential for the bar exam, alongside other forms of assessment like oral advocacy. She hoped for continued open conversations about resource challenges to find innovative solutions that benefit struggling students.

Director Deb said she would email her specific thoughts directly to Dean Ratner due to time constraints, but she briefly mentioned the idea of aligning legal research and writing curriculum with first-year bar subject classes by integrating memo assignments with substantive content areas. She acknowledged the complexity of pedagogy and teaching effectiveness, highlighting the importance of trusting Dean Ratner and the faculty's expertise in these matters. She appreciated the diligence and work put in by the faculty on these challenging issues.

Chair Zecher echoed the comments made, emphasizing that it is a tough discussion for everyone involved and that there was no intent to criticize anyone in particular.

The Committee entered closed session at 2:48 p.m.

The Chair reconvened to open session at 3:03 p.m. Mr. DiPaolo reported that in closed session the Committee approved minutes from its June 17, 2024 closed session meeting.

6. Adjournment

The Chair adjourned the open session at 3:04 p.m.

Respectfully submitted,

John K. DiPaolo, Secretary



Monthly Executive Committee Meeting - Open Session Minutes

University of California College of the Law, San Francisco
July 15, 2024

Willkie, Farr & Gallagher, 1 Front St, San Francisco, CA 94111. Participants and members of the public were also able to join the open session via the web link or dial-in numbers listed in the public notice of this meeting linked here: <https://www.uchastings.edu/our-story/board-of-directors/board-meeting-notices-agendas-and-materials/>.

1. Roll Call

The Chair called the open session to order at 2:01 p.m., and the Acting Secretary called the roll.

Committee Members Present

Director Albert Zecher, Chair
Director Courtney Greene Power, Vice Chair
Director Shashi Deb
Director Andrew Houston
Director Chip Robertson

Other Directors Present

Director Claes Lewenhaupt

Staff Participating

Chancellor & Dean David Faigman
Legal & Executive Assistant Yleana Escalante
Assistant Chancellor & Dean/Chief of Staff to the Chancellor & Dean Jenny Kwon
Deputy Chief Financial Officer & Controller Sandra Plenski
Provost & Academic Dean Morris Ratner
Chief Financial Officer David Seward
Deputy General Counsel & Acting Secretary Laura Wilson-Youngblood

2. Public Comment

The Chair invited public comment. No member of the public offered comment.

3. Approval of Prior Meeting Minutes

Ms. Wilson-Youngblood said that there are no minutes for approval at this time.

4. Student Success Strategies

Dean Ratner introduced this item and noted that the General Counsel's office circulated an updated two-page summary of the proposals and associated factual

research questions. He plans to use that summary for the Board and Faculty Retreat and is open to receiving feedback. Chair Zecher responded that he needs more time to review the document before providing feedback and appreciates its distribution. Vice Chair Power mentioned that the document looks good and that she plans to review it in more detail after the meeting. She thanked everyone and asked if there were any other comments.

Chair Zecher said he will likely have a few more comments at the next meeting.

The Committee entered closed session pursuant to Education Code Section 92032(b)(5)&(6) at 2:04 p.m.

The Chair reconvened the open session at 2:29 p.m.

Ms. Wilson-Youngblood reported that no actions were taken in closed session.

5. Adjournment

The Chair adjourned the open session at 2:29 p.m.

Respectfully submitted,

Laura M. Wilson-Youngblood, Deputy General Counsel



Executive Committee Meeting – Open Session

Minutes

University of California College of the Law, San Francisco
July 26, 2024

333 Golden Gate Ave., San Francisco, CA 94102, Suite 501 Deb Colloquium Rm. Participants and members of the public were also able to join the open session via the web link or dial-in numbers listed in the public notice of this meeting linked here: <https://www.uchastings.edu/our-story/board-of-directors/board-meeting-notice-agendas-and-materials/>.

1. Roll Call

The Chair called the open session to order at 10:05 a.m., and the Secretary called the roll.

Committee Members Present

Director Albert Zecher, Chair
Director Courtney Greene Power, Vice Chair
Director Shashi Deb
Director Andrew Houston
Director Chip Robertson

Other Directors Participating

Director Simona Agnolucci

Staff Participating

Chancellor & Dean David Faigman
Chief Operating Officer Rhiannon Bailard
General Counsel & Secretary John DiPaolo
Assistant Chancellor & Dean/Chief of Staff to the Chancellor & Dean Jenny Kwon
Deputy Chief Financial Officer & Controller Sandra Plenski
Chief Financial Officer David Seward

2. Public Comment

The Chair invited public comment. No member of the public offered comment.

3. Student Success Strategies

Chair Zecher said the Committee would defer discussion of this issue.

4. Update on Hiring of Chief Advancement Officer

Dean Faigman said there are two promising candidates who have met with him and other senior leadership and will be moving on in the process. This will include meetings with the president and vice president of the Foundation Board as well as the chair of Advancement and Communications Committee. He said that he is hoping to have this wrapped up in the next couple of weeks.

The Committee entered closed session at 10:10 a.m. pursuant to Education Code Section 92032(b)(6).

The Chair reconvened the open session at 10:55 a.m.

Mr. DiPaolo stated that there were no reports.

5. Adjournment

The Chair adjourned the meeting at 10:56 a.m.

Respectfully submitted

John K. DiPaolo, Secretary



Executive Committee Meeting – Open Session Minutes

University of California, College of the Law, San Francisco

August 1, 2024

Willkie Farr & Gallagher 333 Bush St. San Francisco, CA 94104. Participants and members of the public were also able to join the open session via the web link or dial-in numbers listed in the public notice of this meeting linked here: <https://www.uchastings.edu/our-story/board-of-directors/board-meeting-notice-agendas-and-materials/>.

1. Roll Call

The Chair called the open session to order at 9:31 a.m., and the Secretary called the roll.

Committee Members Present

Director Albert Zecher, Chair
Director Courtney Greene Power, Vice Chair
Director Andrew Houston
Director Chip Robertson (joined at 9:35 a.m.)

Committee Members Absent

Director Shashi Deb

Other Directors Present

Director Simona Agnolucci

Staff Participating

Chancellor & Dean David Faigman
Chief Operating Officer Rhiannon Bailard
General Counsel & Secretary John DiPaolo
Legal & Executive Assistant Yleana Escalante
Assistant Chancellor & Dean/Chief of Staff to the Chancellor & Dean Jenny Kwon
Provost & Academic Dean Morris Ratner
Chief Financial Officer David Seward

2. Public Comment

The Chair invited public comment. No member of the public offered comment.

3. Update on Hiring of the Chief Advancement Officer

Dean Faigman reported that they have two finalists, with one candidate having almost completed the interview process. If they decide to make an offer after the second candidate's interview, they will perform a reference check and aim to extend an offer by the end of next week. Dean Faigman indicated that one candidate has received great reviews and would be a perfect addition to the team.

Dean Kwon added that Director Deb will have met both candidates, as will the president and vice president of the Board of Trustees. The final phase involves a meet and greet with the Advancement team.

4. Student Success Strategies

Dean Ratner shared that the list of interventions for the retreat has been finalized. He is open to feedback and mentioned that the class of 2024 graduates recently sat for the bar exam. Preliminary data show higher course completion rates this year, and they anticipate a higher pass rate.

Chair Zecher thanked Dean Ratner and his team for their effort and said he looked forward to moving forward with the proposals.

The Committee entered closed session at 9:36 a.m. pursuant to Education Code Section 92032(b)(5) &(7).

The Chair reconvened the open session at 9:52 a.m.

Mr. DiPaolo reported the Executive Committee approved a settlement with United Auto Workers concerning the formation of a student union.

5. Adjournment

The Chair adjourned the open session at 9:52 a.m.

Respectfully submitted,

John K. DiPaolo, Secretary

ACTION ITEM

- 1. **REPORT BY:** Chief Financial Officer David Seward
- 2. **SUBJECT:** Tower Seismic Upgrade Project – Nonstate Budget Change

3. RECOMMENDATION

That the Executive Committee of the Board of Directors approve a budget change of \$5.1 million to supplement funding for Phase 1 of the McAllister Tower Seismic Upgrade Project from the McAllister Tower building reserve account subject to ratification by the Board of Directors at its September 2024 meeting.

4. BACKGROUND:

The project is structured to be completed, subject to the availability of funding, in two phases. Phase I is supported by a grant from the State of California for \$90 million from the Budget Act of 2022. An augmentation of \$4 million from institutional funds, specifically investment earnings on cash balances, was approved in June 2024. With completion of 100% of the design development drawings and after extensive value engineering, total project cost was significantly reduced (see below) to conform to available funding.

Phase 1	22-Jul-24 100%DD	8-Aug-24 VERevised	Amount	%
Cost				
Total Project Cost (@100% Design Development)	113.0	100.4	-12.6	
Value Engineering Pending (e.g., lead paint, PG&E temp power, etc.)		-1.3	-1.3	
Total	113.0	99.1	-13.9	-12%
Funding				
State Grant	90.0	90.0	0.0	
Adjustment #1 (June 2024)	4.0	4.0	0.0	
Total	94.0	94.0	0.0	0%
<i>Gap</i>	\$ (19.0)	\$ (5.1)		
Costs Not Included:				
Demobilization and No Restart	\$ 5.4			
Demobilization and Restart	\$ 7.2			

* Gap to be funded from McAllister Tower building reserves (\$5.9 million as of 6/30/24).

At the completion of Phase I, the building will conform to building codes of the City and County of San Francisco. Full conformance to UC Law SF’s Seismic Safety Policy would occur in Phase 2, although many elements necessary to achieve that heightened code standard will have been completed in Phase 1. Note, if the College is unsuccessful in funding Phase 2 at an estimated cost of \$192 million, property disposition strategies will need to be employed.

The College’s submittal to the National Park Service seeking eligibility for federal Historic Tax Credits has been successful. Net proceeds of \$34 million are potentially available if the College proceeds to establish the necessary for-profit legal structure. Attached is a summary of potential funding scenarios for Phase 2 of the project.

5. PROPOSED RESOLUTION:

That the Executive Committee of the Board of Directors approve revising the 2024-25 nonstate budget as described below:

- Tower Seismic Upgrade Project – Nonstate Budget Change \$5,100,000
(Funded from McAllister Tower Building Reserve)

Attachments:

- UC Law SF, 100 McAllister, Finance Update, August 14, 2024
- UC Law SF, Scenario Analysis Summary, August 13, 2024
- National Park Service, Historic Preservation Certification Application Part 2 – Description of Rehabilitation, July 1, 2024



100 McAllister Street Tower Renovation



UC Law San Francisco

Agenda

01. Introduction

02. Design Process

03. Construction Update

04. Phase 1 Budget Status



01. Introduction



Introduction

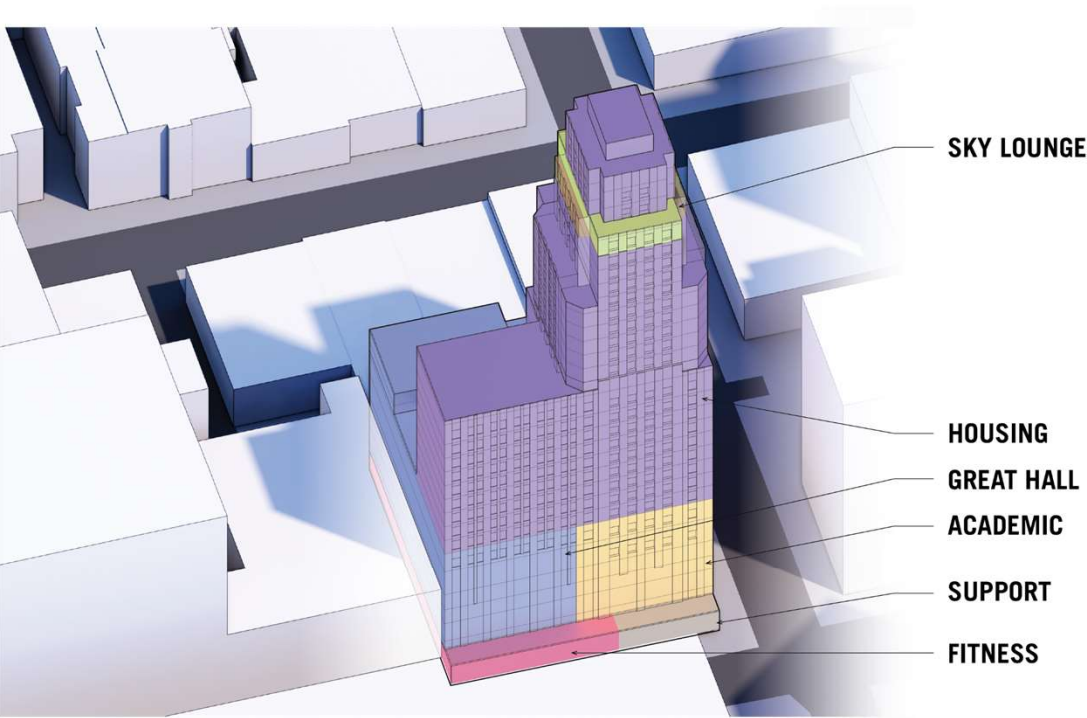
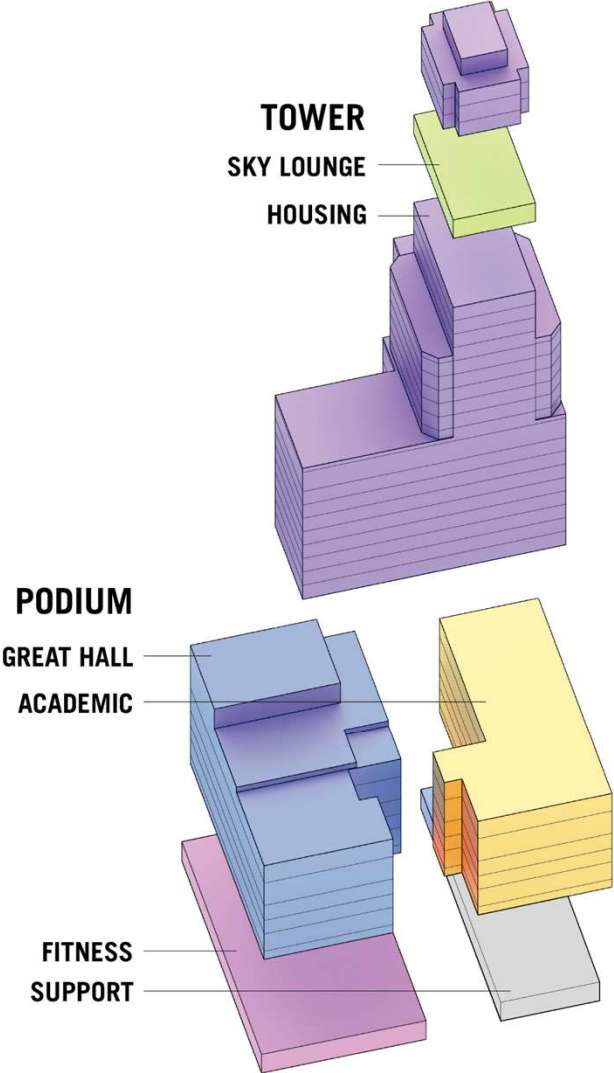
- Seismic Retrofit
- Historic Preservation
- Academic Village
- Affordable Campus Housing



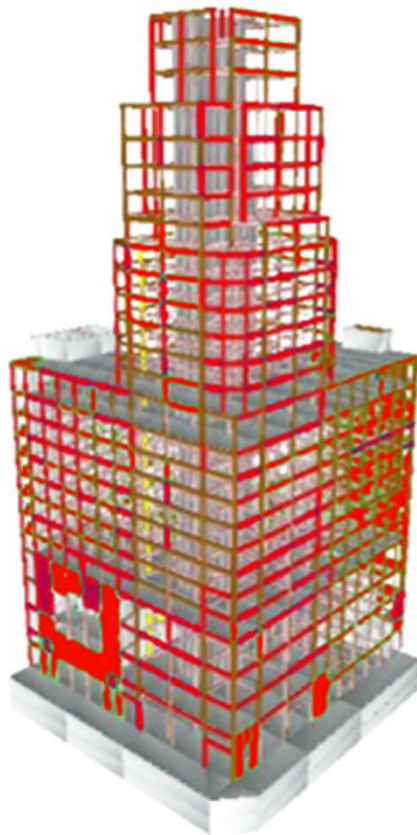
02. Design Process



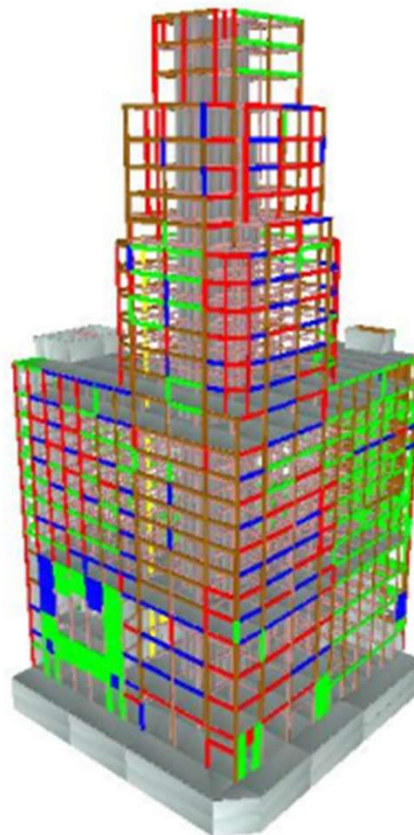
100 McAllister Stacking



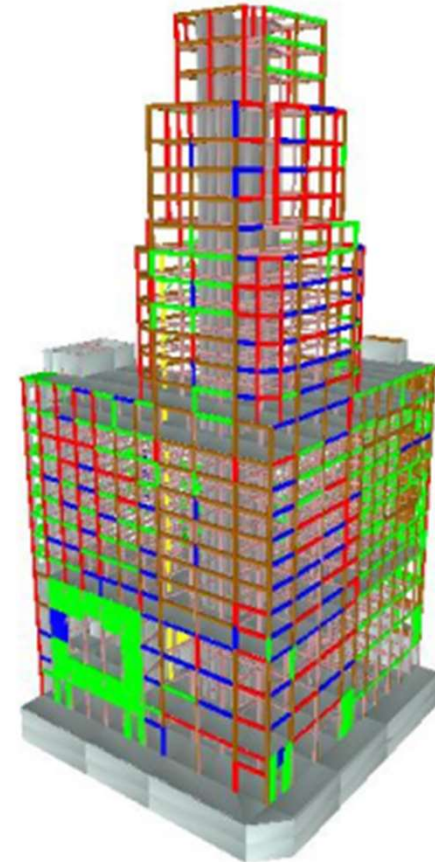
Building Performance Before and After Retrofit



Existing structure

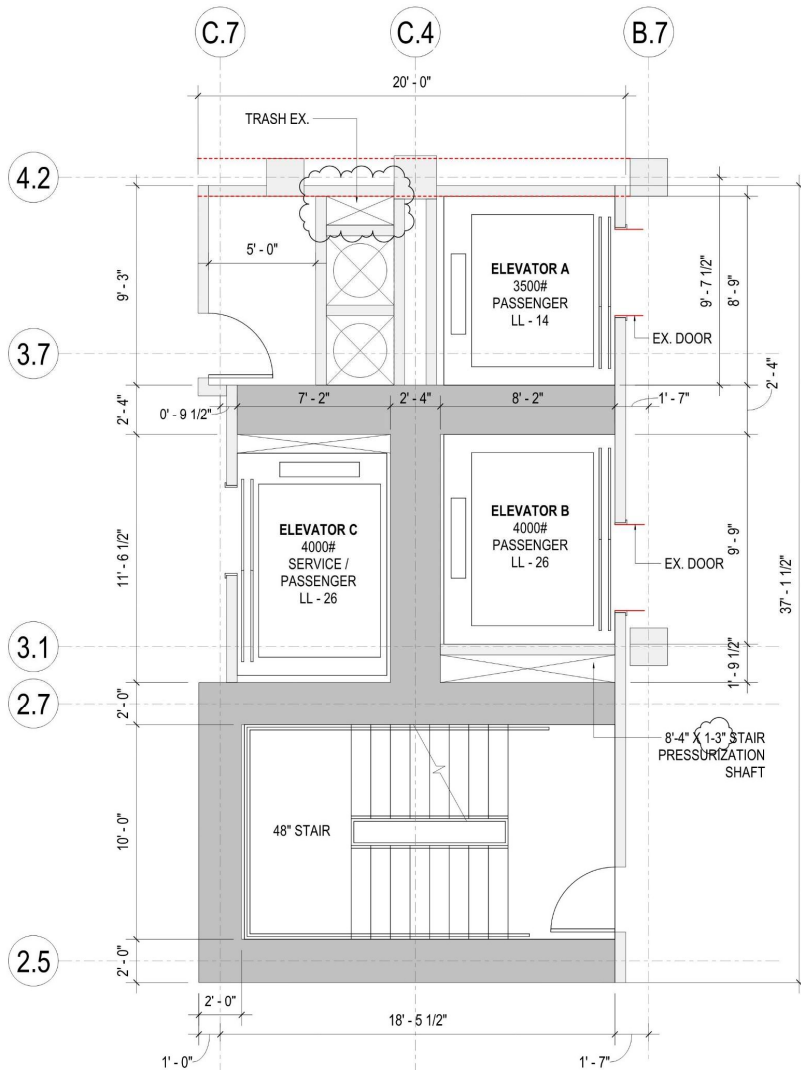


Phase 1 – 75% Code

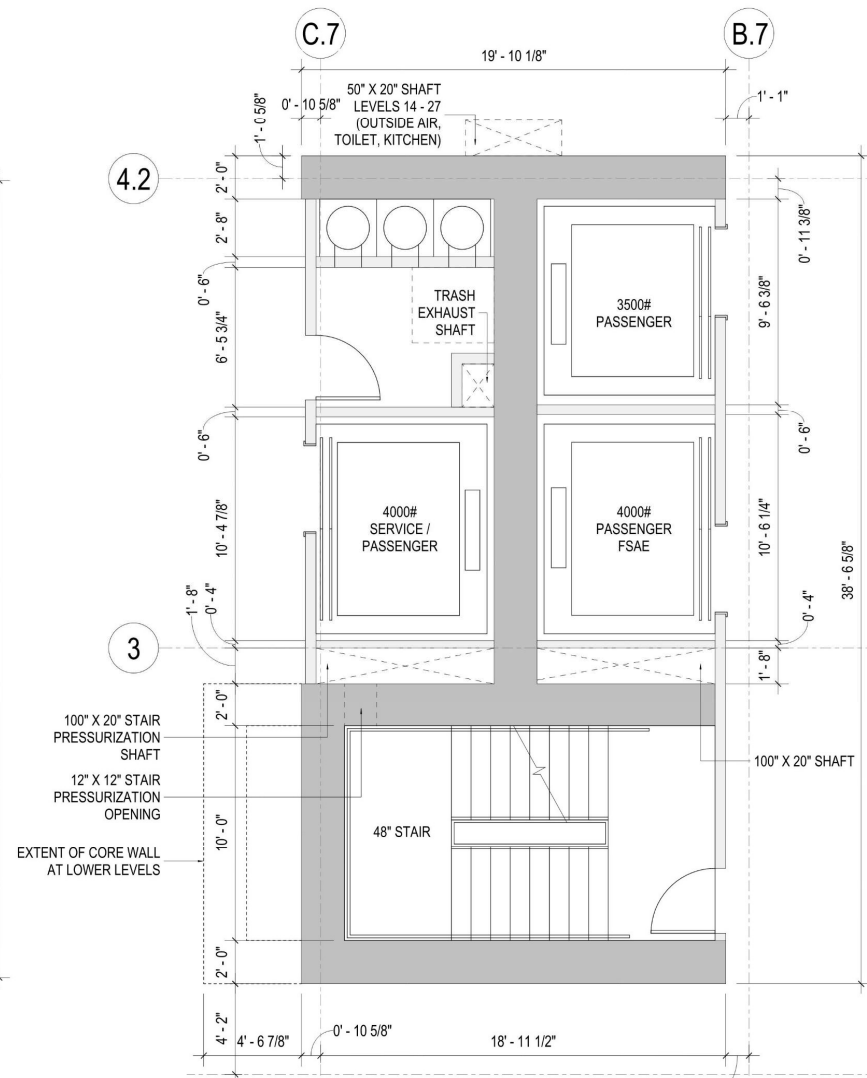


Phase 1 & 2 – 975 Year

Structural Retrofit Approach – New Building Core



Reduced core geometry to lower construction costs



Original core geometry

Great Hall Treatment: Abate and Mothball



Lower Level Floor Plan



Sports & Fitness



Ground Level Floor Plan



Main Lobby & Reception



Student Lounge



Typical Midrise Floor Plan

UNIT COUNT AND MIX SUMMARY

	1-Bed	2-Bed	3-Bed	4-Bed	5-Bed	6-Bed	TOTAL
UNIT TOTAL	13	22	1	9	26	9	80
BEDROOM TOTAL	13	44	3	36	130	54	280

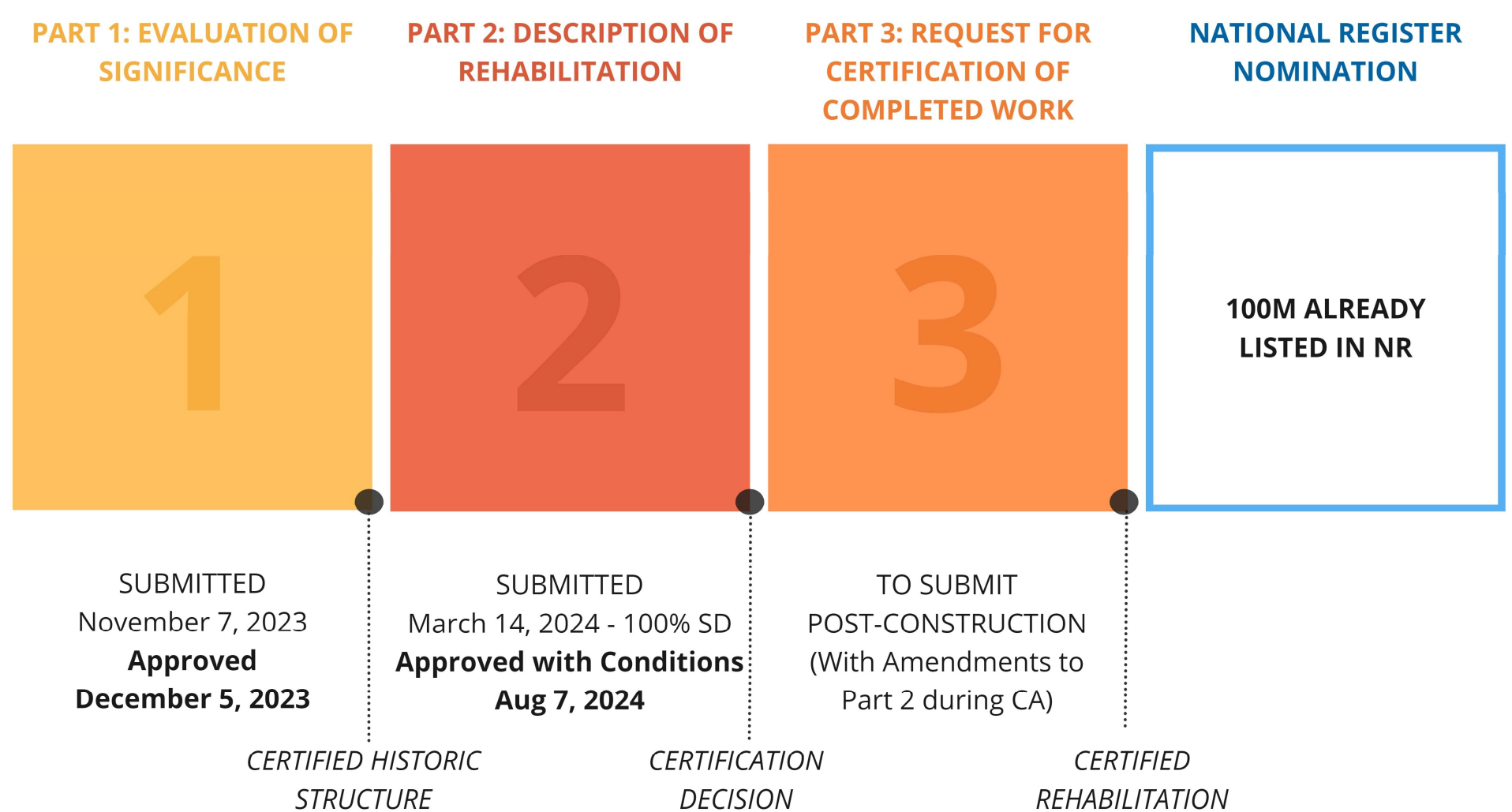


- APARTMENT TYPE
- CIRCULATION
 - FOUR BED APARTMENT
 - FIVE BED APARTMENT
 - SIX BED APARTMENT

Sky Lounge



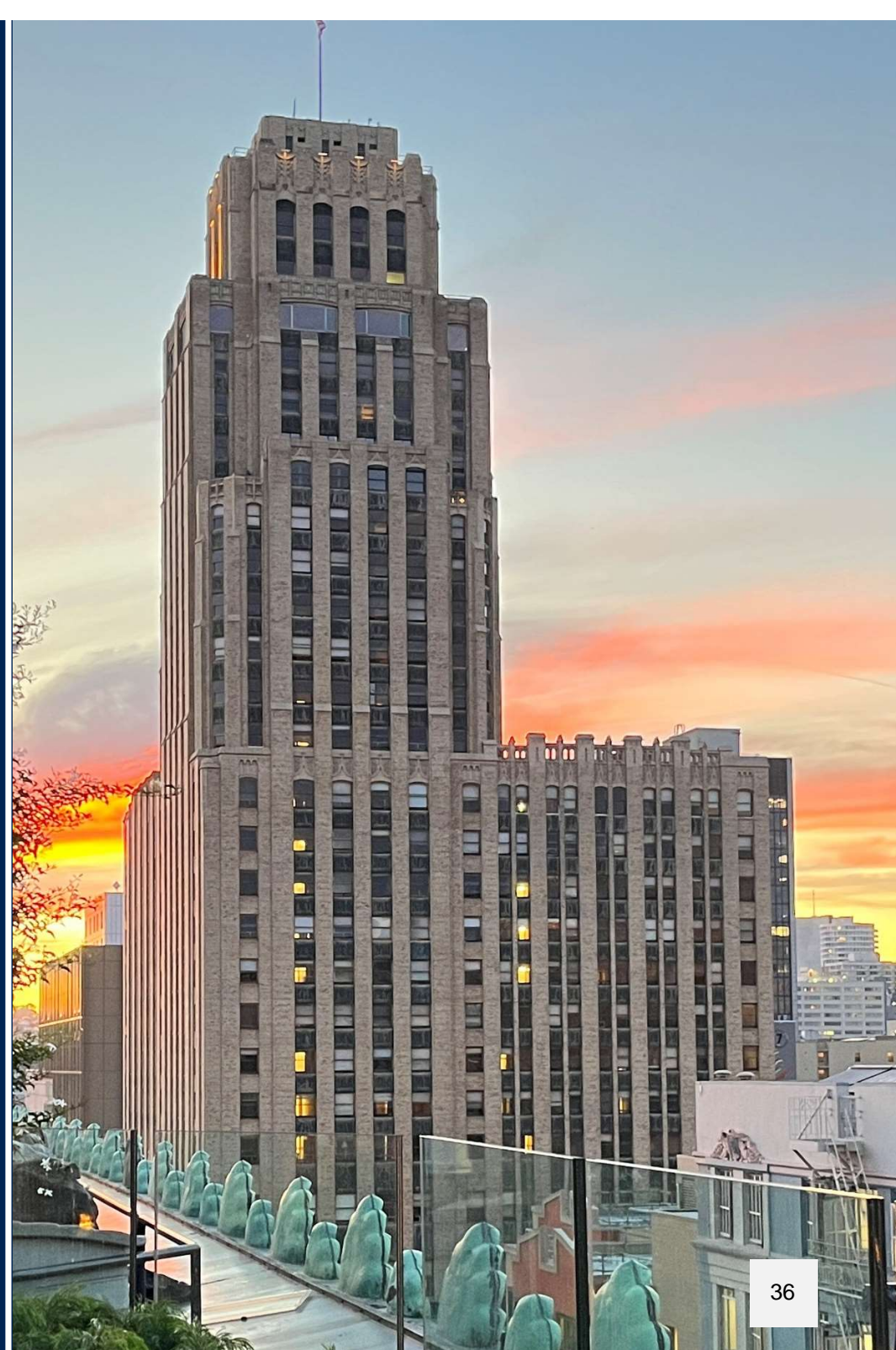
Federal 20% Rehabilitation Tax Credit



Permit & Approval Milestones

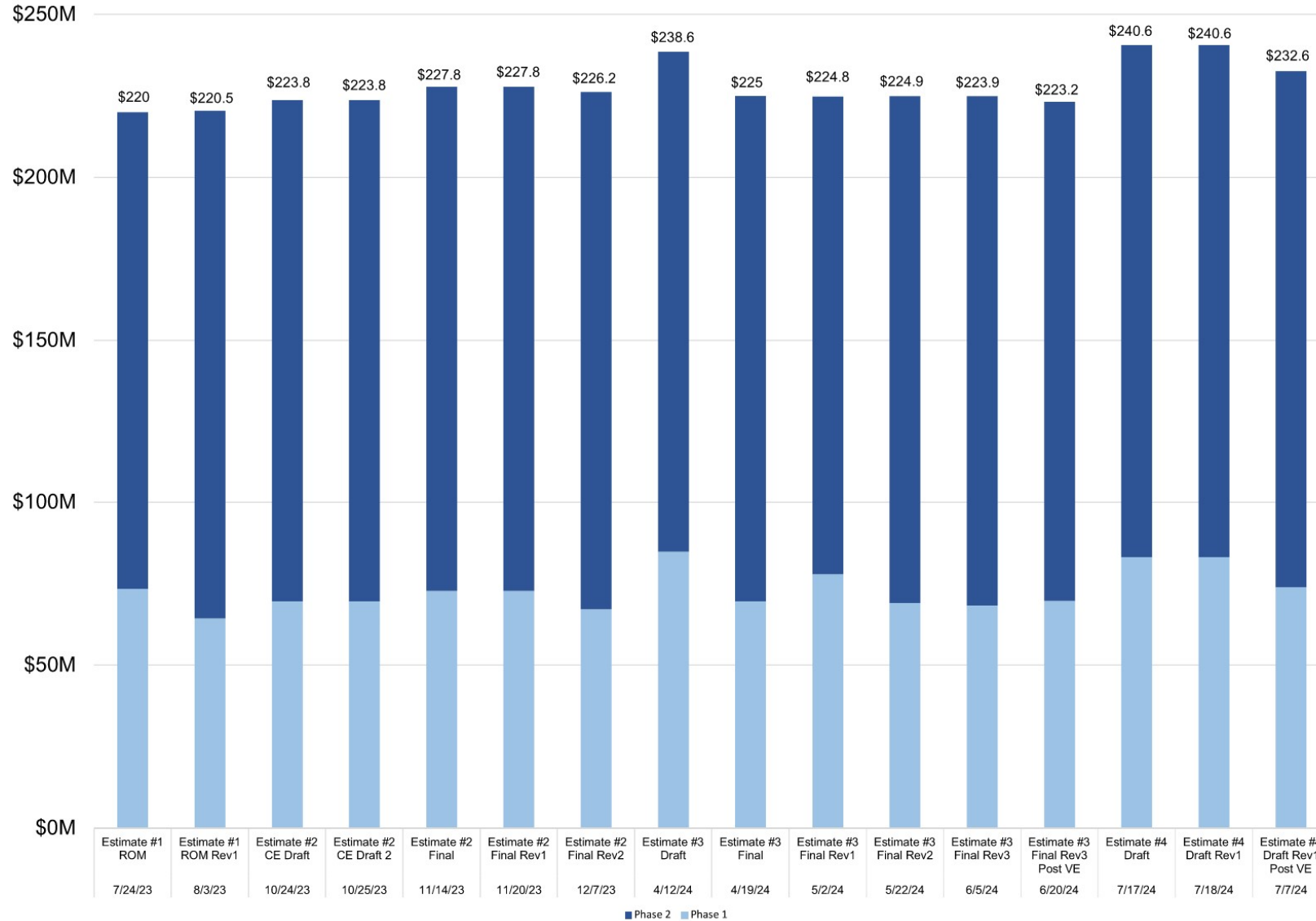
- Part 2 National Park Service approval received for historic preservation federal tax credits for an estimated \$34M in net investor proceeds.
- Will pursue newly legislatively approved State Historic Tax Credits.
- Abatement and demolition permits received through the Office of State Fire Marshal (OSFM).
- Preliminary code reviews completed and approved by the Office of the State Fire Marshal (OSFM).
- Preliminary accessibility code reviews completed and approved by the Division of the State Architect (DSA).
- Project on track to receive final approvals from OSFM and DSA by Summer 2025.

03. Construction Update



Construction Cost Estimate

5.7% Increase from First Estimate to Current



Construction Cost Drivers

- Architectural and structural constraints – building a new structure within the existing tower
- Historic preservation constraints
- Constructability constraints:
 - Materials access
 - Personnel hoist
 - Site logistics
 - Hazardous materials
 - Water table
 - Great Hall



Value Engineering

\$12.6M in total project savings (\$1.3M in pending VE)

- Reduced complexity of structural improvements
- Gained schedule efficiency

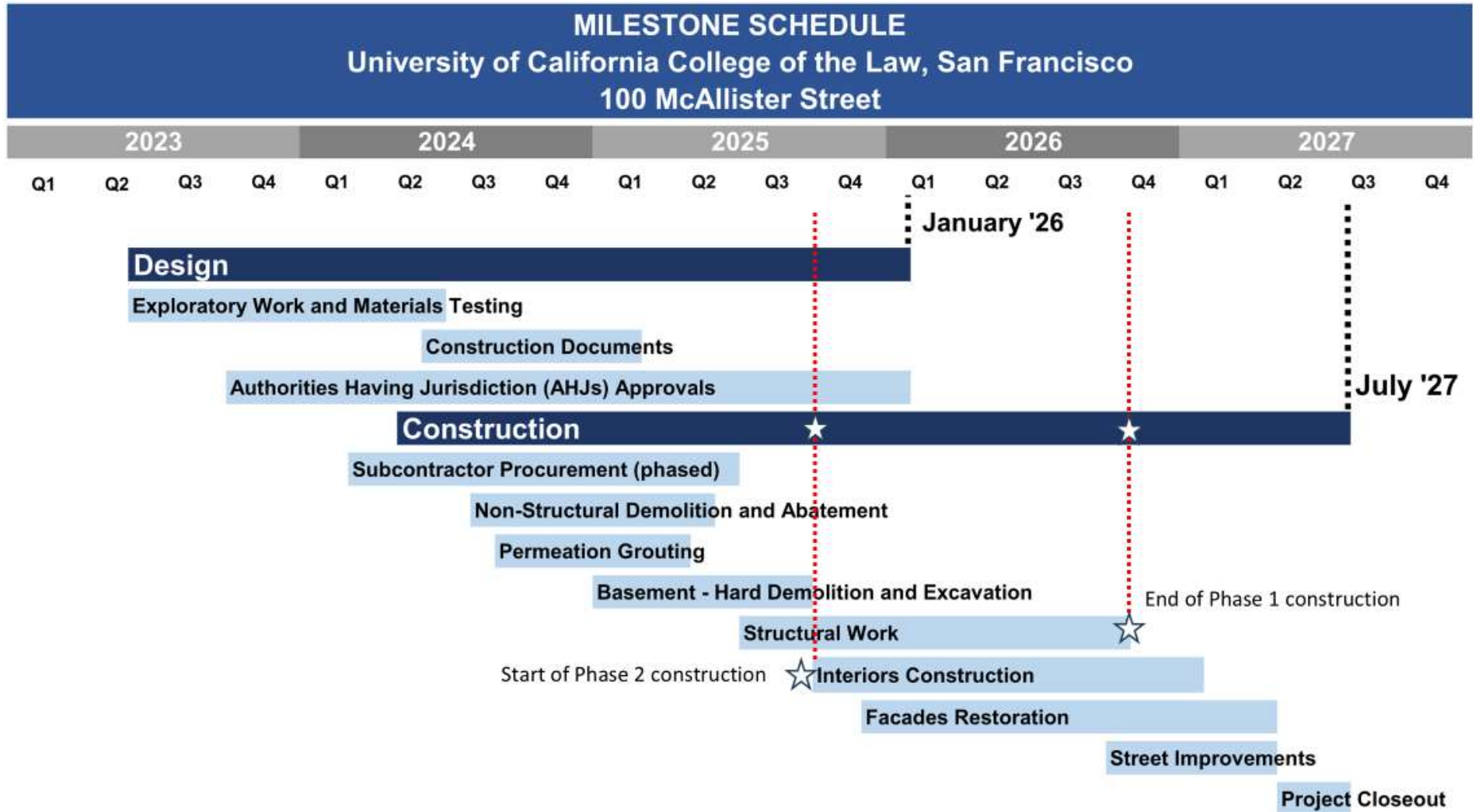


VE Workshop following Estimate #4

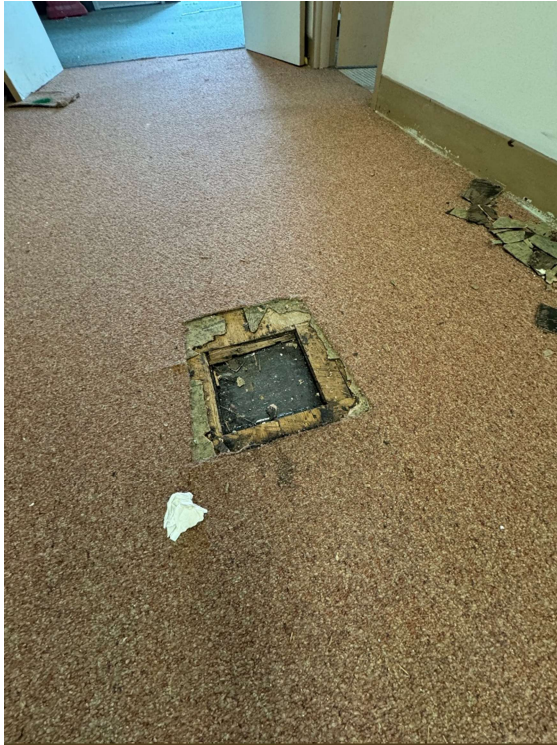


Walking with subcontractors to validate approach to structural demolition

Project Schedule – Phases 1 and 2



Hazardous Material Sampling



Testing of floor materials



Taking samples of paint on structural steel

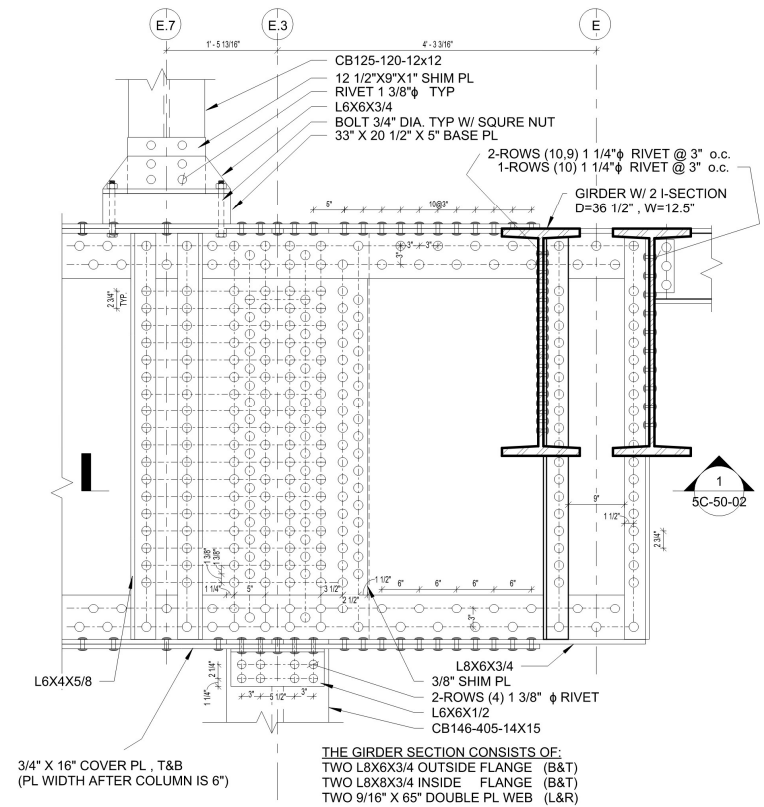


Sampling of materials in and behind walls for hazardous materials

Structural Exploratory Work

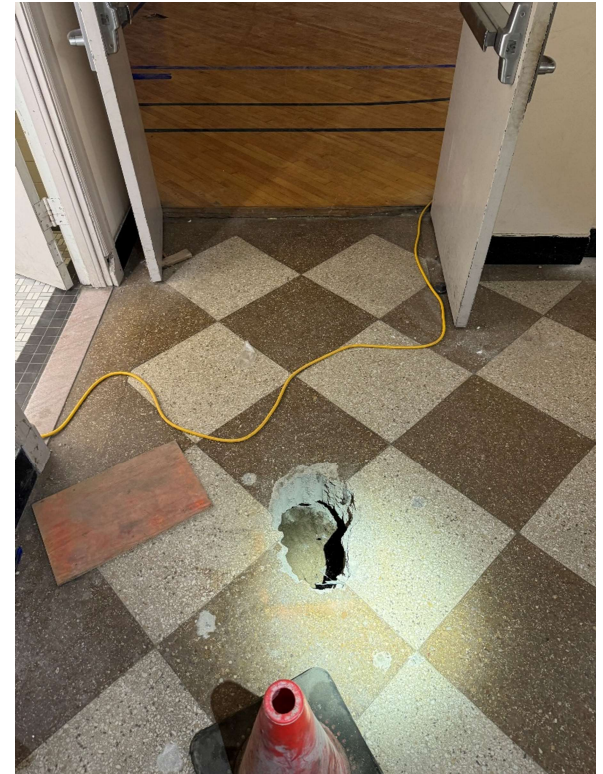


Concrete chipped to expose 65" deep steel beam



Sketch detailing each rivet and steel element

Soil Sampling

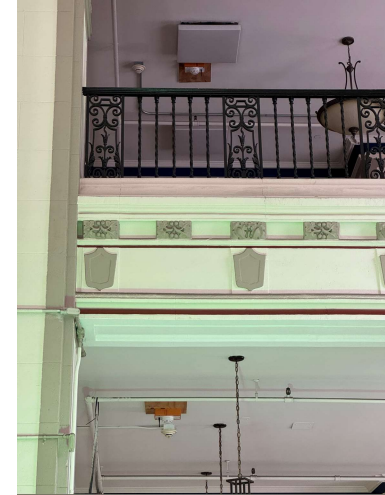
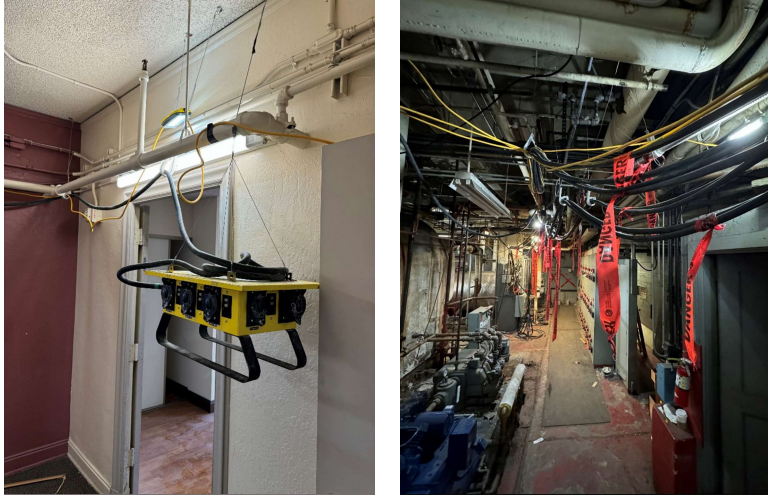


Taking additional soil samples at the basement level to confirm foundation improvement cost estimates

Façade Inspection



Temporary Systems



Temporary power and lighting distribution installed

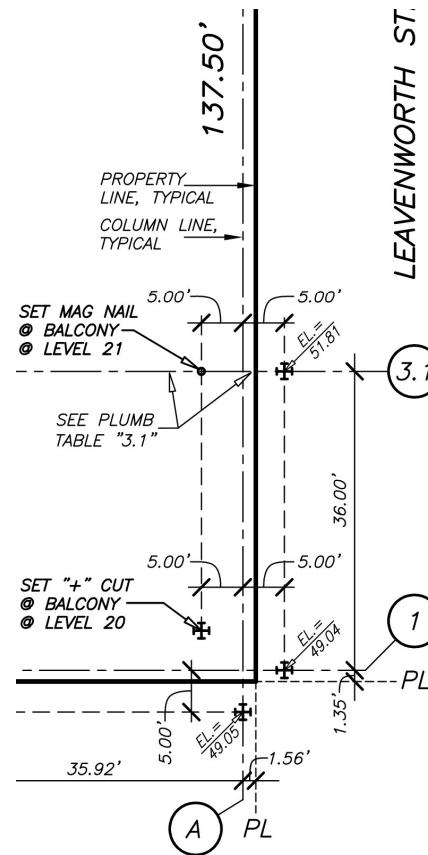


Temporary fire alarm system

Surveys



Interior floor elevations surveyed at each level



PLUMB TABLE "C"	
LEVEL	DISTANCE BETWEEN MCALLISTER ST. PL & SOUTH FACE OF BUILDING @ "C" COLUMN LINE
2	0.05' SOUTH OF PL
4	0.07' SOUTH OF PL
6	0.09' SOUTH OF PL
9	0.11' SOUTH OF PL
12	0.17' SOUTH OF PL
14	0.17' SOUTH OF PL
17	0.17' NORTH OF PL
20	0.16' NORTH OF PL

PLUMB TABLE "3.1"	
LEVEL	DISTANCE BETWEEN LEAVENWORTH ST. PL & EAST FACE OF BUILDING @ "3.1" COLUMN LINE
2	0.03' EAST OF PL
4	0.03' EAST OF PL
6	0.05' EAST OF PL
9	0.05' EAST OF PL
12	0.04' EAST OF PL
14	0.03' EAST OF PL
17	0.36' WEST OF PL
20	0.36' WEST OF PL
22	10.28' WEST OF PL
23	10.27' WEST OF PL
24	10.72' WEST OF PL
25	15.38' WEST OF PL

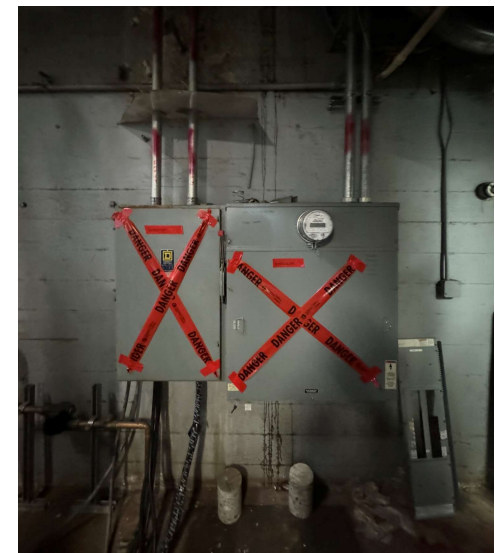
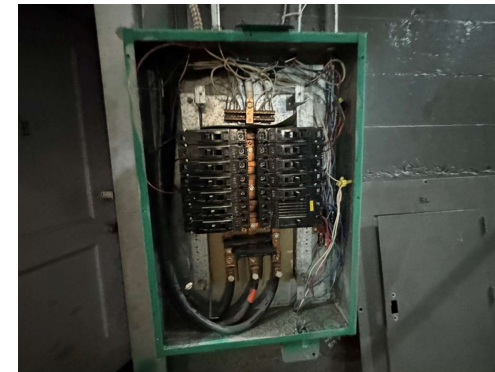
NOTE: LOCATION OF COLUMN LINES TAKEN FROM PERKINS & WILL ARCHITECTURAL SHEET A11-03 DATED 6-6-2024.

Building surveyed from exterior, only 1.92 inches out of plumb at 20th floor

Safe Off

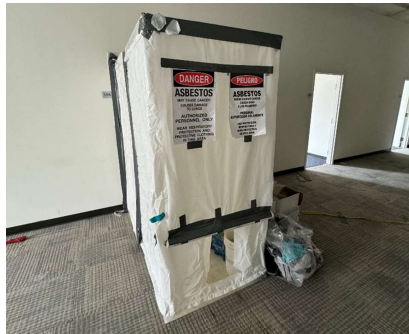


Lock-out Tag Out in place on existing switch gear



Safe off complete, red remains, green goes

Non-Structural Demolition Mockup

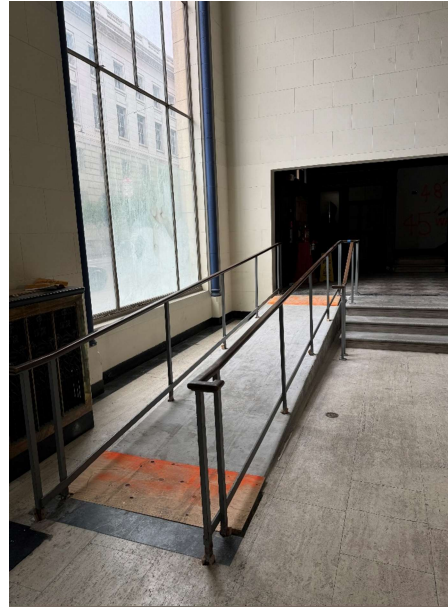


UC Law, General Contractor, and the subcontractor meeting to review approach to non-structural demo and abatement

Salvage in Progress



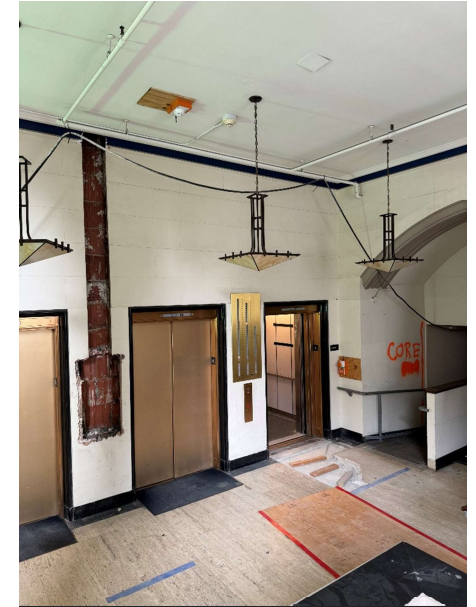
Logo removed from center court



Travertine removed at lobby ramp

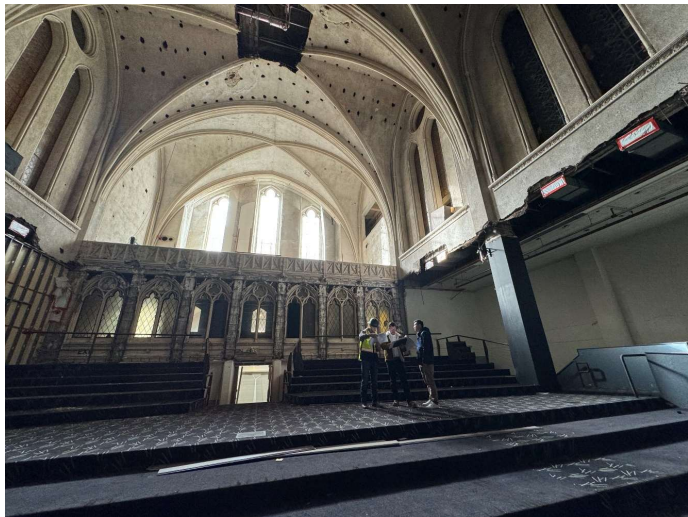
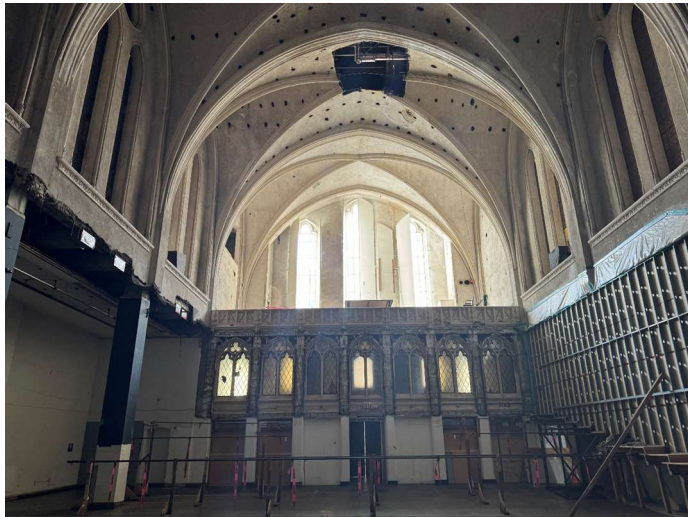


Boiler doors removed



Mail chute removed at lobby

Great Hall Progress



Prior to non-structural demo and abatement



After demo and abatement of risers and stage

04. Phase 1 Budget Status



Phase 1 Budget Status

Phase 1	22-Jul-24 100% DD	8-Aug-24 VE Revised	Amount	%
Cost				
Total Project Cost (@ 100% Design Development)	113.0	100.4	-12.6	
Value Engineering Pending (e.g., lead paint, PG&E temp power, etc.)		-1.3	-1.3	
Total	113.0	99.1	-13.9	-12%
Funding				
State Grant	90.0	90.0	0.0	
Adjustment #1 (June 2024)	4.0	4.0	0.0	
Total	94.0	94.0	0.0	0%
<i>Gap</i>	\$ (19.0)	\$ (5.1)		
Costs Not Included:				
Demobilization and No Restart	\$ 5.4			
Demobilization and Restart	\$ 7.2			

Gap to be funded from McAllister Tower building reserves

* (\$5.9 million as of 6/30/24).



198 MCALLISTER REFERENCE INFORMATION

	<u>Per Unit</u>	<u>Per Bedroom</u>
1). Average UC Law List Rental Rates		
2). Efficiency	\$ 2,089	\$ 2,089
3). Studio	\$ 2,403	\$ 2,403
4). 1-Bedroom	\$ 3,148	\$ 3,148
5). 2-Bedroom	\$ 4,270	\$ 2,135
6). Average UC Law Unit Sizes		
7). Efficiency	233	
8). Studio	275	
9). 1-Bedroom	397	
10). 2-Bedroom	568	

100 MCALLISTER REFERENCE INFORMATION/UNDERWRITING ASSUMPTIONS

	<u>Variance to 198M</u>
11). Average Unit Sizes	
12). 1-Bedroom	650 63.5%
13). 2-Bedroom	875 54.2%
14). Residential Year 1 Occupancy	60.0%
15). Residential Year 2+ Occupancy	95.0%
16). Residential Annual Rent Escalation	3.0%
17). Residential OpEx/Bed Excl. Prop Taxes [1] \$	3,991
18). Mills Act Abatement	35.0%
19). Academic Space Shell Lease Rate/SF NNN \$	35.00

Scenario	A	B	C	D	E
Description	(a)	(b)	(c)	(d)	(e)

SCENARIO ASSUMPTIONS

20). Average Rental Rates					
21). 1-Bedroom per Unit	\$ 3,778	\$ 3,778	\$ 3,778	\$ 3,778	\$ 3,778
22). % Premium to 198 McAllister	20.0%	20.0%	20.0%	20.0%	20.0%
23). 2-Bedroom per Unit	\$ 4,911	\$ 4,911	\$ 4,911	\$ 4,911	\$ 4,911
24). % Premium to 198 McAllister	15.0%	15.0%	15.0%	15.0%	15.0%
25). 3-Bedroom per Bedroom	\$ 2,135	\$ 2,135	\$ 2,135	\$ 2,135	\$ 2,135
26). % Discount to 198 McAllister	0.0%	0.0%	0.0%	0.0%	0.0%
27). 4-Bedroom per Bedroom	\$ 1,922	\$ 1,922	\$ 1,922	\$ 1,922	\$ 1,922
28). 5-Bedroom per Bedroom	\$ 1,922	\$ 1,922	\$ 1,922	\$ 1,922	\$ 1,922
29). 6-Bedroom per Bedroom	\$ 1,922	\$ 1,922	\$ 1,922	\$ 1,922	\$ 1,922
30). % Discount to 198 McAllister	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%
31). Phase 2 State Funding Timing	Phase 2 Start	Perm. Takeout	Phase 2 Start	Phase 2 Start	Phase 2 Start
32). Permanent Loan Type	Initial Int. Only	Initial Int. Only	Initial Amort.	Initial Int. Only	Initial Int. Only
33). Academic Space Lease-Up Year	Year 2	Year 2	Year 2	Year 3	Year 2

ESTIMATED PROJECT COSTS

34). Phase 1 Project Costs					
35). Hard Costs	\$ 78,809,000	\$ 78,809,000	\$ 78,809,000	\$ 78,809,000	\$ 78,809,000
36). Soft Costs	21,595,000	21,595,000	21,595,000	21,595,000	21,595,000
37). Total Phase 1 Project Costs	\$ 100,403,000	\$ 100,403,000	\$ 100,403,000	\$ 100,403,000	\$ 100,403,000
38). Phase 2 Project Costs					
39). Hard Costs	\$ 174,640,000	\$ 174,640,000	\$ 174,640,000	\$ 174,640,000	\$ 174,640,000
40). Soft Costs Excluding Financing Costs	10,258,000	11,254,000	10,110,000	10,108,000	9,609,000
41). Subtotal Phase 2 Project Costs	\$ 184,899,000	\$ 185,895,000	\$ 184,751,000	\$ 184,748,000	\$ 184,249,000
42). Financing Costs	9,527,000	22,666,000	7,573,000	7,544,000	960,000
43). Total Phase 2 Project Costs	\$ 194,426,000	\$ 208,561,000	\$ 192,324,000	\$ 192,293,000	\$ 185,210,000
44). Total Phases 1 & 2 Project Costs	\$ 294,829,000	\$ 308,964,000	\$ 292,727,000	\$ 292,696,000	\$ 285,613,000

ESTIMATED SOURCES

45). Phase 1 Sources					
46). State Grant	\$ 90,000,000	\$ 90,000,000	\$ 90,000,000	\$ 90,000,000	\$ 90,000,000
47). Institutional Funding	9,103,000	9,103,000	9,103,000	9,103,000	9,103,000
48). Value Engineering - Round 2	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
49). Total Phase 1 Sources	\$ 100,403,000	\$ 100,403,000	\$ 100,403,000	\$ 100,403,000	\$ 100,403,000
50). Phase 2 Sources					
51). Historic Tax Credits	\$ 34,236,000	\$ 34,356,000	\$ 34,218,000	\$ 34,218,000	\$ 34,158,000
52). State Funding Request	71,875,000	85,890,000	84,455,000	84,648,000	151,051,000
53). Conventional Loan	88,315,000	88,315,000	73,651,000	73,426,000	-
54). Total Phase 2 Sources	\$ 194,426,000	\$ 208,561,000	\$ 192,324,000	\$ 192,293,000	\$ 185,210,000

Scenario Description/Notes:

- (a) Assumes per bedroom rent for 4-, 5-, and 6-bedroom units are discounted by 10.0% relative to 198 McAllister per bedroom rent for 2-bedroom unit.
- (b) Assumes Phase 2 State funding received at permanent loan takeout upon stabilization.
- (c) Assumes permanent loan amortization starts in Year 1.
- (d) Assumes academic space is not leased-up until Year 3; permanent loan is still sized based on Year 2 net operating income.
- (e) Assumes only State funding utilized for Phase 2 with no other debt financing (construction financing utilized only as bridge to tax credit proceeds)
- [1] Assumes 0% management fee. Includes \$200/bed capital reserve.



HISTORIC PRESERVATION CERTIFICATION APPLICATION PART 2 – DESCRIPTION OF REHABILITATION

Instructions: This page must bear the applicant's original signature and must be dated. The National Park Service certification decision is based on the descriptions in this application form. In the event of any discrepancy between the application form and other, supplementary material submitted with it (such as architectural plans, drawings and specifications), the application form takes precedence. A copy of this form will be provided to the Internal Revenue Service.

NPS Project Number
47264

1. Historic Property Name William Taylor Hotel and Temple Methodist Church

Street 100 McAllister Street

City San Francisco County San Francisco State CA Zip 94102-4929

Name of Historic District or National Register property Uptown Tenderloin Historic District

Listed individually in the National Register of Historic Places; date of listing _____

Located in a Registered Historic District; name of district _____

Part 1 – Evaluation of Significance submitted? Date submitted 12/01/2023 Date of certification 12/05/2023

2. Project Data (for phased projects, data entered in this section must be totals for entire project)

Date of building 1930 Estimated total rehabilitation costs (QRE) \$281,875,000

Number of buildings in project 1 Floor area before / after rehabilitation 250,000 / 250,000 sq ft

Start date (estimated) 05/23/2024 Use(s) before / after rehabilitation apts/offices / apts/classrms

Completion date (estimated) 02/26/2027 Number of housing units before / after rehabilitation 252 / 80

Application includes phase(s) 1-4 of 4 phases Number of low-moderate income housing units before / after rehabilitation 0 / 0

Intend to apply the IRS 60-month measuring period for the purposes of substantial rehabilitation

3. Project Contact (if different from applicant)

Name Jennifer Hembree Company Page & Turnbull

Street 170 Maiden Lane, Fifth floor City San Francisco State CA

Zip 94108 Telephone (408) 678-9231 Email Address hembree@page-turnbull.com

4. Applicant

I hereby attest that the information I have provided is, to the best of my knowledge, correct. I further attest that [check one or both boxes, as applicable]:

I am the owner of the above-described property within the meaning of "owner" set forth in 36 CFR § 67.2 (2011), and/or

if I am not the fee simple owner of the above described property, the fee simple owner is aware of the action I am taking relative to this application and has no objection, as noted in a written statement from the owner, a copy of which (i) either is attached to this application form and incorporated herein, or has been previously submitted, and (ii) meets the requirements of 36 CFR § 67.3(a)(1) (2011).

For purposes of this attestation, the singular shall include the plural wherever appropriate. I understand that knowing and willful falsification of factual representations in this application may subject me to fines and imprisonment under 18 U.S.C. § 1001, which, under certain circumstances, provides for imprisonment of up to 8 years.

Name David Seward Signature David Seward Digitally signed by David Seward Date: 2024.03.07 16:39:05 -08'00' Date 03/07/2024

Applicant Entity UC Law San Francisco SSN _____ or TIN 94-2581680

Street 200 McAllister Street City San Francisco State CA

Zip 94102 Telephone (415) 565-4710 Email Address sewardd@uclawsf.edu

Applicant, SSN, or TIN has changed since previously submitted application.

NPS Official Use Only

The National Park Service has reviewed the Historic Preservation Certification Application – Part 2 for the above-named property and has determined that:

the rehabilitation described herein is consistent with the historic character of the property and, where applicable, with the district in which it is located and that the project meets the Secretary of the Interior's Standards for Rehabilitation. This letter is a preliminary determination only, since a formal certification of rehabilitation can be issued only to the owner of a "certified historic structure" after rehabilitation work is complete.

the rehabilitation or proposed rehabilitation will meet the Secretary of the Interior's Standards for Rehabilitation if the attached conditions are met.

the rehabilitation described herein is not consistent with the historic character of the property or the district in which it is located and that the project does not meet the Secretary of the Interior's Standards for Rehabilitation.

**ANTONIO
AGUILAR**

Digitally signed by
ANTONIO AGUILAR
Date: 2024.08.06 16:39:49
-04'00'

Date _____ National Park Service Authorized Signature

NPS conditions or comments attached



HISTORIC PRESERVATION CERTIFICATION APPLICATION NATIONAL PARK SERVICE CONDITIONS

Historic Property Name William Taylor Hotel and Temple Methodist Church Project Number 47264
Property Address 100 McAllister Street, San Francisco, San Francisco County, CA 94102

The rehabilitation of this property as described in the Historic Preservation Certification Application will meet the Secretary of the Interior's Standards for Rehabilitation provided that the following condition(s) is/are met:

Future Work: This approval does not extend to any future work or work to be fully described or revised, including but not limited to exterior building signage and lighting, south entry metal gate replacement, specific treatment of ornamental windows, fire-rated window replacements adjacent to fire escapes, modified bronze elevator surround, replacement handrails at the historic marble stair to accessing the Ladies' Mezzanine, acoustical treatments within the main lobby, Ladies' Mezzanine compatible floor finish, dining room replacement metal grilles and light fixtures, additional tenant fitout and significant lighting plans to be determined, details of which have not been submitted for review and approval to the SHPO and the NPS. Future rehabilitation work to be undertaken must preserve the integrity of the historic building and setting.

Revised drawings showing all necessary changes addressing the above conditions should be submitted for review and approval before proceeding with this work to ensure the project's overall conformance with the Standards.

Photographs documenting that the conditions have been met must be submitted with the Request for Certification of Completed Work.

Any substantive change in the work as described in the application should be brought to the attention of the State Historic Preservation Office and the National Park Service in writing, using the Amendment/Advisory Determination form, prior to execution to ensure that the proposed project continues to meet the Standards.

7/1/24

Date

Julianne Polanco, State Historic Preservation Officer

The National Park Service has determined that this project will meet the Secretary of the Interior Standards for Rehabilitation if the condition(s) listed above are met.

ANTONIO
AGUILAR

Digitally signed by
ANTONIO AGUILAR
Date: 2024.08.06
16:40:28 -04'00'

Date

National Park Service Signature

INFORMATION ITEM

1. **REPORT BY:** Chief Financial Officer David Seward

2. **SUBJECT:** Core Operations –Budget Planning & Cost Restructuring Plan
 For 2024-25 and 2025-26

4. **BACKGROUND:**

The preliminary budget for 2024-25 identified an operating deficit of -\$3.9 million, representing -4.8% as measured against total revenue. The importance of eliminating this deficit is heightened by the -7.95% (-\$1.8 million) state budget reduction included in the state budget but with implementation deferred, and subject to future action, in the 2025-26 budget.

Attached is a plan to eliminate the budget deficit over a two year period by increasing revenue, decreasing cost and identifying areas of operations where strategic budgetary investments, primarily in academic operations, can narrow gaps between UC Law SF and other public institutions of higher education in California and increase academic and instructional quality.

This plan will be presented to the Finance Committee at its meeting of August 22nd with the recommendation that it be presented to the Board of Directors for implementation.

Attachment:

- PowerPoint, Core Funds Budget Restructuring Plan, 2024-25 and 2025-26, August 22, 2024

Core Funds Budget Restructuring Plan 2024-25 & 2025-26

Finance Committee

August 22, 2024



UC Law San Francisco

College of the Law, San Francisco (Item 6600)

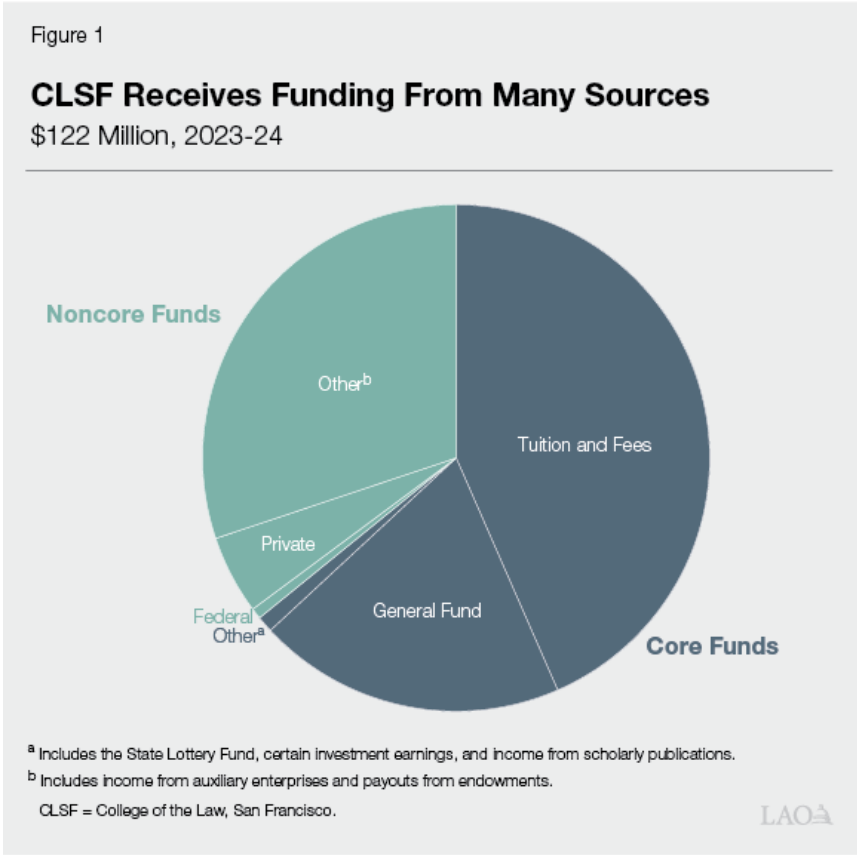
Appropriation Status 2024-25 & 2025-26

The final budget for 2024-25 as approved by the Governor and Legislature includes the following adjustments:

- Approves Governor's Budget proposal to provide \$2.2 million ongoing General Fund to support a 3% workload base increase
- Approves \$3.3 million to support debt service for 333 Golden Gate Avenue (lease-revenue bond funded)
- Approves Governor's May Revision proposal to reduce ongoing General Fund support by -7.95% (or, \$1.8 million) in 2025-26 subject to future action
- Preserves Fund Balances for Previous One-time Appropriations
 - Bench to School Initiatives
 - California Scholars Program
 - McAllister Tower Seismic Upgrade Project
- No replenishment of funding previously appropriated supporting Urban Alchemy

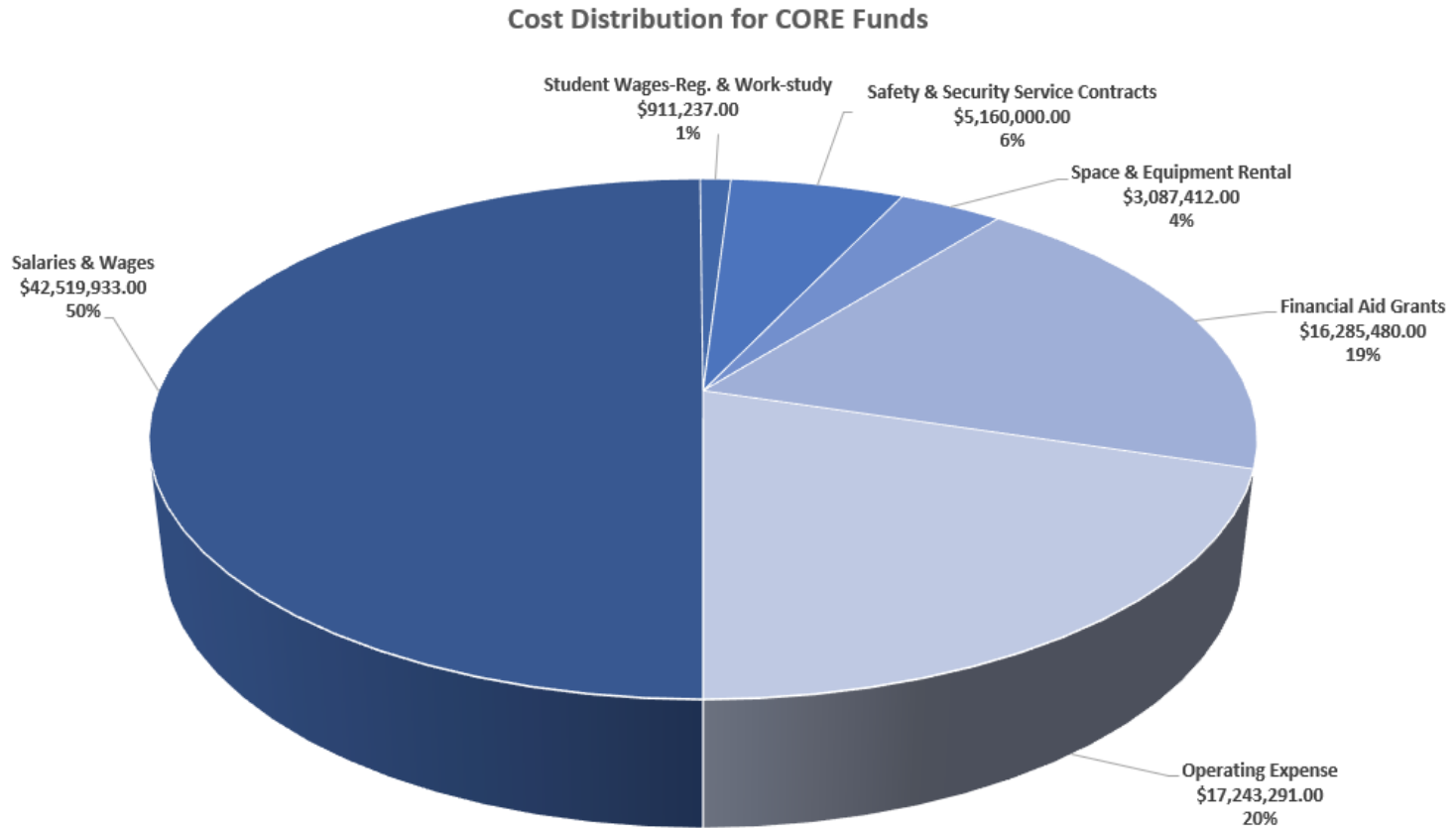
Core & Noncore Funds Revenue Summary – Enterprise Wide 2023-24

- Tuition & Fees
 - JD Program 95%
 - Non-JD Programs 5%
 - Tuition is lower than average tuition charges at other UC's
- Diversified Noncore Revenue Flows
 - Grants and Contracts
 - Private Giving
 - Auxiliary Enterprises
- Beginning reserves for 2024-25:
 - Operating - \$29.8 million
 - Plant Fund - \$6.2 million



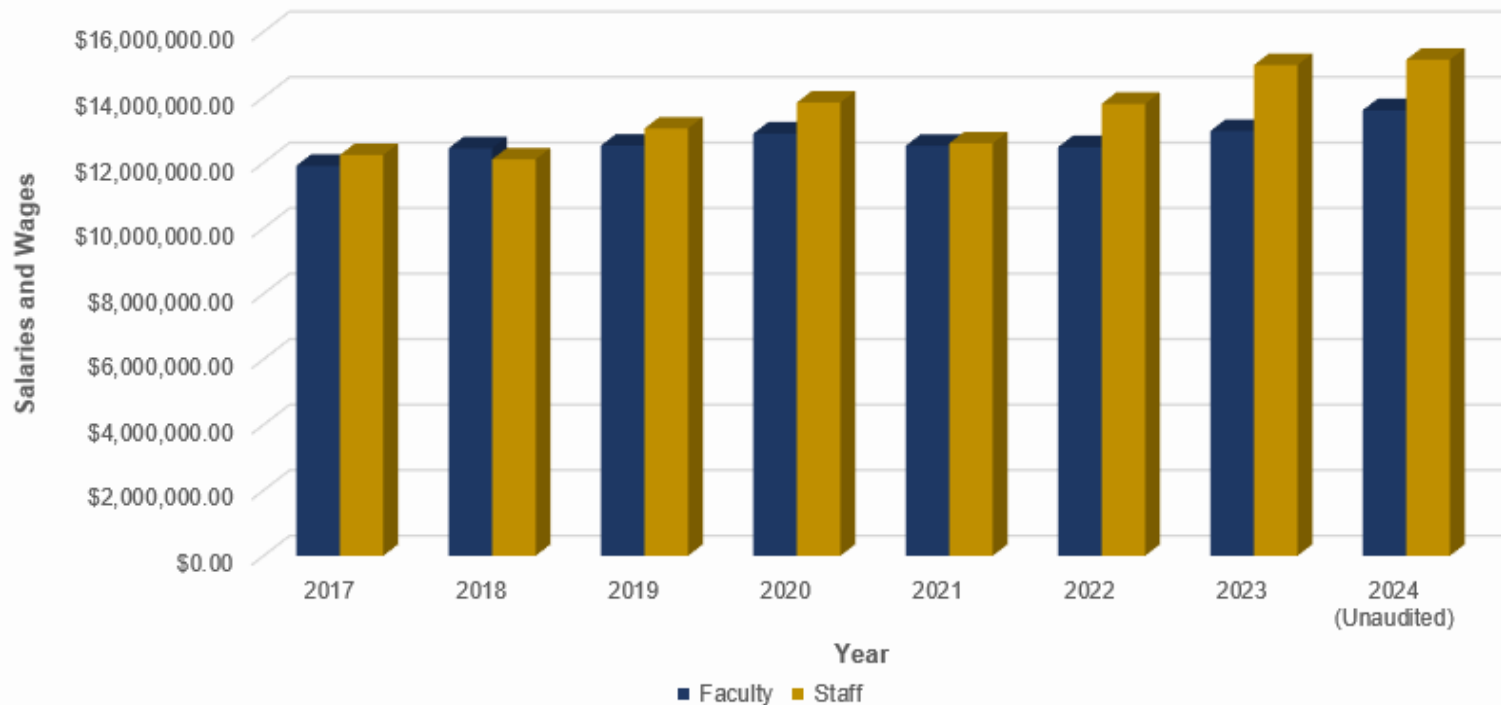
Cost Distribution for CORE Funds – Base Budget 2024-25

Total - \$82.5 million



Total Payroll – Core Funds 2017 to 2024

State Funds - Total Payroll for Faculty and Staff



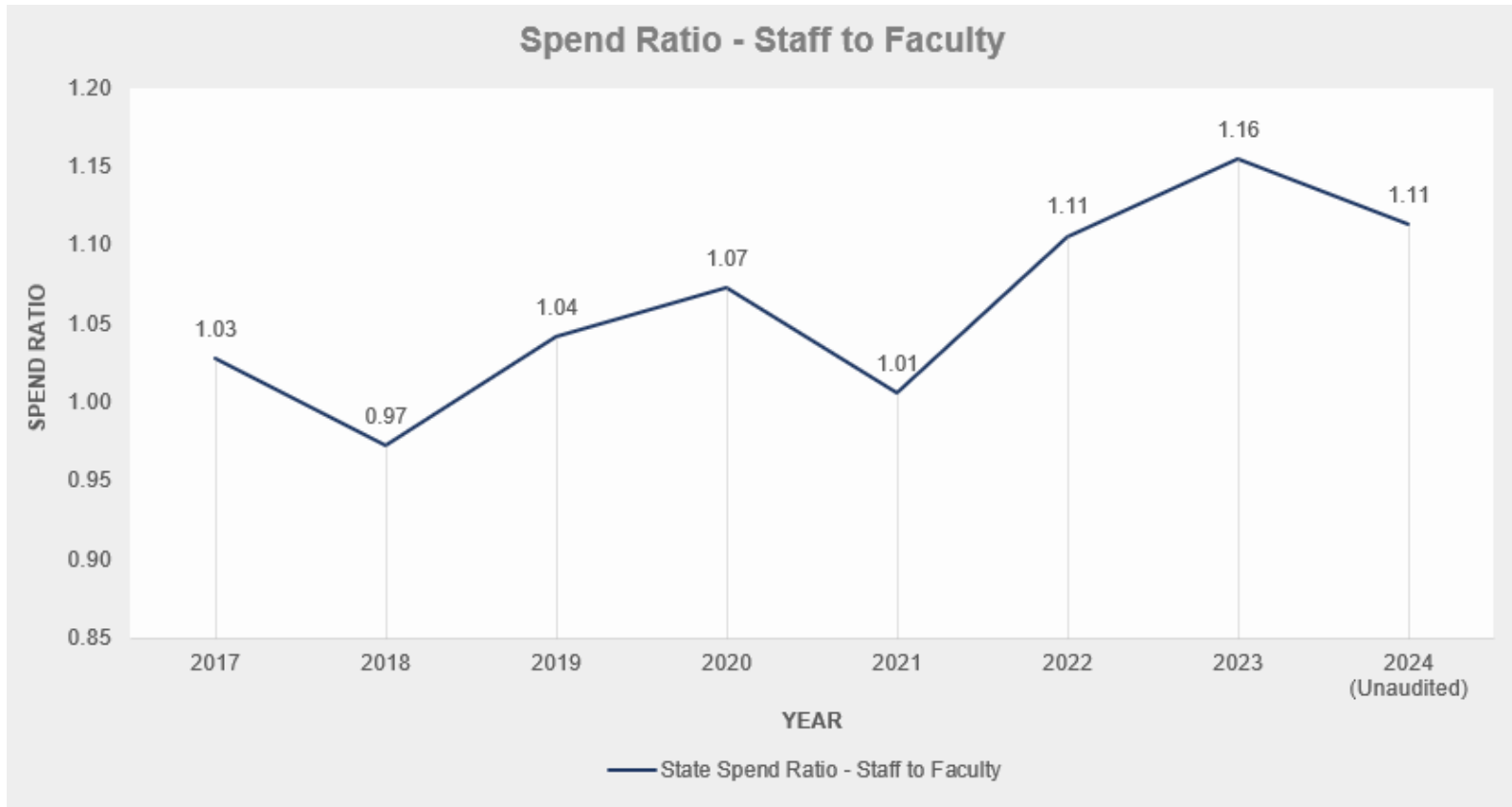
Staffing History – Core Funds – FTE’s Actual Governor’s Budget

	2017	2018	2019	2020	2021	2022	2023	Est. 2024	% Change
Instruction	127.9	137.9	140.7	141.3	141.9	150.5	162.6	164.8	29%
Academic Support - Law Library	13.8	14.5	14.9	14.1	12.8	15.2	14	15.4	12%
Student Services	33.3	31.4	33.7	32.2	31	33.1	32.7	33.7	1%
Institutional Support	53.1	51.4	56.8	57.7	49.6	53.7	57.1	60.5	14%
Operation & Maintenance of Plant	3.5	3.1	2.1	2	2	3.1	2.8	2.9	-17%
<i>Total - Support Staff</i>	103.7	100.4	107.5	106	95.4	105.1	106.6	112.5	8%
Total FTE Enrollment	951.6	958.6	963.7	944.2	944.2	1,101.3	1,155.2	1,142.0	20%
Staffing Ratio - Student FTEs to:									
- Instruction	7.4	7.0	6.8	6.7	6.7	7.3	7.1	6.9	-7%
- Support Staff	9.2	9.5	9.0	8.9	9.9	10.5	10.8	10.2	11%



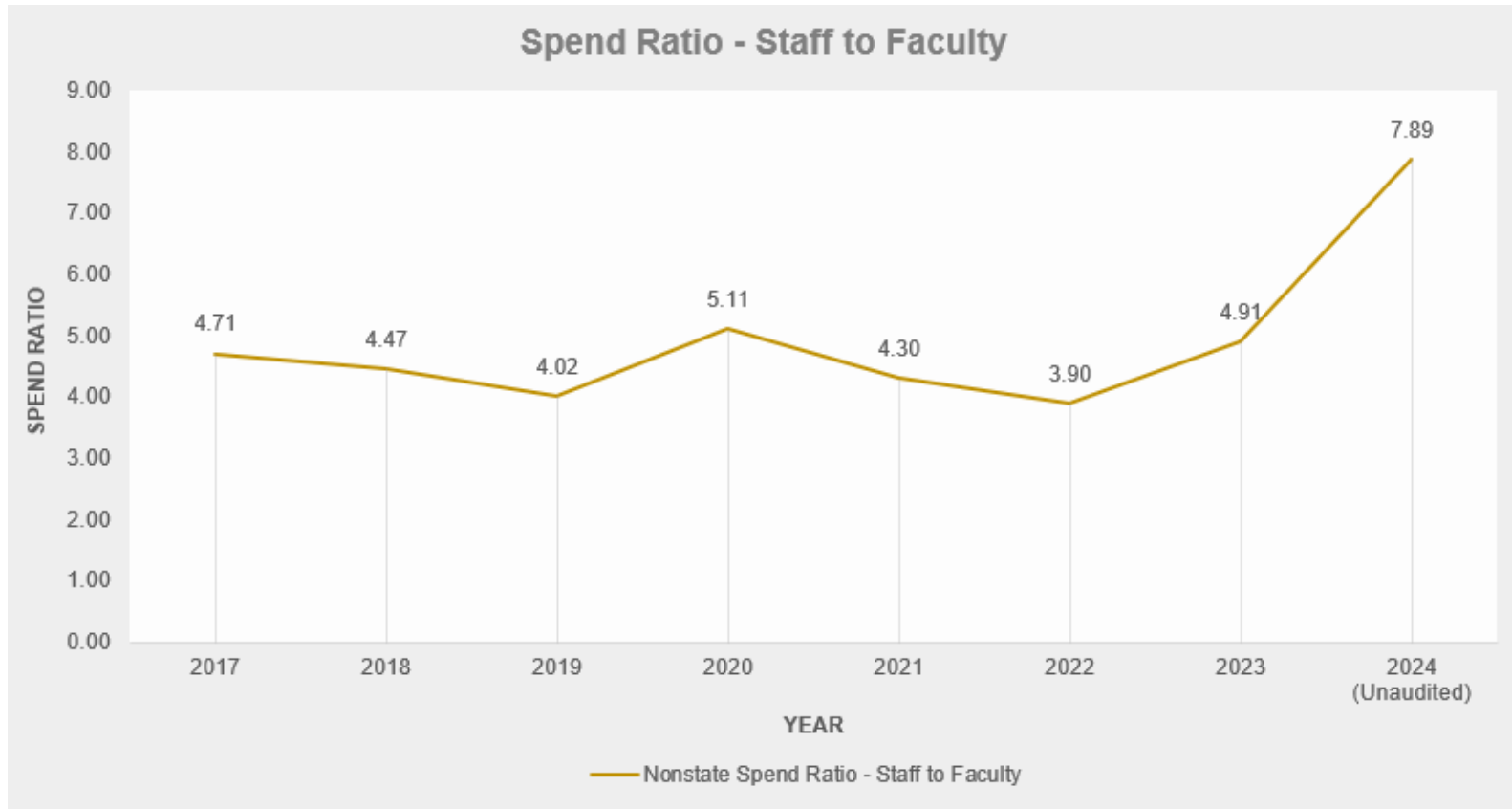
Payroll Growth – Core Funds

Spend Ratio – Staff to Faculty



Payroll Growth – Nonstate Funds

Spend Ratio – Staff to Faculty



Five Year Budget Model

Core Planning Assumptions

CORE OPERATIONS						
	Preliminary					
	Year-end	Projection	Projection	Projection	Projection	
	2023-24	2024-25	2025-26	2026-27	2027-28	
Core Operations						
Revenues	79,978,945	81,415,025	82,099,457	88,207,413	93,905,237	
Expenditures	64,047,889	67,854,602	69,566,819	71,299,674	73,209,156	
Student Financial Aid	14,492,255	16,661,889	18,262,723	19,059,038	20,010,746	
Income/(Loss)	\$1,438,802	(\$3,101,466)	(\$5,730,085)	(\$2,151,299)	\$685,335	
As a % of Revenue	1.8%	-3.8%	-7.0%	-2.4%	0.7%	

Key Assumptions:

1. State funding growth resumes in 2026-27 at 3% of workload budget (\$2.4 million).
2. Student fees for the JD program increase annually at 5%.
3. Operating expense growth is capped at 1.5% annually.
4. No new support staff.
5. Faculty hiring program is maintained.
6. Employee compensation growth - represented and nonrepresented increases are limited to 3%.
7. Financial aid tuition discounting is capped at 30%.
8. Excludes realized/unrealized gain/loss on investments.

Core Funds – Base Budget – 2024-25 Deficit Forecast to Actual

- Deficit of \$3.9 million (-4.8%)
- Shortfall closely aligns with 5-Year Budget Plan
- Base budget preserves 3% comp pool (\$527,000)
- Excludes wage growth for represented staff over 3%
- Beginning Operating Reserve of \$29.8 million

Category	5 Year Plan		\$ Variance		Percent Variance
	2024-25 Forecast	Base Budget 2024-25	Five Year Plan to 2024-25 Budget		
Revenue					
State Appropriations	23,414,000	23,414,000	-		0.0%
Student Enrollment Fees	56,241,157	56,430,157	189,000		0.3%
Other	1,759,868	1,811,827	51,959		3.0%
Total	\$ 81,415,025	\$ 81,655,984	\$ 240,959		0.3%
Expenses					
Salaries & Wages	32,454,717	33,135,777	681,060		2.1%
Staff Benefits	10,580,349	10,630,860	50,511		0.5%
Operating Expense	24,819,536	25,531,835	712,299		2.9%
Financial Aid	16,661,889	16,285,480	(376,409)		-2.3%
Total	\$ 84,516,491	\$ 85,583,952	\$ 1,067,461		1.3%
Surplus/Deficit (Base Budget)					
	\$ (3,101,466)	\$ (3,927,968)	\$ (826,502)		27%

Note: Budget includes \$527,000 funding for 3% compensation pool effective 10/1/2024 and \$133,000 in Special Funding Requests.



Revenue Enhancements

2024-25 and 2025-26

Surplus/Deficit

(Base Budget)

\$ (3,927,968) \$ (2,500,838)

Revenue Increases

2024-25

2025-26

Comments

Revenue Increases	2024-25	2025-26	Comments
Student & Other Fees			No impacts until 2025-26
JD General Enrollment Fee	-	935,495	Increase by 7.5% for Fall 2025 (change over 5% baseline assumption)
Nonresident Tuition	-	64,692	Increase by 16% for Fall 2025 (change over 8% baseline assumption)
MSL Enrollment Fee	-	81,900	Increase by 15%; revenue net of 16% tuition discounting
LLM Enrollment Fee	-	115,875	Increase by 15%; revenue net of 55% tuition discounting
HPL Net Income Growth	9,109	40,393	Program estimate (7/3/24) incremental to \$88,000 base in 5-Year Plan
Indirect Cost Recovery Rate	96,078	-	Increase Overhead Rate to 15% (3% incremental)
Name Change Litigation - Cost Recovery	125,000	(125,000)	Estimated. Still under negotiation with UE
Total	\$ 230,187	\$ 1,113,355	

Nonstate Revenues

Increase Gift Fee	76,672	153,344	From 6% to 8%. Based on 2023-24 giving levels; assumes 50% in 2024-25.
Rate Changes at UC Law Parking Garage	-	75,000	
Grow fundraising and private donations	TBD	TBD	
Space Rental Program	10,000	30,000	Program manager estimate (over base budget forecast)
Pay Stations - Parking Garage charging units	-	7,500	UC Master agreement



Expenditure Reductions

2024-25 and 2025-26

Expenses Reductions	2024-25	2025-26	Comments
Noninstructional Cost of Operations	1,000,000	1,500,000	Additional departmental cost reductions
Pause Faculty Hiring Program	-	553,883	Replacement hiring to proceed; defer adding new FTE
Employee Compensation Pool (3% faculty pool)			
Unrepresented Staff - Defer to 1/1/25	100,000	103,000	Assumes 2025-26 effective date of 1/1/26
Faculty - Defer to 1/1/25	115,000	118,450	Includes Lecturer salaries
Convert State Funded Staff to Nonstate	305,943	-	Chief Development Officer - Gift Fees & Endowment Cost Recovery
Law Library - West Contract Package	-	75,000	Per Library estimate provided at 2024-25 budget hearing
Security Contract Cost (i.e., UCSF, UA, etc.)	50,000	100,000	
Reduce MFD Copiers (Business Center)	25,000	50,000	Adapt paperless as goal to minimize cost structure
Reduce Competitions - Moot Court Program	-	50,000	Reduce travel cost by 20%
Total	1,595,943	2,550,333	

Potential Labor Cost Growth over 3%	2024-25	2025-26	Comments
Total	399,000	410,970	

Budget Balance	\$ (2,500,838)	\$ 751,880
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Priority Institutional Investments

2024-25 and 2025-26

Institutional Priority Investments	2024-25	2025-26	Comments
Faculty Comp - Enhanced Merit Award	-	405,946	Multi-year plan (2-3 years) of (\$333,700 comp + \$72,246 benefits)
Nonrepresented Management Comp	-	150,000	Narrow gap - Benchmark to 80% of SFSU
Other Staff Equity Adjustments	-	100,000	Internal equity and other adjustments
Adjunct Faculty Compensation	-	-	-
Non-LRW Comp	-	287,232	Increase by 33% at \$280,500 + 2.4% benefits \$6,893.57
LRW Comp	-	223,027	Increase by 33% at \$217,800 + 2.4% benefits \$5227
Equity Adjustment - Visitor & Sullivan Prof. Com	-	92,400	Increase by 33% at \$45,749 + 2.4% benefits
Faculty Research Accounts	-	TBD	Subject to review of prior year activity
Faculty Events Funding	-	65,000	Events and other program cost
First Gen Program Funding	-	20,000	Events and other program cost
Information Technology - Program Review	-	-	Placeholder for T5 Recommendations; fund upgrades from reserves
Information Technology - Elucian Upgrade	-	-	Update for Enterprise Resource Program; fund upgrades from reserves
Total	-	1,343,605	
Nonstate Initiatives			
Smart Study - Bar Preparation Program	150,000	150,000	Student Success Fund (Nonstate, repurposed from \$700K loan fund)
Faculty recruitment allowance	-	150,000	Promote replacement hiring program



