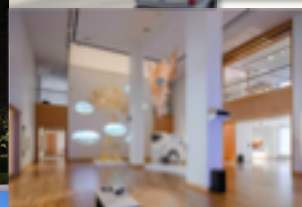
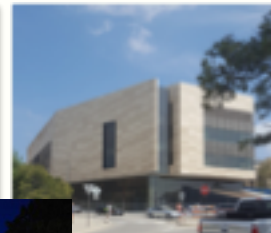
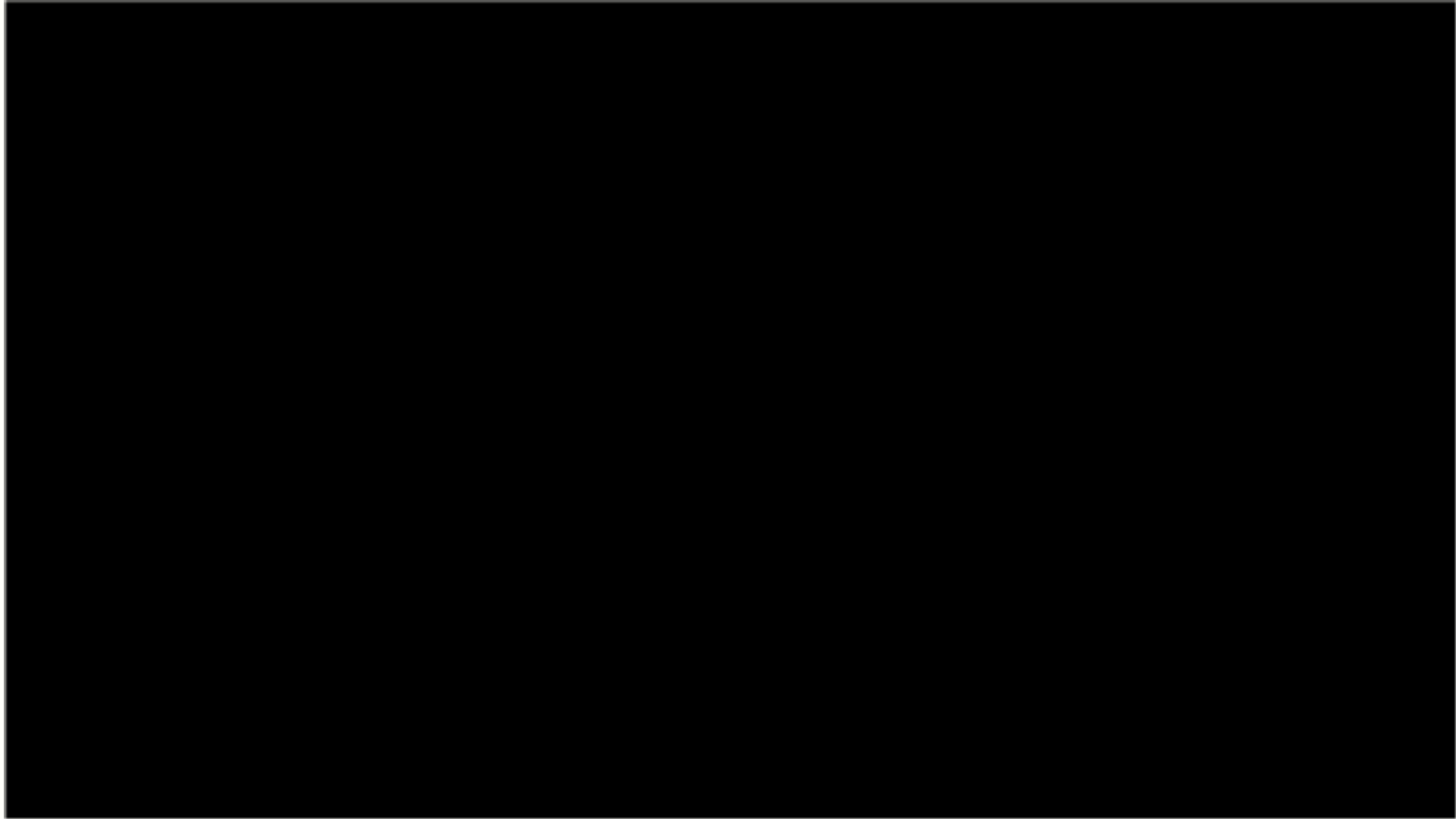


The Changing Landscape From Strategic Planning to Realization The University of Kansas – Lawrence Campus

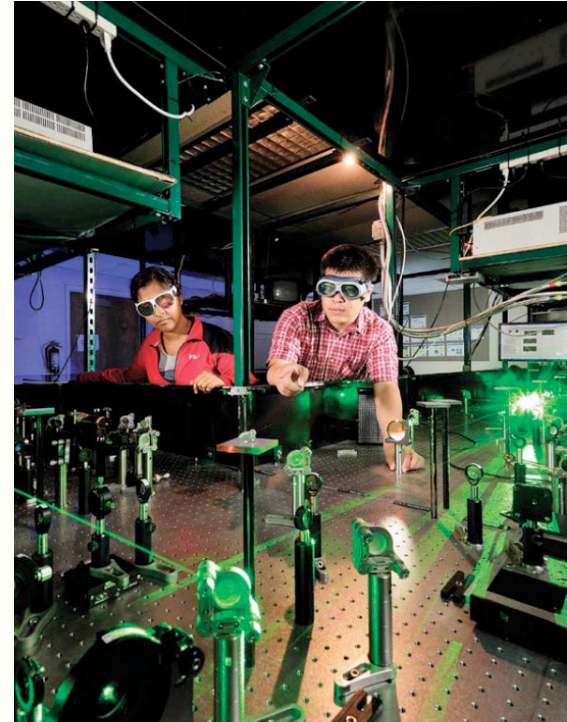




- **Objectives of the Presentation**
- **Campus Master Plan – The Strategic Plan – The Vision**
- **Planning resulted in changes in the culture**
 - Academic teaching facilities
 - Research approach to facilities – Performance based
 - Changes in business - Project delivery
 - Changes in operations and maintenance
- **Built environment resulting in partnerships with private industry**

Bold Aspirations – Strategic Plan

- **Sustaining the Planet, Powering the World**
- **Promoting Well Being, Finding Cures**
- **Building Communities, Expanding Opportunities**
- **Harnessing Information, Multiplying Knowledge**



The Vision



Strategic Plan Mapping the Way



Campus Master Plan

The Vision

CONCEPT 2 ACADEMIC COMMUNITIES



Bold Aspirations: Goals 3 & 4
Plan Driver: Engaged, Innovative,
Multidisciplinary Structure



Initial Priority Goals



Campus Master Plan

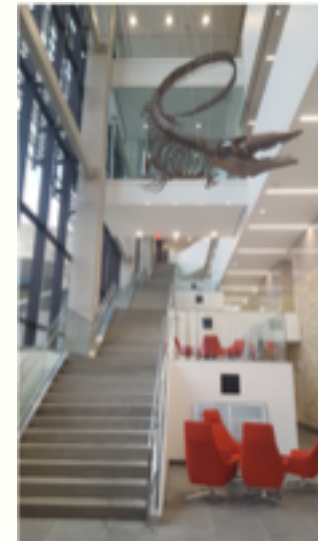
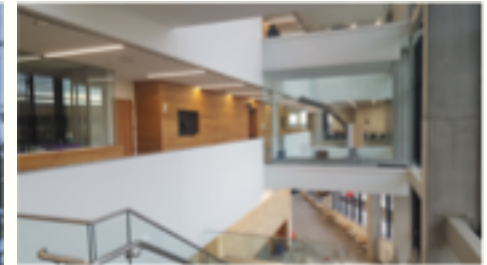


Learned Engineering Expansion Phase 2

Early Master Plan Accomplishments



Earth, Energy & Environment Center



Initial Planning – Identify the Need

- Malott and Haworth Halls – Obsolete science facilities – Science Master Plan
- Transform the way we teach students & do research in STEM fields
- Planned increase in undergraduate enrollment
- Market demand to house more upper class students on campus
- Utility infrastructure, add firm capacity and redundancy
- Consulted with the Kansas Board of Regents multiple times to pave the way

“make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will not die”
Daniel Burnham



Burnham & Root



As much ductwork on the outside as on the inside. The building is in trouble.

Malott Hall – Built before man walked on the moon

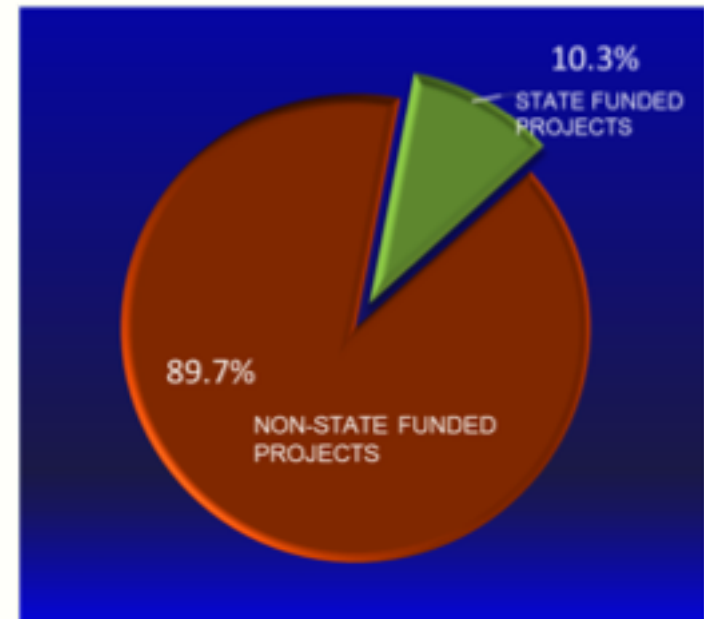
State of KU Facilities & Infrastructure

- State Reported Deferred Maintenance for KU - \$320 M
- State's Annual Allocation to KU for DM \$9.4 M
- State Historical Annual growth – Approx. \$30 M/yr
- VFA Report – In 20 years DM at KU exceed \$1.8 billion

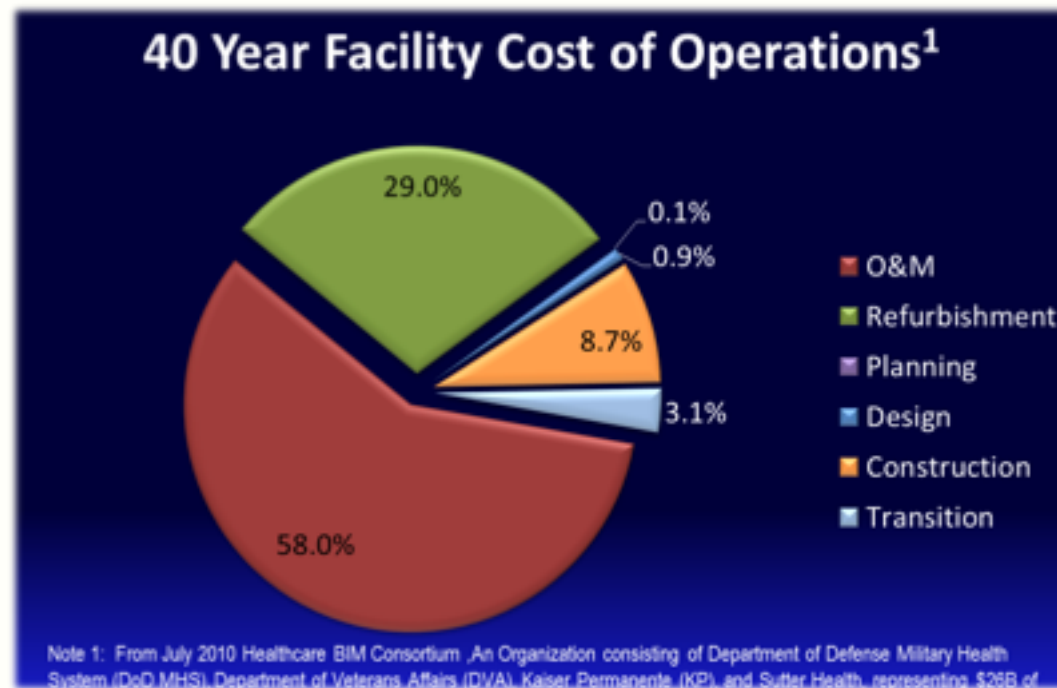
Category	----- 20-Year Outlook -----		
	Total Computed Renewal Needs	Whole-Building Renovations (assumed 80% of total)	As-Needed Repairs & Rehabilitation (assumed 20% of total)
Centrally Funded Assets, R&R-Eligible	\$ 1,085,815,913	\$ 868,652,730	\$ 217,163,183
Centrally Funded Assets, R&R-Ineligible	\$ 243,691,226	\$ 194,952,981	\$ 48,738,245
Auxiliaries (R&R-Ineligible)	\$ 552,135,113	\$ 441,708,090	\$ 110,427,023
Affiliates (R&R-Ineligible)	omitted	omitted	omitted
Total	\$ 1,881,642,252	\$ 1,505,313,802	\$ 376,328,450

History of Creative Financing

- Grants - Funding Match
- Infrastructure Renewal Fee (IRF)
- Student Infrastructure Fee (new)
- Tax Credits – 25% allowable project costs
- Strategic Sourcing – Preferred Vendors
- Changing for Excellence – Operational Savings
- Public Private Partnership (P-3) – Central District
- Other Funding Opportunities?



Proportional Costs Related to Facilities



Central District Development Project Funding Revenue Sources

Available Revenue Levers	
<u>Source</u>	<u>Annual Amount</u>
Student tuition / fees	<u>\$7-8 million⁽¹⁾</u>
Central contribution	<u>\$7-8 million</u>
State contribution	TBD
Sponsorship / Endowment	TBD ⁽²⁾
Parking contribution from net income ⁽¹⁾	<u>\$1-2 million</u>
Housing Income	<u>\$6-7 million</u>
Gap Funding (other)	TBD

Annual Sublease Payment Approx. \$21.85 million

Thinking Outside the Box

- 2 Years of planning and doing our due diligence to define scope & project delivery
- Recent years, lawmakers asked the Regents institutions to grow without state funding
- P3 model – business oriented, a private sector solution
- 30 states passed P3 enabling legislation
- Chamber of Commerce across the country endorse the P3 model
- Tremendous economic benefits to the local, regional and state

**“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.”
Buckminster Fuller**

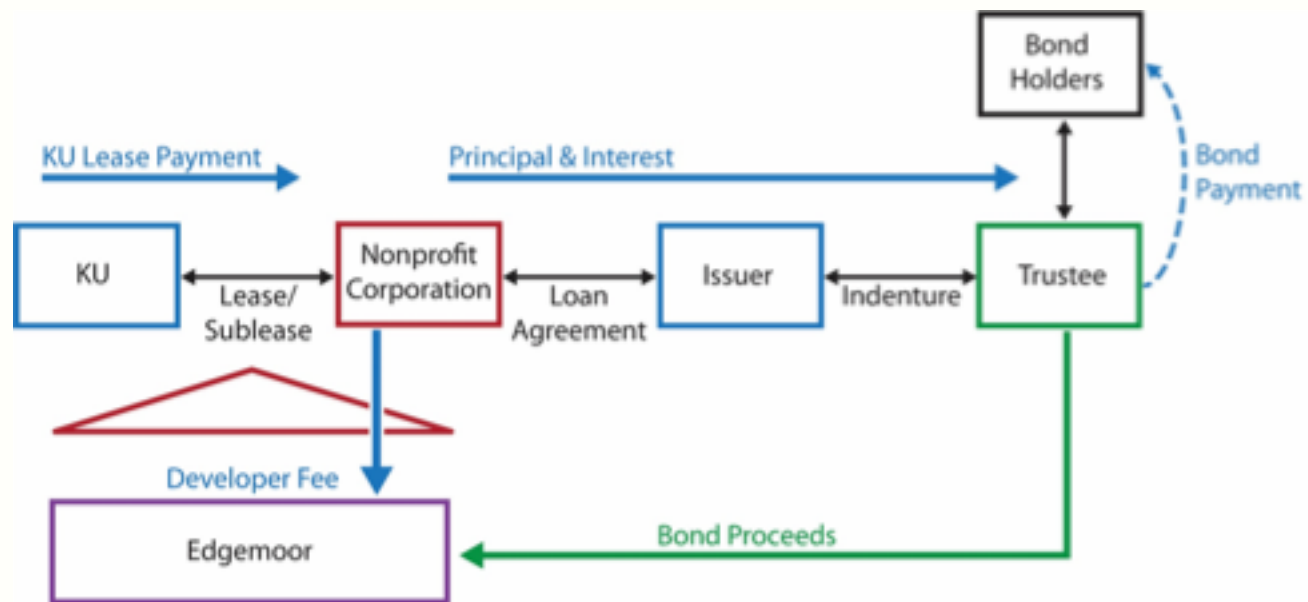


Creative Solution - Legal Structure

- **Three way Development Agreement between KU, Edgemoor and Nonprofit Corporation covering the construction, operation, maintenance and life cycle costs and responsibilities.**
- **The University leases property to the Nonprofit Corporation for a term of 30 to 40 years.**
- **The Nonprofit Corporation leases the completed facility back to the University under a long term lease in an amount sufficient to cover the debt service on the bonds as well as the O&M/Life Cycle costs.**
- **The University maintains ownership of the ground, building, and all building improvements throughout the term of the lease.**
- **The University may receive compensation from the private entity for the term of the ground lease.**



Creative Solution



The Turning Point

Achieving the Goal

- Fall 2014 Released the RFQ for Central District
- Spring 2015 Released RFP
- June 2015 Engagement Agreement with Developer
- November 2015 DD Complete – RFP Confirmed
- November 2015 Board of Regents Approve the Leases and bonding authorization
- January 2016 Sold the Bonds & Signed Contracts between Developer & KUCDC
- January 2016 Notice to Proceed
- Early 2016 Challenged by the Legislature, Stayed the Course
- May 2018 – Completion

“You have to go wholeheartedly into anything in order to achieve anything worth having.”

Frank Lloyd Wright



Partners in P-3 Development Team Approach

Developer/Contractors

- Edgemoor Infrastructure and Real Estate – Developer
- Clark/McCown Gordon – ISB/Union/CUP/Garage/Site
- CBG – Residence Hall/Dining/Apartments

Primary Consultants

- Perkins + Will/AEI – ISB/Union
- Momenta/AEI/Walter P. Moore - CUP/Garage
- Treanor/Langford Fendler/Antella – Residence Hall, Dining, Apartments
- Confluence/PEC – Site Development/Infrastructure

Design Assist/O&M

- U.S. Engineering – North Power Plant
- Faith Technologies – Entire Project
- Johnson Controls – Operations & Maintenance, Life Cycle Analysis

“Build, don’t talk”
Ludwig Mies van der Rohe



Engagement Period – Building the Vision

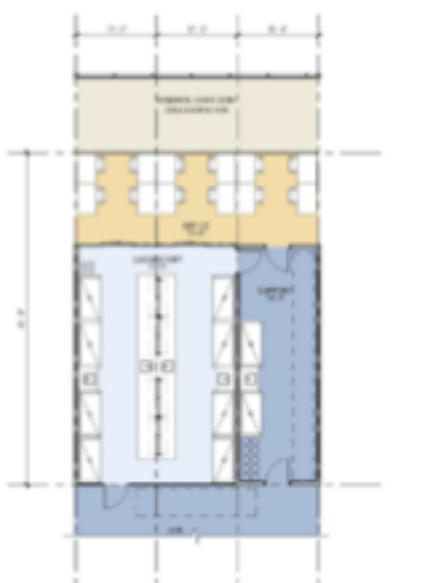
- June to November 2015 Intense Program Verification and Design
- Partners in design development - Developer's Team, University Administration, Center for Research, College of Liberal Arts (includes Faculty involvement), Memorial Student Union (includes student involvement), Housing Department, Parking Services, Campus Operations, etc.
- Partners in Changing the Culture of Research-Space Management, University Administration, Center for Research, College of Liberal Arts & Sciences

Old Cultural Ways	New Cultural Ways
Individuals Win	Teams win
Play cards close to the chest	Transparency
Highest ranking person can trump	Best idea or argument wins
Listening to confirm	Listening to learn
Telling	Asking questions
Knowing	Being good at not knowing
IQ	IQ and EQ
Mistakes are always bad	Mistakes are learning opportunities
Compete	Collaborate
Self-promote	Self-reflect

From *Humility is the New Smart* by Edward Hesse and Katherine Ludwig

“The most effective way to cope with change is to help create it”

L. W. Lynett



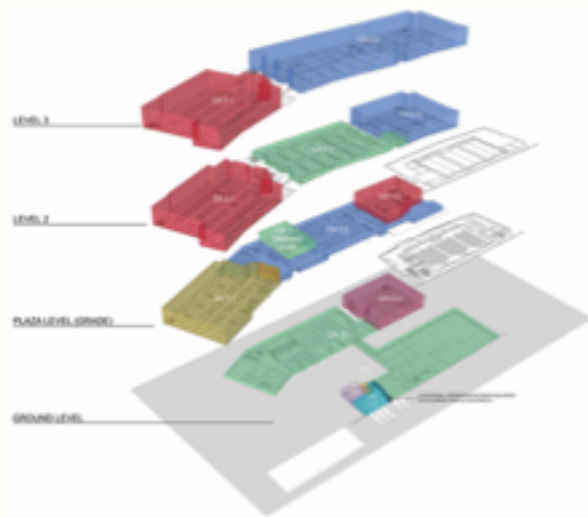
Typical Lab Module

- (116) Research Lab Modules
- (23) Teaching Labs
- (28) Core & Cleanroom Lab Modules

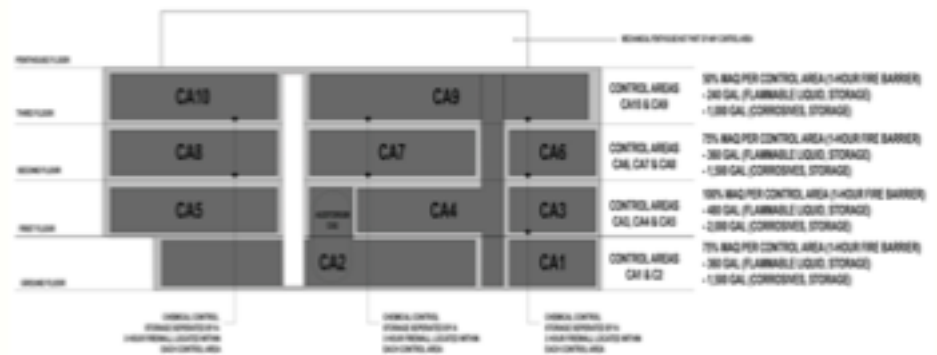


Typical Floor Plan

Flexible Research Lab Design – Different Space Management Approach Change in Culture



HAZARDOUS MATERIALS STRATEGY



Chemical Management Design, Operational Impact – Change in Culture

Administrative - Foundation for Partnering

- **Strategic Plan – Common Goals & Direction**
- **Campus Master Plan – Building Consensus**
- **Mechanism for Building the Plan – Central District Development, Physical development of the vision**
- **Engagement Period – Goals move to Physical Development Plan**
- **Implementation – Commitment to “The Plan”, Realization**

Challenges – Partnerships & Maintaining Change in Culture

Key Administration Turnover in Last 3 Years

- Exec. Vice Chancellor for Research announced January 2015
- Dean of CLAS left May 2015, New Dean announced February 2016
- **Provost** left December 2015, New Provost Announced May 2016
- CFO retired February 2016, New CFO announced January 2016
- Sr. Vice Provost for Academic Affairs left August 2016
- Assoc. VP for Capital Planning & Space Mgmt left December 2016
- Assoc. Vice Provost for Campus Operations left June 2017
- Exec. Vice Chancellor for Research steps down June 2017, interim announced Aug 2017
- **Chancellor** steps down June 2017, New Chancellor announced July 2017
- Housing Director retires June 2017, new director announced May 2017
- Exec. VC for Public & Governmental Affairs left July 2017, Interim announced Jan 2018
- Assoc. Vice Chancellor for Research left August 2017, **no** interim announced
- Interim EVC for Research steps down May 2018, New interim announced May 2018
- **Provost (2nd)** left May 2018, Interim announced April 2018 (the Dean of CLAS)

Dean of Engineering steps down
June 2018
• 3 different food service directors
• Change in the Student Union
CFO



"Failure is not an option"
Jerry Bostick

Results of the Goals, Vision & Partnership in Development

- Integrated Science Building – 280,000+GSF
- 545 Bed Residence Hall with New Dining Hall
- 708 Bed Apartment Style Student Housing
- New Student Union Facility – Conference Facility & a few Student Service Offices
- New 600+ Car Parking Garage + Surface Parking
- New Central Utility Plant
- 45+ Acre Site Developed with Infrastructure
- \$350 Million Development including O&M

“Lets do it right. This is for the ages.”

I M Pei





The Vision

- Sustaining the Planet, Powering the World
- Promoting Well Being, Finding Cures
- Building Communities, Expanding Opportunities
- Harnessing Information, Multiplying Knowledge



Goals Realized

**“Architecture is the
thoughtful making of space”
Louis Kahn**



New Burge Union and Integrated Science Building (ISB)



**Jayhawk Trail Passes Thru the Plaza
Dedicated Pedestrian/Bike Path without stairs**





ISB - 23 New Teaching Labs





330 Seat Lecture/Collaborative Learning



180 Seat Collaborative Learning – Raised Floor



**116 Research Lab Modules
28 Core & Cleanroom Lab Modules**



**Nano Science Cleanroom
Over 10,000 SF**



ISB Teaching Lab Corridor



ISB Atrium

**"I'm always searching for
more light and space"
Santiago Calatrava**





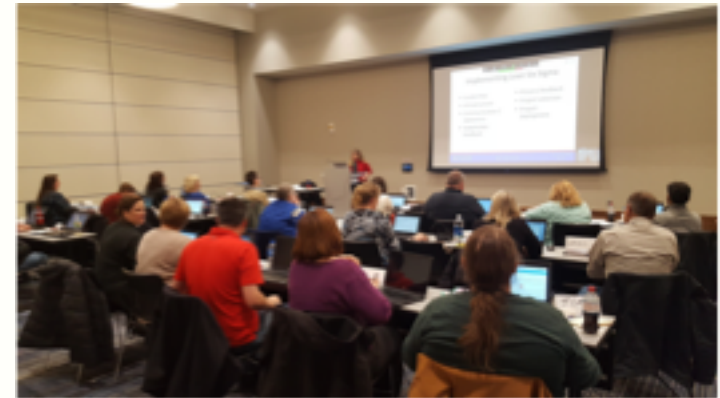
**Central Utility Plant (CUP)
Includes 45 Seat Classroom**



Chillers & Boilers – Room to increase future capacity



Burge Union Ballroom



"The renovation of the Burge has brought back a much needed space for campus. From Jayhawks Choice Awards to NPHC plaques to the Quiet Room on the second floor, it is evident that the Burge will continue on as an additional living room for KU students."

Jaclyn C., Graduate Student

Stouffer Place Apartments



**Downs Residence Hall &
South Dining Commons**

Since Completion of the Campus Master Plan in 2014

- **Completed over 1.8 million GSF of academic, research and student life facilities at over \$744 million. Central District Development Project (CDDP) was a major contributor.**
- **Completed 16 new buildings, additions or renovations. Of the 16 buildings, CDDP contributed 6 structures plus significant infrastructure.**
- **Outreach/partnerships opportunities built into 6 new facilities.**

Lessons Learned

- Take time to learn P-3 before starting
- Communicate, communicate, communicate!!!
- Good team to handle a high volume of work
- Partnership needs to be solution oriented
- Commitment to the partnership with developer
- Commitment to the partnership with administration
- Commitment to the partnership with faculty/students
- Need a CHAMPION of the P-3 process
- Need the continuity of the executive leadership
- Need owner held contingency
- Empowerment of team members
- Preplan with regulatory authorities
- Document all meetings – attendees, minutes and all key decisions – Key to support cultural change

YEARS
LESSONS LEARNED			

"I think you never stop learning"

Norman Foster



QUESTIONS ?

