



BOARD OF DIRECTORS

Special Workshop Facilities and Capital Planning April 10, 2003 Minutes

Ms. Leonardi called the meeting to order at 9:05 a.m. Ms. Leonardi reminded the Board that this is a workshop where we will learn and ask questions about the University's and the Health Center's Facilities and Capital Planning.

1. Public Comment

There was no public comment.

2. UCHC BoD Faculty Recognition Award

- The BoD unanimously approved the UCHC BoD Faculty Recognition Award.

3. Special Workshop: Facilities and Capital Planning

Mr. Carlson previewed the Workshop Agenda.

He also went over the "Ground Rules" for this workshop and how he will be the "conductor" of this train.

3.1 21st Century UConn: Ms. Aronson presented an overview of 21st Century UConn.

- Legislation Overview
 - Program structure and project list
 - Board authority
 - Bonding
 - Debt service commitment, special obligation, annual limits
 - Process

3.1.1 Ms. Aronson explained the background and overview of 21st Century UConn. UConn 2000 was the precursor of this program. Now in the 8th year of a 10 year program. UConn 2000 runs through 2005 and 21st Century UConn starts the same year – bringing in the Health Center.

3.1.2 Project lists, bond caps and overall limits approved by the General Assembly. Project list has great flexibility. Project definitions are broad. Board of Trustees

oversees program. The law codifies the project list and dollar amounts but these numbers are not hard and fast. Project budgets are set by the Board of Trustees. Annually these are part of the capital budget plan. The law allows the Board of Trustees to go to market with its own bonds. Special obligation bonds are issued for those projects where there is a revenue stream, for example the parking garage. The project list at Storrs and UCHC have two flexible lines – deferred maintenance which is used for emergency, major repairs and deferred maintenance and Telecommunications and equipment which are flexible dollars. Have flexibility across the projects total. To add or delete projects requires going back to the General Assembly for approval.

3.1.3 Process: The only outside approval required under the law is the Master Indenture which must be approved by the State Bond Commission. Must mesh Storrs and UCHC to fit into a bond cap. Changes in the UCHC plan have implications for the BOT because UCHC changes would impact Storrs phasing. Plan to go to the Bond Commission this fall so that we can get the release of dollars by July, 2004. After that BoD will adopt an annual capital plan.

3.2 Strategic Plans: Dr. Deckers

- UCHC Mission
- Strategic Goals
 - Education Strategic Plan
 - Reorganization of the SOM
 - Research Strategic Plan
- Clinical Enterprise

3.2.1 In 1992 Governor requested a strategic plan for education and research which led to funding of the Academic Research Building. That building allowed us to bring in 45 new scientists and increase research dollars from \$45 million to over \$90 million in the last 6 years.

3.2.2 1999 clinical losses resulted in State bail-out plus a \$3.1 investment in our research strategic plan. Assessed our research strengths and tied those to clinical services – connecting research to clinical services and implemented our new curriculum.

3.2.3 Planning for the reorganization of SOM will be presented in June. SODM is moving heavily into community primary care. The future of research is understanding the human genome.

3.2.4 Education and research strategic plans were developed sometime ago but these continue to be relevant. These include encumbrances which must be fulfilled. The education strategic plan 2 is moving toward an electronic curriculum which must be done – is happening elsewhere.

3.2.5 Fall retreat could be used to go through the strategic issues.

3.3 Information Technology Master Plan, Gap Gemini Ernst & Young: Ms. Armstrong presented an overview of IT at the UCHC.

- Desired State IT Strategy
- 2006 Education Services Scenario
- Live Web Conference
- Education IT Roadmap
- 2006 Research Scenario
- Research IT Roadmap
- 2006 Clinical Services Scenario
- Physician View
- Clinical Transformation Roadmap
- Finance IT Roadmap
- IT Strategy Projects Implemented/Commenced

3.3.1 Ms. Armstrong noted that she has met with department heads and administrators to review and validate IT projects across the disciplines of the Health Center. Prioritization activity engaged users both cross institutionally and within the domains.

3.3.2 Disaster recovery is provided by Sunguard and UCHC is now exploring some on-site recovery options. HIPAA and disaster recovery plans will be incorporated into the IT strategic plan.

3.3.3 Systems prescribed in the plan are a combination of some in-house development and vendor purchase. Siemens system is an example of a vendor system which will include some in-house interface develop.

3.4 Master Plan Presentation: Mr. Trutter presented the Facilities Master Plan established by Fladd & Associates in November, 2002.

- Guiding Principles
 - Protect and improve the campus environment
 - Provide for improvements in patient care facilities
 - Ensure the quality of education programs and allow for their evolution
 - Provide for increases for research activity
 - Accommodate increases in ambulatory care
 - Foster efficient utilization of facilities
- Master Plan
 - New Research Building
 - Ambulatory Surgery and Musculoskeletal Institute
 - Additional Structured Parking

- Hospital Tower
- Ambulatory Care Clinics and Parking
- Improved Landscaping
- Campus Zoning
- Parking
- Property Acquisition

3.5 Clinical Planning: Dr. Strongwater presented the Clinical Planning overview (program, facilities & technology, safety, relationships/ventures, workforce).

3.5.1 Clinical capital planning is still underway and will be presented to the Clinical Affairs Subcommittee in the fall for a detailed review and discussion.

3.6 Capital Budget Process: Mr. Upton presented an overview of the Capital Budget Process:

- Current Capital Budget Funding Sources
- Future Capital Budget Funding Sources
- Capital Budget Process
- Capital Budget Schedule

3.7 21st Century UConn: UCHC Project List and Phasing: Ms. Whetstone presented the project list and descriptions.

3.7.1 21st Century UConn provides a consistent and predictable source of funding which facilities prioritization and planning. State Bond funding required approval of the bond commission for each individual request with no guarantee of funding, amount or predictable funding availability. From 1995 through 2001, Commission had approved release of less than \$6 million of a total of \$31 million of bond funds authorized for UCHC projects.

3.7.2 Project list was developed in the Winter 2001-Spring 2002. Approved by General Assembly June 2002. Project list grew out of priorities identified in the Integrated strategic plan, research strategic plans, education strategic plans, IT strategic plans and Facilities Master plan. Projects reflect institution-wide priorities. Institution-wide priorities were then aligned within each of the domains.

- New Research Building
- CLAC Renovation and Bio-Safety Level 3 Lab
- Main Building Renovation
- Library/Student Computer Center Renovation
- Academic Building Renovation
- Support Building Addition/Renovation
- Parking Garage – Revenue Bonds
- Library Collections
- Equipment

- Telecommunications (IT)
- Deferred Maintenance/Code/ADA Renovations

3.7.3 Capital Planning process results in aligning funding sources to support priorities capital projects. UCHC has multiple funding source which can be used to support capital activities; some of these dollars are restricted and some are flexible - F&A is restricted to research, State bond funds are not used for clinical, clinical revenues are restricted to clinical uses and 21st Century which is least restrictive but will not be used for clinical purposes. Many key priorities are IT projects.

3.7.4 New research building rationale: Reviewed the rationale for proposed new research building. Flad report indicates existing space is fully utilized in all areas: research, academic, administrative, and clinical. UCHC has identified a need for new space for priority programs of about 130,000 square feet.

3.7.5 Proposed new research building of net 93,000 s.f. at a cost of \$60-65 million could provide opportunity to address priority research and academic needs through decanting of existing research space:

- 41,250 sf for 25 new researchers
- 26,500 sf replacement of Butler Building
- 25,500 sf L building research for academic and student use

3.7.6 New research space represents an increase of about 15% in net new research sf.

3.7.7 Dollar support per square foot will be used as the basis for allocating and measuring the efficient use of research sf

3.8 Next Steps

June, 2003: BoD Recommended Project Phasing to the BOT

There being no further business, the meeting was adjourned at 1:00 pm. Ms. Leonardi thanked everyone for attending this workshop.

Respectfully submitted,

Peter J. Deckers, M.D.

Attendees:

Mr. Abromaitis, Ms. Aronson, Mr. Chudwick, Ms. Comerford, Dr. Deckers, Dr. Devers, Mr. Dreyfuss, Ms. Armstrong, President Austin, Dr. Berlin, Mr. Borda, Mr. Carlson, Dr. Friend, Dr. Goldberg, Dr. Jacobs, Mr. Kleinman, Dr. Koeppen, Ms. Lattanzio, Ms. Leonardi, Mr. Marks, Ms. Mazzone, Dr. Garibaldi, Dr. Hansen, Dr. Hutson, Dr. Lawrence, Ms. McManus, Dr. Rowe, Mr. Samuels, Dr. Simon, Ms. Pencz, Dr. Wetstone, Mr. Noonan, Mr. Penney, Dr. Robinson, Mr. Ryan, Dr. Strongwater, Dr. Trummel, Mr. Upton, Mr. Walter, Ms. Whetstone, Mr. Wilson, Mr. Kelly, Mr. Schilling, Mr. Mangiativ, Mr. Beyer, Ms. White, Mr. McGrath

Documents Distributed During the Meeting:

Special Workshop Facilities and Capital Planning Powerpoint Presentation
Preliminary Phasing Report for 21st Century UCHC Projects