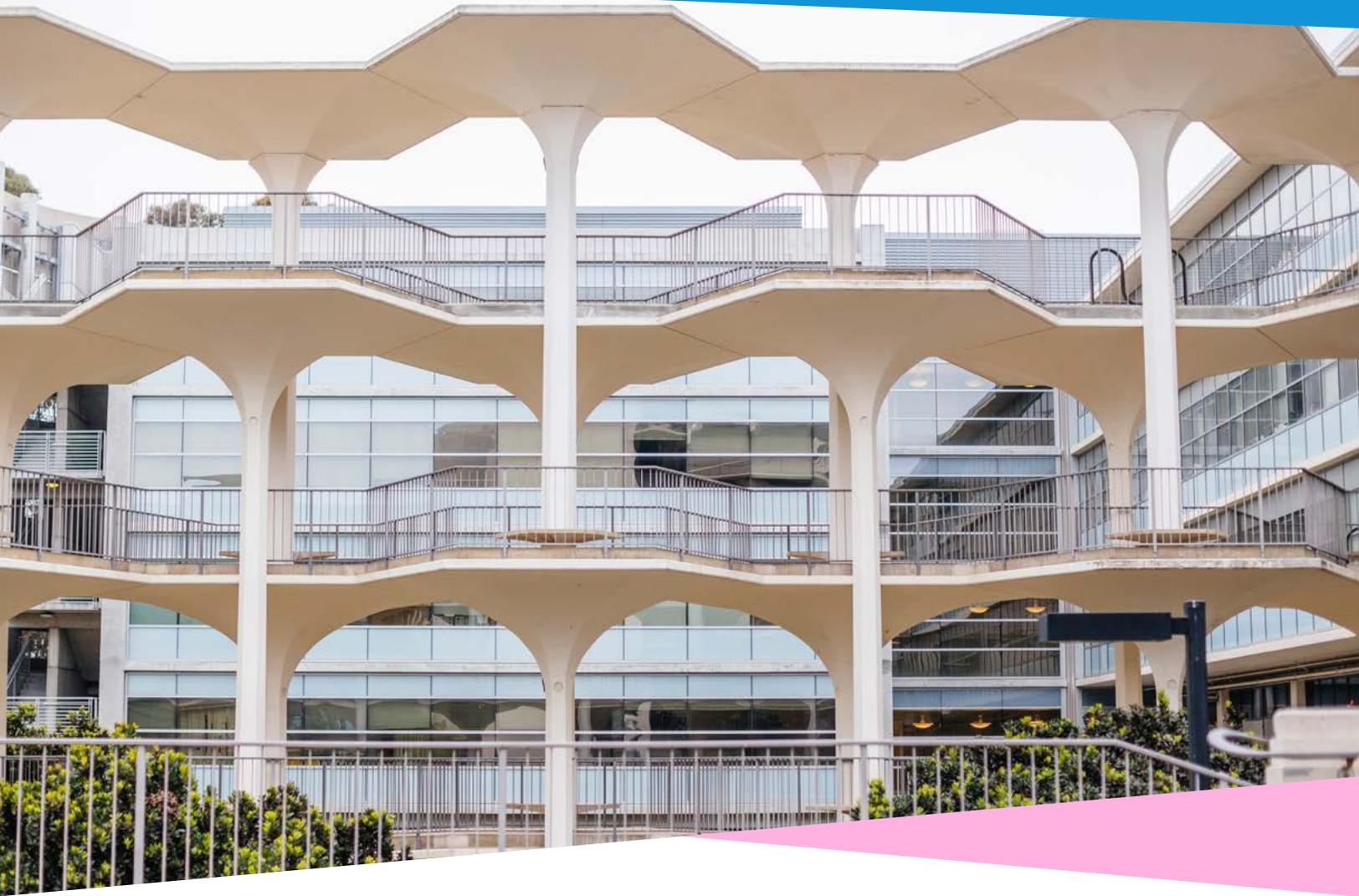


BUILDING THE FUTURE

# Recent Accomplishments



*UC San Diego, Breezeway between Mayer and Bonner Halls*

UC's capital accomplishments reflect a commitment to building the future of public higher education. Each completed project represents more than bricks and mortar—it's a tangible investment in the success of students, faculty, and communities across California.

## Completed Projects (FY 2024-25)

- 19 projects >\$20M completed
- 150 projects >\$1M completed
- \$3.2B in completed investments

# Strategic Milestones Across the UC System

In FY 2024–25, the University of California completed over \$3.2 billion in capital projects over \$1 million—demonstrating broad progress in infrastructure, research, housing, and healthcare. Among the largest projects, four directly supported UC’s academic medical centers, including the \$570 million UCSD Health Hillcrest Outpatient Pavilion, and the \$350 million MB Block 34 Clinical Building at UCSF Health.

Other completions reflect the full range of UC priorities:

- Pepper Canyon West Student Housing added 1308 beds at UCSD
- UCR’s new School of Business Building
- Aggie Square innovation hub at UC Davis Sacramento
- UCI’s Falling Leaves Foundation Medical Office Building

Together, these accomplishments illustrate a systemwide commitment to aligning capital investments with student growth, health equity, and sustainable innovation.

## EXHIBIT 8. Project Distribution by Budget Category – All Complete

Most completed capital projects fall under \$10 million, but the largest share of spending is concentrated in the few projects that exceed \$20 million—representing 77% of total capital spending.

			% of Total
\$1M-\$10M	# of Projects	118	80%
	Total Budget	\$389M	16%
\$10-\$20M	# of Projects	13	9%
	Total Budget	\$177M	7%
>\$20M	# of Projects	17	12%
	Total Budget	\$2.6B	77%
<b>Total</b>	<b># of Projects</b>	<b>150</b>	-
	<b>Total Budget</b>	<b>\$3.2B</b>	-

## EXHIBIT 9. Completed Projects – Year Over Year Comparison (Budget >\$20 Million)

While the majority of large scale projects required budget augmentations, the overall cost increase across all these projects was 5.8%.

	FY 2023-24	FY 2024-25
# of Active Projects	11	19
Original Budgets Total	\$0.8B	\$2.5B
Current Budgets Total	\$0.8B	\$2.6B
% Budget Augmentation	5%	6%
<b>% Projects Delayed 90+ Days</b>	<b>55%</b>	<b>57%</b>

EXHIBIT 10. Completed Major Capital Projects (Budget >\$20 Million)

Campus	# of projects	Original Budget*	Augmentations*	Current Budget*	% of Original
Berkeley	2	\$120,031,000	\$(8,479,000)	\$111,552,000	-7%
Davis	3	\$374,499,000	\$2,865,000	\$377,364,000	1%
Davis Health	2	\$42,445,000	\$46,900,000	\$89,345,000	110%
Irvine	1	\$230,000,000	\$20,000,000	\$250,000,000	9%
Los Angeles	1	\$29,200,000	\$(550,000)	\$28,650,000	-2%
Riverside	1	\$87,000,000	\$2,651,000	\$89,651,000	3%
San Diego	3	\$546,500,000	\$22,004,000	\$568,504,000	4%
San Diego Health	2	\$581,175,000	\$20,700,000	\$601,875,000	4%
San Francisco	2	\$40,850,000	\$12,700,000	\$53,550,000	3%
San Francisco Health	2	\$424,684,000	\$25,554,000	\$450,238,000	6%
<b>Grand Total</b>	<b>19</b>	<b>\$2,476,384,000</b>	<b>\$144,345,000</b>	<b>\$2,620,729,000</b>	<b>6%</b>



UC Merced, Granite Pass Hall

# Systemwide Investment in Progress

As of June 30, 2025, UC is actively managing over \$23.8 billion in major capital projects exceeding \$1 million—demonstrating a bold, systemwide commitment to building the future of healthcare, housing, education, and seismic resilience. Of the ten largest active projects, two are healthcare-related with budgets over \$1B, underscoring the significant role medical facility modernization plays across the system. This includes the \$4.3 billion UCSF New Hospital at Helen Diller Medical Center and the \$1.5 billion New Hospital Building in Oakland for Benioff Children's Hospital. Four of the largest ten active projects will provide new student housing beds at Santa Barbara, Berkeley and San Diego. Healthcare alone accounts for the majority of active capital investment. Housing and academic facilities also represent key strategic priorities as UC works to align capital resources with student access, public service, and sustainability.

## EXHIBIT 11. Project Distribution by Budget Category – All Active

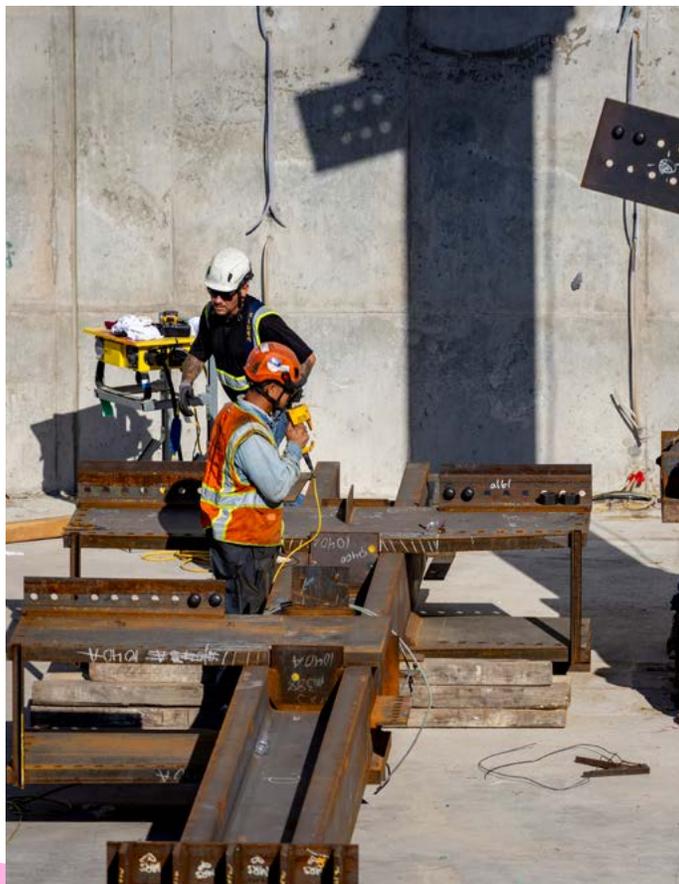
While most active projects are under \$10 million, nearly all current spending (94%) is tied to major projects over \$20 million—demonstrating where UC's capital priorities are focused today.

		% of Total	
\$1M-\$10M	# of Projects	301	74%
	Total Budget	\$1,051,947,000	4%
\$10-\$20M	# of Projects	33	8%
	Total Budget	\$481,089,000	2%
>\$20M	# of Projects	74	18%
	Total Budget	\$22,227,128,000	94%
<b>Total</b>	<b># of Projects</b>	<b>408</b>	
	<b>Total Budget</b>	<b>\$23,760,164,000</b>	

## EXHIBIT 12. Active Projects – Year over Year Comparison (Budget >\$20 Million)

In FY 2024-25, UC managed 74 large-scale active projects—up from 70 the year before. The percentage of projects experiencing cost increases and schedule delays increased.

	2023-24	2024-25
# of Active Projects	70	74
Original Budgets Total	\$18.6B	\$21.7B
Current Budgets Total	\$19.3B	\$22.2B
% Budget Augmentation	4%	2%
% Projects Delayed 90+ Days	14%	23%



## Active Projects (FY 2024–25)

### EXHIBIT 13. Active Major Capital Projects by Campus (Budget >\$20 million)

Major capital investments are active across nearly every UC location, with 74 projects over \$20 million advancing campus and health priorities statewide.

Campus	# of projects	Original Budget*	Augmentations*	Current Budget*	% of Original
Berkeley	13	\$1,903,499,000	\$161,896,000	\$2,065,395,000	109%
Davis	8	\$383,001,000	\$9,297,000	\$392,298,000	102%
Davis Health	9	\$5,148,041,000	\$34,638,000	\$5,182,679,000	101%
Irvine	2	\$125,959,000	\$12,000,000	\$137,959,000	110%
Irvine Health	1	\$1,073,000,000	-	\$1,073,000,000	100%
Los Angeles	5	\$277,895,000	\$46,900,000	\$324,795,000	117%
Los Angeles Health	4	\$594,700,000	-	\$594,700,000	100%
Merced	3	\$486,557,000	-	\$486,557,000	100%
Riverside	3	\$570,000,000	\$3,000,000	\$573,000,000	101%
Santa Barbara	1	\$624,400,000	-	\$624,400,000	100%
Santa Cruz	7	\$688,627,000	\$195,382,000	\$884,009,000	128%
San Diego	6	\$1,660,870,000	\$(3,300,000)	\$1,657,570,000	100%
San Diego Health	1	\$150,000,000	-	\$150,000,000	100%
San Francisco	6	\$2,054,980,000	\$44,515,000	\$2,099,495,000	102%
San Francisco Health	5	\$5,981,271,000	-	\$5,981,271,000	100%
<b>Grand Total</b>	<b>74</b>	<b>\$21,722,800,000</b>	<b>\$504,329,000</b>	<b>\$22,227,128,000</b>	<b>102%</b>

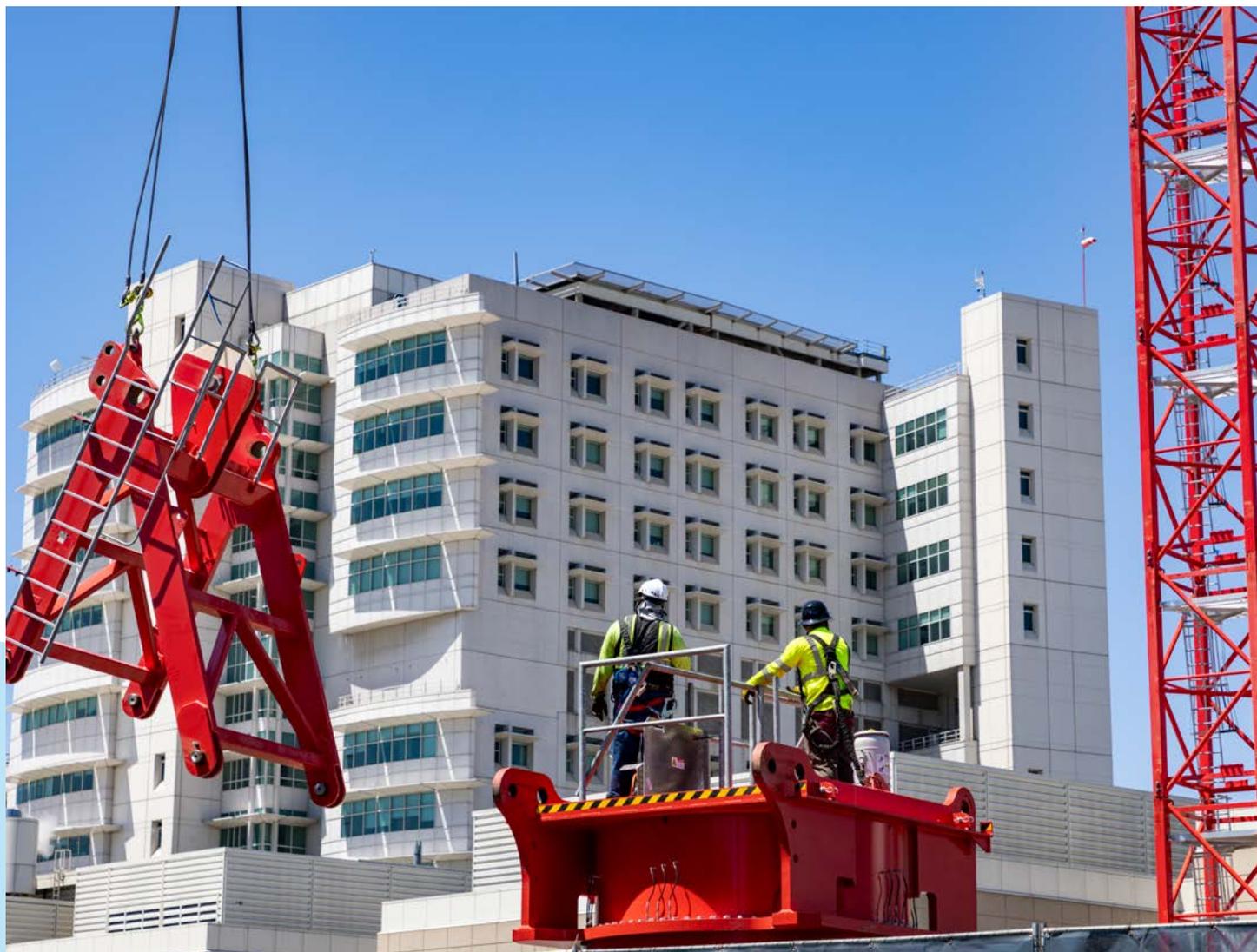
### EXHIBIT 14. Investment by Use – Active Projects (Budget >\$20 million)

UC’s current capital investments are primarily focused on medical centers (70%), with growing investments in academic and auxiliary space year over year.

	FY 2023-24	% of Total	FY 2024-25	% of Total	% Change
Education & General Use	\$2.5B	13%	\$4.1B	18%	164%
Auxilliary	\$3.4B	18%	\$4.0B	18%	118%
Med Center/Ed Health Science	\$13.9B	69%	\$13.9B	63%	105%
<b>Total Investment</b>	<b>\$19.2B</b>	<b>100%</b>	<b>\$22.2B</b>	<b>100%</b>	<b>116%</b>

EXHIBIT 15. Presidential vs. Regental Process – Active Projects (Budget >\$10 Million)

Projects >\$10M	Presidential Process	Regental Process
Number of Projects	69	44
Original Budget	\$1,931,302,000	\$20,179,224,000
Year-End Budget Change from Original	121%	101%
Projects with Budget Augmentations	25	10
Projects with Budget Savings	0	1
% of Projects with Budget Savings	0%	2%
% of Projects with Budget Augmentations	36%	23%



UC Davis Medical Center

# Performance Insights and Lessons Learned

## Tracking Progress, Budget, and Resilience

Multiple factors are making building construction more challenging, impacting projects across the UC system. Both labor and material procurement has become more difficult than in the past. In addition, both local and national events are impacting the availability of critical resources. Tariffs are raising the cost of materials, either through actual import taxes or through the threat of tariffs, which have caused suppliers to preemptively raise prices on steel, timber, and many other materials.

The Los Angeles wildfires, while a local event, have had further impacts across the system. Rebuilding in the Los Angeles metropolitan area has increased demand for contractors, equipment, and materials. In response to these local conditions, sourcing from more distant markets is causing price increases and availability challenges across the state.

Locations are managing through this uncertainty by prepurchasing materials, developing contingencies, and other strategies, but the cost and schedule impacts of prices and availability affect all projects. More information about budget increases is available in Appendices 2 and 3.

**79**

of 150 Completed Projects reported major delays (greater than 90 days)

**28**

of 150 Completed Projects reported major budget increases (greater than \$1 million)

Despite these challenges,

**25**

of 150 Completed Projects reported budget savings

