

# ***“CATCHING UP BY GETTING AHEAD”***



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**BRAILSFORD & DUNLAVEY**

**CENTERS**

**2009 HBCU-NIRSA SUMMIT**

# TODAY'S PRESENTERS

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**Paul Brailsford – CEO, BRAILSFORD & DUNLAVEY**

**Derrek Niec-Williams – Assistant Project Manager, B&D**

**Jeff Sessine – Vice President of Operations, CENTERS**

# PRESENTATION OUTLINE

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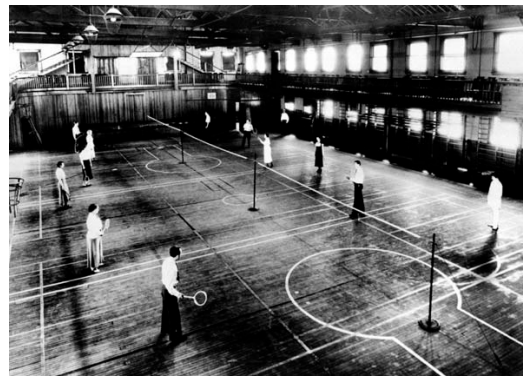
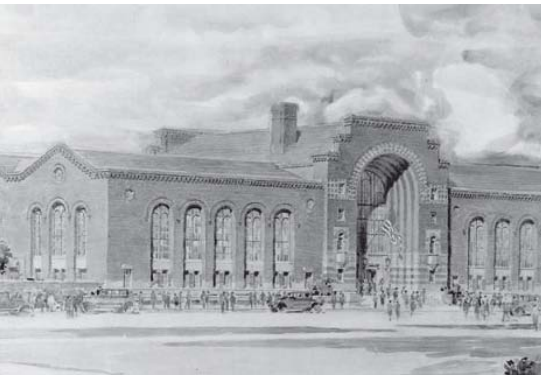
- **TRENDS IN CAMPUS RECREATION**
- **POSITIONING YOUR INITIATIVE**
- **PRELIMINARY PLANNING CONCEPTS**
- **HIGH-IMPACT CAMPUS RECREATION**



# TRENDS IN CAMPUS RECREATION



- Historical Drivers and Responses
- Contemporary Context
- The HBCU Perspective



# TRENDS IN CAMPUS RECREATION

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# TRENDS IN CAMPUS RECREATION

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## ERAS IN RECREATION CULTURE

	% of Grads	M/F (%)
Post WWI Era (the 1920's & 30's)	5%	60/40
Post WWII Era (the 1950's)	14%	68/32
The Physical Education Era (the 1970's)	36%	59/41
The Contemporary Era (1985 to Present)	43%	48/52
	55%	42/58

# TRENDS IN CAMPUS RECREATION

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## PHYSICAL EDUCATION ERA

## CONTEMPORARY ERA

**P.E. & Athletics Focus**



**Recreation / Social Focus**

**Utilitarian Function**



**Dynamic Social Space**

**Limited Audience**



**Maximized Appeal**

**Shared Use Facilities**



**Special Purpose Buildings**

**Directed Programs**



**Market Driven Services**

**Free Employee Use**



**Fee Based Memberships**

**Male Dominated**



**Gender Balanced**

**Active Adults are Young**



**All Ages Groups Are Active**

# TRENDS IN CAMPUS RECREATION

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## HIGHER EDUCATION RESPONSES TO RECREATION TRENDS

**Demand For Recreation**



**Value For Substantial Fees**

**Value Added Services**



**Substantial Spec Revenue**

**Greater Business Focus**

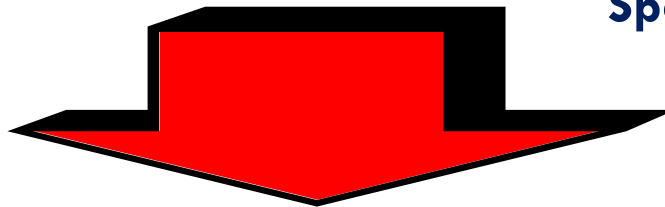


**More Skilled / Larger Staffs =>  
Budgets**

**Title IX Mature Culture**



**Female Intramurals & Drop-in  
Sports**



***CAPITALIZED REVENUE STREAMS ALLOW LARGE PROJECTS  
TO BE FEASIBLE WITHIN TOLERABLE RISK PARAMETERS***





# TRENDS IN CAMPUS RECREATION

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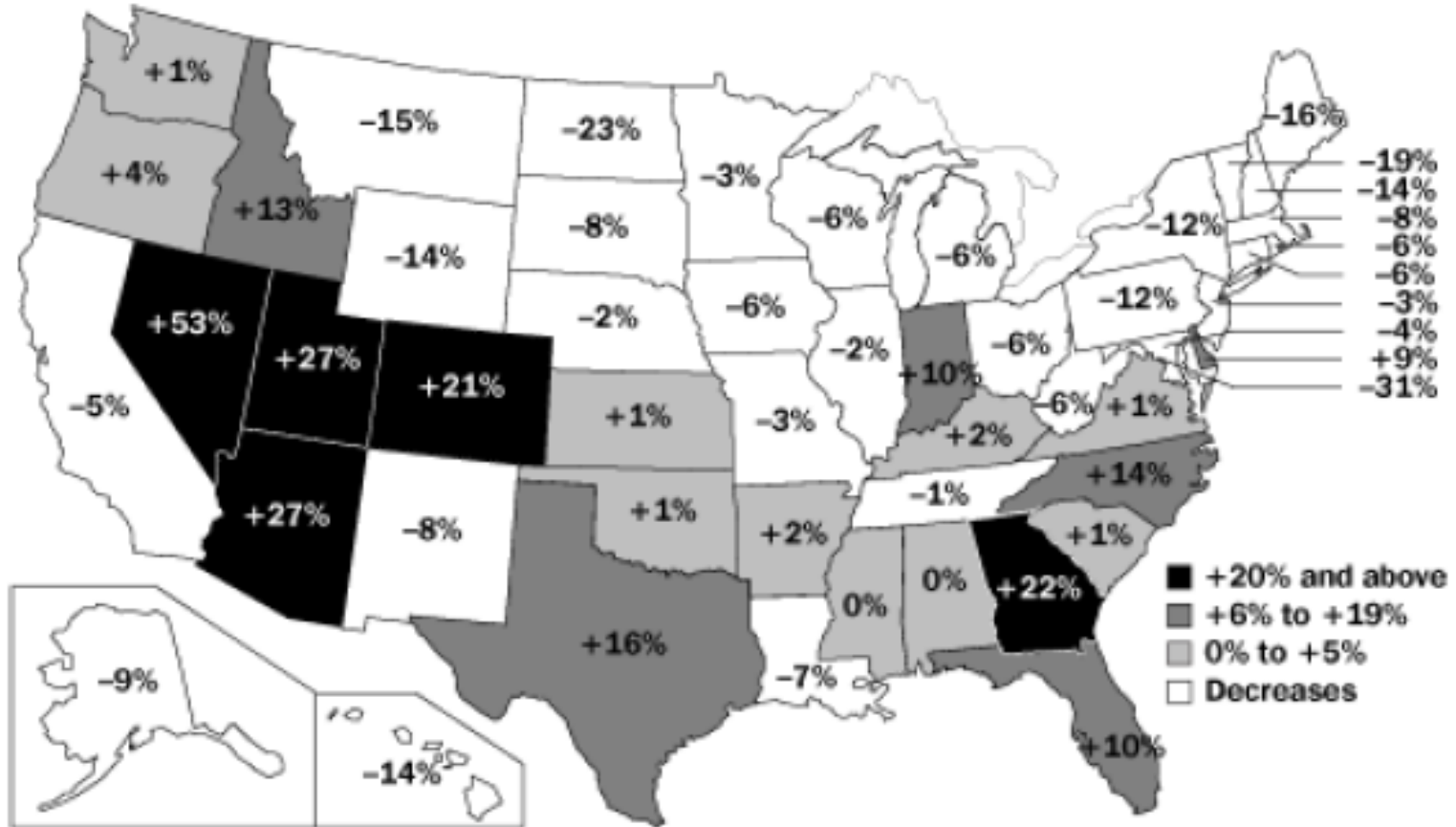
## When Do Colleges & Universities Build?

- When Student Supply Is Up,  
Schools Build to Accommodate Growth
- When Student Supply Is Down,  
Schools Build to become More Competitive
- When Student Supply is Stable,  
Schools Build to Support their Mission



# TRENDS IN CAMPUS RECREATION

Exhibit A-1a: Projected Change in the Number of High-School Graduates, 2006-7 to 2016-17

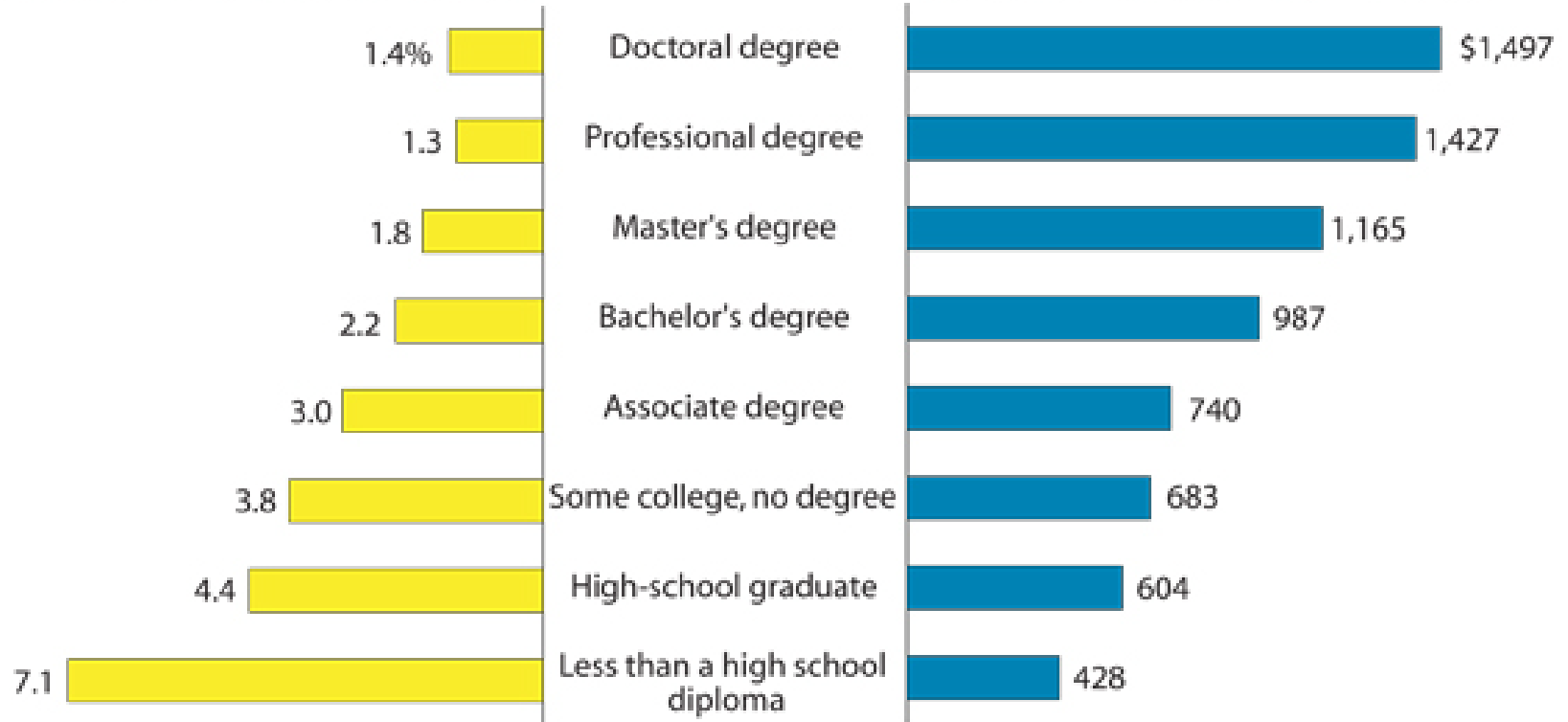


# TRENDS IN CAMPUS RECREATION

## Education Pays

Unemployment rate in 2007 (Percent)

Median weekly earnings in 2007 (Dollars)

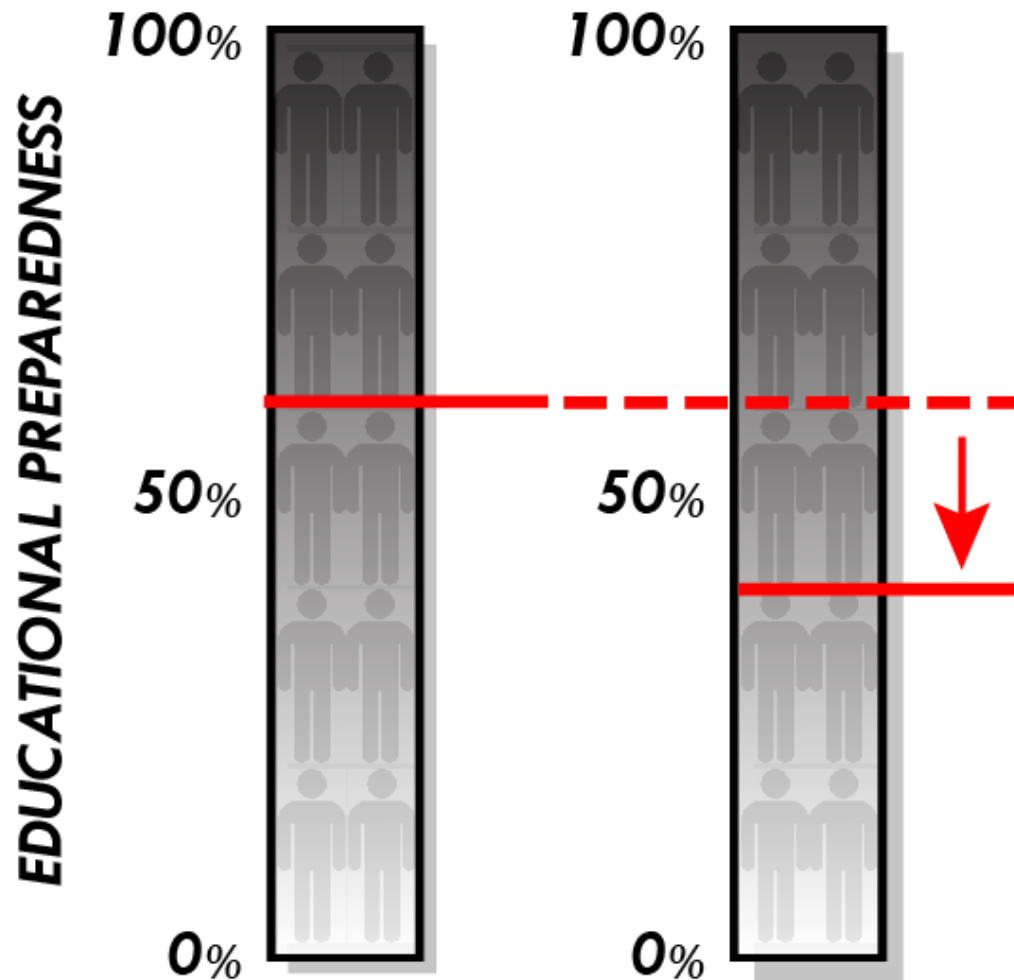


Source: Bureau of Labor Statistics, Current Population Survey



# TRENDS IN CAMPUS RECREATION

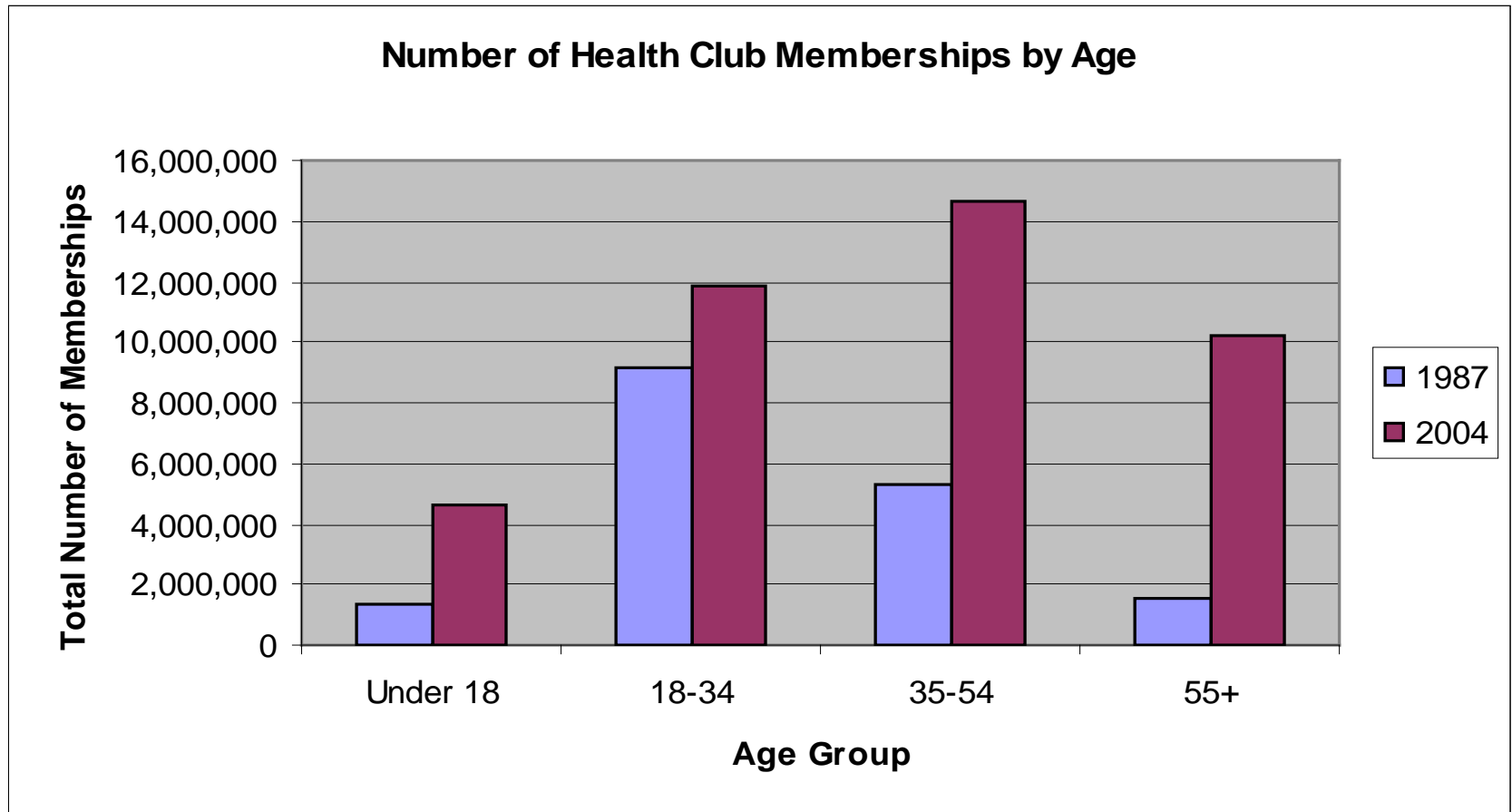
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- Recruitment focuses on capturing the most prepared students
- Retaining the best students is becoming increasingly difficult

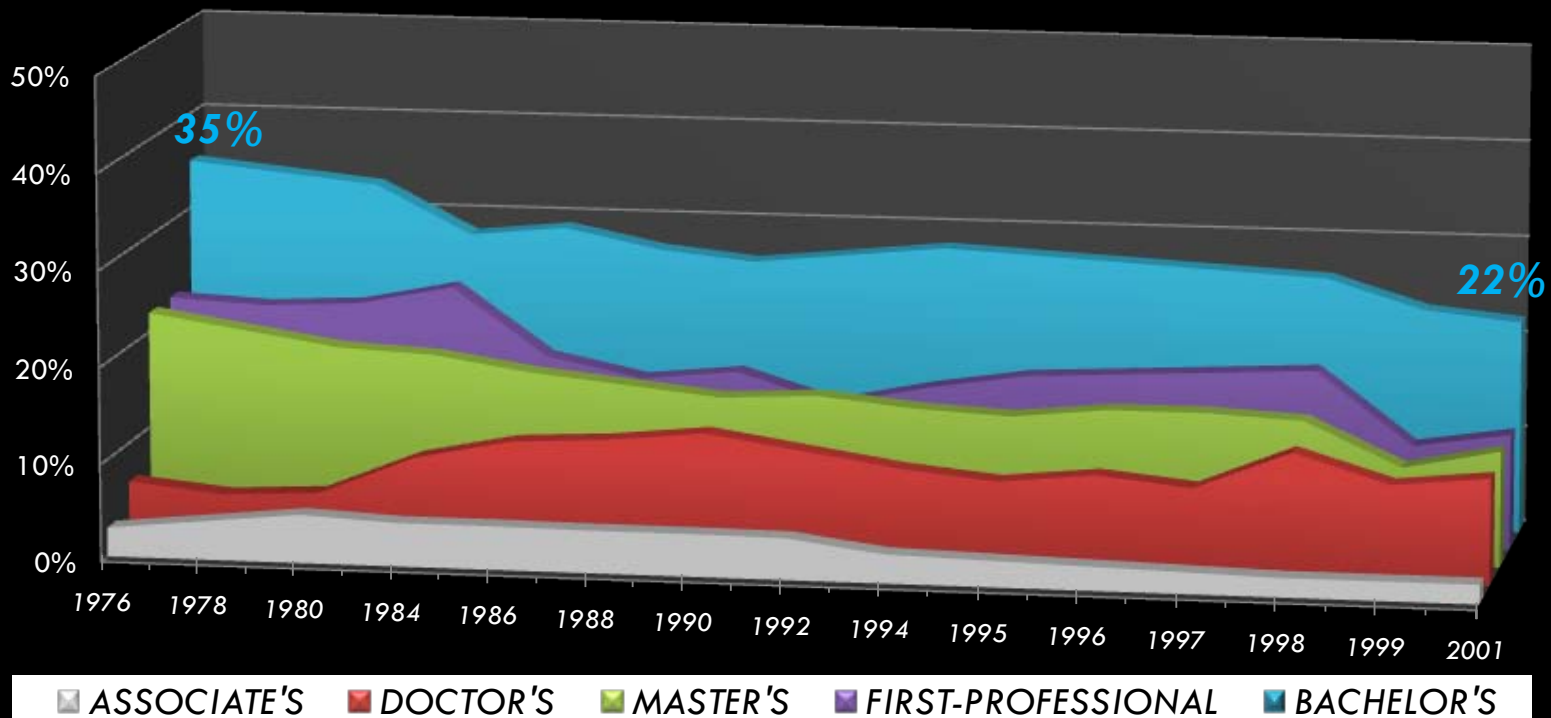
# TRENDS IN CAMPUS RECREATION

## CULTURAL SHIFTS



# TRENDS IN CAMPUS RECREATION

PERCENTAGE OF DEGREES AWARDED TO BLACKS AT HBCUs  
AS A PERCENTAGE OF ALL DEGREES EARNED BY BLACKS

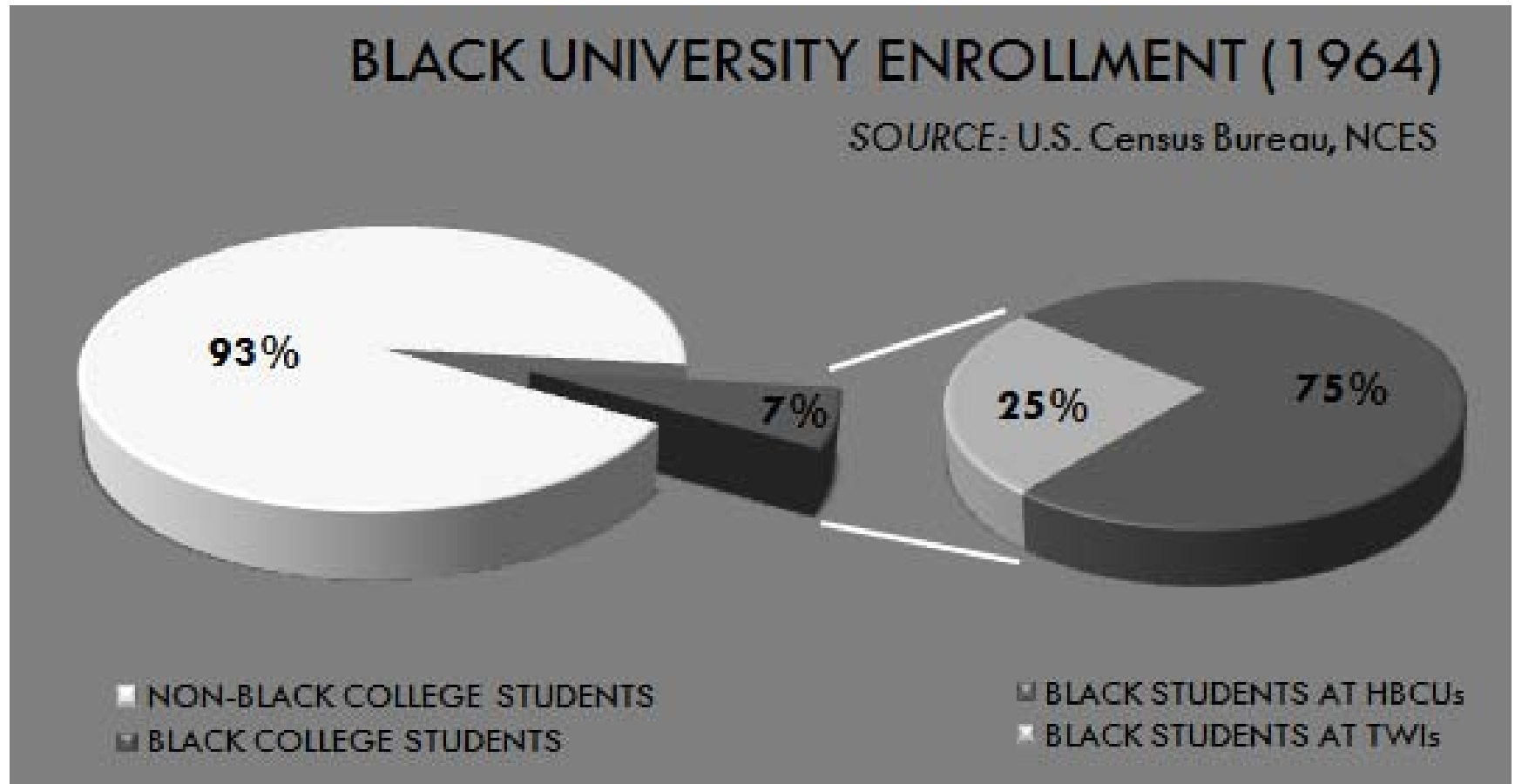


SOURCE: U.S. Department of Education, National Center for Education Statistics (NCES), 1976 through 1985 Higher Education Information Survey (HEGIS), "Fall Enrollment in Colleges and Universities"; 1986 through 2001 Integrated Postsecondary Education Data System (IPEDS), "Fall Enrollment Survey" (IPEDS-C:86-87 through 98-99), Fall 2001, and Fall 2002.



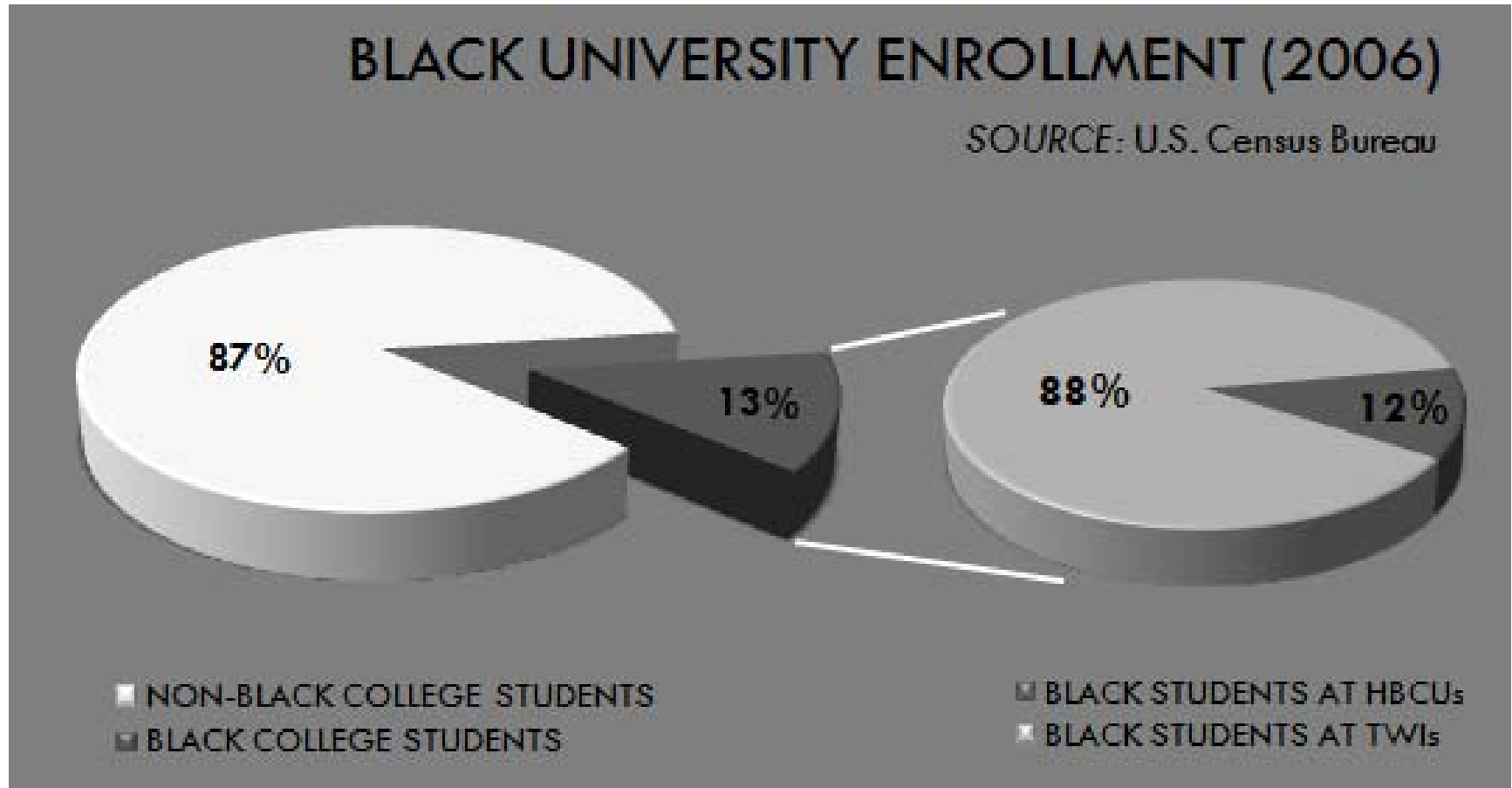
# TRENDS IN CAMPUS RECREATION

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# TRENDS IN CAMPUS RECREATION

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# TRENDS IN RECREATION

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## THE HBCU PERSPECTIVE

- HBCU's Must Reestablish Relevance by:
  - Attracting a Greater Portion of Their Target Market by Becoming More Competitive
  - Attracting More Students From New Markets by Becoming More Competitive
- HBCU's Must Focus on Increasing Graduation Rates



# POSITIONING YOUR INITIATIVES



- Developing Strategy Through Visioning
- The Strategic Asset Value (SAV) Story
- Basic Principles of Need Assessment



# POSITIONING YOUR INITIATIVES

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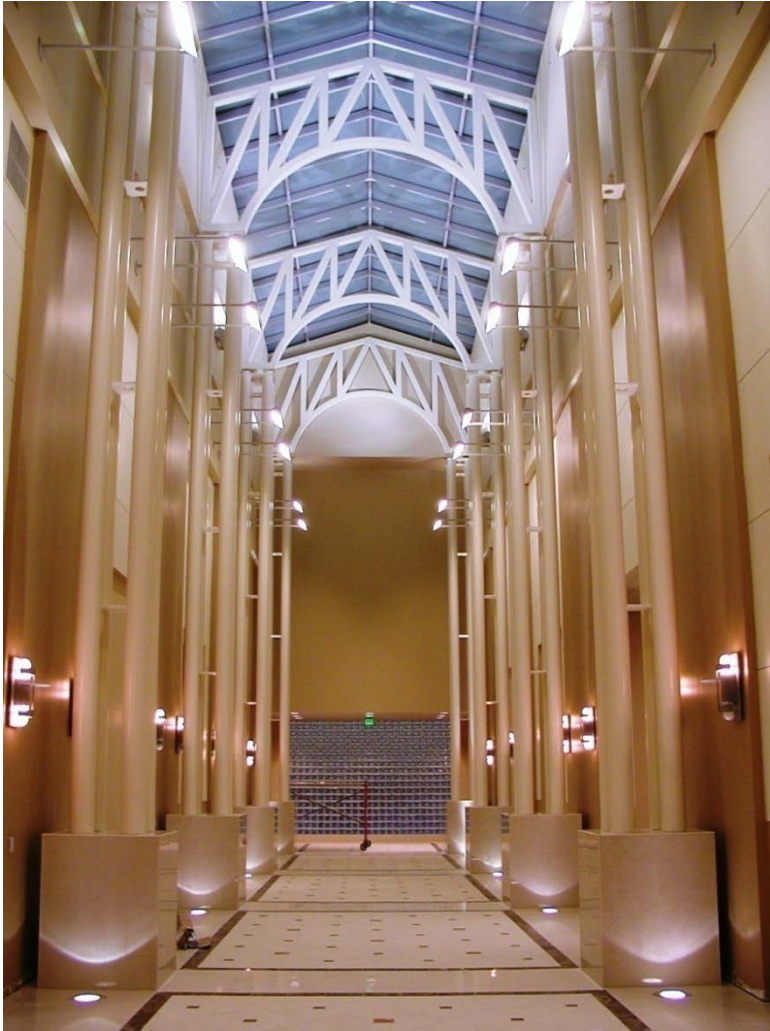


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# POSITIONING YOUR INITIATIVES

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# POSITIONING YOUR INITIATIVES

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CANNON DESIGN



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# POSITIONING YOUR INITIATIVES

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# POSITIONING YOUR INITIATIVES

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# POSITIONING YOUR INITIATIVES

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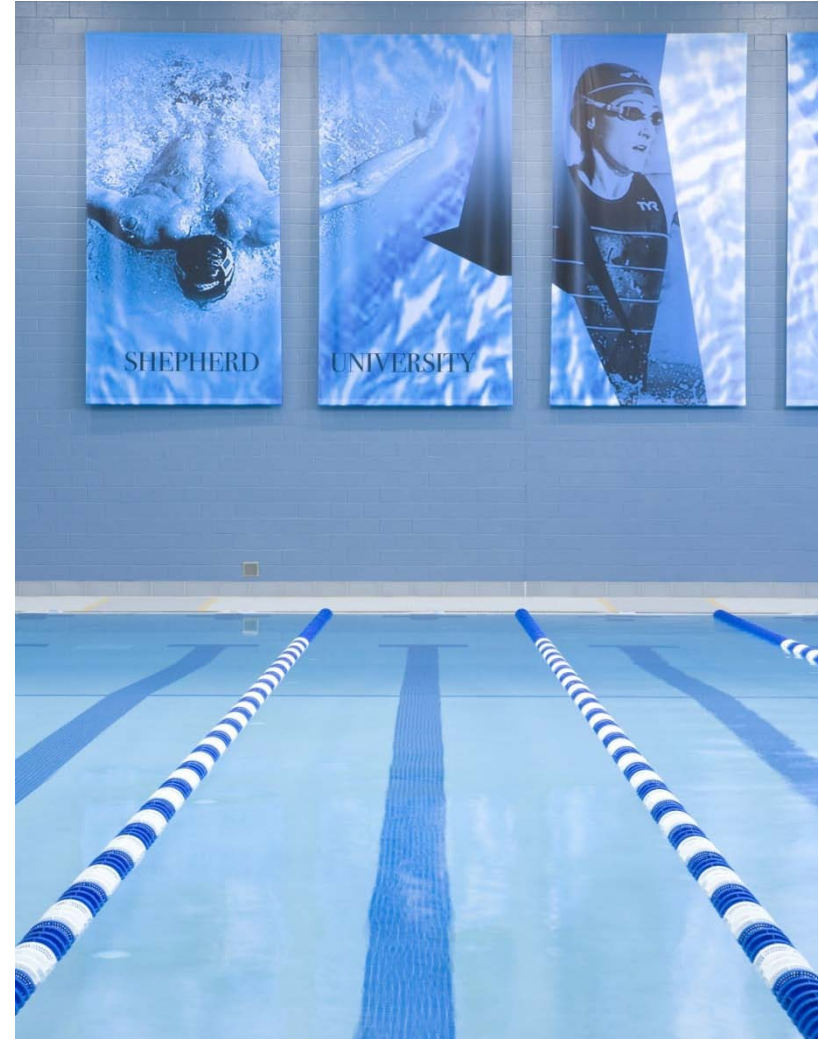
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# POSITIONING YOUR INITIATIVES

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# POSITIONING YOUR INITIATIVES

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## UNDERSTANDING NEED

- Needs are Derived, and are Never Absolute
- Institutionally, Drivers of Need Must be Universally Accepted
- Assemble Basic Objective Facts
- Pass the “So What?” Test
- Build Your Case on the Priority Order of Institutional Drivers
- Resist the Urge to Advocate for a Plan Prematurely



# POSITIONING YOUR INITIATIVES

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## DEVELOPING STRATEGY

- Educational Outcomes
- Enrollment Management
- Campus Community
- Financial Parameters

*How effective are existing facilities?*

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*How well do the facilities need to work?*



# POSITIONING YOUR INITIATIVES

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## THE STRATEGIC ASSET VALUE STORY

- Priority Order of Space Needs / Project Concept
- Architectural & Construction Quality
- Target Markets / Campus Location
- Operating Paradigm / Financial Performance



# POSITIONING YOUR INITIATIVES

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## WHAT YOU NEED TO KNOW WHEN

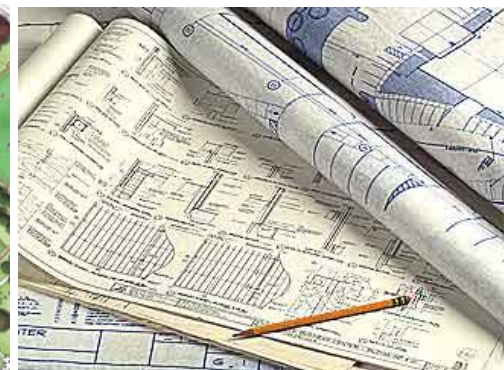
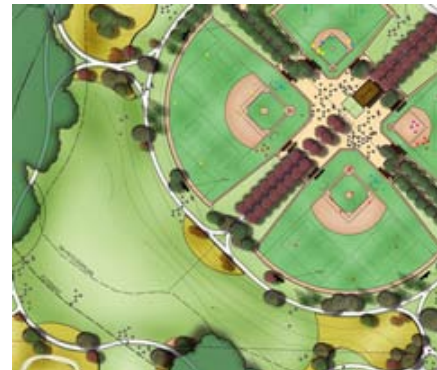
- Manage the Relationship Between Cost & Value
- Align Information Need with Decision Basis
  - Mission & Value Drive Policy
  - Data Drives Risk & Feasibility Assessments
    - What is the Need for Precision?
    - Avoiding Information Clutter
- Understand Data Shelf-life
  - Timing
  - Interpretation



# PRELIMINARY PLANNING CONCEPTS



- Bridging the Gap between Concept and Reality
- ‘Quick & Dirty’ Programmatic Analysis
- Overview of Demand-Based Programming
- Preliminary Programmatic Model



# PRELIMINARY PLANNING CONCEPTS

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## ‘QUICK & DIRTY’ PROGRAMMATIC ANALYSIS

### ➤ *PLANNING DRIVERS*

- Apply Planning Standards to your Campus Profile
- Make Adjustments Based on Campus-Specific Factors
- Consider Patron Utilization the Primary Indicator of Need

### ➤ *PROCESS OUTCOMES*




- Assessment of Current and Projected Facility Needs
- Preliminary Programmatic Model(s)



# PRELIMINARY PLANNING CONCEPTS

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## APPLY PRELIMINARY PLANNING STANDARDS

	<b>STUDENTS</b>	(ex. 10,000) X 8.5-10.5 GSF = 90,000 GSF
	<b>EMPLOYEES</b>	(ex. 2,500) X 1.0-1.5 GSF = 3,125 GSF
	<b>ALUMNI &amp; COMMUNITY</b>	(ex. 7,500) X 5.0-7.5 GSF = 46,875 GSF
<b>TOTAL GROSS SQUARE FOOTAGE</b>		<b>140,000 GSF</b>

- GSF multipliers can vary based on contextual factors





# PRELIMINARY PLANNING CONCEPTS

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## ADJUSTMENTS FOR CAMPUS-SPECIFIC FACTORS

-  PROJECTED ENROLLMENT GROWTH
-  RESIDENTIAL & COMMUTER POPULATION MIX
-  UNIQUE CULTURAL CONSIDERATIONS
  
-  SUBTRACT USABLE EXISTING SPACE (GSF)
  - *Consider programming for Club Sports*
  - *Consider efficiency & layout of Existing Facility*



**PRELIMINARY PROGRAMMATIC NEEDS**



# PRELIMINARY PLANNING CONCEPTS

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## APPLY PRELIMINARY PLANNING STANDARDS

<b>* WEIGHT / CARDIO</b>	<b>X</b>	<b>0.8 - 1.2 NSF = 10,000 NSF</b>
<b>* GROUP FITNESS</b>	<b>X</b>	<b>0.4 - 0.6 NSF = 6,000 NSF</b>
<b>+ ACADEMIC / ATHLETIC</b>		<b>(CASE SPECIFIC) = 1,500 NSF</b>
<b>+ WELLNESS &amp; SOCIAL</b>		<b>(CASE SPECIFIC) = 2,500 NSF</b>
<b>+ OTHER / SPECIAL</b>		<b>(CASE SPECIFIC) = 750 NSF</b>

- Utilization Rates are the Primary Indicators of Need
  - Existing Facility should Capture 28-32% of Students
  - Consider the Chronology of Capture Rates



# PRELIMINARY PLANNING CONCEPTS

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## OVERVIEW OF *DEMAND-BASED PROGRAMMING*

### FACTORS ANALYZED

- Type of Activity → Unit Category
- Activity Duration → Patron Turnover per Period
- Time / Frequency of Use from Survey Data

### PRODUCTS DERIVED

- Projected Demand – Number of Users by Time of Day
- Projected Demand – Facility Size based on Patron Flow



# PRELIMINARY PLANNING CONCEPTS

## DEMAND-BASED APPROACH

HOW MANY TIMES PER WEEK

HOW MANY WORKOUTS PER TIME WINDOW

ACTIVITY: 1 FREE WEIGHTS Activity Duration: 0.75 Hours

Frequency	Period	Activity Frequency	Turnover Factor	Intensity Factor	Number of Users	Demand Projection
Daily	Before 6 AM	0.71	0.75	0.53	126	67
Daily	6 - 8 AM	0.71	0.38	0.27	126	34
Daily	8 AM - noon	0.71	0.19	0.13	126	17
Daily	Noon - 1 PM	0.71	0.75	0.53	0	0
Daily	1- 4 PM	0.71	0.25	0.18	253	45
Daily	4 - 6 PM	0.71	0.38	0.27	506	135
Daily	6 - 9 PM	0.71	0.25	0.18	379	67
Daily	9 PM - Midnight	0.71	0.25	0.18	253	45
Daily	After Midnight	0.71	0.75	0.32	126	41
Daily	Not Sure	0.71	0.00	0.00	253	0
2-4 Times/Week	Before 6 AM	0.43	0.75	0.32	0	0
2-4 Times/Week	6 - 8 AM	0.43	0.38	0.16	1,644	265
2-4 Times/Week	8 AM - noon	0.43	0.19	0.08	3,161	255
2-4 Times/Week	Noon - 1 PM	0.43	0.75	0.32	759	245
2-4 Times/Week	1- 4 PM	0.43	0.25	0.11	3,414	367
2-4 Times/Week	4 - 6 PM	0.43	0.38	0.16	3,414	550
2-4 Times/Week	6 - 9 PM	0.43	0.25	0.11	3,540	381
2-4 Times/Week	9 PM - Midnight	0.43	0.25	0.11	1,770	190
2-4 Times/Week	After Midnight	0.43	0.75	0.32	126	41
2-4 Times/Week	Not Sure	0.43	0.00	0.00	3,414	0

NEW YEAR'S RESOLUTION DISCOUNT

TOTAL NUMBER OF USERS PROJECTED PER PERIOD\*:

Before 6 AM	6 - 8 AM	8 AM - noon	Noon - 1 PM	1- 4 PM	4 - 6 PM	6 - 9 PM
50	232	207	196	325	557	362

OVERLAP DISCOUNT

SPACE DEMAND

Before 6 AM	6 - 8 AM	8 AM - noon	Noon - 1 PM	1- 4 PM	4 - 6 PM	6 - 9 PM
2,080	9,550	8,550	8,070	13,420	22,990	15,740

NUMBER OF USERS

SQUARE FOOTAGE NEEDED



# PRELIMINARY PLANNING CONCEPTS

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## PRIORITIZATION OF SPACES

	Activity	Depth	Breadth	DB Ratio	
1	Cardiovascular fitness machines (treadmills, cycles, and elliptical machines)	57.7%	82.1%	1.4	<b>1<sup>ST</sup> PRIORITY</b>
2	Free weights	46.0%	72.6%	1.6	
3	Weight resistance machines	43.5%	73.9%	1.7	
4	Indoor jog or walk	26.6%	54.2%	2.0	
5	Group Ex (aerobics, dance, spinning, step, yoga, pilates)	22.6%	51.5%	2.3	
6	Lap swimming	13.7%	45.0%	3.3	<b>2<sup>ND</sup> PRIORITY</b>
7	Recreational swimming	9.5%	38.6%	4.1	
8	Martial arts	8.7%	25.6%	2.9	
9	Water exercise (aerobics, strength training, cardiovascular training, rehabilitation)	8.5%	25.6%	3.0	
10	Basketball	8.0%	28.4%	3.6	<b>3<sup>RD</sup> PRIORITY</b>
11	Rock climbing wall	7.5%	40.0%	5.4	
12	Indoor tennis	6.7%	26.1%	3.9	
13	Badminton	5.7%	23.1%	4.0	<b>4<sup>TH</sup> PRIORITY</b>
14	Indoor soccer	4.7%	17.7%	3.7	
15	Volleyball	4.7%	24.1%	5.1	
16	Racquetball	4.2%	30.3%	7.2	
17	Roller or floor hockey	2.5%	15.7%	6.3	<b>5<sup>TH</sup> PRIORITY</b>
18	Handball	1.2%	9.0%	7.2	
19	Squash	1.2%	9.5%		



# PRELIMINARY PLANNING CONCEPTS

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## PRIORITIZATION OF SPACES

Activity	Peak Accommodation	Space Type	Peak Demand	Space Allocation Based on Prioritization of Demand		
1 Cardiovascular fitness machines (treadmills,	75% to 85%	Sq. Ft.	16,830	12,600	to	14,300
2 Free weights	75% to 85%	Sq. Ft.	22,990	17,200	to	19,500
3 Weight resistance machines	75% to 85%	Sq. Ft.	19,730	14,800	to	16,800
4 Indoor jog or walk	75% to 85%	Sq. Ft.	15,930	11,900	to	13,500
5 Group Ex (aerobics, dance, spinning, step, y	75% to 85%	Sq. Ft.	23,920	17,900	to	20,300
6 Lap swimming	55% to 65%	Lanes	45	25	to	29
7 Recreational swimming	55% to 65%	Sq. Ft.	14,510	8,000	to	9,400
8 Martial arts	55% to 65%	Sq. Ft.	14,570	8,000	to	9,500
9 Water exercise (aerobics, strength training, c	55% to 65%	Sq. Ft.	9,550	5,300	to	6,200
10 Basketball	40% to 50%	Courts	17	7	to	9
11 Rock climbing wall	40% to 50%	Lh. Ft.	82	33	to	41
12 Indoor tennis	40% to 50%	Courts	66	26	to	33
13 Badminton	25% to 35%	Courts	41	10	to	14
14 Indoor soccer	25% to 35%	Courts	10	3	to	4
15 Volleyball	25% to 35%	Courts	10	3	to	4
16 Racquetball	25% to 35%	Courts	24	6	to	8
17 Roller or floor hockey	10% to 20%	Courts	7	1	to	1
18 Handball	10% to 20%	Courts	11	1	to	2
19 Squash	10% to 20%	Courts	14	1	to	3
1 COMBINED 1: (Fitness Machines, Free Weights and Weight		Sq. Ft.	59,550	44,600	to	50,600
2 COMBINED 2 (Group Ex, Martial Arts)		Sq. Ft.	38,490	25,900	to	29,800

**If basketball is elevated from third to second priority, need jumps to 9 – 11 courts !**



# PRELIMINARY PLANNING CONCEPTS

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## PRELIMINARY PROGRAMMATIC MODEL

- Outline Program
- Capacity Analysis
- Assessment of Current Facilities & Patron Flow
- User Demographics & Income Statement



# HIGH-IMPACT CAMPUS RECREATION



- Evolving Trends in Recreation
- Our *Program of Innovation* – 29 Disciplines
- Aggregation of Responsibility
- Desired Outcomes





# TRENDS IN RECREATION

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## CONTEMPORARY ERA

Recreation / Social Focus



Dynamic Social Space



Maximized Appeal



Special Purpose Buildings



Market Driven Services



Fee Based Memberships



Gender Balanced



All Ages Groups Are Active



## THE NEXT STAGE

Experiential Learning Focus

The Living Lab

Managed Participation

Specialized Components

Multifaceted Operations

Workforce Wellness Focus

Female Dominated

Increased Activity Levels



# HIGH-IMPACT CAMPUS RECREATION

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## Programming:

1. Fitness Programming
2. Wellness Programming
3. Intramural Sports
4. Club Sports
5. Instructional Programs
6. Outdoor Pursuits & Experiential Learning
7. Aquatic Programming
8. Adaptive Recreation
9. Family/Children Programs
10. Summer camps
11. Special Events & Promotions

## Management:

12. Leadership
13. Business Planning
14. Financial Reporting & Budgeting
15. Research & Assessment
16. Marketing
17. Customer /Membership Services
18. Student Development & Learning Outcomes
19. Corporate Sponsorships & Development
20. Evaluations & Surveys
21. Merchandising
22. Staff Development & Succession Planning

## Facility Operations:

23. FF&E
24. Facility Management-Part 1
25. Facility Management-Part 2
26. Risk Management & Safety Education
27. Sustainability
28. Aquatic Operations
29. Equipment Maintenance



# HIGH-IMPACT CAMPUS RECREATION

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## Aggregation of Responsibility

- Establishing Priorities is an Iterative Process:
  - Focus on University Objectives
  - Assess Staff Attributes
  - Understand Financial Requirements
  - Identify Operational Risks
  - Identify Program and Service Deliverables



# HIGH-IMPACT CAMPUS RECREATION

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## Desired Outcomes

- Educational
- Physical
- Social

## Adopt a practice of:

- identifying desired results (student outcomes),
- determining acceptable evidence (assessment), and
- designing the learning experiences to support the achievement of those outcomes.



# CONCLUSION

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- As a recreation professional, recognize that your University *needs you* at the table to determine the future of your campus.
- The most effective way to advocate for your program is by expressing ambition for your University.
- You now have the capacity to quantify your recreation facility needs through planning and data analysis.
- Understand the state of our industry, and commit to being cutting-edge.



# CONTACT US

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