

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.



1. Counseling Center, McClintock	40	32. McLendon C-Store	32	48. Mail Services	48	20. Residence Halls	20	25. Town Houses	25	50. The Concert Hall at Drew	50
2. Crang Chapel	47	33. Pearl's Cafe	11	49. Faculty and Staff	48	21. Ashbury	20	26. Welch	38	51. Theological School	51
3. Crawford Hall	24	34. Starbucks	24	50. Students	43	22. Brown	30	27. Wendel	45	52. Faculty Offices	47
4. Deans' Offices	24	35. Graduate Division of Religion	47	51. Post Office	43	23. Ebenhardt	27	28. Shakespeare Theatre of New Jersey	46	53. Doctor of Ministry Office	47
5. Campus Life and Student Affairs	24	36. Caspersen School of Dietetic Studies	15	52. President's Office	15	24. Foster	34	29. Softball Field	55	54. The Launch Center	40
6. College of Liberal Arts	31	37. Medical Humanities	23	53. Print Services	48	25. Hasefont	26	30. Student Accounts	31	55. The Space	24
7. Theological School	47	38. Great Hall	23	54. Pub, The	24	26. Holloway	39	31. Student Activities	24	56. Thompson Graduate Commons	23
8. Educational Opportunity Fund (EOF)	31	39. Greenhouse	12	55. Purchasing Office	57	27. Hoyt-Bowen	21	32. Student Employment Office	57	57. United Methodist Archives and History Center	18
9. Office	16	40. Health Services	40	56. Registrar's Office	15	28. Huse	21	33. Student Government Office	35	58. University Technology	18
10. Facilities Operations	48	41. Human Resources	57	57. Radio Station (WJMU-FM)	24	29. Husefont	26	34. Student Life Offices	24	59. Help Desk	17
11. Financial Aid	11	42. INTO New York	51	58. Registrar's Office	11	30. Holloway	39	35. Student Government Office	35	60. Instructional Technology Center	17
12. Writing and Communications Studies	6	43. Korn Reeling Room	16	59. Research Institute for Sciences	16	31. McLendon	32	36. Undergraduate	35	61. Media Resource Center (MRC)	17
13. Computer Lounge	24	44. Korn Art Gallery	50	60. Korn Art Gallery	50	32. McClintock	33	37. Undergraduate	35	62. Zuck Arboretum	54
14. Conferences and Events	56	45. EC Food Court	24	61. Emeriti, The Charles A. Dana (RISE)	12	33. Miller	32	38. Undergraduate	35		
				62. Emeriti, The Charles A. Dana (RISE)	12	34. Miller	32	39. Undergraduate	35		
				63. Emeriti, The Charles A. Dana (RISE)	12	35. Miller	32	40. Undergraduate	35		
				64. Emeriti, The Charles A. Dana (RISE)	12	36. Miller	32	41. Undergraduate	35		
				65. Emeriti, The Charles A. Dana (RISE)	12	37. Miller	32	42. Undergraduate	35		
				66. Emeriti, The Charles A. Dana (RISE)	12	38. Miller	32	43. Undergraduate	35		
				67. Emeriti, The Charles A. Dana (RISE)	12	39. Miller	32	44. Undergraduate	35		
				68. Emeriti, The Charles A. Dana (RISE)	12	40. Miller	32	45. Undergraduate	35		
				69. Emeriti, The Charles A. Dana (RISE)	12	41. Miller	32	46. Undergraduate	35		
				70. Emeriti, The Charles A. Dana (RISE)	12	42. Miller	32	47. Undergraduate	35		
				71. Emeriti, The Charles A. Dana (RISE)	12	43. Miller	32	48. Undergraduate	35		
				72. Emeriti, The Charles A. Dana (RISE)	12	44. Miller	32	49. Undergraduate	35		
				73. Emeriti, The Charles A. Dana (RISE)	12	45. Miller	32	50. Undergraduate	35		
				74. Emeriti, The Charles A. Dana (RISE)	12	46. Miller	32	51. Undergraduate	35		
				75. Emeriti, The Charles A. Dana (RISE)	12	47. Miller	32	52. Undergraduate	35		
				76. Emeriti, The Charles A. Dana (RISE)	12	48. Miller	32	53. Undergraduate	35		
				77. Emeriti, The Charles A. Dana (RISE)	12	49. Miller	32	54. Undergraduate	35		
				78. Emeriti, The Charles A. Dana (RISE)	12	50. Miller	32	55. Undergraduate	35		
				79. Emeriti, The Charles A. Dana (RISE)	12	51. Miller	32	56. Undergraduate	35		
				80. Emeriti, The Charles A. Dana (RISE)	12	52. Miller	32	57. Undergraduate	35		
				81. Emeriti, The Charles A. Dana (RISE)	12	53. Miller	32	58. Undergraduate	35		
				82. Emeriti, The Charles A. Dana (RISE)	12	54. Miller	32	59. Undergraduate	35		
				83. Emeriti, The Charles A. Dana (RISE)	12	55. Miller	32	60. Undergraduate	35		
				84. Emeriti, The Charles A. Dana (RISE)	12	56. Miller	32	61. Undergraduate	35		
				85. Emeriti, The Charles A. Dana (RISE)	12	57. Miller	32	62. Undergraduate	35		
				86. Emeriti, The Charles A. Dana (RISE)	12	58. Miller	32	63. Undergraduate	35		
				87. Emeriti, The Charles A. Dana (RISE)	12	59. Miller	32	64. Undergraduate	35		
				88. Emeriti, The Charles A. Dana (RISE)	12	60. Miller	32	65. Undergraduate	35		
				89. Emeriti, The Charles A. Dana (RISE)	12	61. Miller	32	66. Undergraduate	35		
				90. Emeriti, The Charles A. Dana (RISE)	12	62. Miller	32	67. Undergraduate	35		
				91. Emeriti, The Charles A. Dana (RISE)	12	63. Miller	32	68. Undergraduate	35		
				92. Emeriti, The Charles A. Dana (RISE)	12	64. Miller	32	69. Undergraduate	35		
				93. Emeriti, The Charles A. Dana (RISE)	12	65. Miller	32	70. Undergraduate	35		
				94. Emeriti, The Charles A. Dana (RISE)	12	66. Miller	32	71. Undergraduate	35		
				95. Emeriti, The Charles A. Dana (RISE)	12	67. Miller	32	72. Undergraduate	35		
				96. Emeriti, The Charles A. Dana (RISE)	12	68. Miller	32	73. Undergraduate	35		
				97. Emeriti, The Charles A. Dana (RISE)	12	69. Miller	32	74. Undergraduate	35		
				98. Emeriti, The Charles A. Dana (RISE)	12	70. Miller	32	75. Undergraduate	35		
				99. Emeriti, The Charles A. Dana (RISE)	12	71. Miller	32	76. Undergraduate	35		
				100. Emeriti, The Charles A. Dana (RISE)	12	72. Miller	32	77. Undergraduate	35		

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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.

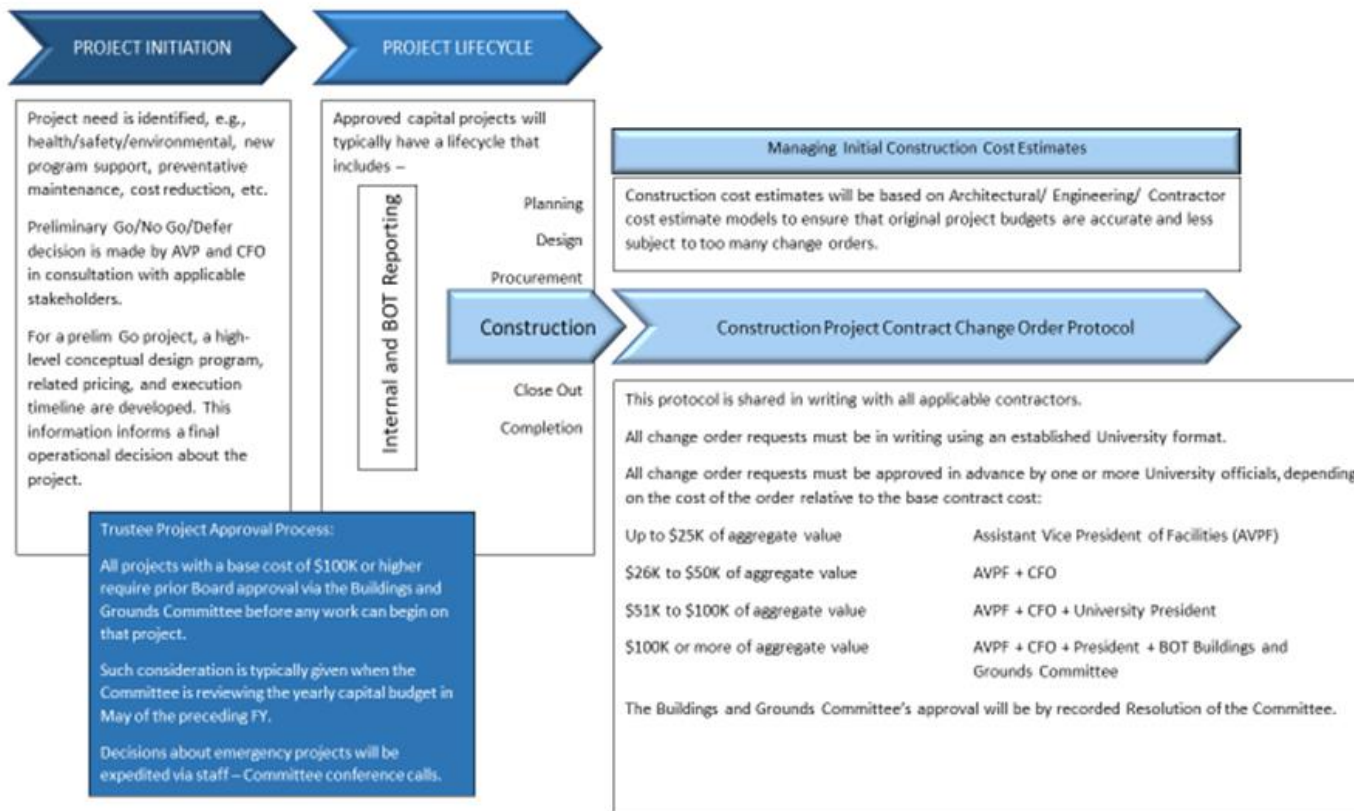
Outcomes included proposals to address a larger student population and, regardless of any enrollment growth, space modifications that would enhance current living – learning conditions, e.g.,

- 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 area for the financial aid, student accounting, and registrar's offices.
 - Space needs were planned for the University's new Center for Experiential Education and Career Development, to consolidate the existing Centers for Global Education, Civic Engagement, Internships and Career Development.

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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.