

Campus Planning Committee Annual Report

May 20, 2013

1. Annual meeting with Campus Planner, (Sasaki Associates) Linda Eastly. In this meeting Linda and Campus Facilities presented updates to the Campus Plan and the associated document. Although most CPC members were very interested in how this plan reflects the growing pressures of MU's larger enrollment on traffic, parking, movement across campus, classroom space and other general issues of campus relevance, it was noted that there was no CPC involvement in the formulation of the plan and its updates. The committee was asked for advice about the Campus Plan document, which included wording of the text and the look and feel of the published plan. Most of the CPC faculty members were unable to attend the campus "Town Hall" meeting on the Campus plan because of conflicts with teaching schedules, thus many CPC members missed any new elements of the planning. The Town Hall meeting appears to be the venue in which input to planning occurs. The committee remains hopeful that future scheduling will offer opportunities for the committee to consult with Linda and actually advise Campus Facilities about some of issues of campus planning. A March meeting was scheduled so that CPC could bring forward a set of items of general interest for future discussion.
2. A Campus Projects FAQ document was prepared to educate the committee and other stakeholders about the process used for approval and implementation of campus projects. This document was prepared as a result of the first CPC meeting during which committee members were asked for input about topics of interest. This background information was needed to orient committee members and provide background for future discussions. The document was prepared by recording a Q & A session between the committee and Gary Ward, Associate Vice Chancellor for Facilities. The resulting document has been approved by Campus Facilities as representing the process.

Specific topics of interest to the committee and to campus constituents were identified as:

- The project process. How is a project initiated, who does the design/construction work, who approves, who pays, etc...
- How do units wanting projects proceed?
- The facility condition needs index (FCNI) process and how it is used in decision making.
- The process used for health system projects and planning efforts.

The Campus Project FAQ document is attached. See Appendix A.

3. To plan for the CPC agenda in the next year, the committee worked to identify issues of concern to committee members. The discussion focused on traffic, parking, movement across campus, classroom space and other issues or concerns which may be anticipated concurrent with MU's larger enrollment. Topics of discussion included the following:

- The proposed changes to Providence Road south of Stewart were precipitated by a set of residents of the Grasslands. The University has been in a responsive role, letting the City and the Grasslands work toward a solution. Solution is in flux.
- Current planning would have Turner becoming a main access route to the University. It would have to be reconfigured (no parking, etc.). There is an advantage in that it would provide a direct access to Turner Garage, but would change other flows etc.
- Rollins has safety issues currently which result from confluence of buses, cars and pedestrians in hours prior to the closure of the street.
- Role of Rollins in Providence road reconfiguration. How would busses/traffic get to Rollins? Would it maintain its current role? Would buses enter campus on Turner?
- Campus Facilities works with a traffic planner who will be consulted before the streets and access routes are reconfigured.
- There is always a trade-off between the attractiveness of campus and some potential changes. (Turner is not a particularly pretty street for a main access way to campus.)
- Attention has been focused (for a couple of years) on College Avenue safety and measures are now in place.
- Safety issues remain (but are not limited to)
 - 6th street hill by Engineering—cross walk
 - Cornell Hall at intersection of Turner and Tiger (drivers don't see/stop at stop sign)
 - Rollins morning congestion
- MU does not own the streets that go through campus. MU owns none of the numbered ones and only some portions of the others.
- Snow removal by Campus Facilities has been stellar.
- Campus Facilities sometimes moves snow on adjacent city streets to assure MU access. City lacks capacity to respond immediately to all city needs when heavy snow occurs.
- Some neighbors to campus (Newman Center for example) do not clear their sidewalks or may not re-clear them after the snow plow goes by. This makes for safety issues for students who walk in the streets, etc. Can sidewalk clearing ordinance be enforced?
- Ways to make the CPC session with the campus planner, Linda Eastly, more of a dialog about future planning rather than a retrospective of current planning.
- At the all-campus town hall session, Linda discussed the “Infill” study done by her predecessor. The study shows where empty spaces are and the suggested building which might “fill –in” those spaces. This is an important topic of interest to CPC which had not been discussed.

Other Issues

Survey results and the UM Campus Mass Transit Study Report were provided by Lee Henson. It was revealed that the campus didn't participate directly in the City of Columbia on-site trips to three campus towns, but were represented by the consultant who wrote the MU report. Lee Henson participated in the visit to Lawrence Kansas as a representative of the Columbia

Disabilities Commission and a self-appointed MU representative. While CPC may not wish to delve deeply into the bus system, there may be implications on campus beyond those of interest to the city.

Planning for Future Meetings

Developing an understanding of current planning and processes in Campus Facilities and elsewhere to address these issues.

- Need to see reports or have a briefing from Safety Committee and Parking/Transportation Committee.
- Need to have conversation with Linda Eastly about Campus Infill 2004 Report and future planning
- Need to understand Traffic Planning

Development of recommendations for future actions by CPC or other entities as related to issues of concern.

- In early Fall, meet with Linda Eastly to discuss Infill Planning
- In early Fall, meet with Traffic Planner
- Disseminate Reports in 2 a.

Administrative tasks

- In August, request schedules of all CPC members to reduce scheduling conflicts for meetings.
- Work with Julie Lowrey to schedule events in 3 above.

Appendix A

Frequently Asked Questions¹² Campus Renovations and New Buildings

Q: What is the process by which building projects are approved and moved forward at MU?

A: This depends on the project size, type, and how the project originates. In general, every project requires a PERF (Project Evaluation and Request Form) with a dean's signature. For larger projects, approvals from the Provost/Chancellor office may be needed before the project is considered. It is expected that any large project would involve a conversation with the Provost or Chancellor ensuring their support for pursuing the project.

Q: Who can request a project?

A; Project requests must come from the dean's level or above. Dean's support is shown by the signature on the PERF. Project requests are either 1) for moving the project forward toward implementation or 2) designed as a mechanism for receiving an estimate of project expenses to allow further planning or fund raising for the project to take place.

Q: Does getting an estimate on for a project move the project to a higher priority for implementation?

A: No. Many projects for which costs are estimated die without further action as a result of the sponsoring unit being unable to secure the funding or because priorities or plans of the unit or University change.

Q: What happens to the PERF forms when received by Campus Facilities?

A: A PERF is reviewed at several levels which may include:

- VC Administrative Services – to see that the right people are involved in approvals to address any possible issues (such as parking, utility availability, asbestos and/or safety)
- Provost—to assure no adverse impact on the academic or research mission (such as taking classrooms out of service for other uses)
- Director of Budget—to assure funding is available or can be worked out

¹ This document is intended to overview the basic processes and logic used by Campus Facilities to approve and execute building projects. It is not intended for use as a guide for units wishing to pursue a project, as every project is different and may require different considerations.

² This document was developed from a Q&A session between the Campus Planning Committee and Gary Ward on 11/26/2013.

- Office of Space Planning—to assess the logic of the space use, the reasonableness of the request, and to assure that the project request is for space assigned to the department making the request.
- Campus Planner –to assess implications for the future footprint and functionality of the campus as effected by the project.

Q: What is the Office of Space Planning and what does it do?

A: This office provides and maintains an accurate set of campus floor plans, space inventory data and campus maps for all campus-owned and leased facilities. This office also recommends space assignments and reassignments to the Chancellor and Provost.

Q: What kind of projects are the simplest to get approved?

A: Small projects that have funding in place, dean’s approval, and no red flags in the review process can move forward quickly.

Q: What happens if a unit has a desired project but no funding for it?

A: The unit can file a PERF to request an estimate of the costs. If the project fits certain parameters it may be possible that it can be covered by existing (but limited) maintenance funds or energy conservation funds. Alternately, if the unit can show that the project has extremely positive academic implications that contribute to MU goals; it might be able to get some of the limited campus level funding. In most cases, the unit will have to seek ways to fund the project itself, through donors, grants or other resources.

Q: How does a unit get an academic building or significant renovation to an existing academic building?

A: All major academic building projects begin in consultation with the Provost. Before moving forward, the unit must prepare an academic business plan which shows how the project meets both unit and campus goals. The plan must include items such as what the unit wants to accomplish, how the project impacts the unit, the College, contributes to the MU strategic plan and to the State of Missouri. It discusses where the unit wants to be and how the project will facilitate those goals. It includes the need for faculty, staff, programs, student space, faculty-student ratio, research needs, etc. The Office of Space Planning cooperates with and consults on the development of the study.

Q: What is the most misunderstood element of the new building approval process?

A: Approvals of new buildings are not about the structures but about MU’s strategic plan. Approvals are about achieving campus goals and enhancing academic standing and reputation not about bricks and mortar. The focus is on academic programs and their contributions to MU. The process is not “building centric”. New buildings are a partnership involving the unit and the Provost/Chancellor which seeks to achieve campus academic goals at a very high level.

Q: If a proposed building is placed on the Campus Master Plan, does that mean the building will become a reality?

A: No. There are conditions which must be met before proceeding. The plan is always evolving and can change as priorities and campus strategies change and new information is considered.

Q: What does the campus master planner consider in recommending changes, such as new building sites, on the campus master plan?

A: The type of building and its function are both considered. Some buildings would be considered “signature buildings” because of their size, design or importance to the campus visibility. They might be awarded a more prominent location. Others might be clustered with buildings of similar function, as a building for the College of Nursing might be located near the Hospital and Clinics. Other decisions may depend on infrastructure implications (e.g. parking, traffic flows, utilities, etc.).

Q: The process MU uses for building projects is referred to as “holistic”. Why is such an approach used?

A: The fact that there has been no state funding for building projects has made it essential to carefully marshal resources to achieve campus goals. The process must be agile to allow units to respond to grants and other funding opportunities. The holistic approach has led to more flexible thinking about available space. For instance, classrooms need to be adaptable to changes in the student body and styles of teaching. Faculty spaces change with laptops and wireless making the fixed office less of a necessity. Science labs needs are altered with application of simulation technology for example.

Q: If MU grows to 40,000 students, is there a way to plan for this growth?

A: To deal with growth, the Academic Business Plan is essential to determine which projects are best for MU and accordingly, what space resources are needed. Goals such as developing a stronger AAU profile and meeting the need for engineering graduates have led to certain priorities. Enrollment Management has become more engaged in assessing classroom needs and assignments, and led to longer teaching days, evening classes and assessing unused blocks of classroom time. The largest issue looming is that of providing sufficient teaching laboratory seat to serve these students.

Q: Why does it seem that projects in the hospitals and clinics, athletics and residential life always given a priority?

A: At MU, operations are separated into two types: 1) the academic enterprise (i.e. the campus) and 2) the auxiliary units. The campus is funded from three primary sources: state allocation, tuition and fees, and research funding. The auxiliary units must “self -fund” which means they must raise the revenue from their operations to cover their operating expenses and pay for any projects they wish to do.

Q: Since there is a Campus Master Plan as well as Master Plans for Athletics, Residential Life, and Health Sciences, what happens if there is a conflict among them?

A: The campus master planner makes recommendations for the resolution of conflicts with the support of the Chancellor and his staff.

Q: What are the auxiliary units at MU and how do they raise their funding?

A: Here are the main auxiliary units and their primary revenue sources:

- Residential life and Campus Dining Services – student charges for housing and dining contracts. Revenue from summer camp rentals and campus dining establishments.
- MU Hospitals and Clinics—patient fee revenue
- Intercollegiate Athletics—ticket revenue, conference revenue, media rights, licensing
- MU Bookstores—book and merchandise sales
- KOMU –advertising sales

Q: Does the Campus ever give auxiliary units such as Intercollegiate Athletics funding or help them with projects? Do they ever share their resources with campus?

A: Auxiliary units are expected to pay their own expenses and pay for their own projects. They are allowed to accumulate reserve funds to pay for capital projects. Because they have a stream of

revenue, they can sometimes issue (with campus support) revenue bonds which will pay for capital projects and be repaid out of future revenues. If there are auxiliary units which are critical to the MU academic mission and reputation, there are times they receive some help from the Campus, but this is rare. Examples might be the *Missouri Press* and the *Missourian*, both of which are judged to be important to MU's mission. With respect to auxiliary units giving back to campus, there are numerous examples. Several units have given a portion of their reserve funds to campus during times of financial need. The Bookstore gives money back to campus and Athletics shares licensing fees with campus that once went solely to IA. With entrance to the SEC, plans are underway for additional revenue sharing from athletics.

Q: What happens when the auxiliary unit projects use campus resources such as utilities, infrastructure, roads, and services?

A: Auxiliary units are charged for resources they use. During construction, they must pay a facilities fee to campus for any new square footage to pay for chilled water access and the like. They are also assessed an annual fee for maintenance and repair of storm water, streets and other infrastructure.

Q: How does the campus fund new buildings, renovations and other projects?

A: There are several mechanisms for funding large projects, however, funding is increasingly difficult to secure.

- State funding—the last building to receive a state capital appropriation was the Life Sciences Building in 2002. That funding required a 20% match from MU. Several proposals to assist colleges and universities in Missouri have been supported by the State Legislature; however, it is unknown if and how they will be implemented. The Statewide Bonding project would make bond funds more available, but the rules and availability are not known yet. A plan by which the State would fund 50% of a building if the institution comes up with the other 50% is also on the table. Again, the details such as whether projects could be divided into phases are not known.
- Revenue Bond Funding—The University of Missouri System has limited bond capability, so decisions must be carefully made by MU about when and which projects should be brought forward for possible bond funding. A plan is necessary to show how the revenue stream will be generated to pay back the bond. This becomes a chancellor's level decision about priorities and goals. Given the shortage of overall campus (E&G) funds, promising the payback has serious implications on the future financing of the campus.

Q: How are maintenance projects chosen?

A: Unfortunately, the campus has identified \$552 M in maintenance needs including \$212 M in deferred maintenance. The current maintenance budget is \$14M a year, but \$6 M must be devoted to recurring expenses (filters, light bulbs, etc). Of the \$8 M remaining, less than a third of it can be spent on proactive maintenance, with the remainder used for "fighting fires" (ie dealing with emergency situations like a leaky roof.) Priorities must be set which consider safety (fix a dangerous sidewalk) and impact (future damage to the structure if not fixed.)

Q: How is the decision made to renovate an entire building versus making selected improvements? How are projects prioritized?

A: Campus Facilities' Facility Operations maintains an up-to-date facilities audit which includes a Facilities Condition Needs List. Using a process designed by ISIS, each building on campus is assessed

according to its replacement value (RV) and its cost to repair (CR) and a Facilities Condition Needs Index (RV/CR) is computed. If the FCNI is closer to 1, repairing the building is unwise. Repair should be done if the ratio is 0.3 or less. If over 0.4, the building should be renovated. This ratio shows where the priorities are for renovation and where repairing can be throwing money down a hole. If there are several buildings with very high ratios, then the Provost or Chancellor must prioritize them according to centrality to the campus's strategic needs. Currently, Lafferre Hall 1935-44 addition has the highest ratio (.91) and is a priority.

Q: How are ADA projects funded?

A: These projects are on the same list as all campus projects. They are assessed as to their strategic importance and prioritized along with other projects. They must vie for funds with all other projects.

Q: How does MU do so much with so little?

A: In planning projects, MU attempts to be very strategic, very holistic, very organic and very flexible. At one time, the State's funding made all projects more feasible, but with the declining involvement of the State, the campus has had to become more creative. Opportunities for grant funded projects have forced adaptations that allow quick responses to meet short planning deadlines. Over time, the project managers from Campus Facilities have become more specialized (i.e. working solely with lab projects or with parking structures) and have become more relationship based.

Q: What are the campus committees that address campus planning and infrastructure issues?

A: The main committees are:

- The Campus Planning Committee
- Campus Parking and Transportation
- Campus Safety
- Environmental Affairs and Sustainability