**APPA Institute - Course #563**

**Managing Scope, Schedule & Budget**

Project Scenario #1 – President’s Office

We have been asked to execute a number of projects in the offices located on the 4th floor of the Main Building. The project requests include a “laundry list” of 20+ items ranging from repairing broken windows, refinishing furniture, replacing other furniture items, and general space upgrades. The work request outlines a number of items throughout the office suite and on the exterior patio areas. Expected budgets for individual work items range from $1,000 to $450,000.

The President identified three pillars for the University to build on – excellence, effectiveness, and efficiency. These organizing pillars should be considered as these work requests are evaluated, organized, and developed into projects.

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Project Scenario #2 – Lab Project

The College of Engineering has recently requested we undertake a design and construction project to renovate labs and related support space in the Education & Research Building. This project supports the retention of several nationally-ranked researchers and will provide needed space and functional upgrades allowing critical research to continue. In addition, the renovations will support recruiting efforts for bringing on five new tenured-track faculty over the next three years

The space identified totals approximately 25,000 GSF distributed over three different floors within the building. All of the 25,000 GSF identified will be renovated for either existing or new faculty as noted above. About half of this space is currently vacant; however, the other half houses ongoing research activities. The ongoing research activities are critical, and every effort must be taken to minimize disruption.

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Project Scenario #3 – College Upgrades

The Provost’s Office has recently agreed to fund upgrades to classrooms and student activity space for the School of Nursing. These upgrades are long overdue and will provide an opportunity to update critical student areas in the School’s only facility. This facility is located on the southeast portion of campus directly adjacent to the ongoing construction activity for the new School of Medicine and new replacement hospital.

The scope of the project will include renovations and upgrades to five classrooms and a large student activity space located on the main floor of the building. The Nursing School building is a 1970’s vintage facility with several accumulated deferred maintenance items. This building has a Facility Condition Index (FCI) of 0.70, putting it in a category of high systems replacement need. No funding for any repair & replacement (R&R) work has been identified or requested; however, there are opportunities for discussion in this area.

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Project Scenario #4 – New Student Residence Halls

The University has decided to embark on a program to add student beds on campus. This effort will serve multiple needs as follows:

* Provide 1,000 new beds over the next five years on currently open land in two different geographic precincts
* Remove 350 existing beds located in aging facilities. These facilities will be repurposed as student common areas.

The work for this program must be phased in a manner which allows flexibility of use of existing student beds and minimizes bed capacity reductions. The construction of new beds is intended to draw students back on campus after a long trend of migration to off-campus housing.

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Project Scenario #5 - Classroom Upgrades

The College of Liberal Arts desires to upgrade several general purpose classrooms in three different buildings in the campus core. Approximately twenty different rooms have been identified as candidates for upgrade. These classrooms are heavily utilized throughout the school year; however, they have not received any substantive updates for at least 25 years and are showing signs of wear and aging.

Desired upgrades for each of these rooms includes: new seating; new lighting; new technology; painting; and other functional improvements. These spaces are not expected to receive major renovation or reconfiguration. Project work is expected to be limited to functional and cosmetic upgrades which will refresh these spaces to meet current teaching needs.

The Provost’s Office has allocated $1M funding for these classroom upgrades. This funding is provided from the University Budget Council on an annual basis and is capped at this amount for this school year. Additional funding may be available for this initiative in future fiscal years.

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Project Scenario #6 - New Tennis Center

The University has identified a site for the new Tennis Center which was displaced last year as part of the construction of the new Medical School. The site identified is located on the east edge of campus and is currently occupied partially by a two-story warehouse building and partially by a parking lot. The warehouse building is a 1970’s vintage steel-framed structure housing two active University programs in approximately 75,000 GSF. These programs - the University Press and the University Copy & Mail Services will have to be relocated before the building may be demolished.

The Tennis Center has been operating at the local community facility approximately four miles from the campus core. This interim situation has been ongoing for the last year and is beginning to negatively impact the program. The Athletics Department desires the new Tennis Center to be completed ASAP in order to reverse this trend.

University-owned relocation sites for the University Press and the University Copy & Mail Services have been identified. Each of these sites will require modest renovations in order to accommodate these program needs. Funding for this project has also been identified and is very limited.

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Project Scenario #7 – New Parking Garage

The University is undertaking the design and construction of a new 2,000 vehicle parking garage in a new growth area on the east edge of campus. This Garage will be constructed on an existing surface parking lot which currently accommodates approximately 400 vehicles. This parking garage is needed to support current and planned new construction in this area which will generate the need for these additional spaces.

Parking on campus is very tight, and supply does not currently meet demand. Parking & Transportation Services, which administers the parking program as an auxiliary enterprise, charges a monthly fee for all parking across campus to cover costs and build a capital reserve for maintenance and new construction projects. It will be very challenging to lose the full 400-vehicle lot during construction of the new garage, and measures must be taken to minimize this disruption.

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Project Scenario #8 – Child Care Center

The University recently entered into an agreement which will add a new Child Care Center to its portfolio. The State has decided to utilize the University to operate their facility in the downtown core. This facility has been in operation for decades and has suffered from lack of appropriate capital investment and declining operations from a private entity. The operating contract with the private entity has expired, and this has provided an opportunity for change.

The renovations are scheduled to occur over one summer period (3 months) and must be ready for the start of the new school year in early September. These renovations are being managed by the State; however, the University has a keen interest in this effort as it will be responsible for operations. The capacity for the new Center is capped at 200 students, with half the openings available for University families. This is a great opportunity to increase capacity in this important and growing area, without incurring the large capital investment. The multi-agency contractual arrangements are different than what has been set up in the past and provide new challenges for this time-sensitive project.

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Project Scenario #9 – One-Stop Center

As part of its commitment to improving the student experience and increasing the four-year graduation rate, the University has embarked on a program to improve the Enrollment Management experience. One of the projects identified is the creation of a One-Stop Center. This is envisioned as a single place where students can address issues related to admissions, registration, and financial aid.

The current campus has each of these three functions located in different buildings and often requires a student to move from one to the other in order to tackle one or more open items related to their enrollment. This arrangement drives inefficiencies of operation and frustration for students who often spend more time addressing these administrative issues than is necessary.

The three departments (Admissions, Registration, and Financial Aid) currently function independently with their individual front desk and back-of-house areas. The new One-Stop will consolidate all the front desk activities into one area in the campus core and relocate needed office support functions to campus perimeter locations.

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Project Scenario #10 – Aging Lab Building

One of the University’s most active lab buildings, in the College of Engineering, is experiencing increasing challenges with its HVAC systems negatively impacting operations and day-to-day activities. There is a need to address several acute building system issues coupled with the Senior Administration’s desire to fully upgrade this building with a complete renovation.

This building was constructed in the mid-1980’s and houses general purpose classrooms, departmental offices, and extensive lab space with nearly 100 fume hoods. The HVAC systems are original to the building and are approaching end-of-life with increasingly complex maintenance requirements and more frequent failures.

Several short-term band-aid repairs and component replacements have been identified, totaling approximately $10M and extending the life of several major systems 3-5 years. The University has recently received $90M funding from the Board to fully empty and renovate this building. The total expected cost of this project is in excess of $200M, not including needed domino and other support projects.

Discussion Notes: