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Ideas For Innovative Athletic Facilities Partnerships



By [Andrew Lieber](#)

Schools construct and renovate facilities or expand athletics offerings with similar objectives—recruiting talented student-athletes, retaining a dynamic general student population, and engaging alumni and community members. With more initiatives competing for the same money, though, it gets harder to develop a competitive, sustainable advantage. Public-private partnerships (“P3s”) have been

discussed as a solution to this challenge. Given how diverse these partnerships are, this article will look at three innovative concepts worth exploring.

LOOK IN YOUR OWN BACKYARD

Your municipality can be a fantastic partner. While the city will have a very different mission than you, the pairing can succeed by identifying overlapping objectives that do not interfere with each partner’s ultimate mission.

A particularly salient example of this involves the College of Saint Rose and the City of Albany. The College needed practice and competition venues, while the City had underutilized fields. The two partnered to develop a sports complex, improving the College’s athletics offerings and revitalizing an unused facility for the City. This project is not a P3 in the typical sense, but **the two entities accomplished something great** together that they could not have done on their own.

START A POSITIVE FEEDBACK LOOP

When you bring a big, new development to town, the area gets not just the physical venue but an entire network of people—students, employees, their families, on and on. As the city becomes more appealing through added jobs, added cultural activities, and a general energy in the air, the city benefits—and can be transformed. And what happens to your development as it transforms the city? It becomes a vibrant corner of the city, with an increasingly large and energetic community. That means a better student experience, and activated recruitment and operations.

CONSIDER SHARING SPACE

Sharing physical space with other entities, for example your municipality, is another way to partner. Imagine developing a new athletics facility on the campus edge. What if one of your administrative or academic departments or a municipal functional department partnered with your athletics department to share portions of the eventual space? Foot traffic would increase on a day-to-day basis, and that larger daily population would enable additional services, inspiring ancillary development on the campus edge. Ultimately, everyone would benefit from this new development—the institution not only from a new “front door” with constant activity, but from the economic benefits (reduced up-front and ongoing operational expenses).

This was an excerpt of an article that appeared recently in the Higher Ed P3 Resource Center. To read the full article, [click here](#).

From Commuter School To Residential College: The Dramatic Transformation Of NEIT



By [Luke Mitchell](#)

For 75 years, the New England Institute of Technology (“NEIT”) was a commuter school. About 5 years ago, NEIT decided it was time for a change—a \$250M expansion program at its East Greenwich, Rhode Island, campus. The next steps in NEIT’s evolution would be

earning accreditation, transforming from a commuter campus to a residential college, increasing enrollment, and attracting students from an expanded geographic region. In short, a dramatic shift in mission and culture.

In the summer of 2013, NEIT called in B&D to advise. B&D contributed to NEIT’s Master Plan, which included a new residence hall, a renovated main building (including a new student dining area), a new fitness center, a green open-space area, new infrastructure upgrades (electrical, traffic, water, sewer, drainage, etc.), and more. This meant that NEIT was set to transform not just its mission and culture, but its physical campus. To advance this transformation, B&D:

- Provided student life planning services
- Completed a Student Residential Life Master Plan focused on staffing and program management
- Completed a market analysis for both the residences and dining
- [Completed programming for the dining hall](#) and new residences
- Facilitated the work of committees to determine the action plan and implementation strategies for each component
- Served as project manager, leading the procurement for the design-build team, selecting and engaging the team, and oversaw the construction

Phase 1, a new residence hall with 415 beds, opened on time and under budget.

Backing up these physical components has been a complete re-envisioning of student life infrastructure—staffing, security, campus/weekend/activity programming, a dining program, etc. With so many pieces happening at the same time, it can be amazing to step back and look at the current situation: New roads and utility lines are in place, the new student housing facility is up and performing as expected, and the new rec center is open and bustling with activity. Phase 2 will begin as the university continues in its strategic plan, and will involve building the next student housing facility.

It’s an exciting project and a definite transformation. As [NEIT President Richard I. Gouse has said](#), the campus expansion will “place our college at the most advanced levels of workforce training for 21st century employment.”

B&D is honored to have served as advisor on this project, and humbled by the recent NEIT Residential Hall Dedication. During this celebration, [a second-floor lobby lounge was dedicated to B&D!](#)

What Has B&D Been Up To Recently?



Our recently launched Higher Ed P3 Resource Center saw a flurry of activity this quarter. **The full Higher Education P3 “State of the Industry” report became available for download**, and B&D’s first piece of visual storytelling went up—an infographic called **“Reasons to Pursue a P3... Or Not.”** The resource center also published a handful of new, educational articles from the field:

- **Brian Dugan**, Director at Edgemoor Infrastructure & Real Estate, **“P3s: An Innovative Solution for Delivering New University Facilities—Not Just for Student Housing”** ([Part 1 – concepts](#), [Part 2 – case studies](#))
- **Eric Irvani**, President of P3C Media and Executive Director of the P3 Higher Education Summit, **“5 Key Takeaways from the P3 Higher Education Summit – Part 2”**
- **Andrew Lieber**, Assistant Project Manager at B&D, **“Thinking Innovatively About Athletics Facilities Partnerships** ([Part 1 – concept insights](#), [Part 2 – process insights](#))
- **Dennis McDonald**, Vice President for Student Affairs at The College of Saint Rose, **“The Place We Call Home: The College of Saint Rose’s Win-Win Partnership With the City of Albany”**
- **David Mucci**, Director of the University of Kansas Memorial Union, **“The Student Union P3 Experience at the University of Kansas”**
- **Chris Sherwood**, Head of Business Development, Lendlease’s Communities business in the US, **“Universities Don’t Have to Surrender Control With a P3”**

Meanwhile, B&D has remained highly active in conferences. A brief highlight:

- **ACUHO-I’s Senior Housing Officer Institute** – “Ancillary Partnerships: Public/Private Partnerships” – Brad Noyes
- **ACUI** – “Elegant and Efficient: How Campus Centers Can Support a Rich Mix of Uses for Greater Impact” – Bart Hall
- **ACUI** – “Plan B: How to Improve Your Student Union When Your Plans Are Derailed” – Matt Bohannon
- **AOA Annual Conference** (part of the CSU system) – Jeff Turner
- **Florida Council for P3s** – “Successful Partnerships: Effective Due Diligence on Prospective Development Partners for Your P3” – Cassia Sookhoo
- **Foodservice Consultants Society International Conference** – Tara Bliss chaired the conference
- **Interface Student Housing Conference** – “The State of On-Campus Housing (And What It Means for Off-Campus Owners & Operators)” – Jeff Turner
- **P3•EDU** – “Student Housing & Campus Infrastructure P3s” – Brad Noyes
- **P3C** – “Town-Gown-Developer Collaboration: An Emerging Partnership Model” – Chet Roach, Beth Penfield
- **P3C** – “P3 Considerations in the Early Stages”
- **P3C** – “Starting from Step One – A Roadmap to a Successful P3” – Brad Noyes

We were also excited to see the Higher Ed P3 Resource Center written up in **Student Housing Business**. The same publication quoted **Jeff Turner** in an article titled **“Generation Shift: From lowering student costs to a surge in living-learning communities, on-campus housing is changing... .”**

B&D has three quarterly newsletters (Higher Education, K-12, and Venues). [Learn more.](#)

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