



# *Constructing a Strategic Decision Making Framework for Capital Projects*

*ACUI Region 3 – Livingston, NJ*

*November 12, 2011*



BRAILSFORD & DUNLAVEY

# B&D INTRODUCTION



Established in **1993**

**80+** Employees

**Seven** locations

**360** Higher Education Clients

More than **125** Union-related Projects

Member of USGBC & ACUI



# B&D INTRODUCTION

## SERVICES

Master Planning  
Strategic Planning & Development  
Financial Analysis & Budget Development  
Economic Impact Analysis  
Referendum Planning & Support Services  
Program Development  
Architecture / Engineering Selection  
Construction Oversight  
Business Planning  
Market Analysis  
Design Management  
Feasibility & Market Study  
Project Budget & Schedule Management  
Project / Consultant Team Coordination





# PARTIAL UNION CLIENT LIST

- Arizona State University
- Ball State University
- Baltimore City Community College
- Bowie State University
- Brooklyn College
- Buena Vista University
- California Polytechnic State U.
- California State U.-Channel Islands
- California State U.-San Marcos
- California State U.-Northridge
- California State U.-Stanislaus
- Case Western Reserve University
- Central State University
- Central Washington University
- Christopher Newport University
- Clayton State University
- Cleveland State University
- Columbia University
- Dartmouth College
- DePaul University
- Duke University
- East Carolina University
- Fairmount State University
- Fayetteville State University
- George Mason University
- Georgia Gwinnett College
- Georgia State University
- Immaculata University
- Indiana University
- Jackson State University
- Loyola University Chicago
- Louisiana State University
- Miami University
- Michigan State University
- Middle Tennessee State University
- Morehouse College
- New Mexico State University
- North Carolina State University
- North Georgia College & State U.
- Northeastern Illinois University
- Northern Kentucky University
- Northwestern University
- Oakland University
- Ohio Dominion University
- Ohio State U. at Mansfield
- The Ohio State University
- Oklahoma State University
- Oregon State University
- Queen's University
- The Richard Stockton College of NJ
- Roosevelt University
- St. Ambrose University
- San Diego State University
- San Jose` State University
- Savannah State University
- Southern Illinois U.-Edwardsville
- Springfield College
- University of Alabama
- University of Alaska-Fairbanks
- University of Arkansas
- University of Baltimore
- University of California-Riverside
- University of California-San Diego
- University of California-San Cruz
- University of Cincinnati
- University of Connecticut
- University of Houston
- University of Idaho
- University of Iowa
- University of Kentucky
- University of Mary Washington
- University of Maryland
- University of Memphis
- University of Miami
- University of Michigan
- University of Missouri-Kansas City
- University of Missouri-St. Louis
- University of Nevada-Las Vegas
- University of Nevada-Reno
- University of New Orleans
- University of North Texas
- University of Oregon
- University of San Diego
- University of Southern California
- University of South Florida-St. Pete
- University of Texas-Austin
- University of Utah
- University of Vermont
- University of Virginia
- University of West Florida
- University of Wisconsin-Eau Claire
- University of Wisconsin-Madison
- University of Wisconsin-Stout
- Washington State University
- Wayne State University
- Western Kentucky University
- Western Michigan University
- Young Harris College



# B&D INTRODUCTION

Currently serving as Owner's Representative for over \$300M in college and university projects.

## *Recent Student Union Projects:*

Young Harris College – Campus Center

Georgia Gwinnett College – Student Union

Savannah State University – Student Union

West Virginia School of Osteopathic Medicine – Student Union

University of Michigan – University Unions

East Carolina University – Student Union

North Carolina A&T State University – Student Center

University of Arkansas – Student Union

Roosevelt University – Student Union Fushion



CHET ROACH



PETER ISAAC

# PRESENTATION OUTLINE

- Why This Topic?
- How to Find the Right Answer for Your Campus
  - Establishing a Clear Process
  - Building a Strategic Decision Making Framework
  - Achieving Heightened Student Involvement
  - Determining Programmatic Prioritization
- Case Studies
- Overview of National Trends

# WHY THIS TOPIC?





# WHY THIS TOPIC?





# WHY THIS TOPIC?



## WHY THIS TOPIC?

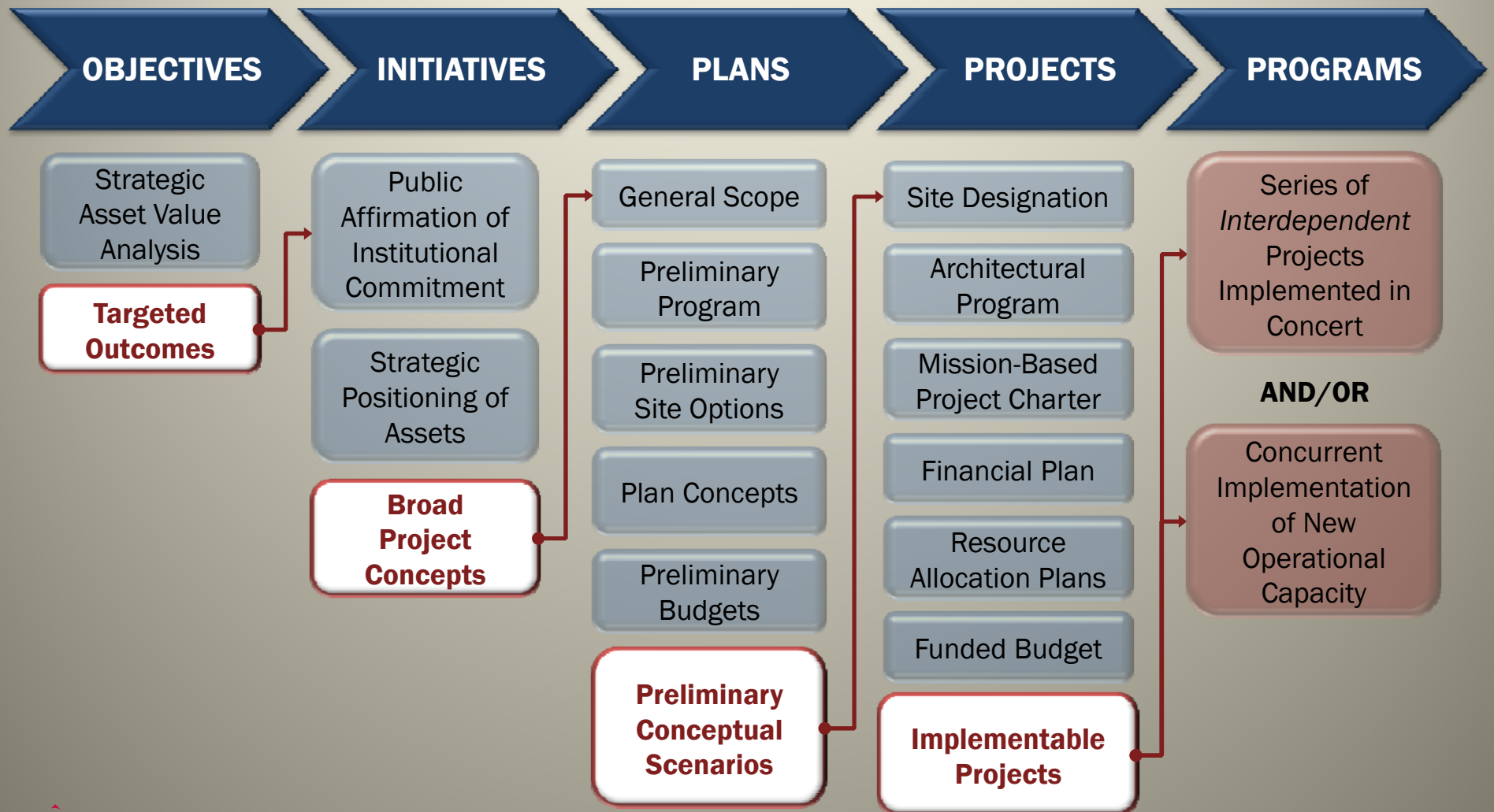


# WHY THIS TOPIC?



# WHY THIS TOPIC?

## B&D's "Projectization" Continuum





# MANAGING OUTCOMES

## B&D's "Projectization" Continuum



# OUR TOOLKIT

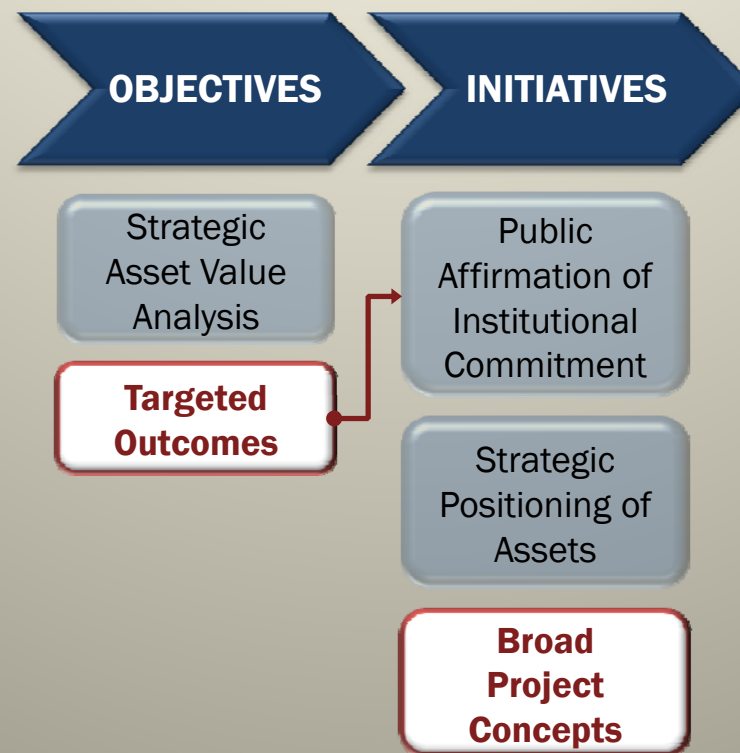
## OBJECTIVES

- » Stakeholder Interviews
- » Demographic Analysis
- » Tours
- » Intercept Interviews
- » Strategic Asset Value Analysis (SAV) / Visioning
- » SAV Story
- » Story Development - Part I

- » Concept / Mission
- » Market Demand / Facility Program
- » Facility Program / Site
- » Site / Budget
- » Program / Budget
- » Quality / Budget
- » Program / Patron Capacity
- » Patron Capacity / Revenue Projections
- » Revenues / Market Depth
- » Budget / Cost
- » Cost / Debt Capacity
- » Revenues / Expenses
- » Debt Capacity / Expenses
- » Mission / Risk Tolerance
- » Risk Tolerance / Ownership Structure
- » Ownership Structure / Capitalization
- » Capitalization / Risk Capacity

# MANAGING OUTCOMES

## B&D's "Projectization" Continuum



# OUR TOOLKIT

OBJECTIVES

INITIATIVES

- » Focus Group Interviews
- » Quick & Dirty Program & Financial Modeling
- » Competitive Context Analysis
- » Story Development – Part II

- » Concept / Mission
- » Market Demand / Facility Program
- » Facility Program / Site
- » Site / Budget
- » Program / Budget
- » Quality / Budget
- » Program / Patron Capacity
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# MANAGING OUTCOMES

## B&D's "Projectization" Continuum



# OUR TOOLKIT

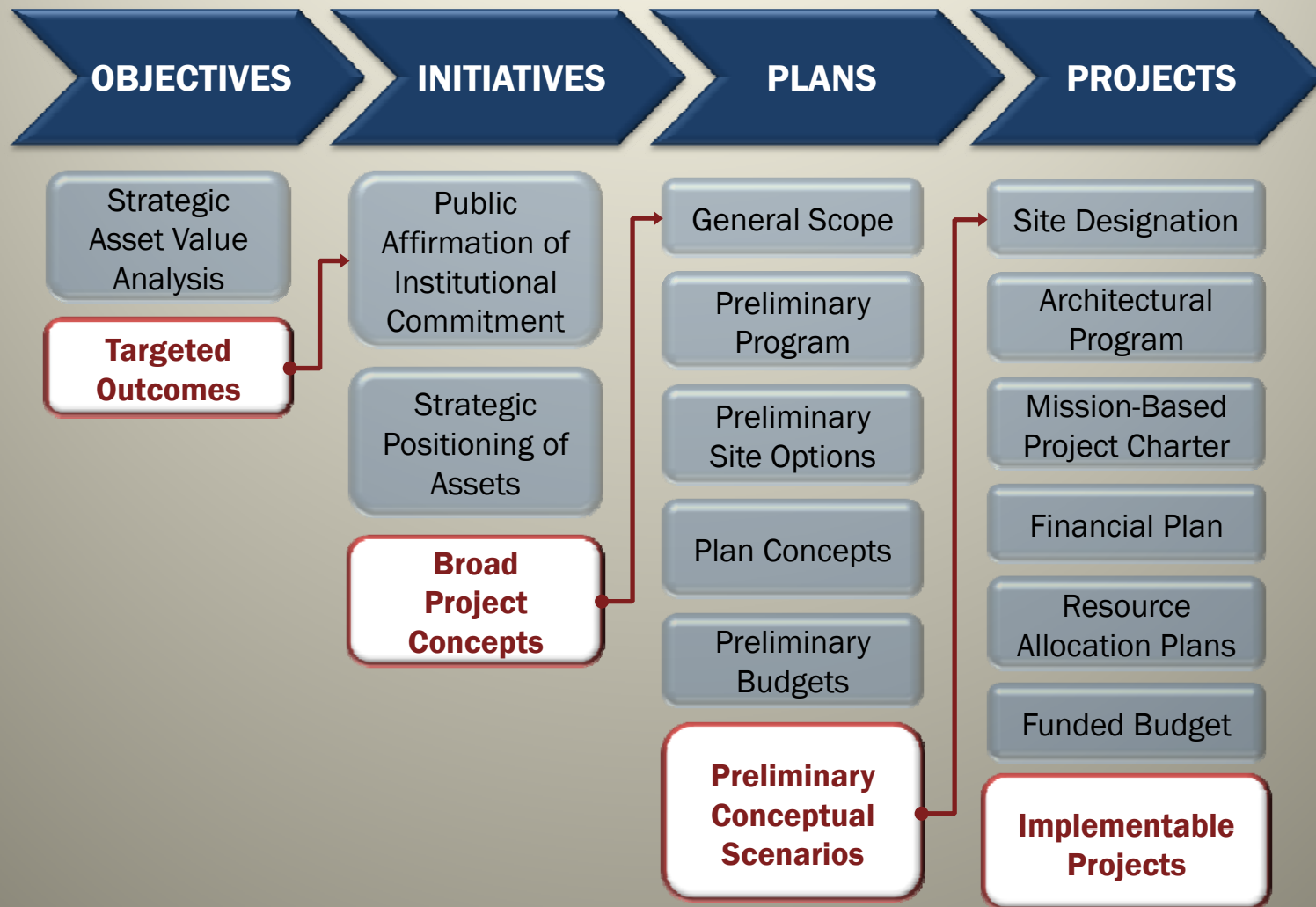


- » Web-based Survey
- » Demand-based Programming (DBP)
- » Comparable Facilities Analysis / Supply Inventory
- » Detailed Financial Model
- » Project Schedule
- » Preliminary Site Evaluations
- » Story Development - Part III: The “Big Idea”

- » Concept / Mission
- » Market Demand / Facility Program
- » Facility Program / Site
- » Site / Budget
- » Program / Budget
- » Quality / Budget
- » Program / Patron Capacity
- » Patron Capacity / Revenue Projections
- » Revenues / Market Depth
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# MANAGING OUTCOMES

## B&D's "Projectization" Continuum



# OUR TOOLKIT



- » Enhanced Financial Modeling
- » Detailed Project Schedule
- » Site Selection
- » Analysis of Financing & Ownership Options
- » Sensitivity Analyses / Initial Value Engineering
- » Project Cash Flow Analysis
- » Approval Process Management

- » Concept / Mission
- » Market Demand / Facility Program
- » Facility Program / Site
- » Site / Budget
- » Program / Budget
- » Quality / Budget
- » Program / Patron Capacity
- » Patron Capacity / Revenue Projections
- » Revenues / Market Depth
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- » Mission / Risk Tolerance
- » Risk Tolerance / Ownership Structure
- » Ownership Structure / Capitalization
- » Capitalization / Risk Capacity



# CASE STUDIES

## *“University A”*

### Campus Profile

- 20,000 students
- 60% full-time
- 85% traditionally-aged
- 52% female
- 18% on-campus residents
- 80% from within 1-hour drive
- Rural Campus

### SAV Priority

- Recruitment
- Revenue Generation
- Alumni Development
- Central Gathering Place
- Student Leadership
- Leisure Activities
- Student Life “Master Plan”  
Integration
- Academic Activities
- Retention
- F / S / S Interaction

# CASE STUDIES

## *“University B”*

### Campus Profile

- 20,000 students
- 60% full-time
- 85% traditionally-aged
- 52% female
- 18% on-campus residents
- 80% from within 1-hour drive
- Rural Campus

### SAV Priority

- Central Gathering Place
- F / S / S Interaction
- Retention
- Student Leadership
- Academic Activities
- Recruitment
- Revenue Generation
- Alumni Development
- Leisure Activities
- Student Life “Master Plan”  
Integration

# CASE STUDIES

## *“University C”*

### Campus Profile

- 20,000 students
- 60% full-time
- 85% traditionally-aged
- 52% female
- 18% on-campus residents
- 80% from within 1-hour drive
- Rural Campus

### SAV Priority

- Student Life “Master Plan” Integration
- Leisure Activities
- Retention
- Central Gathering Place
- F / S / S Interaction
- Student Leadership
- Academic Activities
- Recruitment
- Revenue Generation
- Alumni Development



# CASE STUDIES

## *Comparison*

### University A

- Recruitment
- Revenue Generation
- Alumni Development
- Central Gathering Place
- Student Leadership
- Leisure Activities
- Student Life “Master Plan” Integration
- Academic Activities
- Retention
- F / S / S Interaction

### University B

- Central Gathering Place
- F / S / S Interaction
- Retention
- Student Leadership
- Academic Activities
- Recruitment
- Revenue Generation
- Alumni Development
- Leisure Activities
- Student Life “Master Plan” Integration

### University C

- Student Life “Master Plan” Integration
- Leisure Activities
- Retention
- Central Gathering Place
- F / S / S Interaction
- Student Leadership
- Academic Activities
- Recruitment
- Revenue Generation
- Alumni Development





# TRENDS – LEED CERTIFICATION

## *University of Missouri - Kansas City*

### University Center

- Opened in 2010
- 110,000 SF
- LEED Gold

### *Key Features*

- 1<sup>st</sup> LEED Certified Building on Campus
- LEED critical to referendum approval
- Very overt visual education







# TRENDS – LEED CERTIFICATION

## *Non-USGBC Rating Systems*

- New Construction  
10,000+ SF
- Renovation Project of  
50% or more of the  
facility space
- Change in Occupancy
- Roof Replacement  
10,000+ SF



Total Point Certification Level	
12-30 Points =	
31-50 Points =	
51-70 Points =	
71-100 Points =	

# TRENDS – DECENTRALIZATION

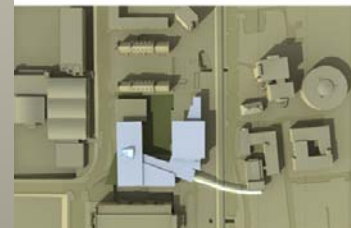
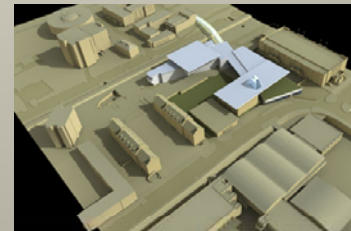
## *North Carolina State University*

### Tally Center

- Renovation and addition
- 283,000 SF total

### *Key Features*

- Preliminary: Create distinct “precincts” on three separate campuses
- Final: Students demanded centralized gathering place
- Serves decentralized campus





# TRENDS – DECENTRALIZATION

## *University of Texas at Austin*

### Student Activities Center

- 149,000 SF
- LEED Gold
- Opened in 2011

### *Key Features*

- 3<sup>rd</sup> union building
- Did not want to detract from history of original union
- Did not want to compromise 21<sup>st</sup> century building





# TRENDS – TOWN HALL / DOWNTOWN

## *University of Wisconsin - Madison*

### Union South

- Opened in 2011
- 187,000 SF

### *Key Features*

- Focus on quality foodservice
- Recreation amenities
- Near football stadium
- Retail / Entertainment / Large Events Spaces



# TRENDS – TOWN HALL / DOWNTOWN

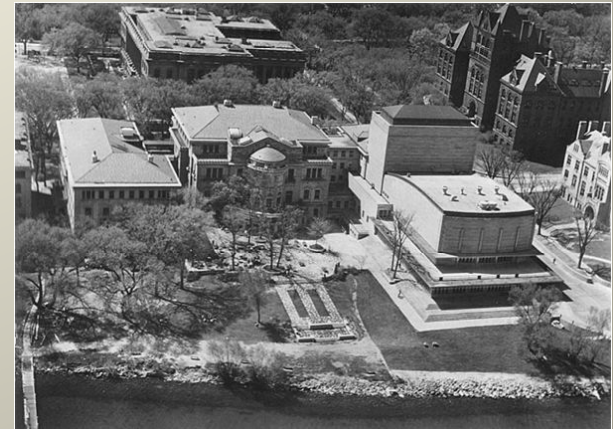
## *University of Wisconsin - Madison*

### Memorial Hall

- Originally opened in 1929
- “Heart and Soul” of campus
- Renovating starts in 2012

### *Key Features*

- Renovation aimed at enhancing arts and recreation offerings will bring community members together
- Place for people to come together to talk about the “life of the mind”



# TRENDS – TOWN HALL / DOWNTOWN

## *The Ohio State University*

Ohio Union

- Opened in 2010
- 318,000 SF

### *Key Features*

- Effort to serve as Town Hall and Downtown marketplace
  - Retail, Brand, Ideas





# TRENDS – RECREATION FUSION

## *Fairmont State University*

### Falcon Center

- Opened in 2005
- 145,000 SF

### *Key Features*

- More “pure” fusion
- Boundary is blurred
- “One Stop Shop”





# TRENDS – RECREATION FUSION

## *Central Washington University*

### Student Union & Recreation Center

- Opened in 2006
- 229,000 SF

### *Key Features*

- 100% union and 100% recreation under one roof
- Separate operating paradigms
- Defined physical boundary



# TRENDS – HOUSING FUSION

## *Univ. of South Florida - St. Petersburg*

Multipurpose Student Center

- Under Construction
- 81,000 SF

### *Key Features*

- 200 residential beds
- Retail / Dining / Lounges
- Largely due to funding constraints



# TRENDS – HOUSING FUSION

## *University of Tampa*

### Vaughn Center

- Opened in 2001
- 250,000 SF

### *Key Features*

- Aimed to re-center the social and residential life for students
- 2BR double-occupancy suites (3<sup>rd</sup>-8<sup>th</sup> floor)





# TRENDS – FRANCHISE IN HOUSING

## *Vanderbilt University*

### The Commons Center

- Opened in 2007
- 115,000 SF

### *Key Features*

- Serves 10 freshmen residence halls (45% of all freshmen)
- Promotes 1<sup>st</sup> year student connection



# TRENDS – ACADEMIC FUSION

## *Young Harris College*

### Campus Center

- Targeted for 2013 Opening
- 125,000 SF

### *Key Features*

- Library / Advising / IT
- Career Services
- Academic Advising
- Classrooms





# TRENDS – ACADEMIC FUSION

## *Augusta State University*

### Jaguar Student Activities Center

- Opened in 2006
- 50,000 SF

### *Key Features*

- “Learn & Relax”
- Shared breezeway
- Recreation area
- Ballroom



# TRENDS – NO BOOKSTORE?

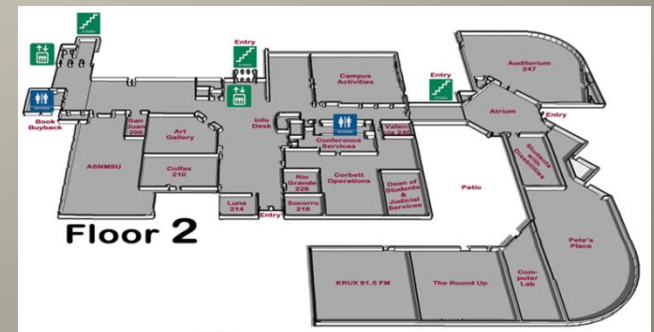
## *New Mexico State University*

### Corbett Center Student Union

- Opened in 1968
- Expanded in 1996
- 213,000 SF

### *Key Features*

- Moved bookstore out of union
- Create more of a “living room” on campus
- Increase traffic with program and adjacencies



# TRENDS – COMMUNITY CENTER

## *Savannah State University*

### Student Union

- Opened in 2011
- 50,000 SF

### *Key Features*

- 700-person ballroom with associated parking
- Food court / Gameroom
- SGA / lounges





# TRENDS – “WOW” FACTOR

## *University of Vermont*

### Davis Student Center

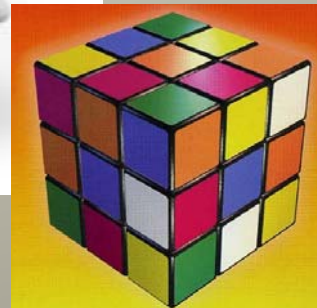
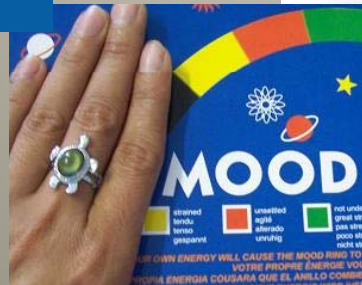
- Opened in 2007
- 186,000 SF
- 1<sup>st</sup> LEED Gold Union

### *Key Features*

- Campus hierarchy
- Pedestrian connectivity
- Tour impact



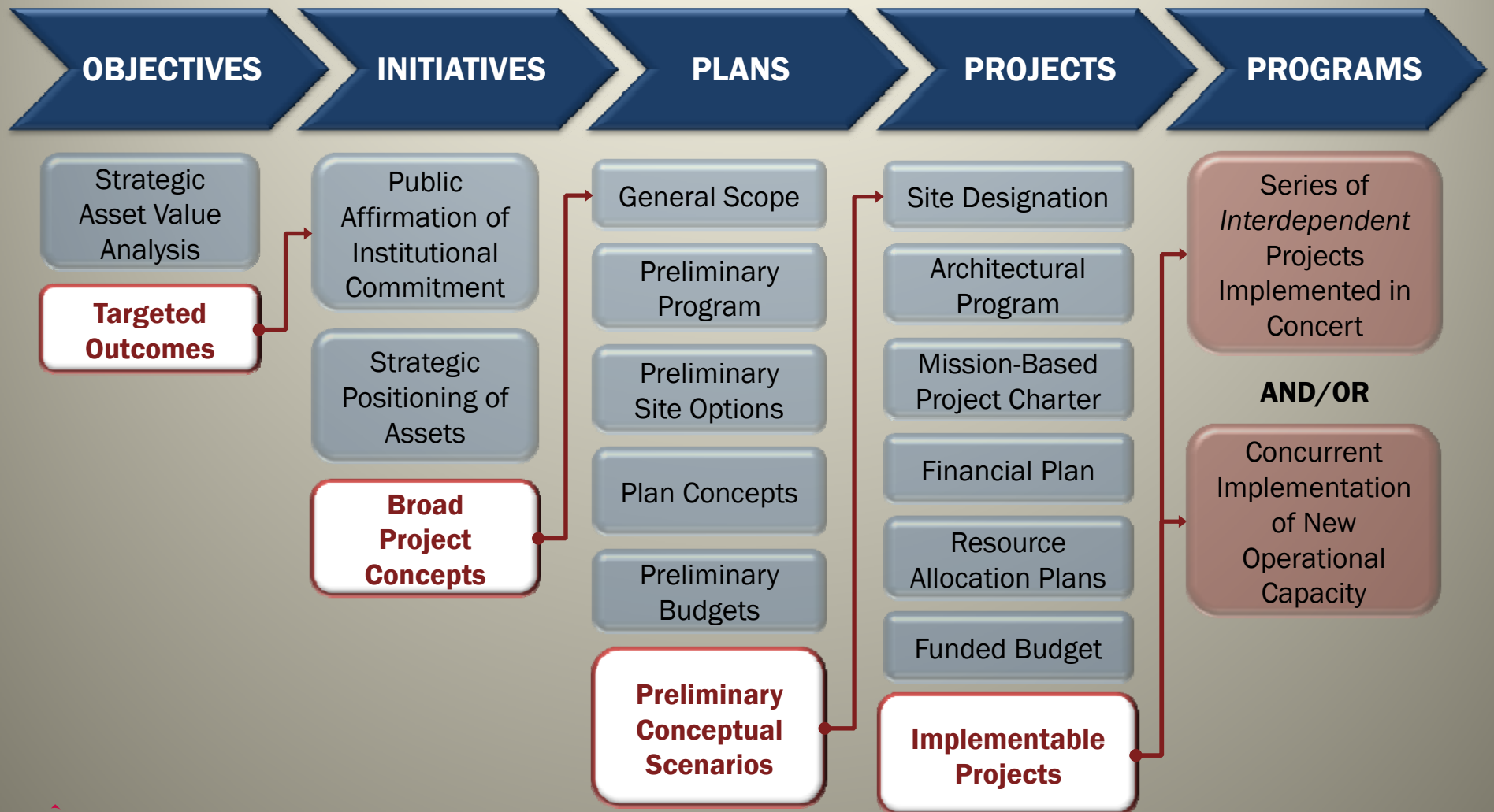
# OTHER TRENDS





# DISCUSSION

## B&D's "Projectization" Continuum





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