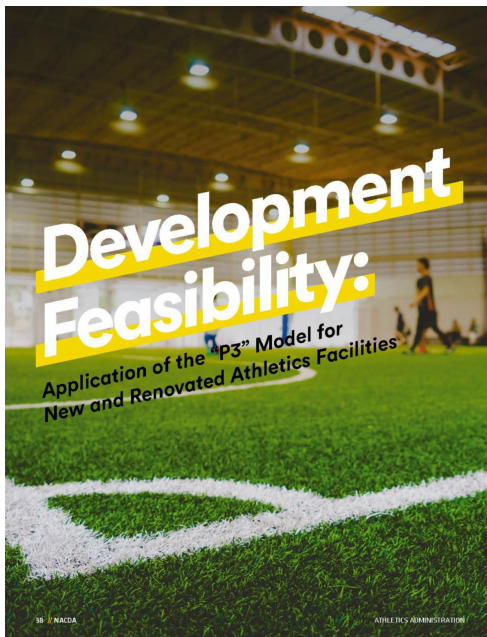




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## Development Feasibility: Application of the "P3" Model For New And Renovated Athletics Facilities



*Andrew Lieber*

Athletic department administrators know how important athletic facilities are for positioning universities to recruit and retain the best student-athletes, students, faculty, and administrators—as well as to more effectively compete for community members' and alumni's entertainment and donation dollars. In the face of rising construction costs and the ever-increasing need for space, universities and athletics departments are aggressively and constantly fundraising; but fundraising success can meet its limits with donor fatigue or, in many cases, is simply problematic due to smaller donor capacities. In most cases, funding is the biggest hurdle preventing needed improvements from being made. Wesley Ellison Stewart, Boston College's Senior Associate Athletics Director, Development, said, "Fundraising has become more and more important to the lifeblood of

every athletics department. It is the delta for us to continue to grow our capital and there is never enough. We, as an industry, have to find creative ways to generate new revenue beyond philanthropy."

For many projects, there is an option that should be considered: engaging in a public-private partnership (P3). The feasibility of P3s is highly dependent on factors such as local market conditions, site, and building program, so they are not silver bullets, but in most cases the powerful results they offer are worth exploring—especially in collegiate athletics, where they are a relatively new concept. Some athletics administrators may hesitate to engage in that evaluation because, in their eyes, partnerships necessarily mean sharing time and space, which decreases the overall availability of the facility for student-athletes to the detriment to the student-athlete experience. An analysis of sample P3s, however, suggests that such compromises may in fact be avoided in a properly structured project. ([Read a P3 Resource Center article of mine on this very topic](#)).

This article examines how developing a facility through partnerships is not only possible, but could make the difference between a feasible and an infeasible project and limit an institution's dependence on fundraising for construction. The outcomes realized are presented through a **case study** of an actual initiative being developed on...

*This is an excerpt from an article published by Athletics Administration. [Read the full piece on page 38.](#)*

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## **B&Der Spotlight: Andrew Lieber**

Andrew Lieber is passionate about sports—whether he's playing, coaching, or helping clients develop projects and programs that advance their mission and maximize value to their organizations. As an Associate at B&D, Andrew helps lead the B&D Venues practice group and provides strategic advisory services to professional, municipal, and collegiate athletics clients. He has a particular interest in helping clients realize desired outcomes through the development of strategic partnerships and other innovative funding instruments. Andrew often draws upon previous experience developed while working for MLB, NFL, NBC Sports Group, and WNBA organizations, including the Washington Nationals and the Kansas City Chiefs. Andrew is a graduate of the Sports Management Institute's executive program, and he received his M.A in Sports Management from Northwestern University, and B.A in Management from Gettysburg College.



Andrew has written extensively about the opportunities that partnerships present to professional and collegiate athletics organizations. For example, the Higher Ed P3 Resource Center published his two-part article series on "[Thinking Innovatively About Athletics Facilities Partnerships.](#)"

Connect with Andrew on [LinkedIn](#) and follow him on twitter [@andrew\\_lieber](#).

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