

# NACAS East Conference 2003

## Improving Campus Life at Your Institution

June 17, 2003

### Presenters:

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## Introduction

- Opportunities and Challenges
- Commitment to Learning Excellence/ A Quality of Life Experience



## Key Questions

- What are our Campus Life Programs, Services, and Facilities?
- How do we Compare to Other Similar Institutions?
- How can we Improve Campus Life?



## Research/Findings

- Assessment of Campus Life Programs/Facilities/Services
- Quantitative/Qualitative Surveys
- Competitive/Benchmarking Analysis/ Best Practices
- Financial Analysis

## Recommendations

- The Cost of “Doing Nothing”
- Short-Term/Long-Term Options
- Program and Facility Options



## Vision Statement

- The Department of Student Life Envisions The University of Vermont as a Learning Community that Supports, Encourages, and Celebrates a Culture of Involvement





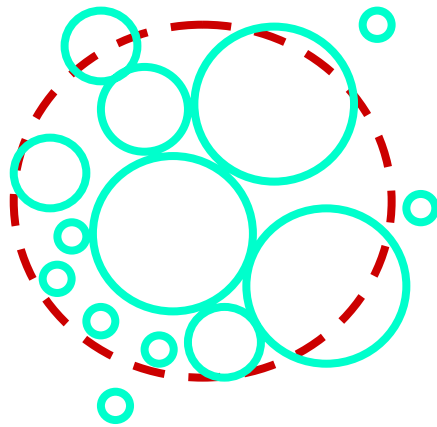
## Mission Statement

- The Mission of the Department of Student Life is to Develop and Sustain a Culture of Involvement and Leadership. This Begins with Students' First Impression of Campus Life and Continues Until They Receive Their Degree.



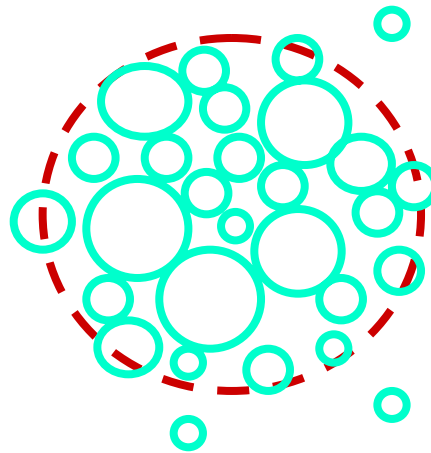
# Campus Life Program Models

A Common Experience



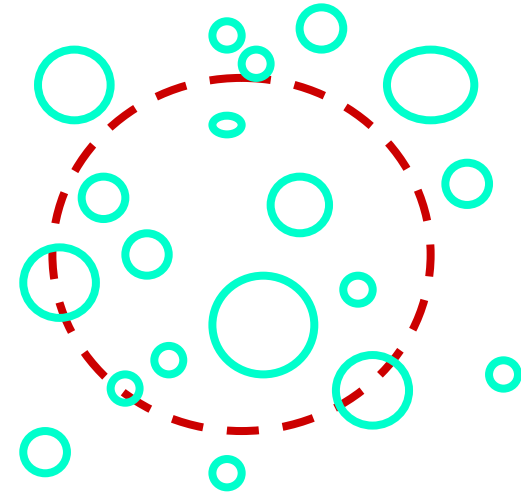
Focus on Several Special Programs/ Events

Something for Everyone



Focus on More Diverse Programs/ Events

Independent Endeavors

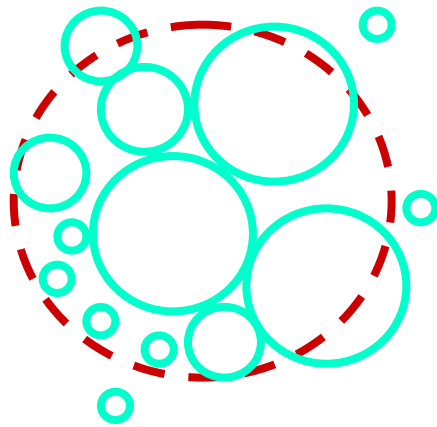


Users Engage in Events of Their Own Choosing

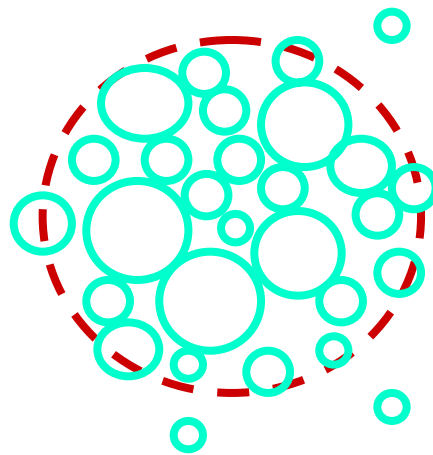


# Campus Life Program Models

A Common Experience

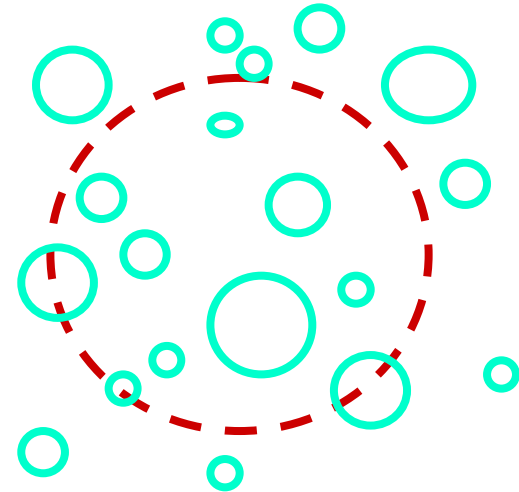


Something for Everyone



UVM Vision/Mission

Independent Endeavors



UVM Current Practices



Research/Findings

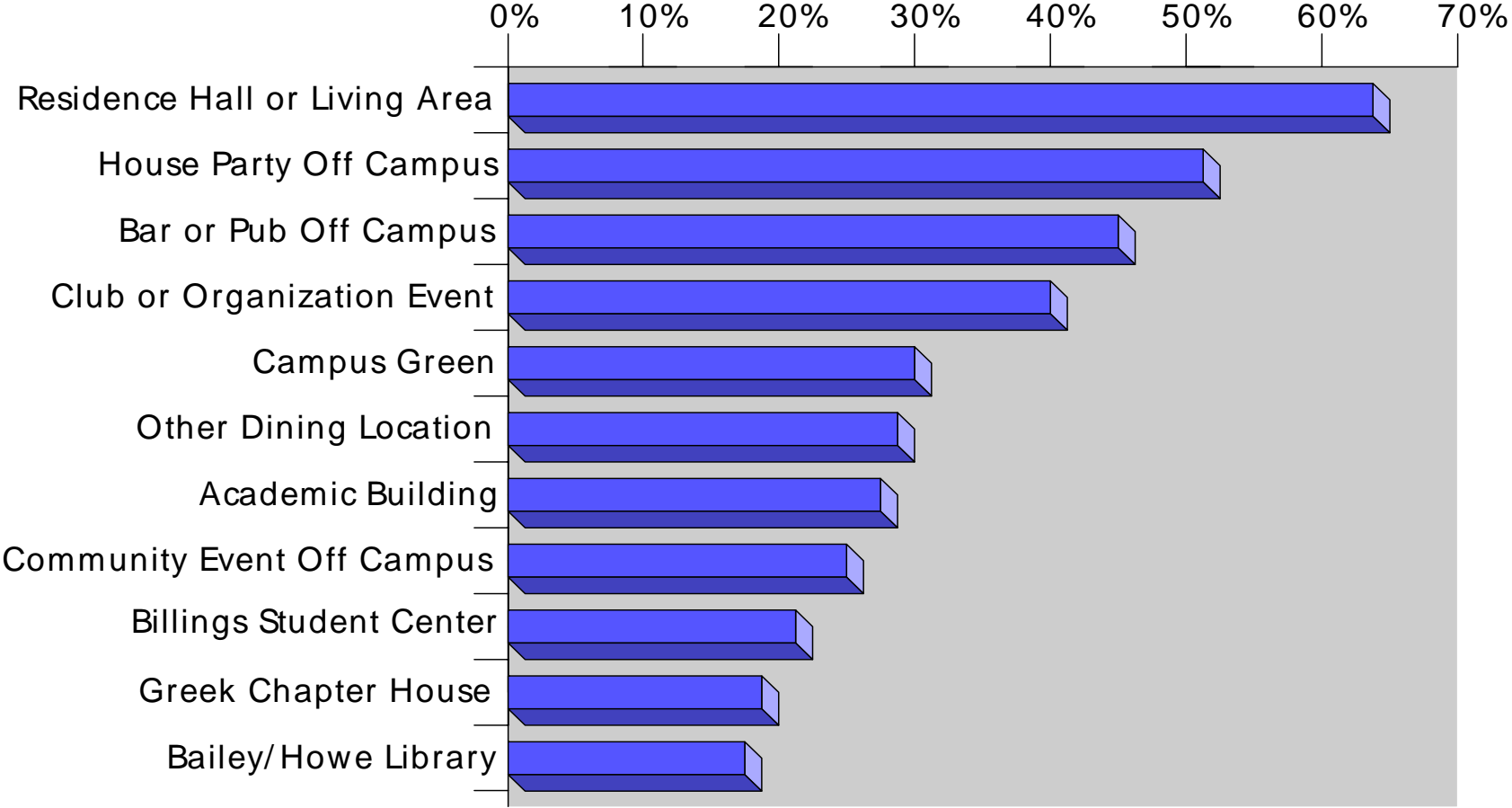


## Internet Survey

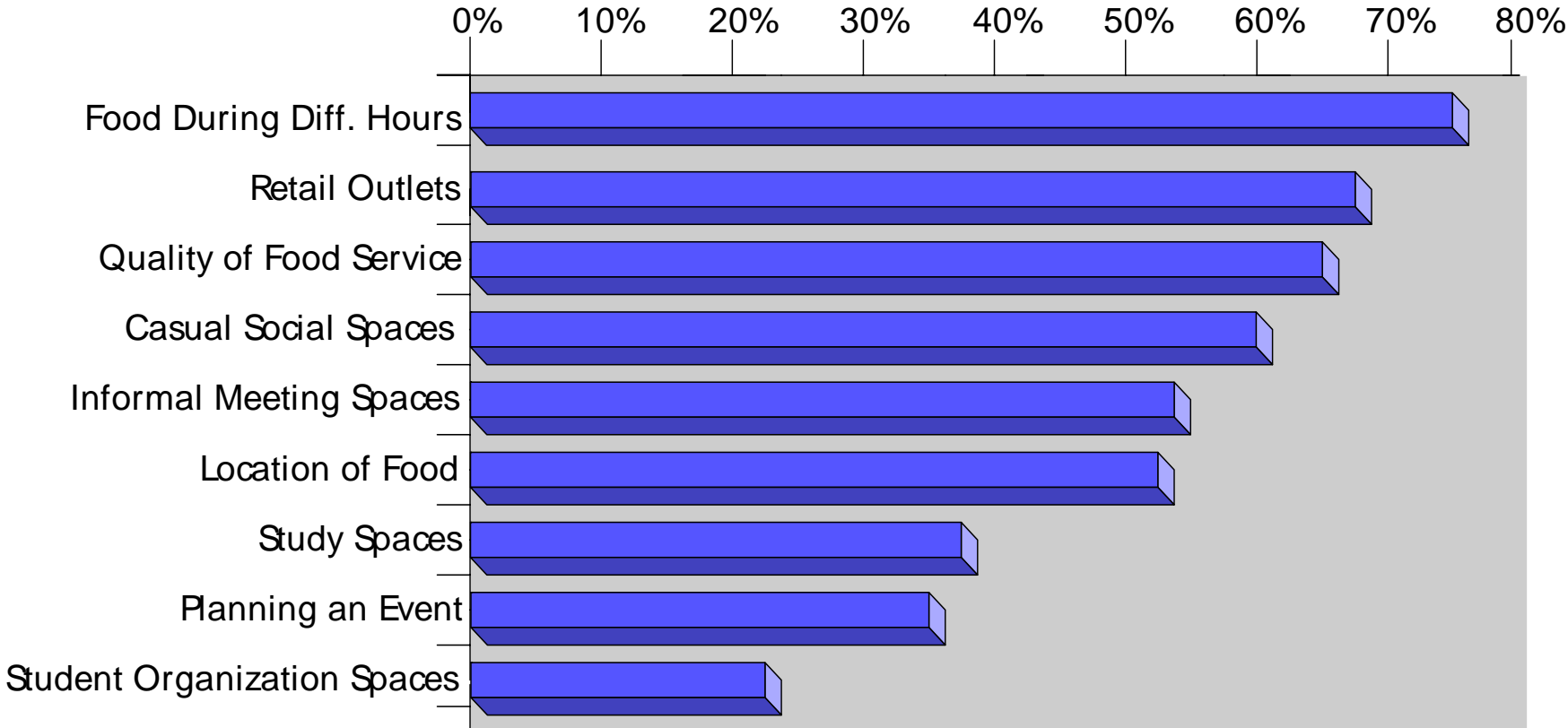
- On-line Quantitative Data – Students/Faculty/Staff
- Margin of Error
- Survey Demographics Match Campus Demographics



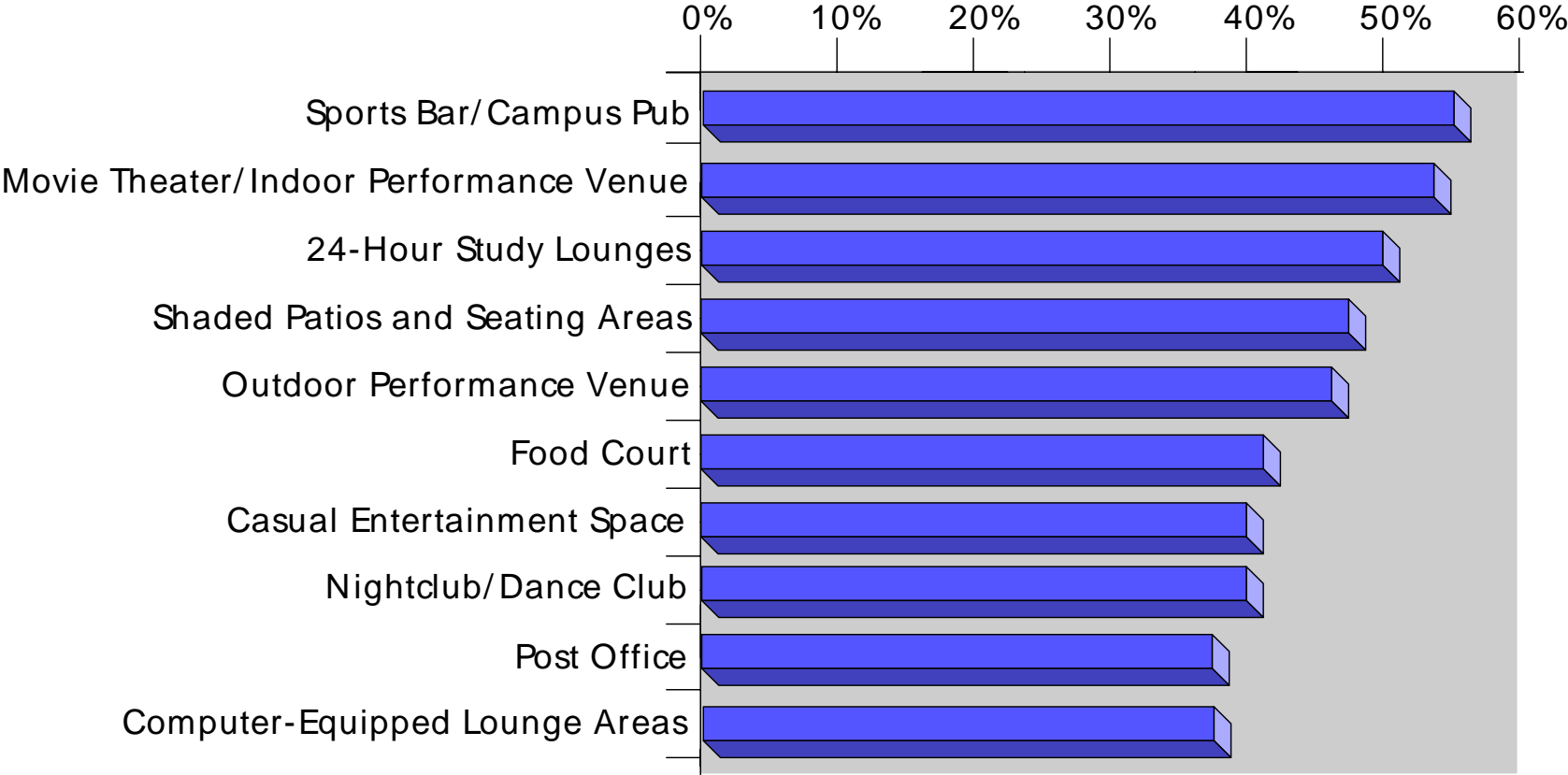
# Survey Results - Where Do Students Interact?



# Survey Results - Students Somewhat Satisfied/Unsatisfied with:



# Survey Results - Top Ten Desired Facilities



## Focus Group/Intercept Interviews

- First Hand Qualitative Data
- Complimentary to the Internet Survey



## Responses

- Students are Attracted to Scenery and Burlington's "Small Town Charm"
- Campus Life Activities are Disjointed and Difficult to Find
- Limited Resources for Clubs/Organizations; Billings Center is not a Community Gathering Place
- Limited Retail Opportunities





## Program Assessment

- Comparison of Programs to Contemporary Standards
  - Varsity/Rec/Club Sports
  - Alumni Events
  - Recruitment & Retention
  - Tradition & School Spirit
  - Service & Community Outreach
  - Publicity
  - Speakers & Guest Lecturers
  - Films/Concerts/Music/Performing Arts
  - Late Night Programs
  - Faculty/Staff Events
  - Health & Wellness



## Programming Strengths

- Active Student Body
- Service/Volunteerism Programs
- Outdoor Recreation/Club Sports
- Available Concerts & Music Events
- University Sponsored Arts Opportunities
- New Student Orientation Program
- Living/Learning in Housing



Research/Findings

## Programming Weaknesses

- Amount of Dedicated Program Space
- Until this year, a Functioning Student Program Board
- Few Late Night Programs on Campus
- Poor Publicity/Website Information
- Limited Housing Options for Upperclassmen
- Lack of School Spirit/Tradition/Community



Research/Findings



# STUDENT GOVERNMENT ASSOCIATION

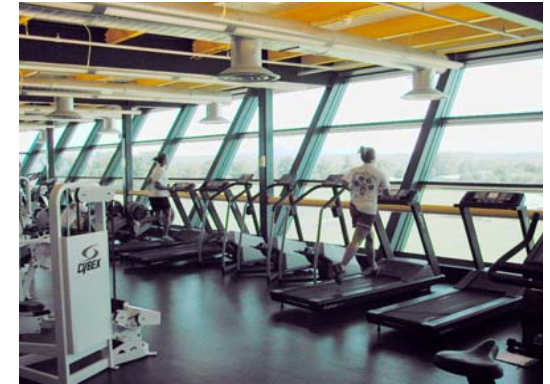
## Assessment of Facilities

- Toured & Documented Facilities with Campus Life Programs
- Reviewed Contemporary Standards & Strengths/Weaknesses/Opportunities



## Facility Strengths

- Open Spaces are Very Desirable
- Athletic Facilities are Well Used/Desirable
- Cyber Café is Well Used/Desirable
- Cultural Pluralism Centers are Active





## Facility Weaknesses

- Multipurpose, Conferencing/ Meeting/Lounge Spaces are Lacking; Only Minimal Spaces are Air- Conditioned and Computer Equipped
- Food Venues are Dispersed and Open Limited Hours; Retail Uses are Minimal
- Student Organization Spaces are Inadequate and Not Well Located





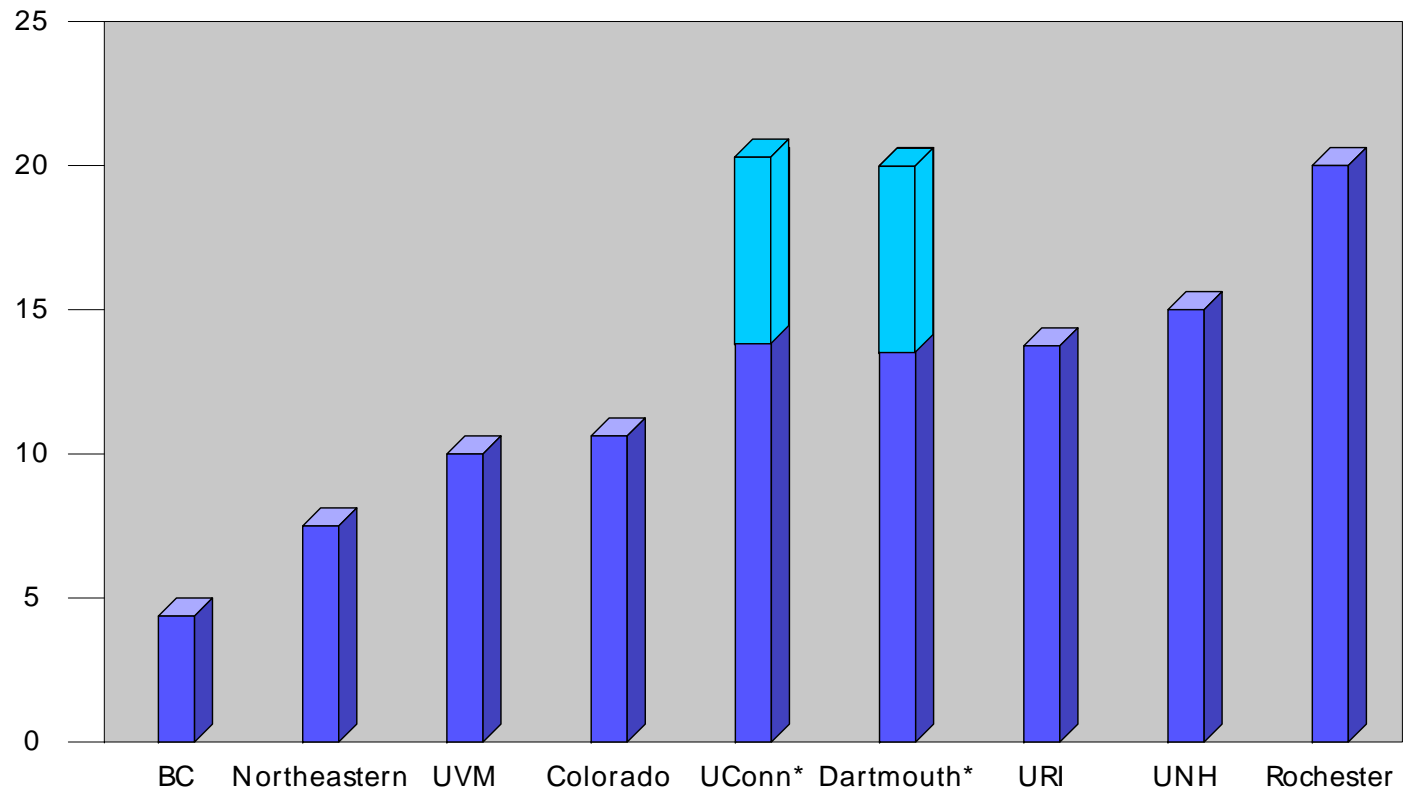
## Competitive Context Analysis:

- Review of Eight Institutions:
  - Northeastern University
  - Boston College
  - Dartmouth College
  - University of Rochester
  - University of Colorado at Boulder
  - University of Connecticut
  - University of Rhode Island
  - University of New Hampshire
- Student Funding:
  - At Peer Institutions - \$300 to \$500 a year
  - At UVM - \$125 a year



# Compare to Other Institutions

Union SF / Undergraduate Student



\* Includes Improvements Underway



## Best Practice & Peer Comparisons:

	Average Daily Visitors to Campus Center Population	Estimate % of Campus Population
Univ. of New Hampshire	15,000	84.1%
Univ. of Colorado Boulder	25,000	74.8%
Northeastern University	12,000	37.6%
Univ. of Rhode Island	7,000	36.8%
Univ. of Vermont	4,000	29.1%

Average daily visitors data provided by each institution  
Campus population estimated as 1.33 x student enrollment



## Why Are Best Practices Successful?

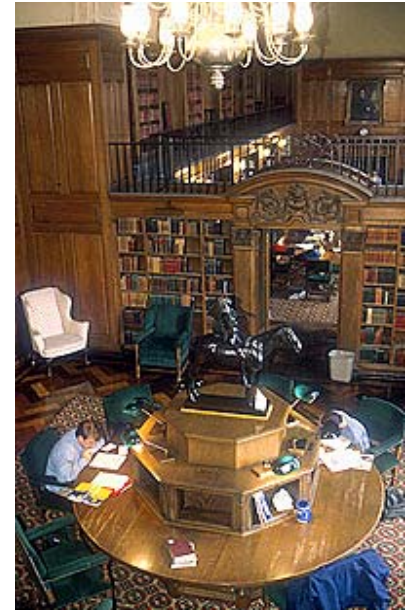
- A Focused First Year Welcome Series
- User Friendly Residential Options/Traditions
- Faculty Hosted Events
- Creative, Event Publicity
- Dedicated Program/Activity Time
- Programming Around Athletic Events & Late Night Programming
- A Centrally Located Campus Center that is a Showcase for Programs





## Campus Tours

- Selected Dartmouth Based Upon Strong Student Life Programs and Adjacent Facilities
- Selected Northeastern Based Upon Active Student Life Programs and Centralized Student Center
- Toured UVM Campus Center to Assess Conditions and Opportunities



## What did we learn from the tours?

- **Dartmouth College**
  - Nationally Recognized for Student Life Programs; Begins with Comprehensive First Year Experience; Freshman Retention is 97%
  - Programs Delivered via Centrally Located Buildings; Late Night Activities a Key Component
- **Northeastern University**
  - Active Student Life Programs and “Active-only” Periods Twice a Week
  - Their Student Center is a Showcase for Programs and Community; Late Night Activities a Key Component
- **University of Vermont**
  - Undergoing a Resurgence of Student Life Initiatives
  - Off-campus Amenities will Continue to be Highly Utilized; Billings Student Center is Disjointed and Not Centrally Located



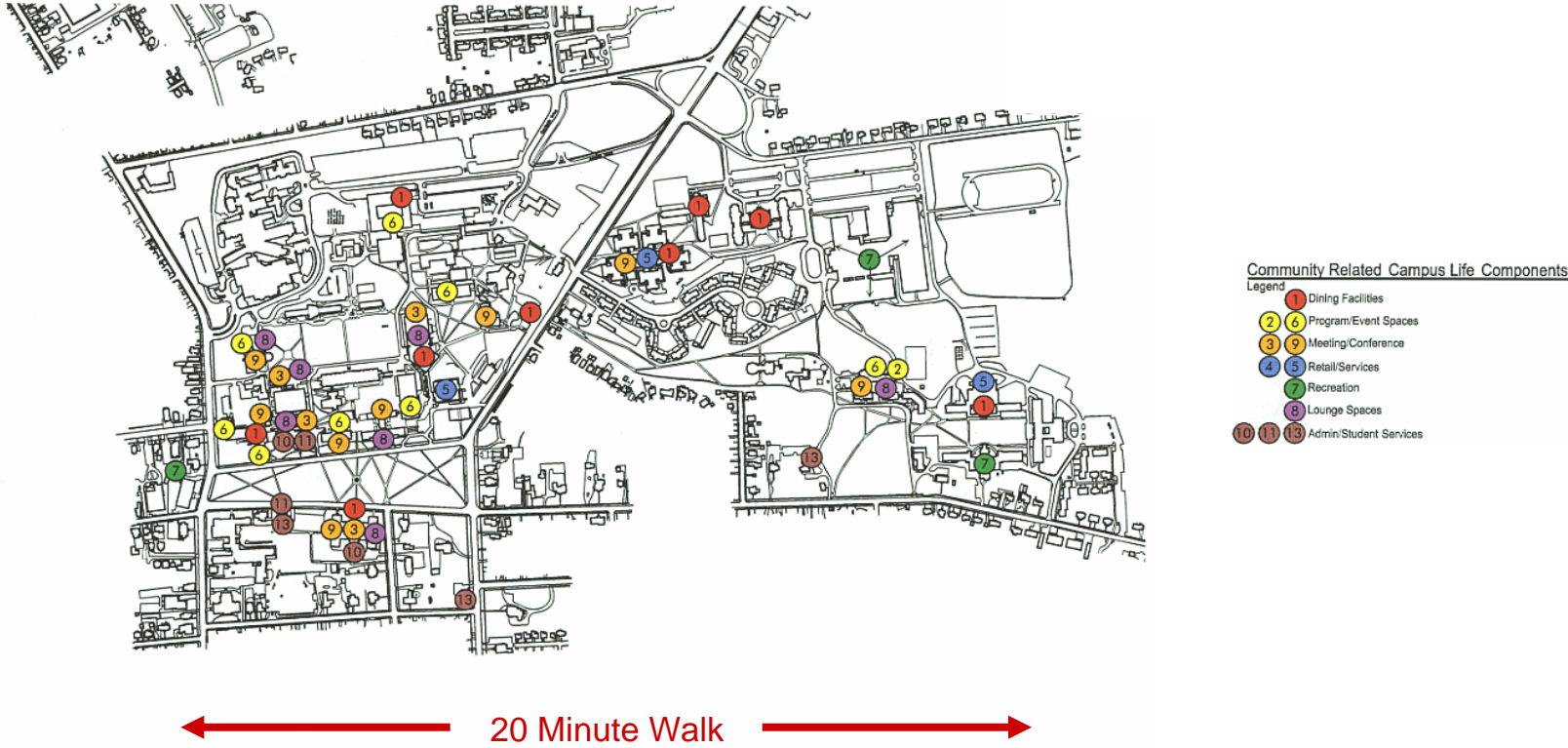


## Demand Based Programming from Survey Data

Activity	Priority Category	Peak Accommodation	Space Type	Peak Demand	Space Allocation Based on Prioritization of Demand	
1 Food service for lunch	first	75% to 85%	Sq. Ft.	18,040	13,500	to 15,300
2 Quiet lounge	first	75% to 85%	Sq. Ft.	6,280	4,700	to 5,300
3 Food service for breakfast	first	75% to 85%	Sq. Ft.	7,430	5,600	to 6,300
4 Grab and go for breakfast	second	55% to 65%	Sq. Ft.	840	462	to 546
5 Internet email stations	second	55% to 65%	Sq. Ft.	1,800	1,000	to 1,200
6 Grab and go food service for lunch	second	55% to 65%	Sq. Ft.	1,570	900	to 1,000
7 Pubs	third	40% to 50%	Sq. Ft.	13,070	5,200	to 6,500
8 Food court/food service for dinner	third	40% to 50%	Sq. Ft.	9,510	3,800	to 4,800
9 Computer lab	third	40% to 50%	Sq. Ft.	3,280	1,300	to 1,600
10 Passive recreation	third	40% to 50%	Sq. Ft.	4,880	2,000	to 2,400
11 Grab and go for dinner	fourth	25% to 35%	Sq. Ft.	710	178	to 249
12 TV lounge	fourth	25% to 35%	Sq. Ft.	3,320	800	to 1,200
13 Restaurant for lunch	fourth	25% to 35%	Sq. Ft.	9,420	2,400	to 3,300
14 Restaurant for dinner	fifth	10% to 20%	Sq. Ft.	9,440	900	to 1,900
15 Restaurant for breakfast	fifth	10% to 20%	Sq. Ft.	3,800	400	to 800
16 Small group/seminar room	fifth	10% to 20%	Sq. Ft.	1,190	100	to 200



# Campus Population Modeling

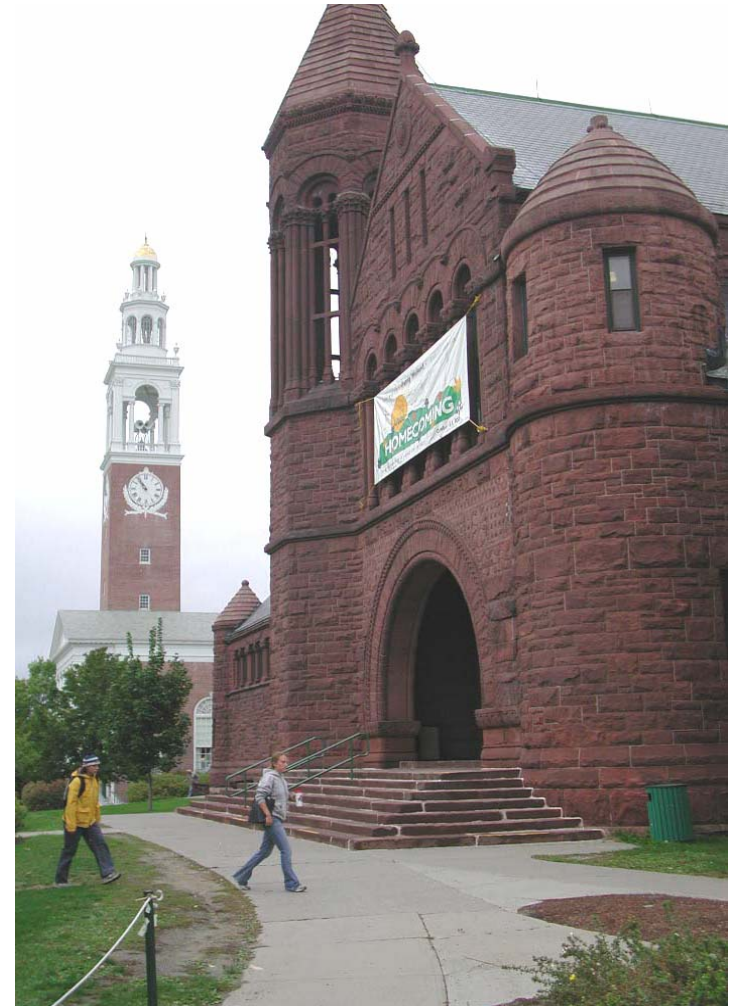


Based on review of Events Calendar, Campus Tours, and Building Documentation



## Campus Population Modeling

- After 6:00 PM the Population of the Academic Core is Minimal
- The Usage of Dispersed Dining Facilities (with limited hours of operation) is Inefficient
- The Billings Student Center is Not Well Located
- The Crossing at Main Street is the Center of Campus and the Highest Traffic Corridor



# Facility Gap Analysis

Area	Existing SF	Issues
1. Food Service	58,233	Hours, Quality, & Locations
2. Ballroom Facilities	3,760	Limited On-campus Facilities
3. Conference/Meeting Rooms	8,128	Scattered, Quality, & Quantity
4. Bookstore	14,400	Good Location, Under-sized
5. Additional Retail/Other Services	4,235	Limited Options
6. Theater/Auditorium	57,908	Academic Focused
7. Recreation/Facilities	236,086	Athletic Focused & Undersized
8. Lounge Space	23,676	Quality, Quantity & Location
9. Academic/Social Lounge	27,920	Quality, Quantity & Location
10. Student Organizations	7,602	Quality, Quantity & Location
11. Administrative	10,203	Dispersed Locations
12. Living/Learning Center	65,338	Programs vs. Privacy
13. Special Components	15,236	Dispersed & Quality
Subtotal	532,725	
14. Outdoor Areas	N/A	Enhanced Uses



## Key Questions Answered

- What Are Our Current Programs, Services, and Facilities?
- How Do We Compare to Other Similar Institutions?

## Recommendations

- How Can We Improve Campus Life?





## Short Term Programmatic Initiatives

- Administrative
- Communications
- Programmatic
- New Traditions



Recommendations

## Short Term Space Related Initiatives

- Sports/Pub
- Performance Venues
- Health/Fitness
- Computer/Cyber Café
- Student Organizations
- Public Venue Programs



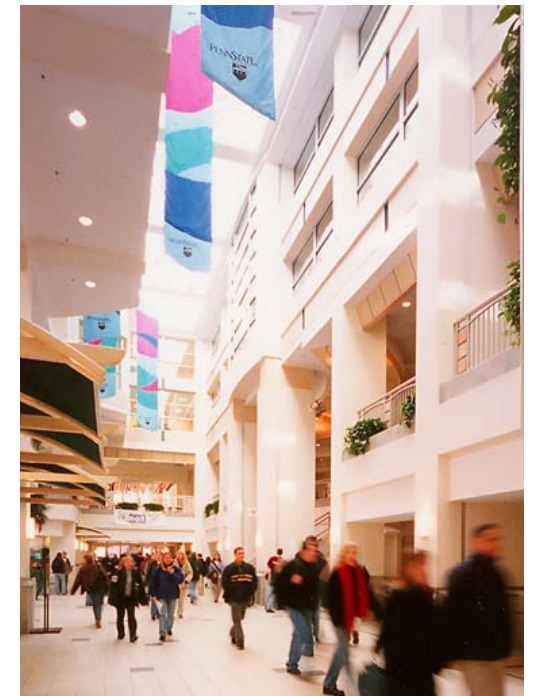
Recommendations



## Long Term Initiatives

### UVM Should Construct a New Campus Center

- Contains Needed Uses
- Renovation/Expansion Options Not Reasonable
- UVM Would No Longer be at a Competitive Disadvantage
- Focal Point for Campus Life Vision and Mission



Recommendations

# Campus Center Program Options

	Program Option A	Program Option B
Concept:	<b>Campus Center</b>	<b>Comprehensive Campus Center</b>
Building Program:	Food Service & Pub/Bistro Cafe Multipurpose Space Conference/Meeting Rooms Retail Services Theatre/ Auditorium Recreation/Fitness Lounge and Study Spaces Student Organizations Student Life Offices/ Career Center	Enhanced Food Service & Pub/Bistro Cafe Enhanced Multipurpose Space Enhanced Conference/Meeting Rooms Bookstore/Enhanced Retail Services Enhanced Theatre/ Auditorium Enhanced Recreation/Fitness Enhanced Lounge and Study Spaces Enhanced Student Organizations Enhanced Student Life Offices/ Career Ctr. Cultural Components
Probable Size:	125,000 to 130,000 square feet	205,000 to 210,000 square feet
Probable Costs: (See Note 1)	\$38.2 to \$46.7 Million	\$62.2 to \$76.1 Million
Timeframe To Complete:	3 to 5 years	3 to 5 years
Revenue Opportunity:	Good	Excellent
Program Impact:	Positive Common Experience; Something for Everyone	Exceptional Common Experience; Something for Everyone

Note 1: Does not include needed structured parking



Recommendations



# Campus Center Program Options

<u>Outline Program</u>	Option A: Campus Center	Option B: Comprehensive Campus Life Center
Group 1: Food Service	27,400	31,400
Group 2: Large Event Space	11,800	14,000
Group 3: Conference/Meeting Space	9,000	11,000
Group 4: Bookstore	0	18,000
Group 5: Retail Services	3,000	4,000
Group 6: Theater / Auditorium	4,000	5,000
Group 7: Recreation / Fitness	5,000	10,000
Group 8: Lounge Space	6,000	8,000
Group 9: Academic / Computer Lab	3,000	4,000
Group 10: Student Organization	8,000	9,000
Group 11: Administrative	7,800	15,700
Group 12: Living Learning	0	0
Group 13: Special Components	0	8,500
Total Net Assignable SF	<u>85,000</u>	<u>138,600</u>
Total GSF (includes 50% unassignable)	127,500	207,900
<u>Uses of Funds</u>		
Construction Costs at \$250 per square foot	\$31,875,000	\$51,975,000
Total Project Costs (includes 33% soft costs)	\$42,489,000	\$69,300,000



Recommendations

# Campus Center Financial Overview

	Option A: Campus Center	Option B: Comprehensive Campus Life Center
<u>Sources of Funds</u>		
Fundraising Equity (20%)	\$8,000,000	\$14,000,000
Early Fee Equity	\$7,200,000	\$11,800,000
Issued Debt	<u>\$27,289,000</u>	<u>\$43,500,000</u>
Total Sources of Funds	\$42,489,000	\$69,300,000
<u>Debt Information</u>		
Interest Rate	5.50%	5.50%
Years	35	35
Debt Service Per Year	\$1,765,000	\$2,813,000
<u>Operating Information</u>		
Annual Operating Costs	\$2,428,000	\$3,818,000
Operating Per Square Foot	\$19.04	\$18.36
Total Revenue Generated	\$4,237,000	\$6,710,000
<u>Student Fee Information</u>		
Additional New Base Fee Per Semester (See Note 1)	\$150	\$260
Additional New Base Fee Per Semester With 100 Student Increase Per Year (See Note 1)	\$140	\$245

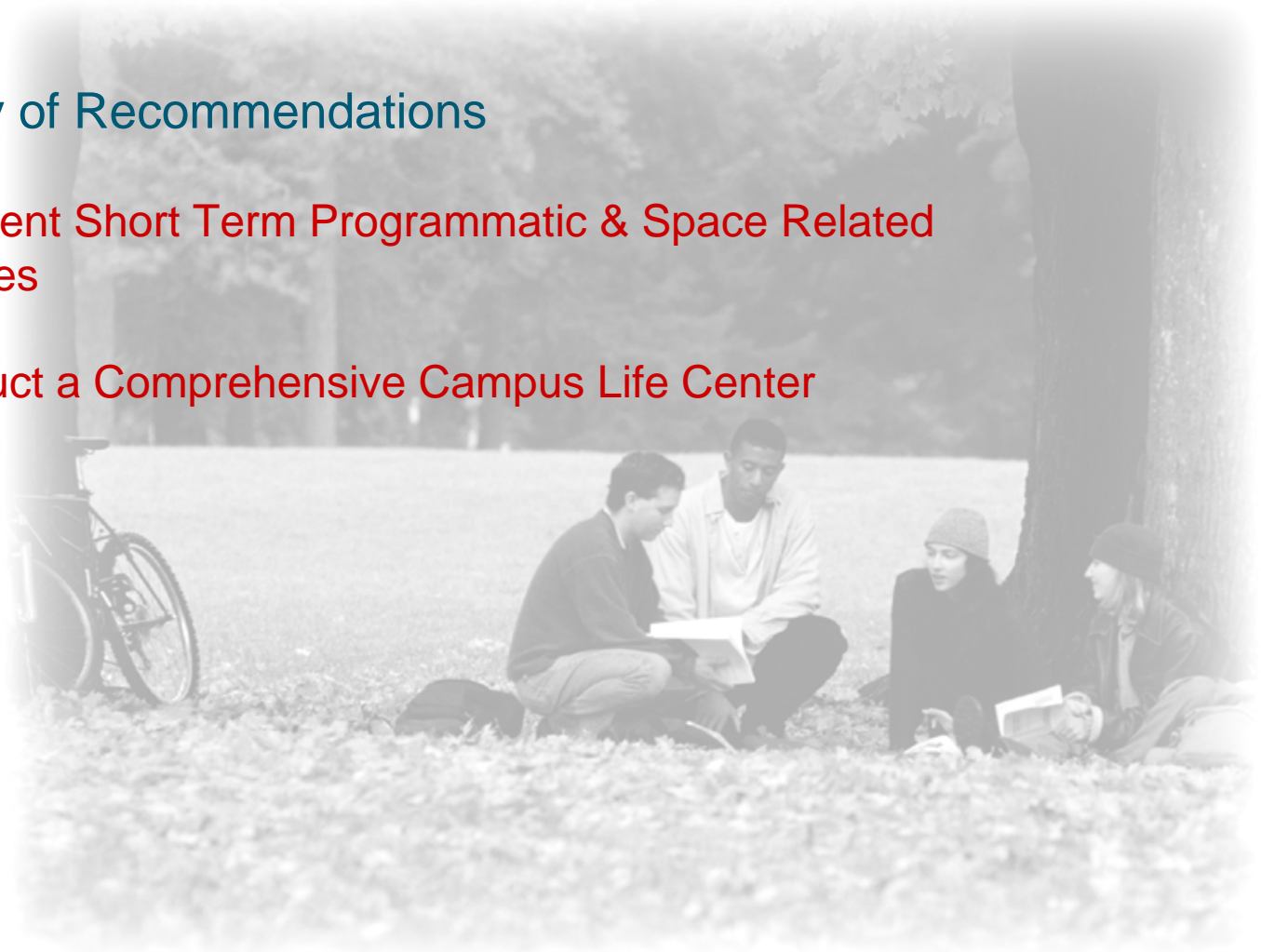
Note 1: Student Fee shown is for fiscal year 2008 and will increase 3.5% per year thereafter.



Recommendations

## Summary of Recommendations

- Implement Short Term Programmatic & Space Related Initiatives
- Construct a Comprehensive Campus Life Center



## Key Questions

- What are our Campus Life Programs, Services, and Facilities?
- How do we Compare to Other Similar Institutions?
- How can we Improve Campus Life?



Open Discussion