



# *Why Hot Union Trends Are Not the Right Fit for Your Union? Finding the Right Answer for Your Institution*

*ACUI Region 4 – Frederick Community  
College*

*November 4, 2011*



BRAILSFORD & DUNLAVEY

# B&D INTRODUCTION

## BART A. HALL

### Experience:

- Background in Higher Education as Union / Activities / Auxiliaries Director at Virginia Commonwealth U. & Texas A&M-Corpus Christi
- Over 30 Student Union Projects with B&D
- ACUI / NACAS veteran

### Project Experience:

- Bowie State U., North Carolina State U., Northwestern U., Oklahoma State U., Richard Stockton College, San Jose State U., U. of Missouri-Kansas City, U. of Mary Washington, U. of Texas-Austin, U. of San Diego, U. of Wisconsin-Eau Claire, Virginia State U. , Wayne State U.



# B&D INTRODUCTION

Established in **1993**

**80+** Employees

**Headquartered in DC...6 Regional Offices**

**360+** Higher Education Clients

**100+** Union-related Projects

Member of ACUI, NIRSA & USGBC



# 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



# COLLEGE 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
- Ferris 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 the District of Columbia
- 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



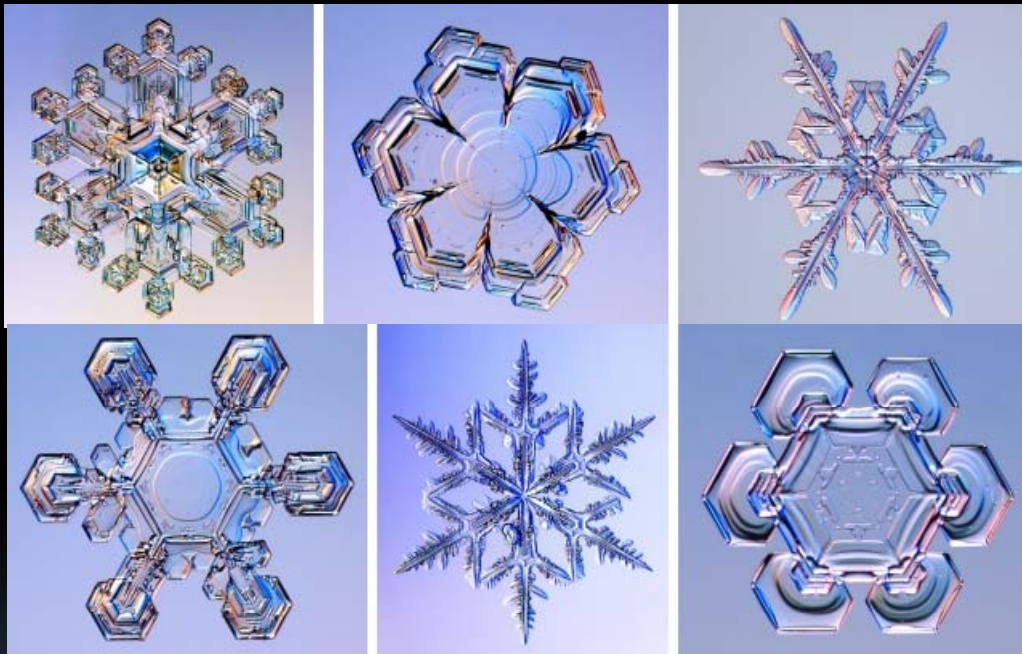
# TODAY'S CONSERVATION

- Why This Topic?
- How to Find the Right Answer for Your Campus
  - Establishing a Clear Process
  - Building a Strategic Decision-Making Framework
  - Determining Programmatic Priorities
- Examples
- Discussion of Trends & Implications





# WHY THIS TOPIC?



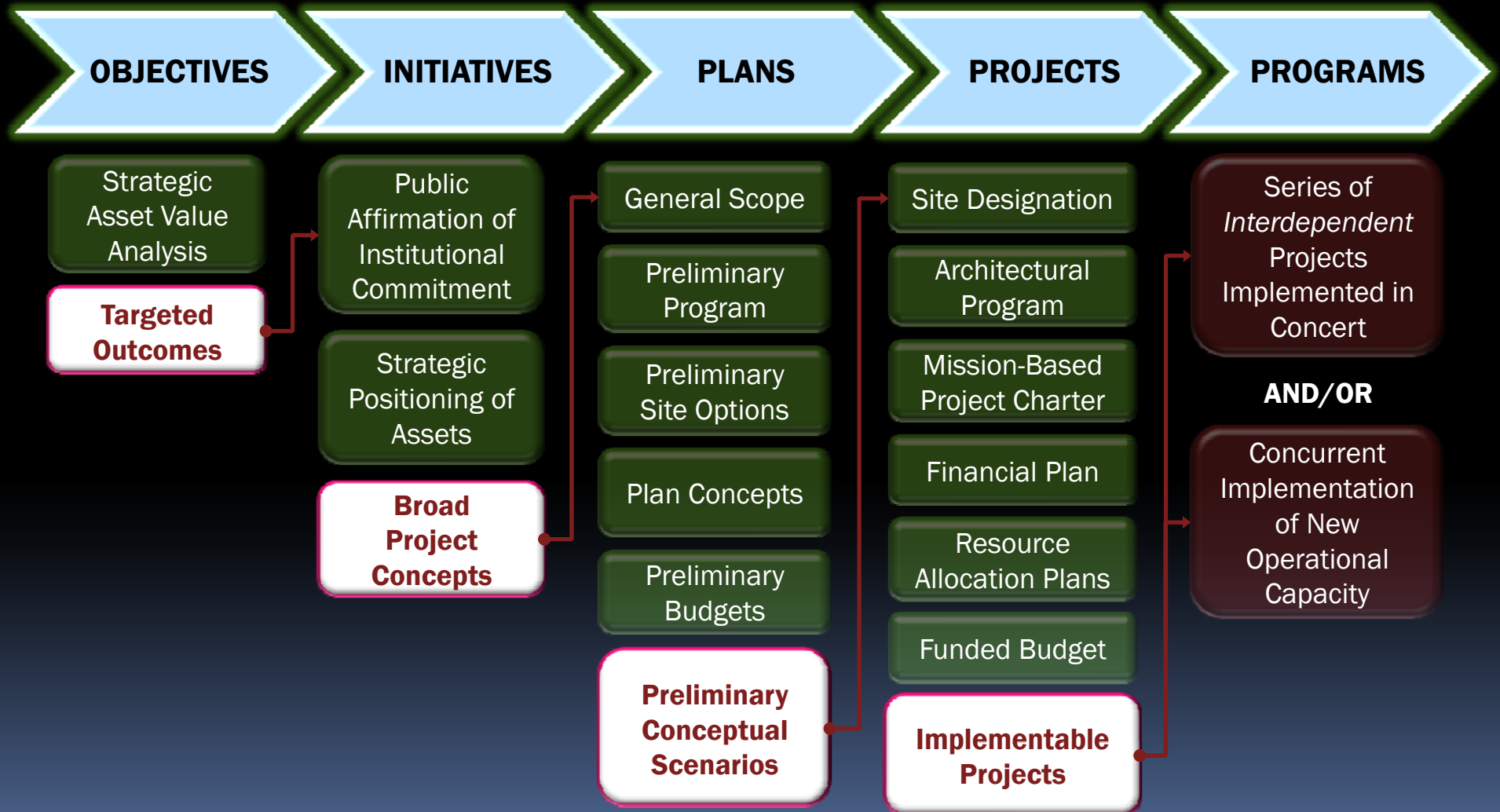
# WHY THIS TOPIC?





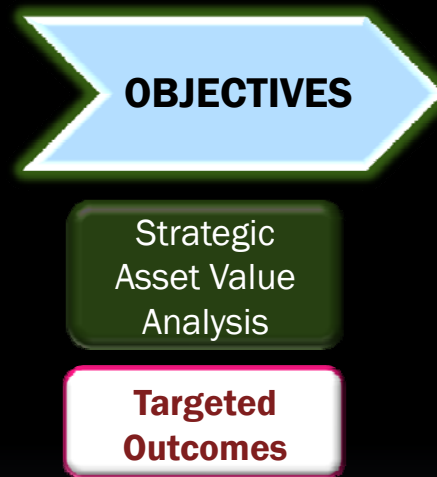
# MANAGING OUTCOMES

## 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

# SAV IN ACTION

## *“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



# SAV IN ACTION

## *“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





# SAV IN ACTION

## *“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



# SAV IN SUMMARY

## *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

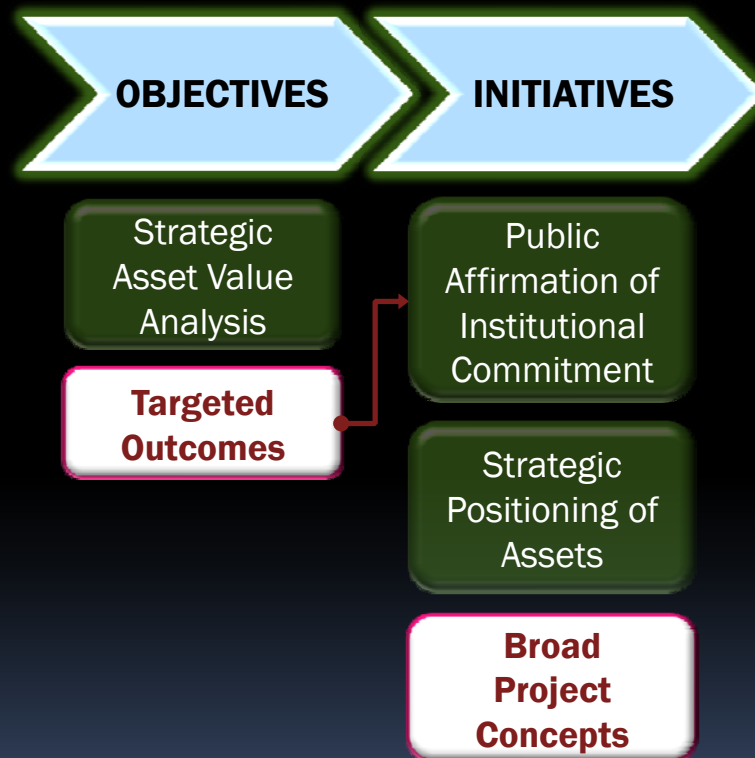
- Central Gathering Place
- F / S / S Interaction
- Retention
- Student Leadership
- Academic Activities
- Recruitment
- Revenue Generation
- Alumni Development
- Leisure Activities
- Student Life “Master Plan” Integration

### 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

# MANAGING OUTCOMES

## B&D's "Projectization" Continuum



# OUR TOOLKIT

OBJECTIVES

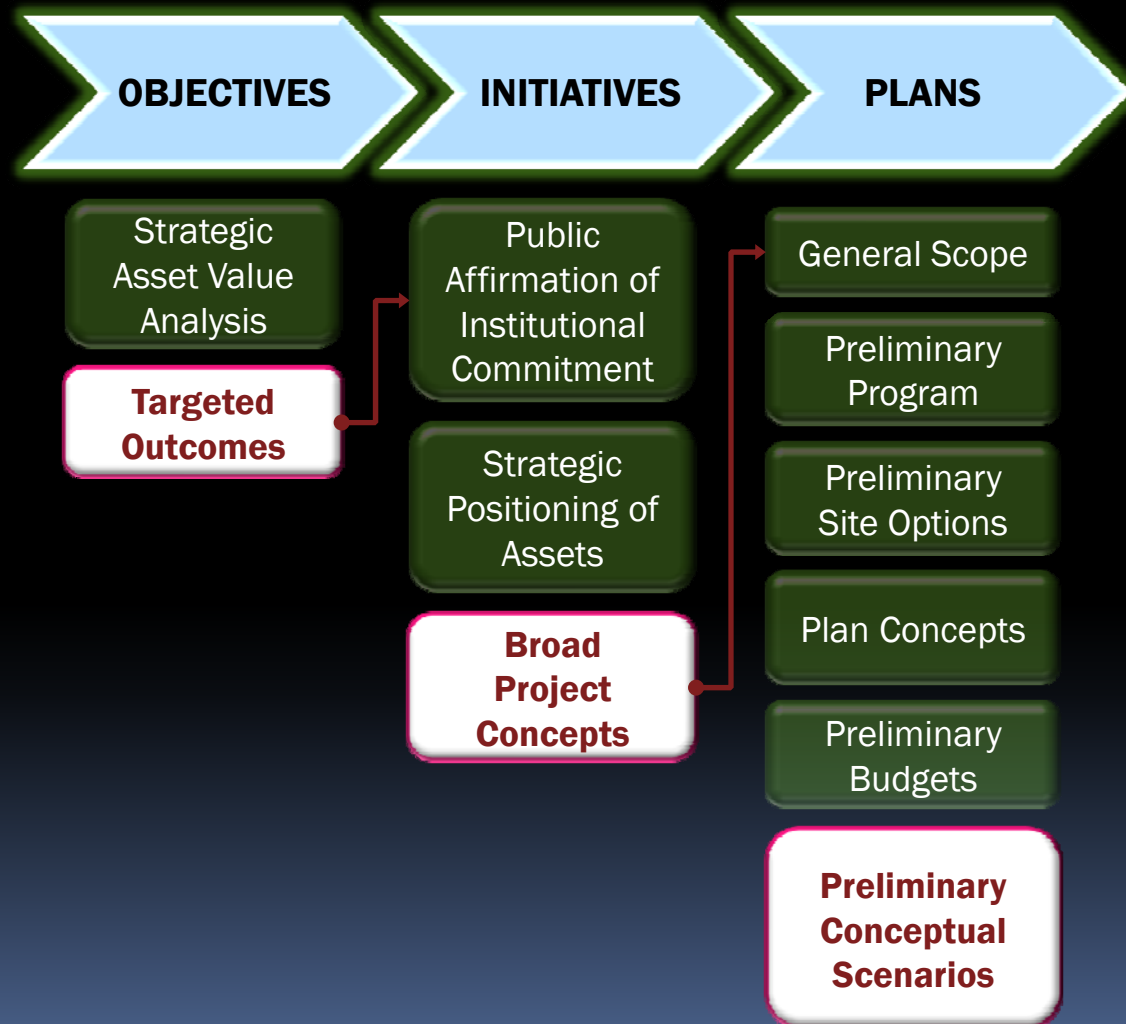
INITIATIVES

- » 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
- » Patron Capacity / Revenue Projections
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# MANAGING OUTCOMES

## B&D's "Projectization" Continuum





# OUR TOOLKIT

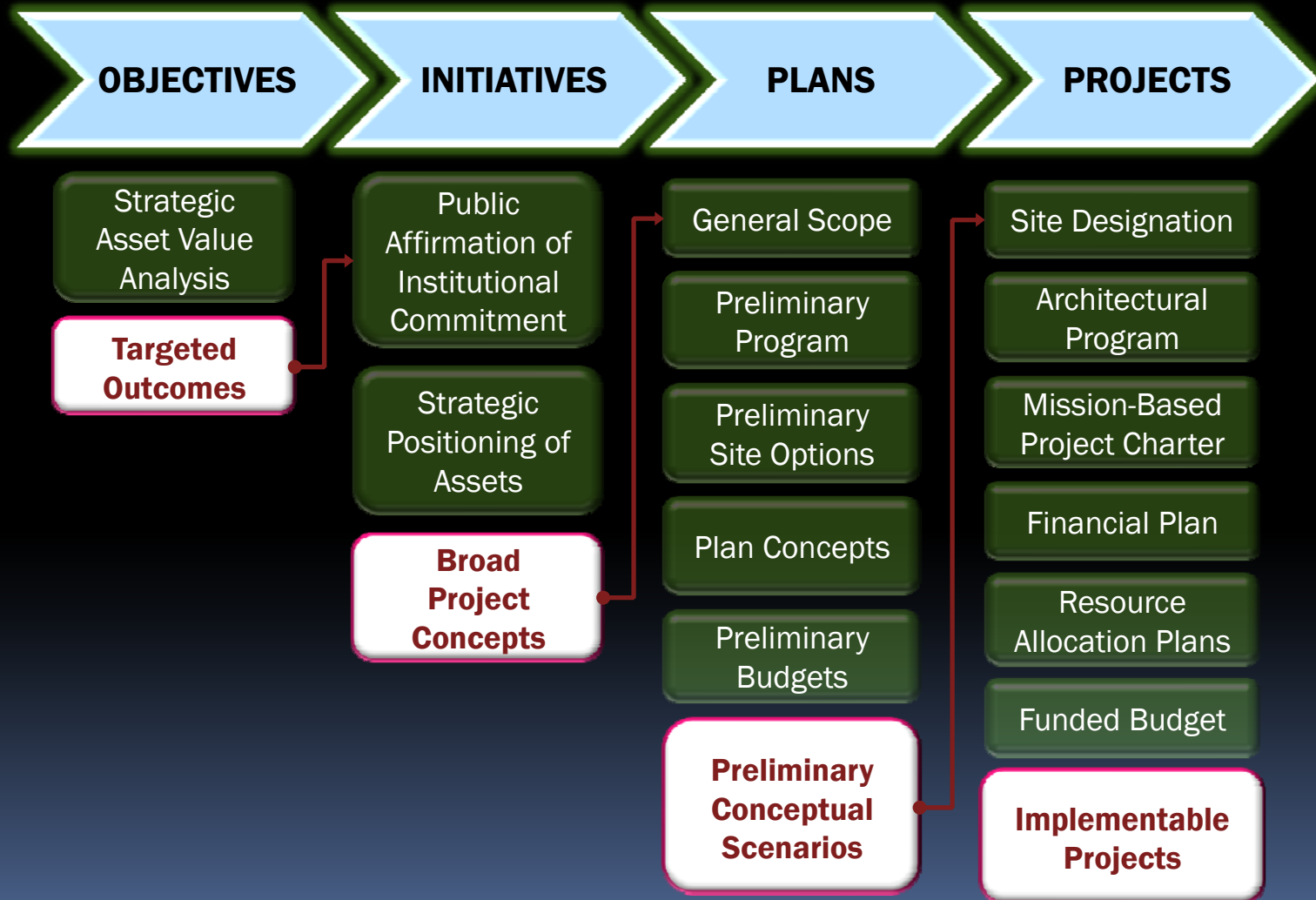


- » Web-based Survey
- » Demand-based Programming (DBP)
- » Comparable Facilities Analysis / Supply Inventory
- » Detailed Financial Model
- » Project Schedule
- » Preliminary Site Evaluations
- » Story Development - Part III: The “Big Idea”

- » Concept / Mission
- » Market Demand / Facility Program
- » Facility Program / Site
- » Site / Budget
- » Program / Budget
- » Quality / Budget
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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
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# EXAMPLES – RESPONSIVE, NOT TRENDY

## *University of Missouri - Kansas City*

### Student Union

- Opened in 2010
- 110,000 SF

### *Key Issues*

- Original conceptualized as an addition to UMKC Library
- LEED critical to student support
- 1<sup>st</sup> sustainably-designed building on campus...LEED Gold certified



# EXAMPLES – RESPONSIVE, NOT TRENDY

## *University of Wisconsin - Madison*

### Union South

- Opened April 2011
- 187,000 SF

### *Key Issues*

- Focus on entertainment
- Destination foodservice
- Becoming a “place to go...not just a place to go to...”





# EXAMPLES – RESPONSIVE, NOT TRENDY

## *De-Centralization vs. Centralization*

### ***Ohio State U. - Ohio Union***

- Opened in 2010
- 318,000 SF
- Replaced original union in same location



### ***U. Tx at Austin - Student Activity Ctr***

- Opened in 2011
- 148,000 SF
- 3<sup>rd</sup> of 3 Student Union/Life Bldgs



# EXAMPLES – RESPONSIVE, NOT TRENDY

## *Union Fusion Facilities*

### **Recreation - *Fairmont State U.* Falcon Center**

- Opened in 2005 / 145,000 SF

### **Housing - *U. of South Fla, St. Pete* Student Center**

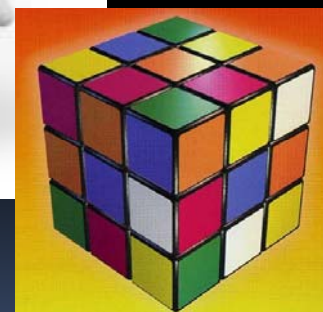
- Under Construction / 81,000 SF
- 200 Beds

### **Academic - *Young Harris College* Campus Center**

- In Design / 125,000 SF
- Union / Library / Classrooms



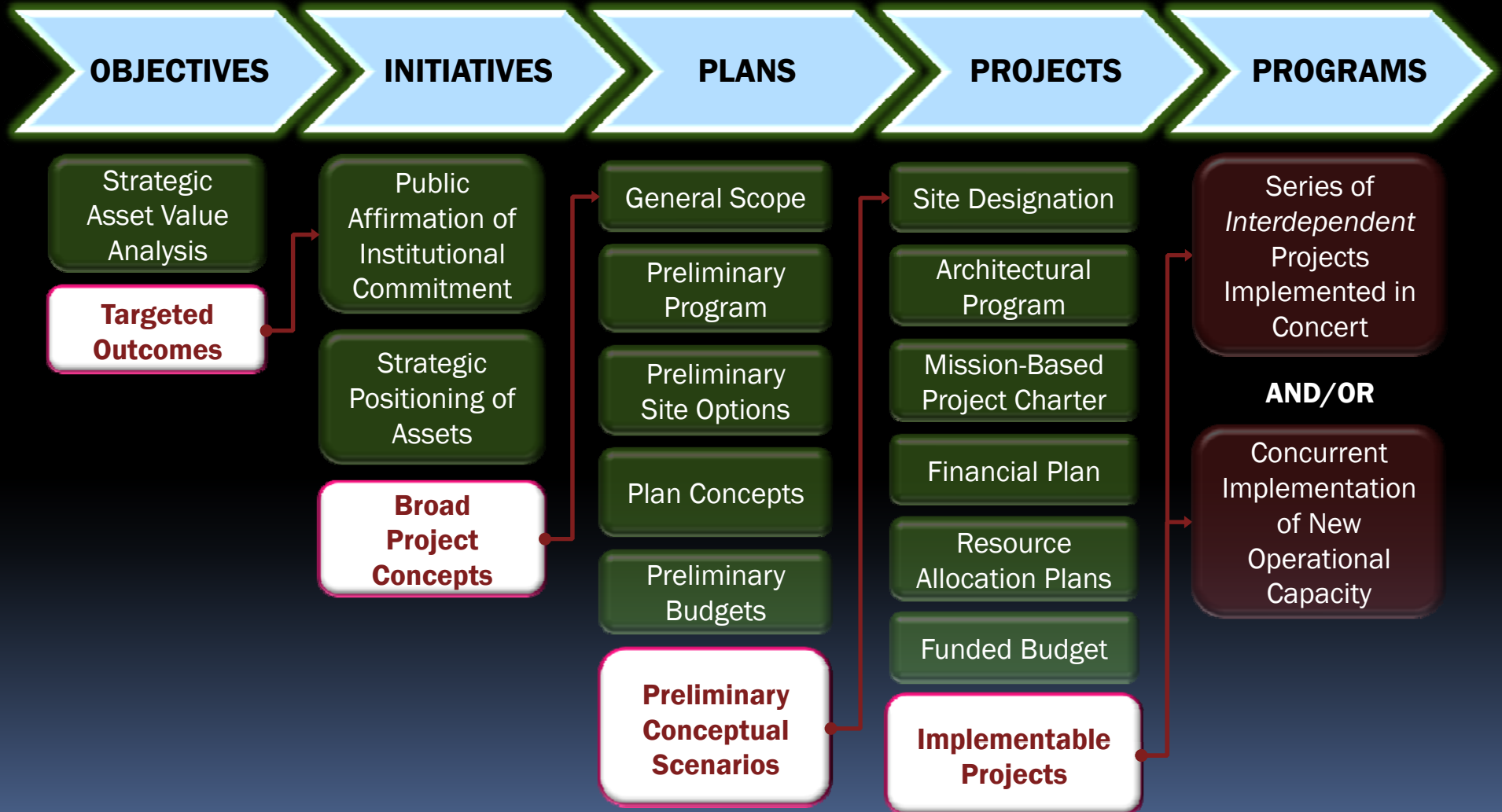
# OTHER TRENDS





# DISCUSSION

## B&D's "Projectization" Continuum





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