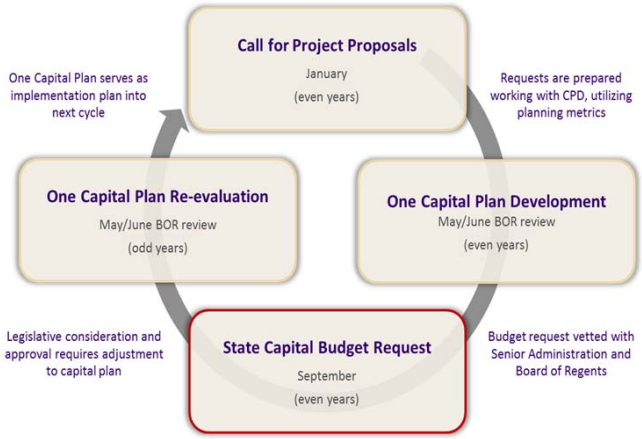
PLANNING & MANAGEMENT
UNIVERSITY of WASHINGTON

One Capital Plan Summary

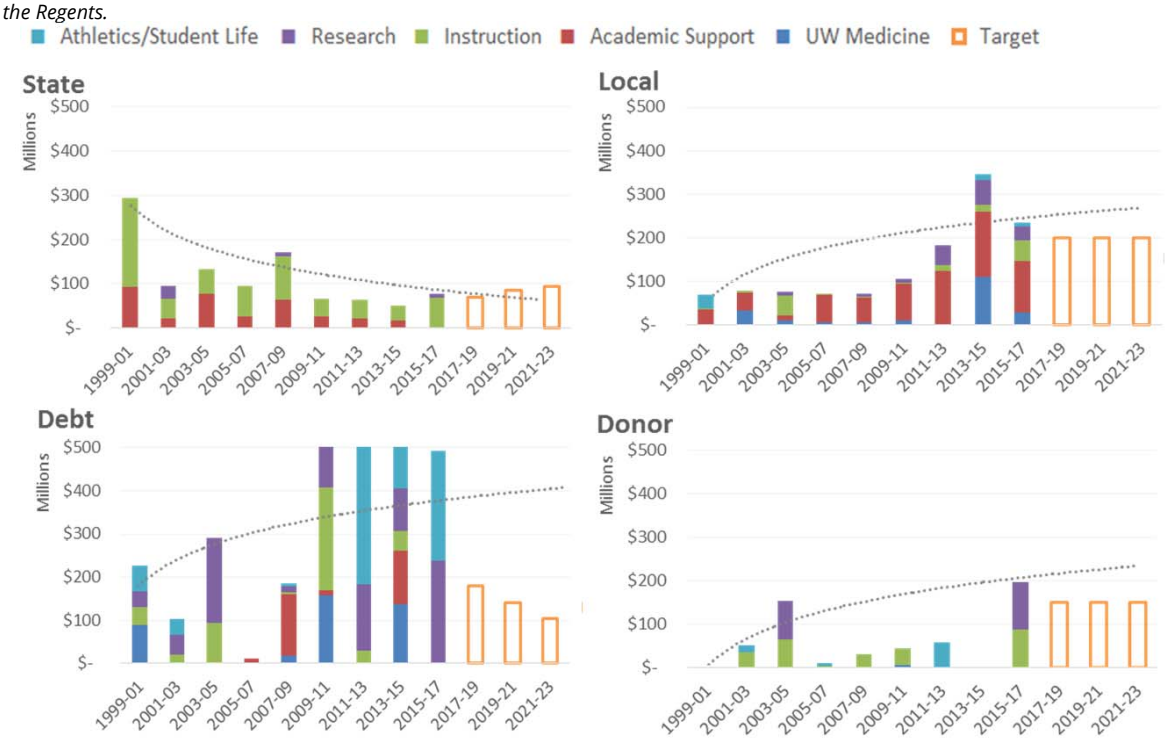
Planning Cycle

The One Capital Plan identifies projects, acquisitions, and major leases that will be pursued over the next three bienniums. These capital expenses are intended to further the strategic initiatives outlined by President Ana Mari Cauce, accommodate projected growth, and address the most pressing infrastructure needs. The plan will be on a two-year cycle corresponding with the State Capital Budget Request, but it will be re-evaluted annually by the Regents as the State funding is committed.



Potential Funding Sources

A variety of fund sources will be utilized to accomplish the capital projects, and overall targets have been established for each potential fund source. Planning targets are set by examining historical funding trends for both total value and the intended use. The One Capital Plan will be adjusted as these targets shift based on a variety of variables (state funding, debt calculations, economic conditions, etc.). The intent is to manage the plan as a portfolio. *Note funding trends shown below are based on the approval date by the Regents.*



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Planning Assumptions

- Student enrollment in Seattle (46,000 FTE) will remain flat for the next few years, then grow 1.5% annually - 49,000 FTE by 2023
- Faculty and staff growth in Seattle (21,500 FTE) will follow a similar trend - 23,000 FTE by 2023
- Student enrollment at UW Bothell (4,900 FTE) and UW Tacoma (4,600FTE) will each grow to 6,000 FTE by 2023
- Research expenditures will remain flat for the next few years, then grow at 2% annually

Campus Square Footage Targets

- Total square footage in Seattle should grow by roughly 1.6 million GSF by 2023
- Total square footage in UW Bothell (currently 700,000 GSF) should grow by roughly 200,000 GSF by 2023
- Total square footage in UW Tacoma (currently 735,000 GSF) should grow by roughly 165,000 GSF by 2023

Strategy, Objectives, Implementation

In addition to achieving the square footage targets listed above, the projects in the One Capital Plan were selected because they are in keeping with the implementation strategies that will help us achieve the specific objectives outlined below and the President's strategic inititiatives. This creates a framework for the individual projects and ensures alignment with the Campus Master Plan, the One Capital Plan, and the Capital Campaign.

Strategic Initiative	Capital Plan Objectives	Implementation Strategies
1. Student Experience	- Improve learning environments	- Focus local/minor capital on classroom improvements - Renovate & enhance critical academic buildings
	- Accommodate areas of growth	- Create new flexible spaces - as shell/fit out - Recapture underutilized space
	- Provide quality student housing	- Proforma driven projects with increasing equity
2. Innovation Mindset	- Leverage interdisciplinary strengths	- Create new flexible space for dynamic initiatives - Recapture existing space for new initiatives
	- Develop and Innovation District	- Combine University and state investments with private development to help attract research partners
3. Public as a Philosophy	- Share with the community	- Collaborate with local communities for programming and funding opportunities
	- Improve the public realm	- Attach development of open spaces and streetscape to major projects and private development
4. Transforming Administration	- Consolidate to make room for	- Develop space above Sound Transit for office and other - Optimize real estate holdings
	- Address critical renewal	- Leverage new and existing funding sources - Incorporate renewal into other projects

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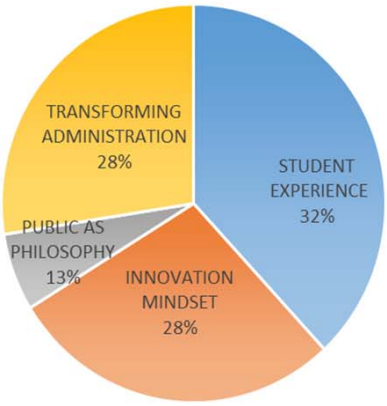
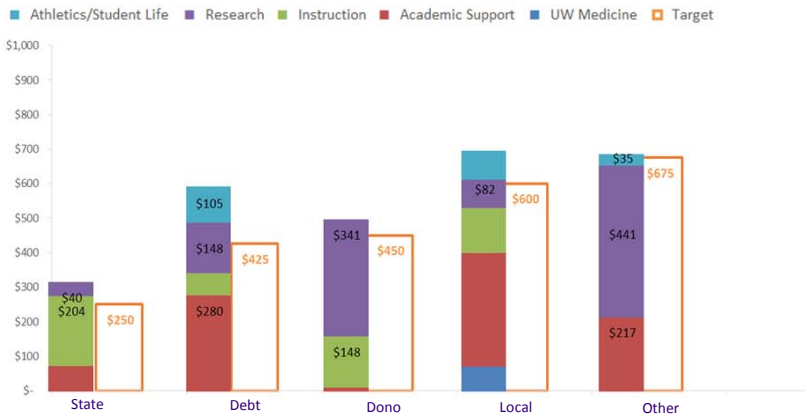
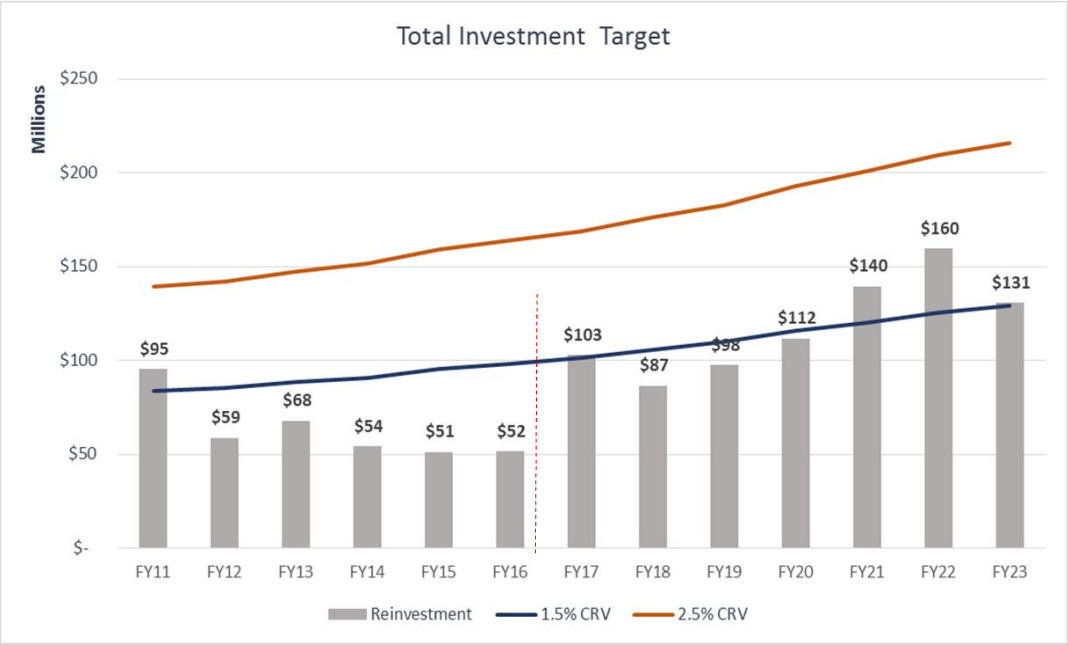
Strategic Alignment

The One Capital Plan is intended to represent a balanced strategy that leverages all potential (but realistic) fund sources to further the strategic initiatives outlined by President Ana Mari Cauce, accommodate projected growth, and address the most pressing infrastructure needs. The plan represents a balance of between growth and reinvestment with an emphaisis on impact. The diagrams below illustrate the plan's alignment with the strategic initiatives and the established funding targets. The overall plan will continue to be managed toward the funding targets as each individual project is further developed and more is learned about the funding targets themselves.





Deferred Maintenance Needs

The deferred maintenance backlog of the UW is currently estimated to be over $1B. In order to maintain this level of backlog, the University should reinvest $100-130 million per year in its existing facilities (1.5% of the $6.4B Current Replacement Value) - including capital projects, minor modifications and preventative maintenance. The chart below illustrates the amount of reinvestment projected in the One Capital Plan, in most cases approaching the target zone. This chart is based on full funindg for projects and assumed start dates.