

Campus Real Estate and Capital Infrastructure Improvements

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Introduction

My work at Drew University included divisional oversight of real estate, capital infrastructure improvements, campus beautification, and the supervision of a multi-million-dollar annual capital budget.

I was also the lead staff person for the Board of Trustees' Buildings and Grounds Committee.

At the time, Drew had a 186-acre campus. About eighty-nine of those acres were developed, accommodating 51 buildings with about 1 million gross square feet. The average age of these buildings was eighty-four years.

Outlined here are examples of the work done by the Facilities Department team that I supervised, supported by countless contractors and other professional service providers.

Pictured here is a section of a significantly upgraded dining hall, opened in 2016.



Campus Real Estate and Capital Infrastructure Improvements Drew University 2016 - 2021 Real Estate

Led the development of a multi-year real estate strategic plan, as commissioned by the Board of Trustees.

Revived the monetization of non-core University-owned and operated properties including four vacant lots zoned for housing, eight single-family homes and one multi-unit facility with a combined appraised value of about \$8.5 million.

- A later phase anticipated the sale of three additional properties at a then appraised value exceeding \$2 million.

Led the initial phases of the legal and operational reorganization of a 46-unit condominium facility, taking it from a mostly University controlled and operated entity to one with a fully independent condominium association.

- This reorganization contributed to --
 - Reduced direct and indirect operating costs for the institution; and
 - the later sale of 28 University-owned units to a private developer.

Introduced a thoughtful, yet purposeful institutional dialogue about selling or co-developing select parcels of nearly 30 acres of undeveloped peripheral campus property through a public-private partnership.

- The University continues to earnestly explore development opportunities for this peripheral property.
- Any income generated from this activity would be mostly invested in the University's endowment.

Campus Real Estate and Capital Infrastructure Improvements

Drew University | 2016 - 2021

Capital Projects

- **Installation of a one-stop shop service center for the offices of financial aid, student accounting, and the registrar.**
- **Installation of two new biology wet labs.**
- **The replacement of roofs for four residence halls, the main athletic facility, and the science building.**
- **Interior remodeling of residence halls, including the waterproofing of bathrooms.**
- **Residence hall boiler replacements.**



Campus Real Estate and Capital Infrastructure Improvements

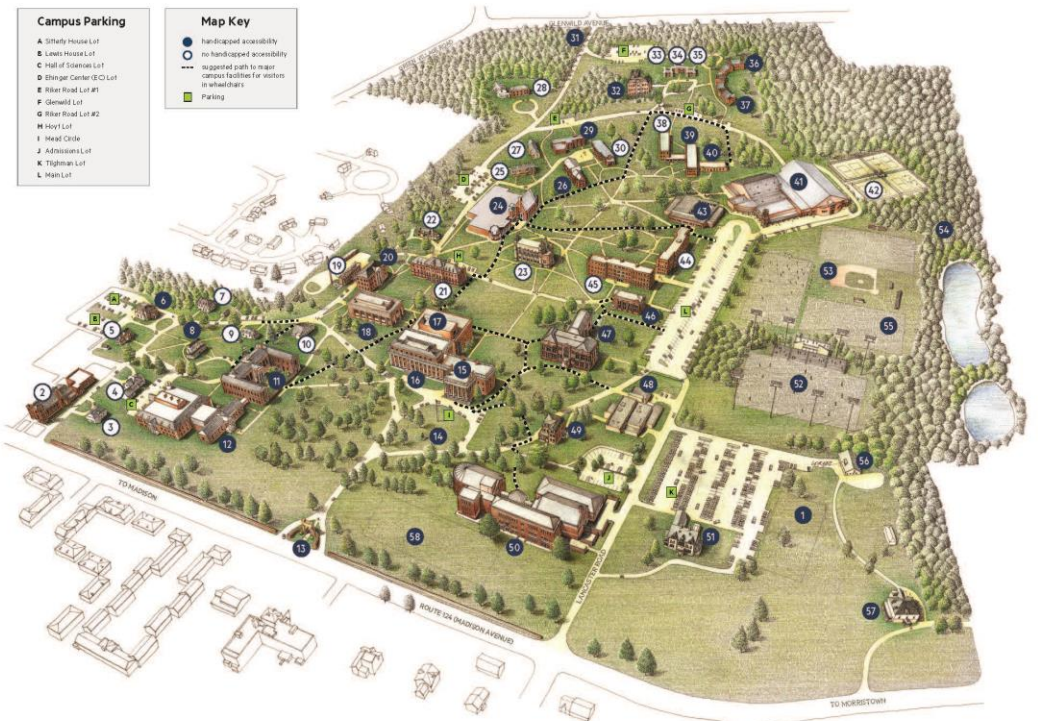
Drew University | 2016 - 2021

Infrastructure Improvements



Had divisional oversight for infrastructure improvements that included –

- Significant upgrades to an underground steam heating system.
- Upgrades to campus electrical infrastructure, including main electrical sub-stations and transformers.
- Code compliance upgrades, such as installing hard-wired centrally monitored carbon monoxide sensors in residence halls.
- Underground storage tank soil remediation and tank removal.
- Campus-wide replacement of security cameras.
- VOIP phone system replacement for the campus.
- Main road and parking lot repaving.
- ADA ramp replacements.
- Instructional space rehabilitation, including painting, carpeting, dropped ceilings, lighting, furniture, and AV equipment.
- Campus-wide Wi-Fi system upgrade.
- Installation of a new 10G fiber network.



<ul style="list-style-type: none"> 1. Sibley House Lot 2. Lewis House Lot 3. Hall of Sciences Lot 4. Elmer Center (EC) Lot 5. Ribier Road Lot #1 6. Semmler Lot 7. Ribier Road Lot #2 8. Hoyt Lot 9. Head Circle 10. Admissions Lot 11. Tipton Lot 12. Main Lot 	<ul style="list-style-type: none"> • Handicapped accessibility • No handicapped accessibility • Suggested path for major campus facilities for visitors in wheelchair ■ Parking
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<ul style="list-style-type: none"> Counseling Center, McClintock 40 Crang Chapel 47 Crawford Hall 24 Deans' Offices 23 Campus Life and Student Affairs 24 Casperen School of Dietetic Studies 15 Reliefers 3 Witch Hall (1927) 38 Wendell Hall (1927) 45 Wesley House (1937) 49 Zuck Arboretum (1983) 54 Foreign, Comparative 8 Sociology 9 Spanish 31 Theatre Arts 50 Women's and Gender Studies 6 Writing and Communications Studies 6 Computer Lounge 24 Conferences and Events 56 	<ul style="list-style-type: none"> McLendon C-Store 32 Pearl's Cafe 11 Starbucks 24 Graduate Division of Religion 47 Teacher Education 23 Medical Humanities 23 Great Hall 23 Greenhouse 12 Health Services 40 Human Resources 57 INTO New York 51 Korn Reading Room 16 Korn Art Gallery 50 Library, University 17 	<ul style="list-style-type: none"> Mail Services 48 Faculty and Staff 48 Students 43 Pool 41 Post Office 43 President's Office 15 Print Services 48 Pub, The 24 Purchasing Office 57 Provost's Office 15 Radio Station (WJMU-FM) 24 Registrar's Office 11 Research Institute for Scientists 15 Emeriti, The Charles A. Dana (RISE) 12 	<ul style="list-style-type: none"> Residence Halls 20 Asbury 20 Baslow 30 Brown 37 Eberhardt 27 Foster 34 Hasefont 26 Holloway 39 Hoyt-Bowen 21 McLendon 32 McLendon 32 Miller 29 Teple 44 Tolley 38 	<ul style="list-style-type: none"> Tomn Houses 25 Wells 38 Wendell 45 Shakespeare Theatre of New Jersey 46 Softball Field 55 Student Accounts 31 Student Activities 24 Student Employment Office 57 Student Government Office 35 Undergraduate 35 Student Life Offices 24 Tennis Courts 42 Theatres 17 Thomas H. Rean Black Box Theatre 50 F.M. Kirby Shakespeare Theatre 48 	<ul style="list-style-type: none"> The Concert Hall at Drew 50 Theological School 47 Faculty Offices 47 Doctor of Ministry Office 47 The Launch Center 47 The Space 24 Thompson Graduate Commons 23 United Methodist Archives and History Center 18 University Technology 18 Help Desk 17 Instructional Technology Center 17 Media Resource Center (MRC) 17 Zuck Arboretum 54
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Drew University | 2016 - 2021

Institutional Space Planning

Led a campus-wide committee for the development of an institutional space use plan to accommodate anticipated enrollment growth (driven by the University's tuition reset plan).

Drew reset its tuition and saw a significant increase in new student applications.

This review process -- including an independent comprehensive, campus-wide space usage analysis -- pre-emptively addressed how instructional, student life, and administrative space should be changed to best accommodate anticipated growth in the student population.

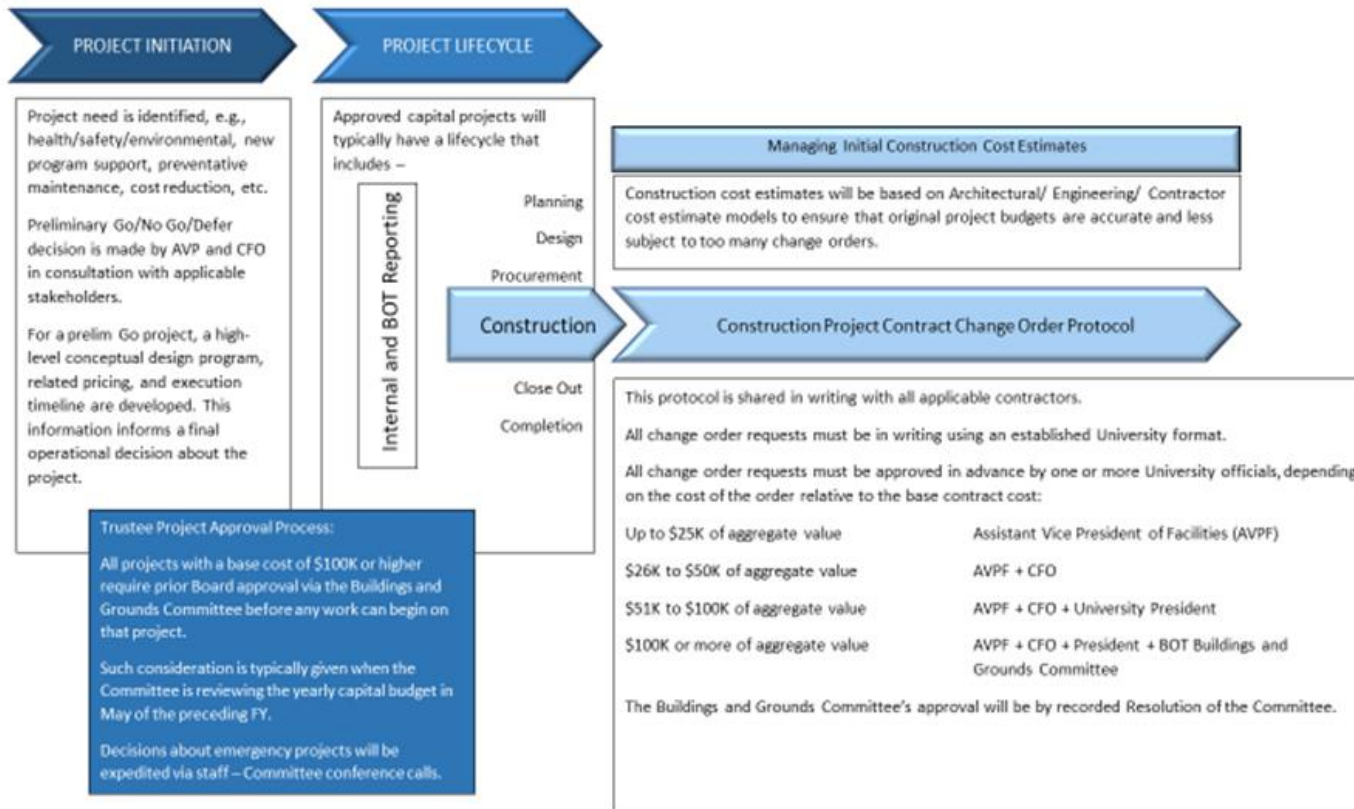
Outcomes included proposals to address a larger student population and, regardless of any enrollment growth, space modifications that would enhance current living – learning conditions, e.g.,

- Instructional Space –
 - Right-size select classrooms to meet industry standard targets.
 - Develop room use policies to ensure that all classrooms are used to maximum capacity.
 - Invest in targeted improvements in classrooms that do not support pedagogical needs.
 - Consider ways to provide two new wet labs for biology and chemistry.
- Student Life Space –
 - An anticipated significant housing shortage was identified for undergraduate and graduate students.
 - Plans were developed to increase the density of current housing and lease off-campus space.
- Administrative Space –
 - The need for a one-stop service center was identified, leading to the creation of a new

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Project Governance

Drew University • Division of Finance and Administration • Department of Facilities / Conceptual Model for Capital Project Cost Control Governance [V5 2018.01.16]



I introduced a capital project governance process to establish a system of checks and balances to manage cost escalations. This chart represents that process as approved by the Trustees' Buildings and Grounds Committee.