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
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

Integrating Academic, Strategic and Space 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
Academic Leadership Space Retreat
May 29, 2013

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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

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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

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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

Integrating Academic, Strategic and Space Planning
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

- 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

Integrating Academic, Strategic and Space Planning
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

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Chemistry

Enrollment all Undergraduate Courses

Number of Students

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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

Integrating Academic, Strategic and Space Planning
Chemistry

Integrating Academic, Strategic and Space Planning
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

Integrating Academic, Strategic and Space Planning
Expected GFSB Capital Funding

Integrating Academic, Strategic and Space Planning
## Schedule Considerations

### Integrating Academic, Strategic and Space Planning

<table>
<thead>
<tr>
<th>Project</th>
<th>Capital Budget Biennium</th>
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<tbody>
<tr>
<td>KIRC</td>
<td>$30M</td>
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<tr>
<td>Innovation Campus</td>
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<td>NWQ</td>
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<td>School of Education</td>
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<td>College of Health Sciences</td>
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<td>School of Information Science</td>
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<td>Helen Bader School of Social Welfare</td>
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<td>Honors House</td>
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<td>Potential SWQ Projects</td>
<td>$??</td>
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<td>Arts Center Performance Venue</td>
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<td>Bolton/Curtin Additions/Remodeling</td>
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<td>Mitchell Hall Renovation (Design)</td>
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<td>Innovation Campus IRC Phase II</td>
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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?

Integrating Academic, Strategic and Space Planning
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

Integrating Academic, Strategic and Space Planning
UWM Integrated Planning Outcomes (so far)

- Collaboration
- Leadership
- Creativity
- Commitment
- Shared vision