



**BUILDING A BETTER
WISCONSIN**

**POWERFUL
IDEAS**

**PROVEN
RESULTS**

SM

Innovation at UWM: Integrating Academic, Strategic and Space Planning

**Presented by Robin Van Harpen, Interim Vice Chancellor
for Finance & Administrative Affairs**

**UW System Board of Regents
Capital Planning & Budget Committee - June 6, 2013**

UWM Select Mission Statement

To fulfill its mission as a major urban doctoral university and to meet the diverse needs of Wisconsin's largest metropolitan area, the University of Wisconsin-Milwaukee must provide a wide array of degree programs, a balanced program of applied and basic research, and a faculty who are active in public service. Fulfilling this mission requires the pursuit of these mutually reinforcing academic goals.

UWM Vision

Michael R. Lovell, Chancellor, 2012

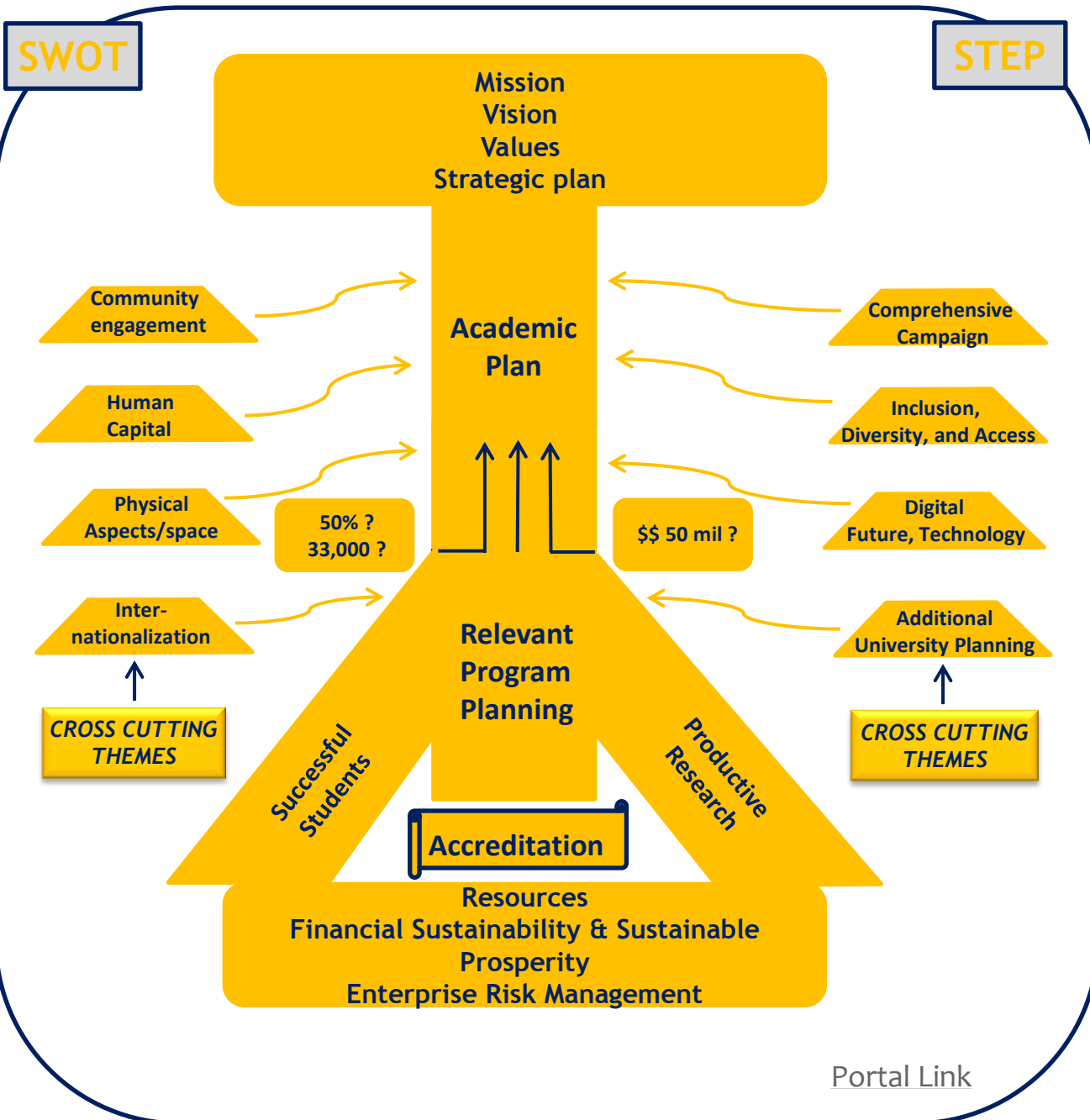
We will be a top-tier research university that is the best place to learn and work for students, faculty and staff, and that is a leading driver for sustainable prosperity.

We will accomplish this through a commitment to excellence, powerful ideas, community and global engagement, and collaborative partnerships.



Integrated Planning at UWM

- Strategic Planning
- Academic Planning
- Budget Model Working Group
- Best Place to Work (BP2W)
- Enterprise Risk Management
- Space/Capital Planning



Timeline for Academic Planning

January/February

Presentations of Academic Plans by Schools and Colleges

December 20

Final Submissions of Academic Plans

October 29

Technology Discussion (Academic Leadership Council)

September 20 (tentative)

Academic Planning III (S/C, VC, Shared Governance Groups, Chairs)

September 12

Internationalization Discussion (Academic Leadership Council)

August 26

Successful Students Retreat (S/C, VC, Shared Governance Groups)

August 22 & 23

Productive Research Retreat (S/C, VC, Shared Governance Groups)

June 11

Comprehensive Campaign Discussion (Deans & Academic Leaders)

May 29

Space Discussion (S/C, VC, Shared Governance Groups)

May 23

Academic Planning II (S/C, VC, Shared Governance Groups, Chairs)

May 15

Inclusion and Diversity Discussion (Academic Leadership Council)

May 7

Comprehensive Campaign Discussion (Deans & Academic Leaders)

April 19

Update on Academic Planning (Chairs & Directors)

April 1 & 2

Leadership Retreat on Academic Planning

March 25

Submission of Academic Program Array

Portal Link

Academic Leadership Space Retreat

May 29, 2013



Integrating Academic, Strategic and Space Planning

Space Retreat Topics

- Overview of Existing Academic Spaces
 - What spaces are in use or in the pipeline?
- Factors Impacting our Use of Space & Space Growth
 - Considerations and challenges
- Project Planning 101
 - Making the use of limited resources

Master Plan 2010: Key findings



- Projected pace deficit of over 1 million ASF
- Critical Space Needs
 - Classrooms
 - Laboratory
 - Research Growth Mission
 - Student Life
- Resulted in Milwaukee Initiative
 - \$240 million funding over 2009-11, 2011-13, 2013-15

Zilber School of Public Health

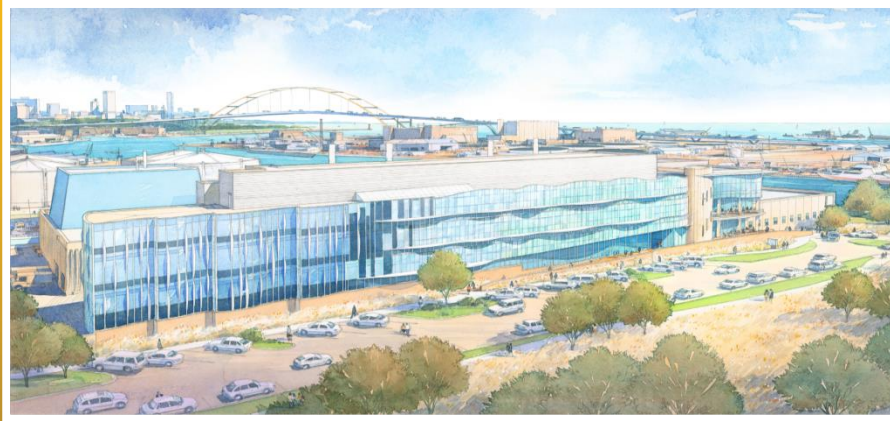


- Completed in June of 2012
- 34,000 ASF
- Best New Development or Renovation for Health Care/Education



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School of Freshwater Sciences



- Construction began Summer 2012
- Opens Spring 2014
- 133,807 ASF

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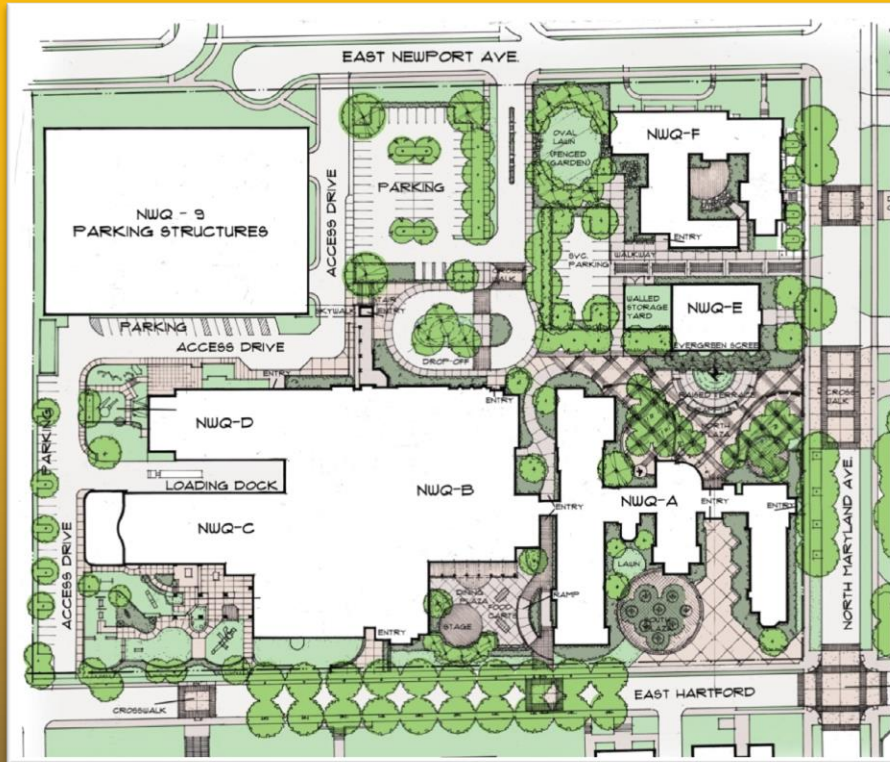
Kenwood Interdisciplinary Research Complex



- Construction began Summer 2012
- Opens Spring 2015
- 72,500 ASF

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Northwest Quad Purchase



- Purchased from Columbia St. Mary's in December 2010
- 6 buildings on 10.9 acres;
- 89,066 ASF; 555,597 ASF Unoccupied

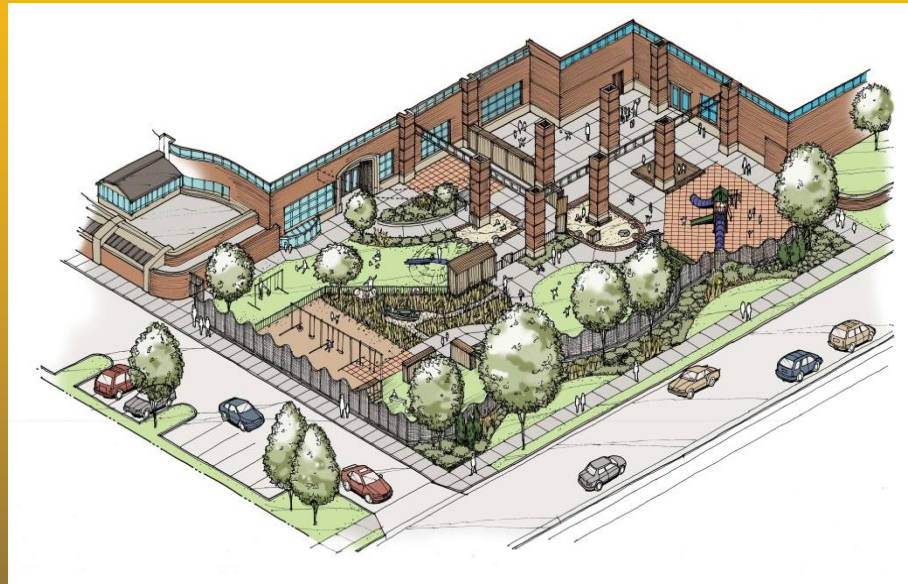
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Northwest Quad - KIRC Greenhouse



- Approx. 8,900 GSF with room for expansion
- Construction began September 2012, opens Fall 2013

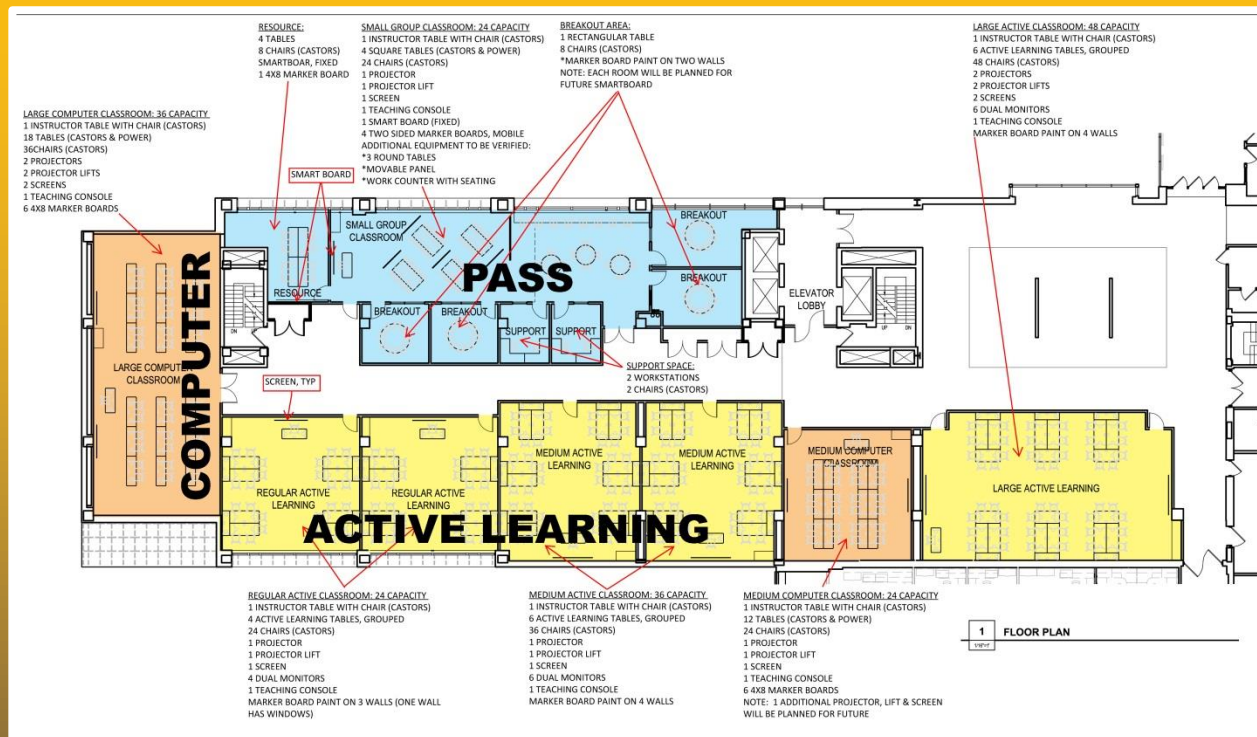
Northwest Quad - Children's Learning Center



- Construction began April 2013, opens January 2014
- 38,220 ASF

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Northwest Quad - Teaching and Learning



- Construction begins summer 2013, open 2014
- 1st floor NWQ D Building
- 5 active learning classrooms & 2 computer classrooms

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Northwest Quad - Student Health Center



- Remodeling of approx. 37,000 GSF of NWQ B & C.
- Replacing the Norris Health Center's existing 14,180 GSF.

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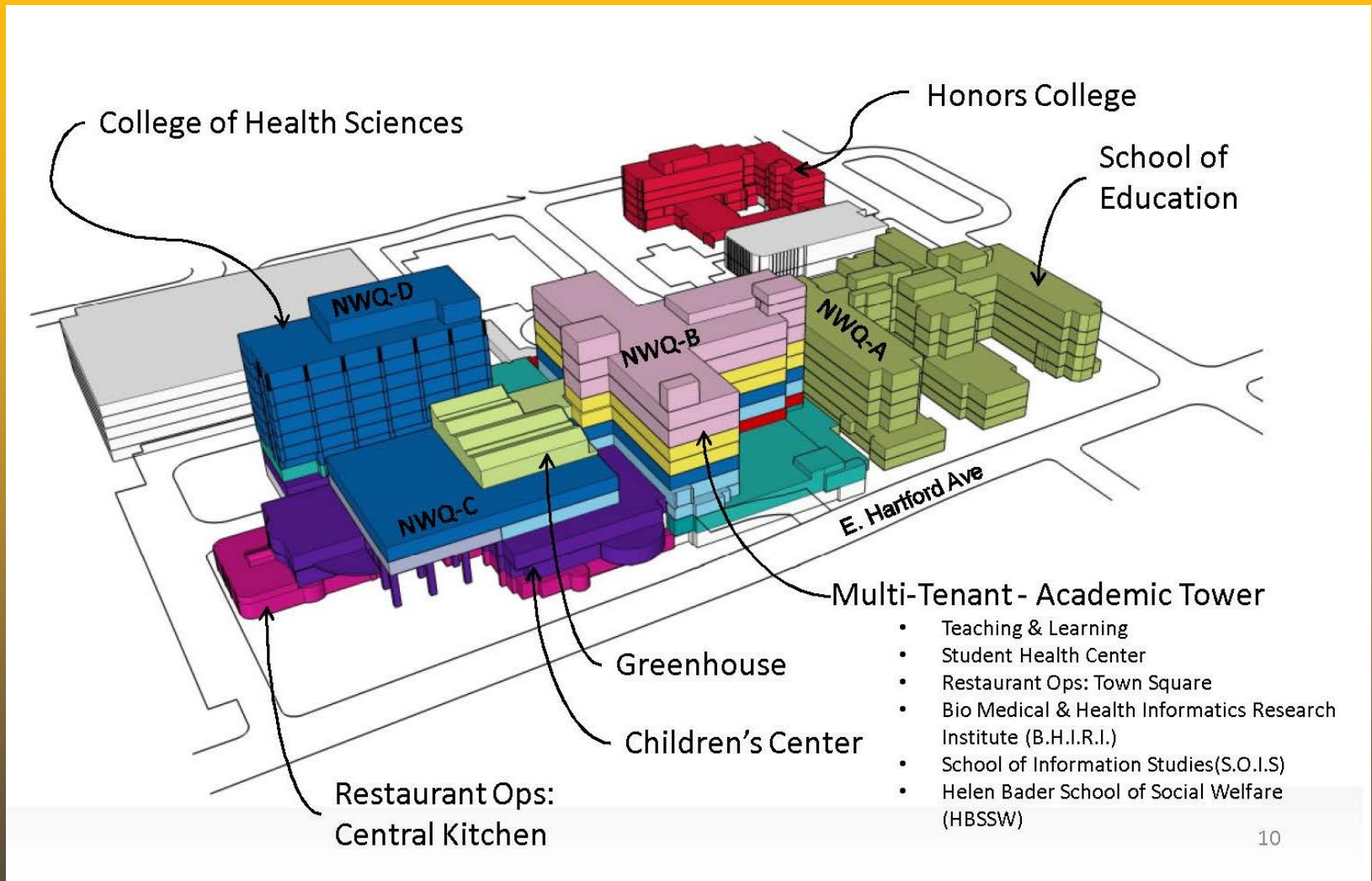
NWQ - Redevelopment Plan



- Planning for long term use of NWQ
- Identify future Major Projects & Facility Renewal Project
- Pre-design being completed for eight projects

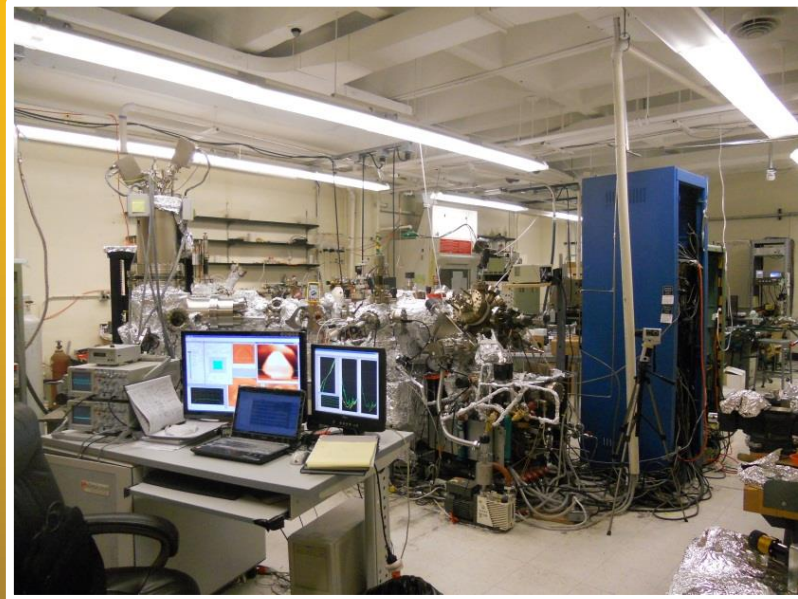
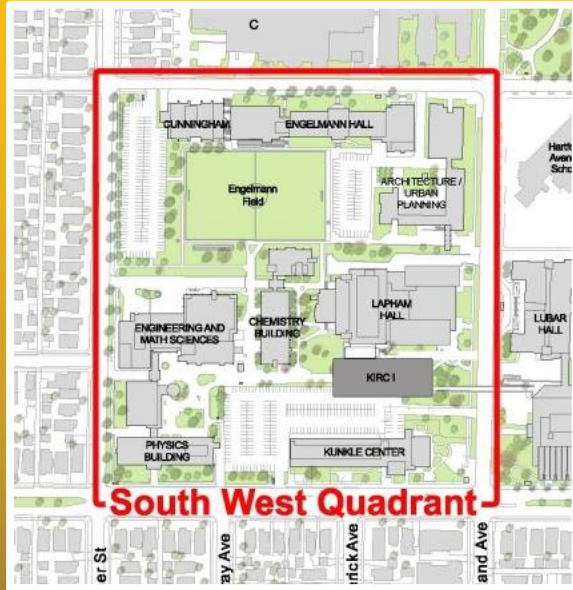
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NWQ Redevelopment - Long Term Users



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SWQ Projects - Redevelopment Planning



- Starting Summer 2013; complete Fall 2014
- Comprehensive assessment and implementation plan to address the campus needs of the Southwest Quadrant

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Global Water Accelerator (Lease)



- Opens Fall 2013
- UWM has a Lease of 7th Floor
- 9,000 ASF

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Innovation Campus



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Innovation Campus Accelerator (Lease)

- 17,000 ASF
- Opens Spring 2014
- UWM Occupants:
 - Bioengineering
 - Transistor Biosensors
 - Rehabilitation Science and Technology
 - Prototyping Center



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Innovation Campus - Integrated Research Center

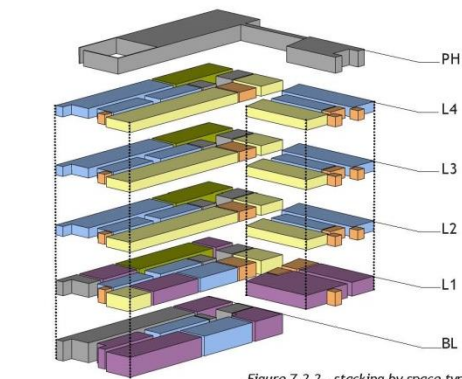


Figure 7.2.2 - stacking by space type

UW-Milwaukee

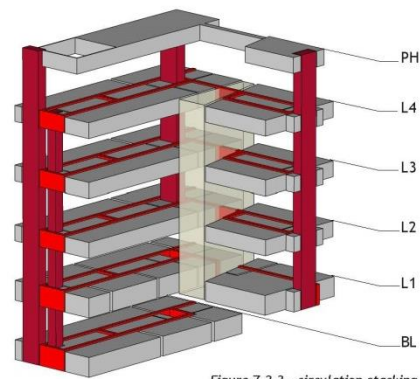


Figure 7.2.3 - circulation stacking

Program Statement 93

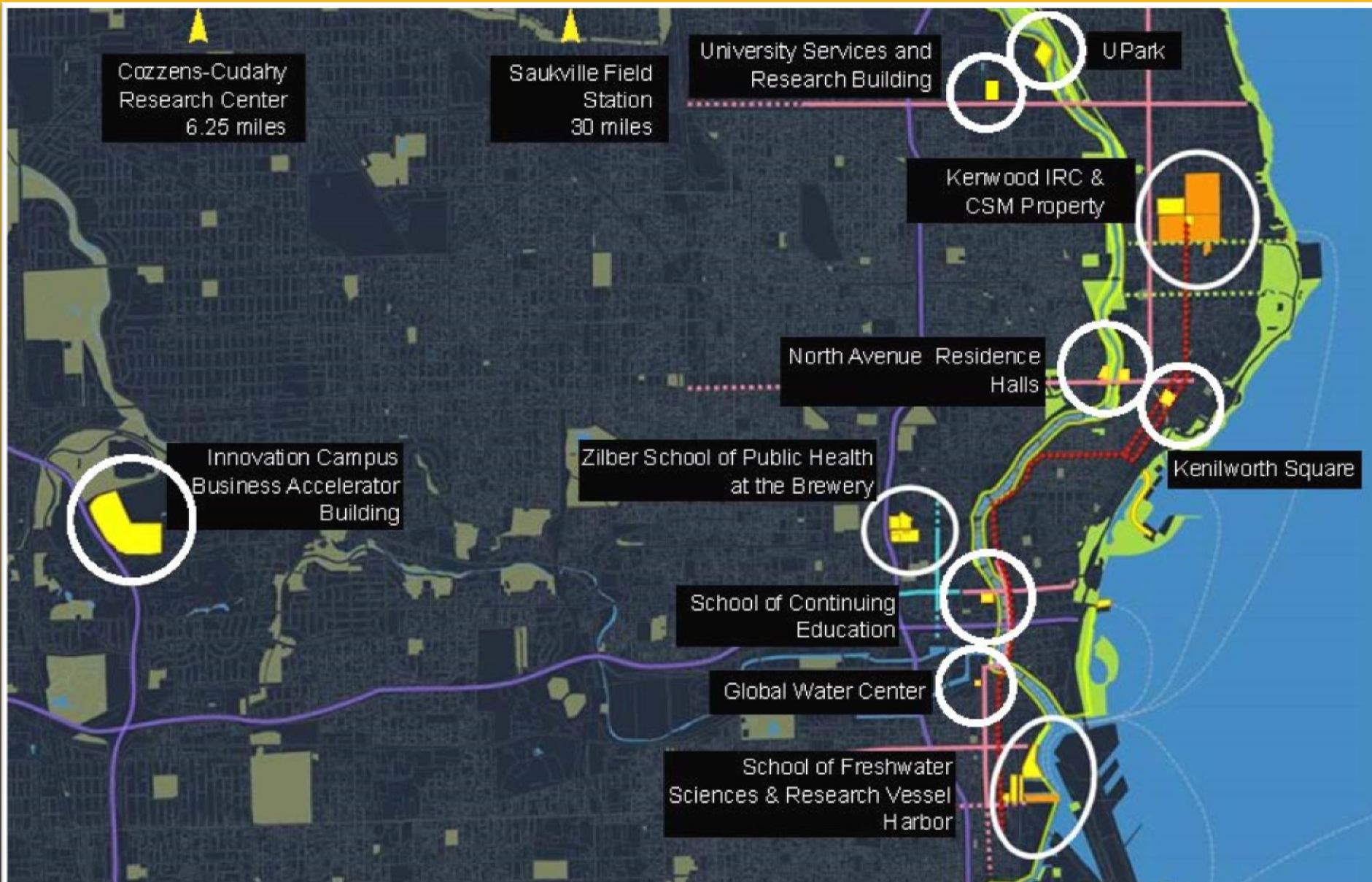
Space Type Color Key

Office/Office Support	Research Core Facilities
Collaboration	Circulation
Research Labs	Building Support
Instructional	

- 72,500 ASF
- UWM authorized to begin design in 2013-15 using campus funds
- To be funded in 2015-17 Capital Budget

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UWM Spaces throughout the Region



Space Deficit

- Fall 2012 Deficit - 1,150,000 ASF
- Fall 2014 Deficit - 1,098,000 ASF
 - Opening of Global Water Accelerator, Innovation Campus Accelerator, Cozzens-Cudahy
- Fall 2015 Deficit - 974,000 ASF
 - Opening of Freshwater Sciences, Kenwood IRC
- 2017-2020 Deficit - 575,000 ASF
 - Opening Innovation Campus IRC, and Redevelopment of NWQ

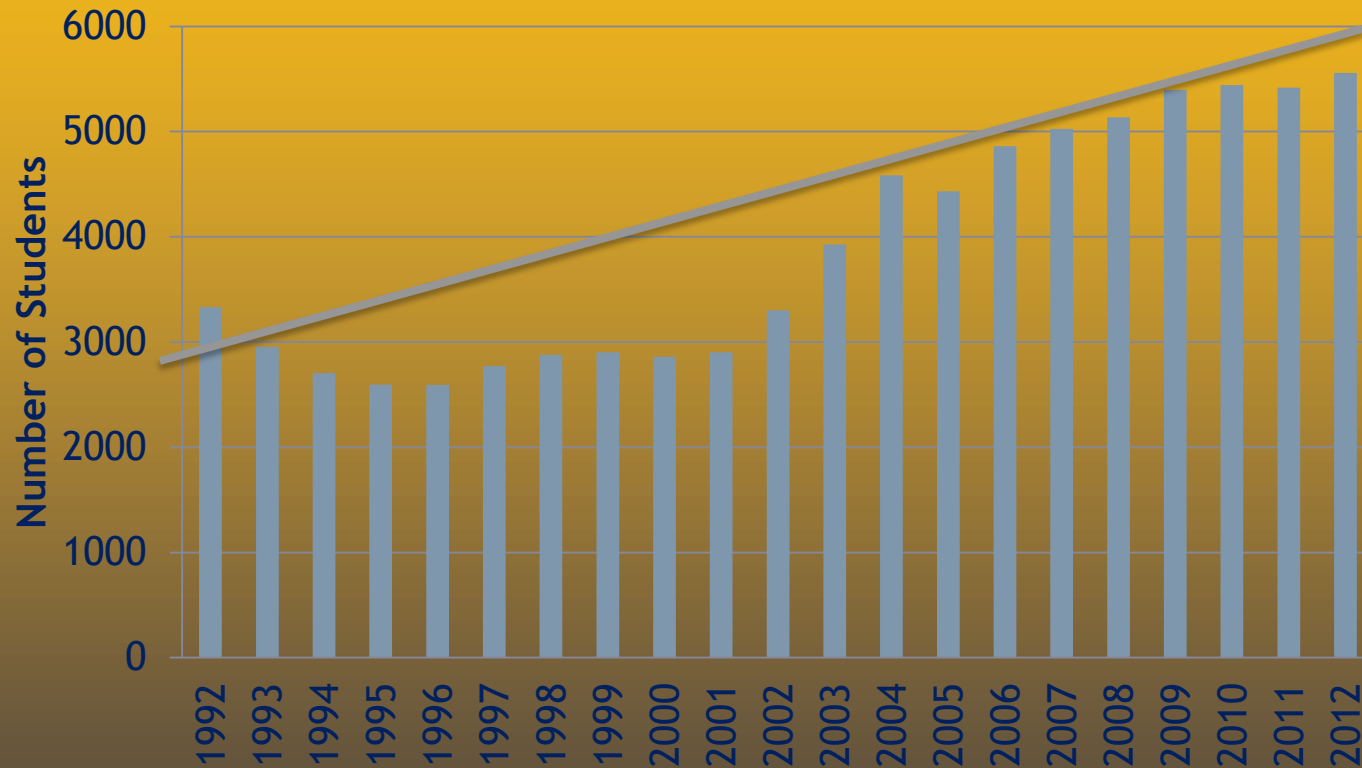
Buildings Beyond Useful Life

- Buildings that have reached the end of their useful lives:

- EMS	222,181 GSF
- Chemistry	149,596 GSF
- Physics	108,392 GSF
- TOTAL	480,169 GSF

Chemistry

Enrollment all Undergraduate Courses



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Chemistry

- 40 different courses, 175-180 lab sections, per year
- Enrollments have increased by more than 100% over the last 20 years
- More than 10% of all undergraduate students are enrolled in a Chemistry course
- Colleges of Health Science, Nursing and Engineering facing significant growth pressures. Chemistry must grow as they grow.
- Laboratory space for instruction has not increased since 1974, and has had minimal upgrades

Chemistry

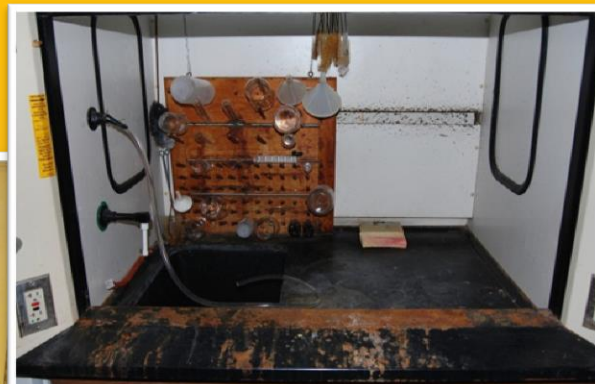


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Chemistry



Chemistry



UW-System Classroom Technology Standards

- Level 1 - 42% of rooms (UWS goal 30%)
 - Overhead projector
- Level 2 - 35% of rooms (UWS goal 50%)
 - Video projector and audio
- Level 3 - 23% of rooms (UWS goal 20%)
 - Touch screen and teaching console

Operating Cost Considerations

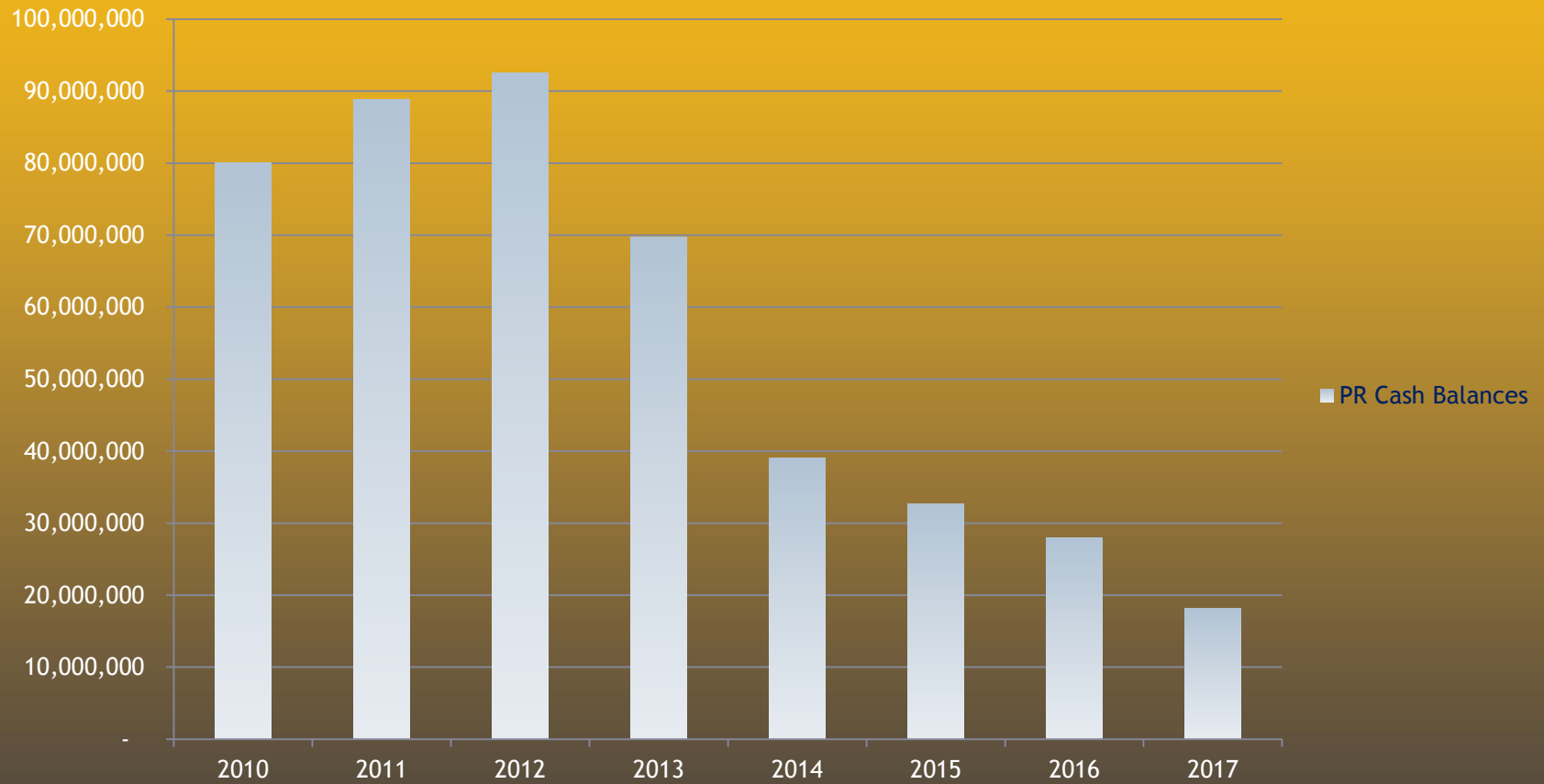
- Facilities Occupancy cost = \$7.00/GSF
- IT Occupancy cost (UITs) = \$2.50/GSF
- No added funds from GPR for added space costs

Operating Cost Considerations

- Funds drawn from central pool for new buildings
 - ZSPH - \$400,000 (current)
 - KIRC - \$900,000 (beginning FY2015)
 - SFS - \$400,000 (beginning FY2014)
 - Innovation Campus IRC - \$900,000 (beginning FY2017)
 - Innovation Accelerator - \$700,000 (beginning FY2014)
 - Global Water - \$700,000 (beginning FY2014)
 - Cozzens-Cudahy - \$95,000 (current)
 - NWQ - \$4,000,000 (current)
- Annual total of \$6.3M next year, \$7.2M in FY15 and \$8.2M beginning FY2017

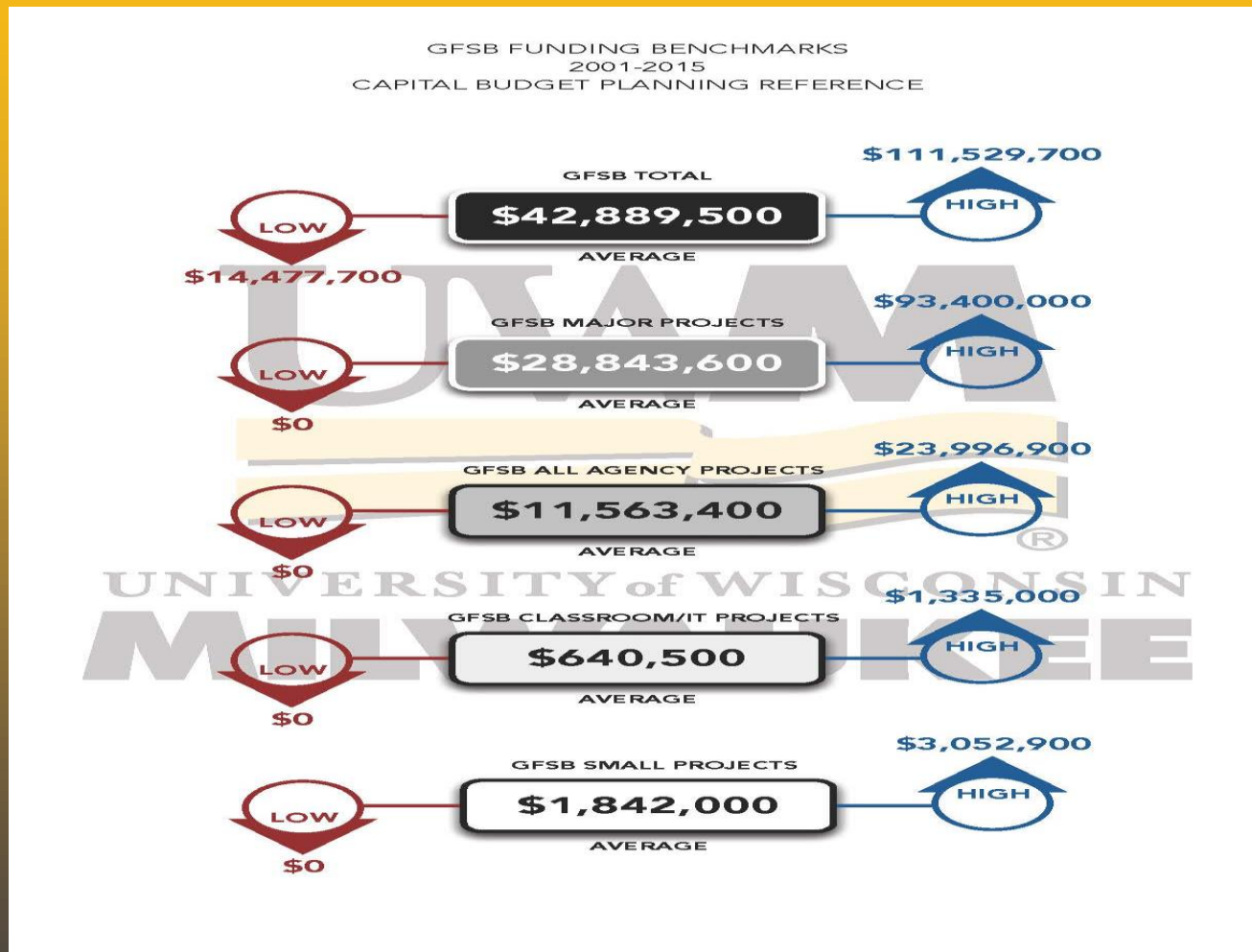
Operating Cost Considerations

UWM Projected PR Cash Balance



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Expected GFSB Capital Funding



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Schedule Considerations

Project	Capital Budget Biennium			
	2013-2015	2015-2017	2017-2019	2019-2021
KIRC	\$30M			
Innovation Campus		\$75M		
NWQ		\$45M		
School of Education				\$45M
College of Health Sciences			\$46M	
School of Information Science			\$???	
Helen Bader School of Social Welfare			\$???	
Honors House			\$15M	
Potential SWQ Projects			\$???	\$???
Arts Center Performance Venue				\$35M
Bolton/Curtin Additions/Remodeling				\$35M
Mitchell Hall Renovation (Design)				\$20M
Innovation Campus IRC Phase II				\$75M

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Space Retreat Discussions

Questions Asked of Academic Leadership:

- How can we better use the spaces we already have or that are in the pipeline?
- How can the spaces we have best be assigned and managed?
- How do we pay for operating costs associated with new and existing spaces?
- How can we leverage technology to improve use and space?
- How can we better evaluate and rank competing capital projects and assign academic space?
- How can we find other ways to fund capital costs?

Space Retreat Discussions

Themes from Academic Leadership:

- *Recognize resource limits*
- *Consider ROI & other value metrics*
- *Study space use & establish standards*
- *Promote sharing, collaboration & consolidation*
- *More flexible, multi-use, fluid space assignments*
- *Change the academic models & incentivize use of spaces during underutilized times (weekends, summer)*
- *Leverage technology; optimize mix of online/in person courses*

UWM Integrated Planning Outcomes (so far)

- Collaboration
- Leadership
- Creativity
- Commitment
- Shared vision