

Collaborative University Partnerships:  
Planning for Future Campus Capital  
Projects in a Challenging Economic  
Environment

A Case Study Review

**2012 ITGA CONFERENCE  
RICHMOND, KY  
JUNE 7, 2012**



**BRAILSFORD & DUNLAVEY**

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# AGENDA

BRAILSFORD & DUNLAVEY

- ◆ Welcome
- ◆ Introduction
- ◆ Case Studies
- ◆ Q&A
- ◆ Wrap Up



**The College Town  
Resource Center**

# WELCOME

**BRAILSFORD & DUNLAVEY**



## Offices:

- ◆ Washington, D.C.
- ◆ Charlotte
- ◆ Chicago
- ◆ Detroit
- ◆ Columbus
- ◆ Los Angeles

## Firm Focus:

- ◆ “Quality of Life” Projects

## Relevant Experience:

- ◆ Over 500 Higher Education Projects
- ◆ Over 250 Student Housing Projects
- ◆ Over 225 Athletics / Recreation Projects
- ◆ Over 125 Student Union Projects

## Project Staff:

- ◆ Approximately 100 Staff Members
- ◆ Diverse Skill Sets and Backgrounds

## Project Services:

- ◆ Planning Through Implementation

# WELCOME

**BRAILSFORD & DUNLAVEY**

## RYAN CONWAY



Firm Role:

- ◆ Project Manager

Experience:

- ◆ Background in Finance & Real Estate
- ◆ Extensive experience in campus gateway development & public-private partnerships

## KATIE KARP



Firm Role:

- ◆ Project Manager

Experience:

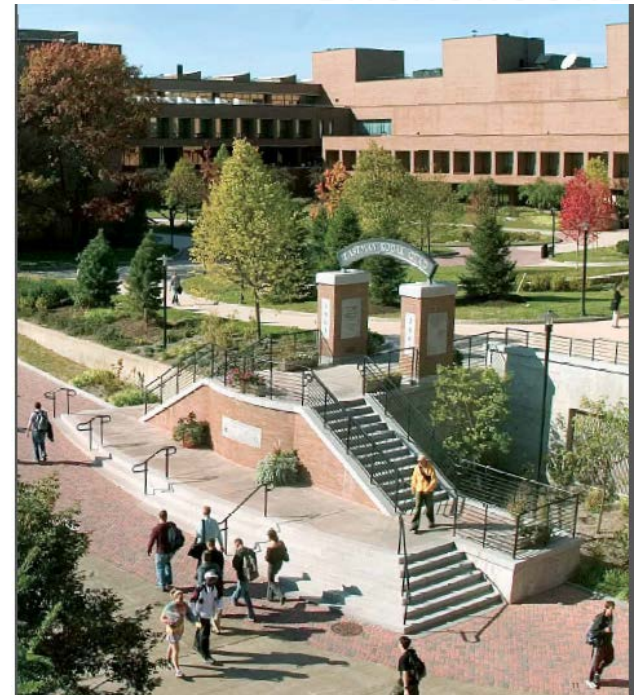
- ◆ Background in Higher Education Administration & Market Research
- ◆ Extensive Experience in Higher Education & Student Life Studies

# INTRODUCTION

- ◆ Present three case studies that highlight successful campus gateway projects.
- ◆ All in various stages of development.
- ◆ Each applied creative solutions & utilized collaborative partnerships to ensure project success.
- ◆ All presented various opportunities & challenges for the institution.

# ROCHESTER INSTITUTE OF TECHNOLOGY

## BACKGROUND



# ROCHESTER INSTITUTE OF TECHNOLOGY

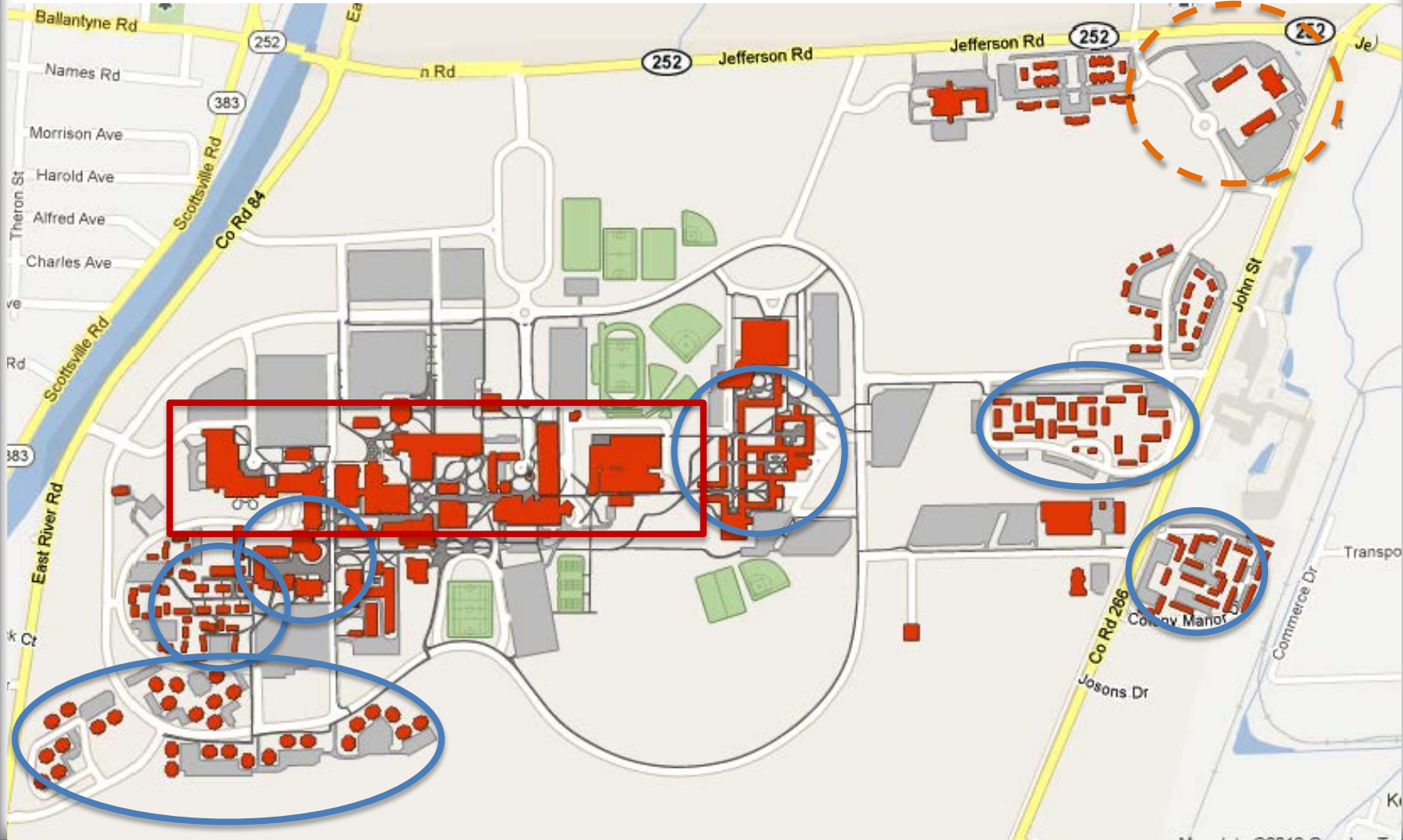
## BACKGROUND

- ◆ Established in 1829. Private, 4-Year Institution emphasizing career education and experiential learning.
- ◆ Current enrollment nearly 18,000 (Fall 2011)
  - ◆ Undergraduate Enrollment 15,000
  - ◆ Graduate / Professional Enrollment 3,000
- ◆ Over 7,100 living on-campus (40% of total student body)
- ◆ 1,300 students enrolled in National Technical Institute for the Deaf (NTID)



# ROCHESTER INSTITUTE OF TECHNOLOGY

## BACKGROUND





# ROCHESTER INSTITUTE OF TECHNOLOGY

## BACKGROUND

- ◆ Interest in expanding & replacing student housing offerings
- ◆ Retail opportunities surrounding campus unfavorable
- ◆ Enhance sense of campus community
  - ◆ *"That way, students can have a place to release their energies after a hard day on campus and still be together with their classmates and see faculty and staff in a social setting."* - President Simone
- ◆ Opportunity to enhance NE campus gateway



# RIT CASE STUDY

## DEVELOPMENT STRATEGY

### Park Point

- ◆ \$85 million mixed-use development
- ◆ 300 units with 925 beds
- ◆ 60,000 square feet of retail (B&N, Food Service, etc.)
- ◆ 67-acre project faced significant wetlands issues
- ◆ Completed in 2008
- ◆ Long-term ground lease with developer Wilmorite
  - ◆ Also responsible for construction & implementation

# RIT CASE STUDY

## PARTNERSHIP OPPORTUNITIES

### Rochester Institute of Technology

- ◆ Retail and housing is 100% occupied
- ◆ Expected to generate significant tax revenue in first 10 years
- ◆ RIT students, University of Rochester, Munroe Community College, & general community



# RIT CASE STUDY

## KEY TAKEAWAYS

- ◆ Consider opportunities to satisfy multiple needs of the institution and community within a finite site
- ◆ Collaborate with strategic partners to identify the appropriate development, delivery and operating model for your project
- ◆ Ensure that flexibility is incorporated into the project model – especially when considering retail



# XAVIER UNIVERSITY

## BACKGROUND



# XAVIER UNIVERSITY CASE STUDY

## BACKGROUND

### Xavier University Profile

- ◆ Jesuit Catholic university
- ◆ Located in Cincinnati, Ohio
- ◆ 7,000 students
  - ◆ 4,368 undergraduate students
- ◆ Certificates, associate, bachelor's, master's, and doctoral
- ◆ The Blue Blob





# XAVIER UNIVERSITY CASE STUDY

BACKGROUND

## Mixed Use Development (MUD) Plan

- ◆ Develop an appropriate program
- ◆ Assess financial feasibility
- ◆ Consider funding options
- ◆ Recommend a development scenario

# XAVIER UNIVERSITY CASE STUDY

BACKGROUND

## Strategic Objectives

- ◆ Serve University, community, visitors, and affiliated partners
- ◆ Scale driven by market capacity, while maintaining space for the University's long term goals
- ◆ Catalyze development and enhance University brand thru strategic partnerships
- ◆ Improve campus brand and recruitment efforts
- ◆ Improvements to the campus edge will improve security envelope
- ◆ Mitigate balance sheet/credit risk with strategic partnerships
- ◆ Utilize alternative financing options/strategies

# XAVIER UNIVERSITY CASE STUDY

## BACKGROUND

Xavier University  
Cincinnati, Ohio

Campus Master Plan



1. Academic Building
2. Book Store
3. Hotel
4. Office
5. Parking Structure
6. Recreation Center
7. Recreation Field
8. Retail
9. Student Housing
10. Welcome Center

--- Zone of Opportunity



Shepley Bulfinch

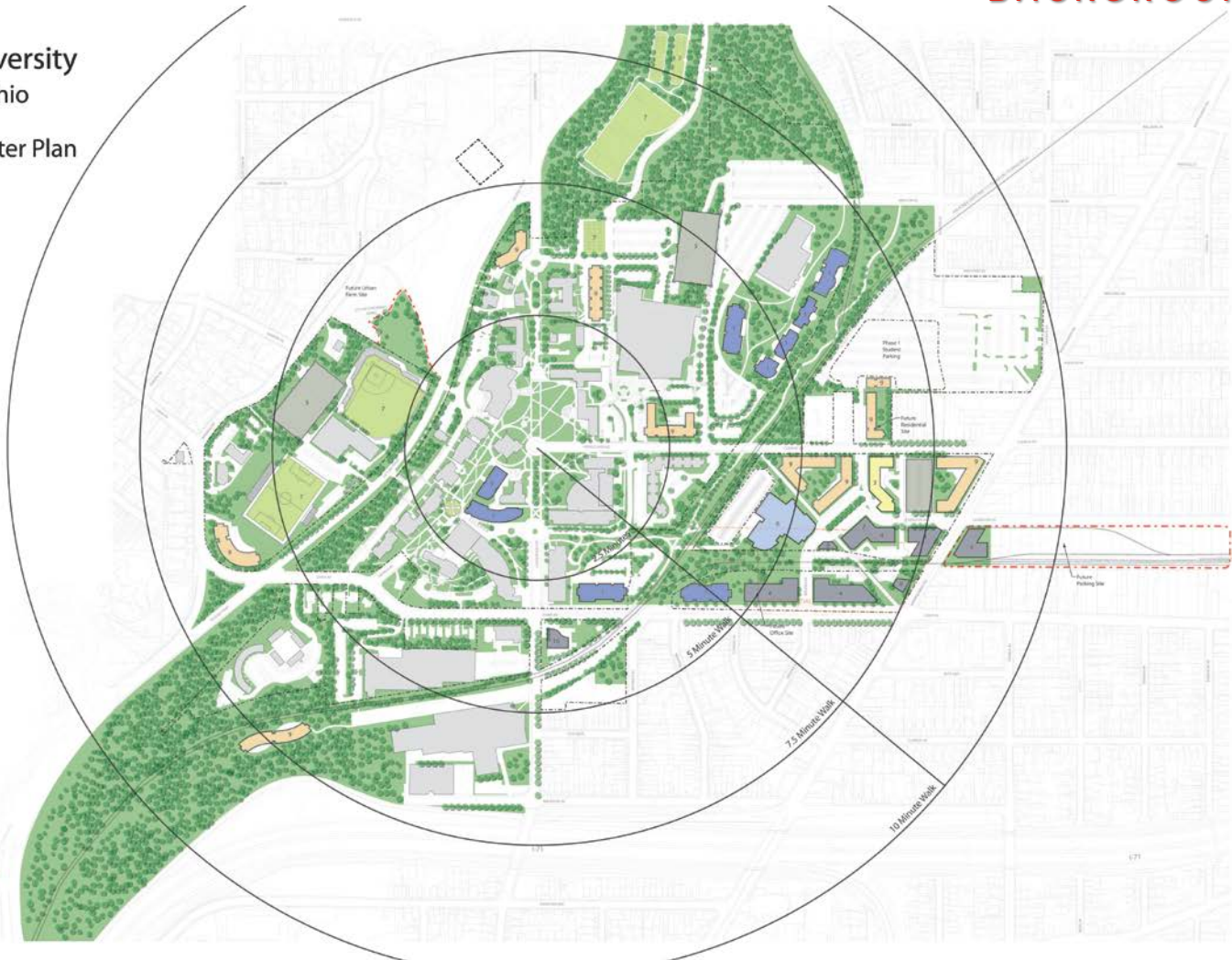
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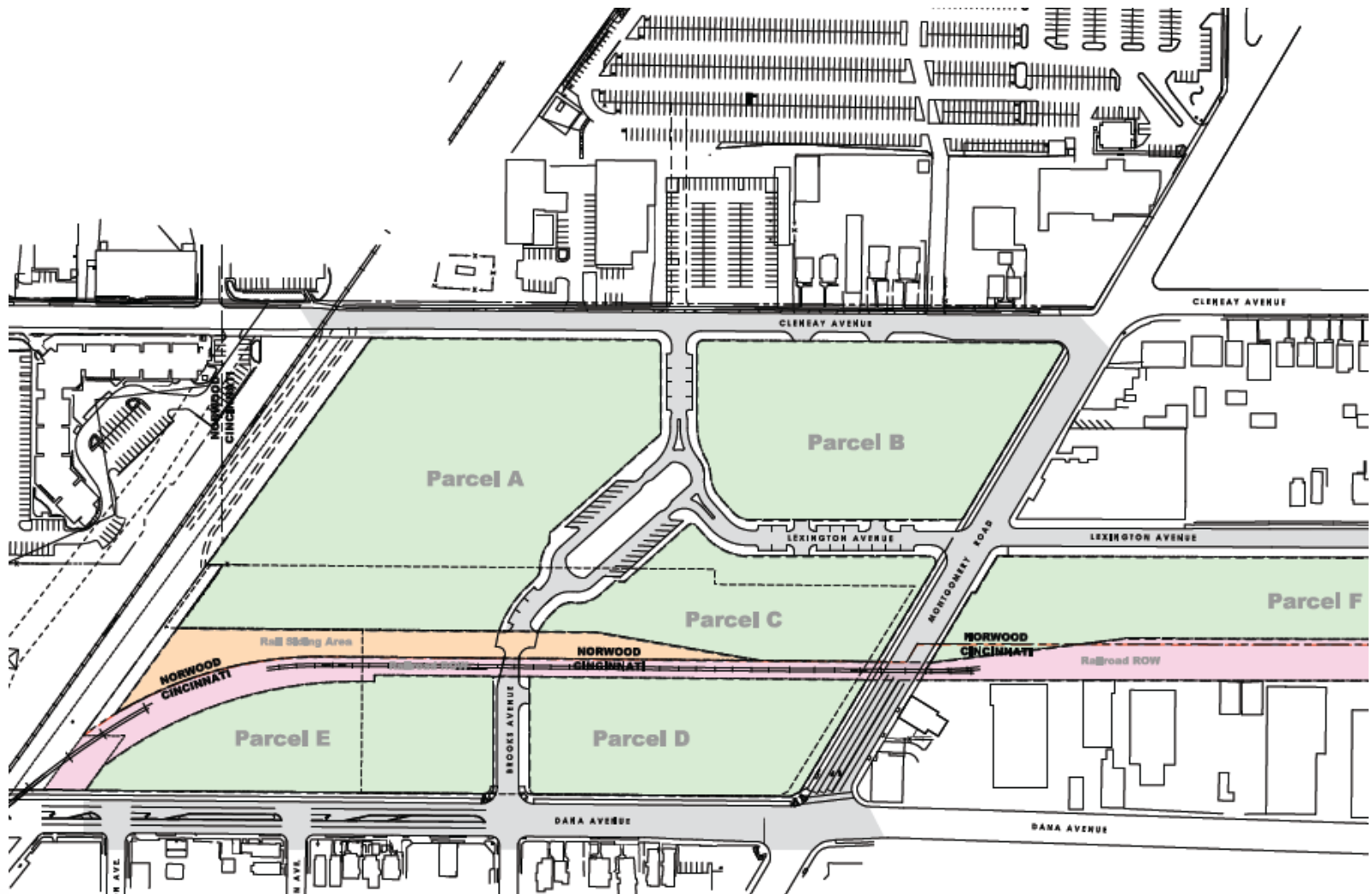
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# XAVIER UNIVERSITY CASE STUDY

## BACKGROUND



# XAVIER UNIVERSITY CASE STUDY

## DEVELOPMENT STRATEGY

### MUD Program

- ◆ Student Housing
- ◆ Hotel
- ◆ Office
- ◆ Retail
- ◆ Parking
- ◆ Infrastructure





# XAVIER UNIVERSITY CASE STUDY

## DEVELOPMENT STRATEGY

- ◆ Private Equity
- ◆ Tax Increment Financing (TIF)
- ◆ Traditional University Financing
- ◆ Community Reinvestment Act (CRA)
- ◆ New Market Tax Credits



# XAVIER UNIVERSITY CASE STUDY

## DEVELOPMENT STRATEGY

Determine preferred development approach

- ◆ University Affiliated Development Partner
  - ◆ Establish Development / Financing Entity (501c3)
- ◆ Private Master Developer
  - ◆ Procurement (RFQ, RFP, Interviews, Selection, Negotiations)

# XAVIER UNIVERSITY CASE STUDY

## KEY TAKEAWAYS

- ◆ Engage stakeholders to build consensus
- ◆ Define program to align with strategic vision
- ◆ Consider various financing strategies and engaging affiliated partners to mitigate balance sheet/credit risk
- ◆ Determine appropriate development approach to maximize control over project – and realize cost savings

# CLEMSON UNIVERSITY

## BACKGROUND



# CLEMSON UNIVERSITY

## BACKGROUND

- ◆ Established in 1889 as agriculture and military school with enrollment of 446.
- ◆ Current enrollment nearly 20,000 (Fall 2011)
  - ◆ Undergraduate Enrollment 16,000
  - ◆ Graduate / Professional Enrollment 4,000
- ◆ Over 6,100 living on-campus (31% of total student body)
- ◆ Ranked 25<sup>th</sup> in U.S. News & World Report
- ◆ Ranked #1 stadium in 2012 by BleacherReport.com, but ranked in bottom five for ugliest uniforms according to Wall Street Journal.

# CLEMSON UNIVERSITY

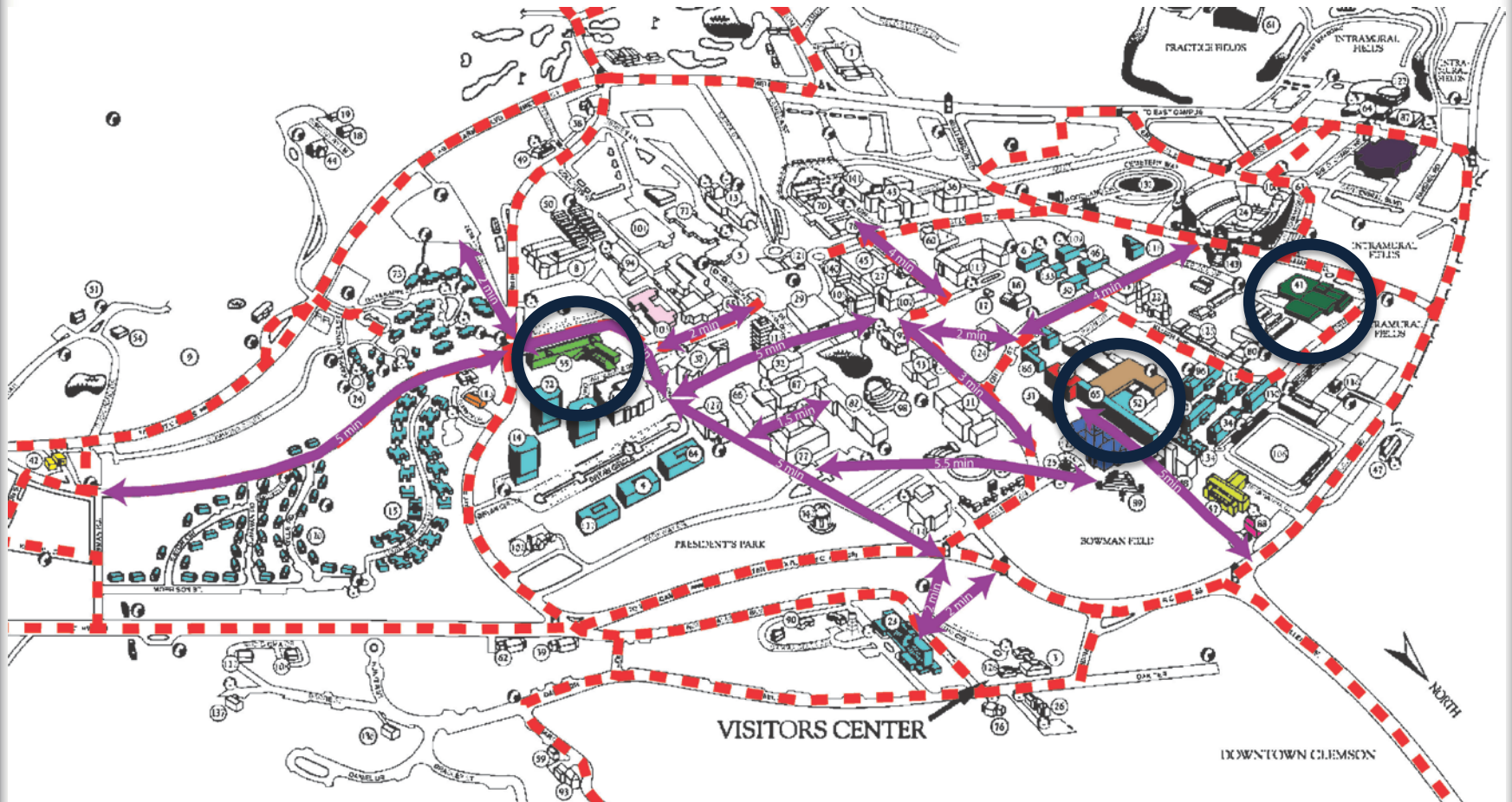
BACKGROUND





# CLEMSON UNIVERSITY

## BACKGROUND





# CLEMSON UNIVERSITY

BACKGROUND

## CLEMSON VISION:

Clemson will be one of the nation's top-20 public universities.



# CLEMSON UNIVERSITY

BACKGROUND

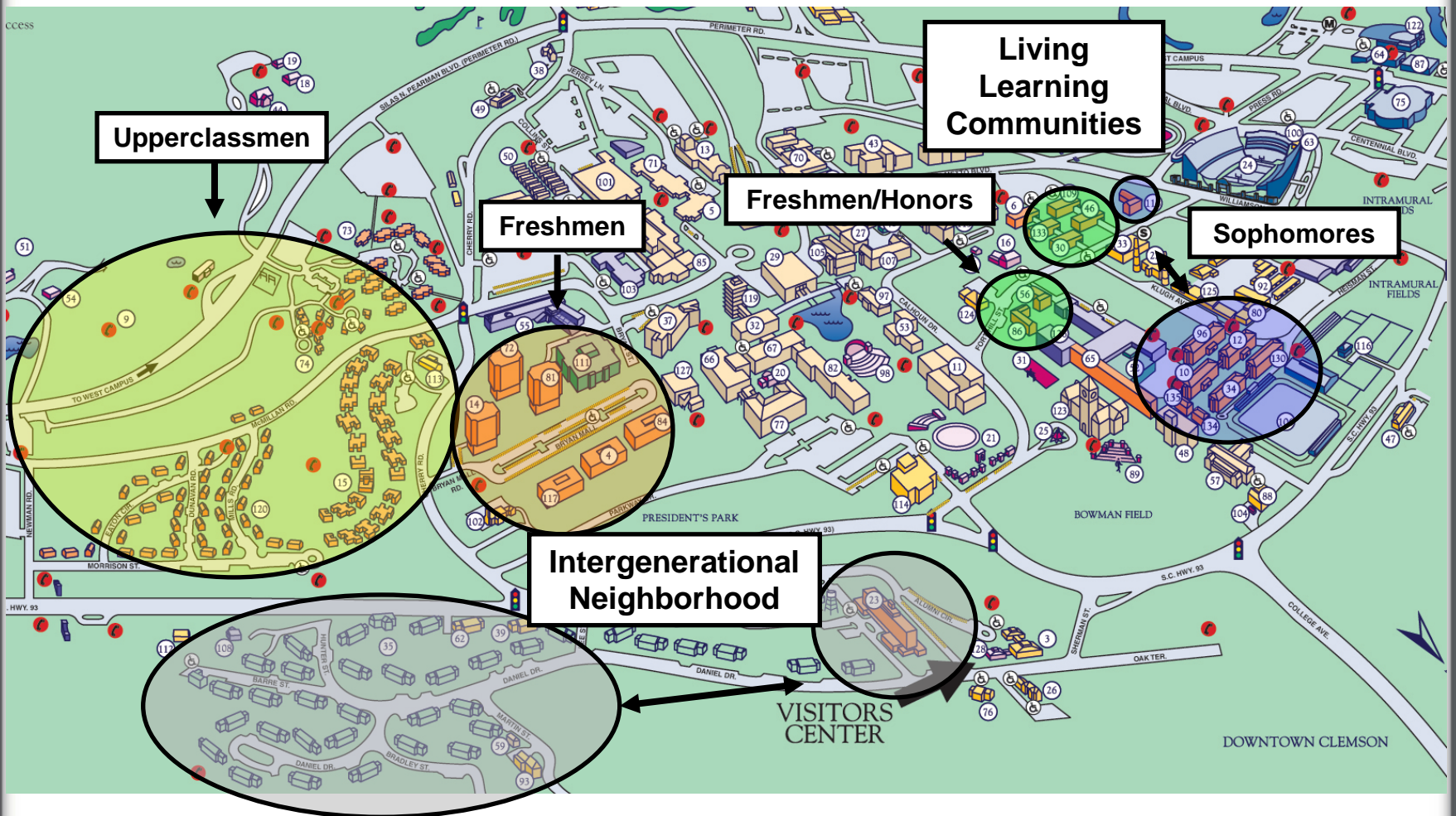
## CLEMSON VISION: CHALLENGES

- ◆ Area dining & retail market offerings enhanced.
- ◆ Aggressive & competitive off-campus housing market.
  - ◆ High-end amenity offerings
  - ◆ More & more students living off campus
  - ◆ Lack of campus vibrancy



# CLEMSON UNIVERSITY

## BACKGROUND



# CLEMSON UNIVERSITY

## DEVELOPMENT STRATEGY

- ◆ Site Analysis
  - ◆ Identify the limits of the site
  - ◆ President & Board of Trustee approval
- ◆ Highest & Best Use Analysis
  - ◆ Due Diligence
  - ◆ Identify & Evaluate Available Development Strategies

# CLEMSON UNIVERSITY

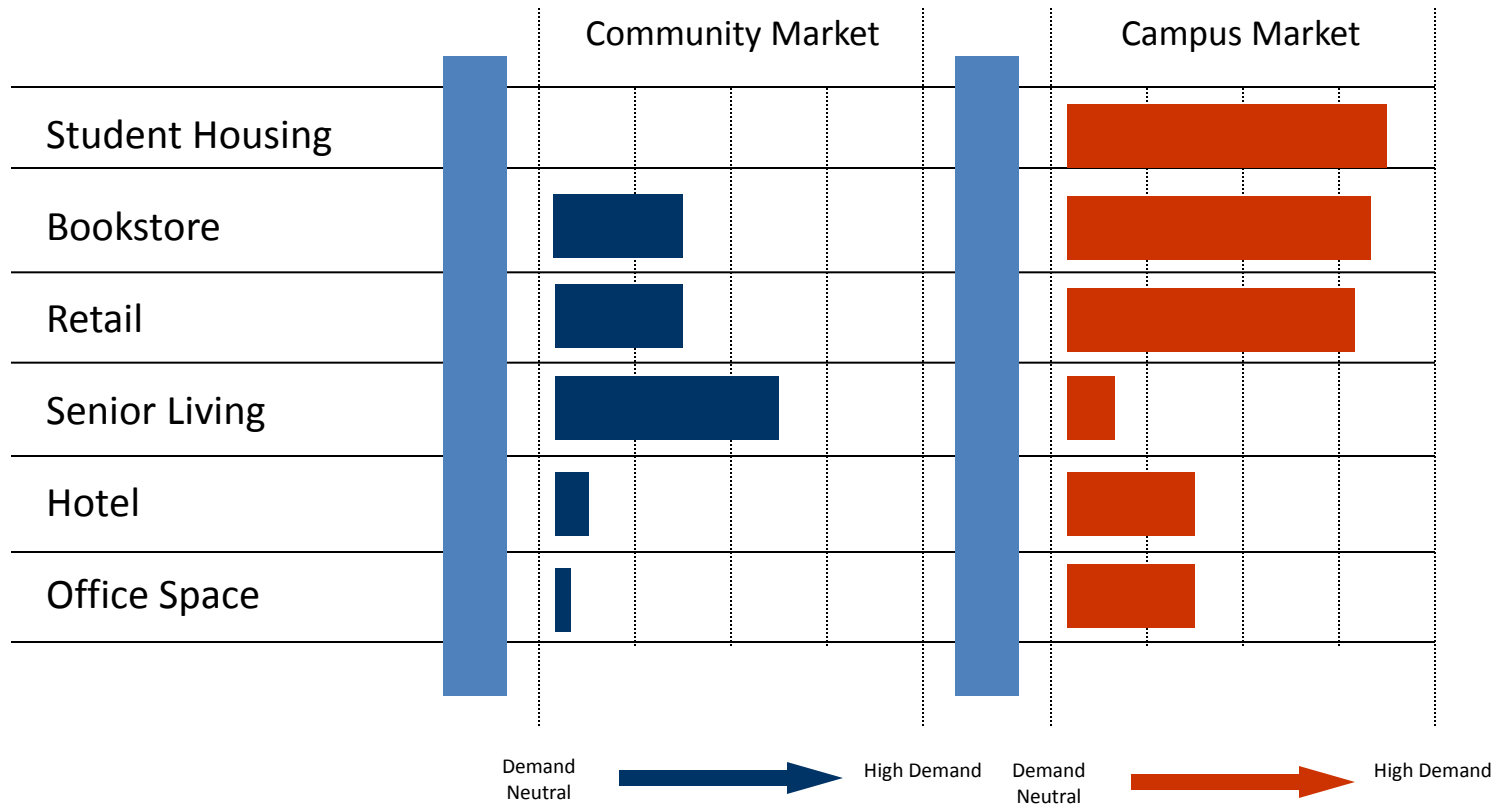
PARTNERSHIP OPPORTUNITIES

- ◆ Highest & Best Use Analysis
  - ◆ Student housing
  - ◆ Bridge to Clemson housing
  - ◆ Office space
  - ◆ Senior living
  - ◆ Hotel
  - ◆ Retail
  - ◆ Bookstore



# CLEMSON UNIVERSITY

## PARTNERSHIP OPPORTUNITIES





# CLEMSON UNIVERSITY

## DEVELOPMENT STRATEGY

### Strategic Drivers

- ◆ Campus-edge, mixed-use housing development that will renew a sense of vibrancy on campus and propel Clemson toward the goal of becoming a Top 20 institution.
- ◆ Develop a pedestrian friendly campus gateway that is sensitive to the neighborhood and town.
- ◆ Create an environmentally responsible plan that maintains as much existing green space as possible.

# CLEMSON UNIVERSITY

## DEVELOPMENT STRATEGY

- ◆ Reduction in State Funding
- ◆ Opportunity to Maximize Revenues to Fund Other Campus Priorities
- ◆ Consideration of Public Private Partnership
- ◆ Taking Advantage of Current Construction Climate

# CLEMSON UNIVERSITY

PARTNERSHIP OPPORTUNITIES



# CLEMSON UNIVERSITY

## KEY TAKEAWAYS

- ◆ Board of Trustees recently approved to explore design
- ◆ Ensure a collaborative process to identify opportunities & risks associated with project
- ◆ Strategically planning program & pro forma for one project can provide opportunities to assist in funding future projects.

# CONCLUSION

- ◆ All three case studies were developed in a challenging economic climate – and experienced project-specific challenges.
- ◆ All explored creative means to overcome these challenges through a collaborative process.
- ◆ Ultimately, all presented unique opportunities that would benefit the institution & the surrounding communities.



# QUESTIONS & ANSWERS

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