

FISCAL YEAR 2019

CAPITAL OUTLAY PROJECT REQUEST

Institution Name: Oakland University

Project Title: Student Success Center Renovation & Expansion – South Foundation Hall

Project Focus: Academic Research Administrative/Support

Type of Project: Renovation Addition New Construction

Program Focus of Occupants: Student Success Center for Freshman and Sophomore classes

Approximate Square Footage: 85,000 gsf of renovation and building expansion

Total Estimated Cost: \$40,000,000

Estimated Start/Completion Dates: Immediately, construction will start one year after funding approval.

Is the Five-Year Plan posted on the institution’s public internet site? Yes No

Is the requested project the top priority in the Five-Year Capital Outlay Plan? Yes No

Is the requested project focused on a single, stand-alone facility? Yes No

Describe the project purpose.

Oakland University’s Capital Outlay Project proposal for 2018 is the transformation of South Foundation Hall, from an old core classroom building into a state-of-the-art Student Success Center featuring the latest technology equipped teaching and learning classrooms and collaboration spaces, targeted critical academic support service for first and second year students and maximum engagement between students and faculty teaching foundational First and Second year courses. South Foundation Hall, constructed in 1959, is one of the oldest building on campus and in desperate need of renovation. The requested project would renovate and construct an addition to the existing building and will house classrooms suited for the critical classes that are required for all freshman and sophomores, including writing, communication, math, and public speaking. The classrooms and other learning spaces would be configured to facilitate engaged learning with flexible layouts and collaborative furniture. We would also include open collaboration areas where students can continue their work and

faculty and advisors could hold open sessions or simply engage with students. Students would be able to receive writing and math supplemental assistance, advising, and consultation with faculty in the same building. Making such services convenient and connected to the foundation courses will create a supportive community approach to student learning in the critical first and second year, leading toward their success in a Bachelor's degree program.

Renovating South Foundation Hall is our top priority because:

- It is transformational – We can transform the learning environment for thousands of students across all majors taking required foundational courses critical to their ultimate academic **success**.
- It will affect all OU students - During the 2015-2016 academic year, almost 12,000 students (or one out of two Oakland University students) had at least one course in South Foundation Hall. This is the most used building on campus. In the 2015-2016 fiscal year, 16.5% of all course registrations were for a course located in the South Foundation Hall (24,879 registrations). As far as 'students in seats', it is the most used building on campus.
- It will benefit first-and second-year students - 71% of freshman enrolled in a universally required writing course housed in South Foundation Hall in 2015-2016. This class is critical as a prerequisite for upper division courses in majors across campus including STEM, human health and business.
- It will improve efficiency -The building is at maximum capacity for course scheduling but not seat scheduling; we need to right size the classrooms for the current use as well as make them flexible enough to accommodate changing learning methodologies. Course enrollments have not changed in South Foundation Hall since 2013-2014, because the building is at maximum capacity.
- It will help us meet or exceed retention and graduation goals by providing support service where the students are and by providing a gathering environment for students to connect with each other.

By intentionally designing this building for foundational courses, student success services and faculty interaction we will be able to transform the learning environment to engage students at a critical stage of their transition to higher education, increase retention and ultimately shorten the path to graduation.

Describe the scope of the project.

This project is comprised of a renovation and expansion to South Foundation Hall, originally built as a general classroom building in 1958. The expansion will provide

additional classroom space which is crucial to address the current severe space shortages as well as to sustain the anticipated growth in enrollment and student retention across the College of Arts and Sciences, which produces over 60% of the University's student credit hours.

Renovation: The renovation includes complete architectural and infrastructure transformation of the 55,041 square foot South Foundation Hall. Academic space improvements include transformation of existing classrooms to shift from tablet-arm lecture rooms to active-learning classrooms, including updates of furniture, finishes and technology to improve capacity utilization and flexibility. Infrastructure improvements include replacing original and obsolete building systems including HVAC, electrical, lighting and plumbing to improve the learning environment, air quality, energy efficiency and system reliability. Building accessibility and exterior envelope will also be addressed to ensure the building meets current standards and will function well into the 21st century.

Addition: The proposed building addition will provide a variety of technology-enabled learning environments, including active-learning classrooms and seminar rooms; student support services, collaboration and project space; workspace for both full-time and adjunct faculty. The expansion will improve the energy efficiency of South Foundation Hall and mitigate space and height limitations of this 59-year-old existing building.

Proposed major spaces include Breakout/Seminar rooms, passive learning and collaboration space, active learning classrooms, Instructional Labs, and Faculty Workspace.

Program focus of occupants.

The College of Arts and Sciences, CAS, provides the core learning curriculum for all degree programs. Freshman and sophomore students start their educational pursuits by fulfilling prerequisite courses. These courses provide the basis for creating and pursuing professional occupations in our local economy. Successful completion of the prerequisite courses is the first step to entering their chosen fields, including STEM, education, and human health programs. For example, a student in Health Sciences will complete 60% of their credits in the College of Arts and Sciences. Students in the School of Engineering and Computer Science take nearly 50% of their credits in the College. This project will truly have a university wide impact on students.

Oakland University is dedicated to furthering the success of all of our students. The renovated and expanded South Foundation Building will house the core prerequisite courses. Students will be able to have a cohort of familiar students and faculty to ease

their' transition from high school to college and improve their chances for successfully completing their Bachelor's degree studies.

1. How does the project enhance Michigan's talent enhancement, job creation and economic growth initiatives on a local, regional and/or statewide basis?

Whether students strive to be an engineer, a teacher or a doctor, recent surveys of CEOs have shown that they are looking for employees who are skilled in written, oral and digital communication and have an in-depth knowledge of their specific field or major. By creating an environment that nurtures first- and second-year students, we lay the foundation for success in their intended majors.

Approximately 70% of Oakland University undergraduates immediately enter the workforce upon graduation while 30% go on to graduate school or commit to military service. Oakland University is proud that nearly 100% of our students who enter the workforce choose to stay in Michigan to live and work.

Oakland University maintains close communication with employers to target student skills that meet employer needs. Over the last five years the number of students graduating in critical disciplines has increased by 36% overall. Students graduating with degrees in engineering have increased by 116% since 2011. In a recent study conducted by our Career Services department, we learned that the average annual salary of an Oakland graduate is \$49,447. Oakland University is graduating students with a skillset needed to fill state, regional and local high paying jobs in our communities.

2. How does the project enhance the core academic and/or research mission of the institution?

The core academic and research efforts at Oakland University are supported by funding through DOD, DOE, and NSF, as well as by many corporations and philanthropic organizations. This project will prepare our students to be successful in foundational courses that will assist them to actively participate in research programs throughout their STEM and human health degree programs.

The 2025 Oakland University Strategic Plan first strategic goal is to "Foster student success through a robust teaching and learning environment and comprehensive student services". Student success indicators include retention and persistence, graduation, and successful career placement. Creating a Student Success academic facility will serve all undergraduates develop critical skills necessary to succeed in their

majors and careers and will help the university achieve its goals of increasing our retention and graduation rates. Supporting students through the first two years of their degree studies is intended to ensure their academic confidence, successful entrance into their chosen field of study and subsequent graduation.

The renovation of existing classroom spaces will create flexible, movable, interactive and engaged classrooms and lab spaces with student support services in the same area. In engaged classrooms, students learn to collaborate in teams, to think critically, and to solve problems at the same time they are learning course content. This type of learning also increases student engagement, course success, enhanced retention and ultimately increased graduation rates. Foundational courses can be barriers to students increasing time to degree or leading students to drop out altogether. Our goal is to improve our retention and graduation rates significantly by 2025 and this project, with its focus on classrooms and services that focus on student success, will provide the right environment for the students, faculty and staff to work together.

This building will become a space where students and faculty can join together to provide a culture of belonging. Research shows that a sense of belonging is integral for student success especially for first generation students and students from disadvantaged backgrounds (educationally and socioeconomically)

Oakland University is committed to having a sustainable campus environment. Resource management goals include the efficient use of existing spaces. In the Oakland University Master Plan, developed by Hanbury, Evans, Wright and Vlattas, the classroom utilization analyst noted that our classroom spaces are efficiently scheduled but they are occupied at less than capacity because we do not have the right mix of classroom sizes. The suggestion from our consultants was that we renovate South Foundation Hall, our “ground zero” classroom building, with the goal of improving seat occupancy. When students are overly crowded or when they have too much space, learning suffers. The project will enhance student learning and provide properly configured areas for academic and research pursuits.

3. Is the requested project focused on a single, stand-alone facility?

Yes. This project is focused on a single, stand-alone facility comprised of a renovation of the oldest academic building on campus and a building expansion to highlight the building’s use. The existing space would be embedded with state-of-the-art technologies, more efficient fixtures, comfortable learning environment and finishes that enhance the learning spaces. To help students succeed in their prerequisite classes, spaces and functions would be aligned to create a better synergy for students and

faculty, providing better access for collaboration, interaction, and modern active learning.

4. How does the project support investment in or adaptive re-purposing of existing facilities and infrastructure?

The South Foundation Building was constructed in 1959 and was the original location for classrooms to serve the small campus. As the campus grew and diversified, classroom spaces were not updated to current active learning standards. The work will upgrade the building envelope and infrastructure systems, as well as optimize existing space for instructional and support use.

New construction of a facility was considered during the planning process. Renovation of an existing facility with an expansion is a more cost effective solution and does not require demolition and building removal. The renovation work will include installation of adequately zoned energy efficient heating and cooling system in a space that currently has a 50 year old system with limited zones. Energy savings and occupant comfort will be gained with the installation of high performance systems throughout.

Utilizing existing square footage by upgrading and repurposing a building is critical to the growth of the campus and demonstrates Oakland's commitment to efficient operations and sustainability.

5. Does the project address or mitigate any current health/safety deficiencies relative to existing facilities?

Yes, a primary focus of this capital outlay project is to address all life/safety issues identified in the current facility assessment including removal of asbestos-containing material (ACM), improved ventilation, updated fire suppression, exit and emergency lighting etc. The project will address over \$3 million of deferred maintenance.

6. How does the institution measure utilization of its existing facilities, and how does it compare relative to established benchmarks for educational facilities? How does the project help to improve the utilization for existing space and infrastructure, or conversely how does current utilization support the need for additional space and infrastructure?

For the recently approved Oakland University Campus Master Plan, which can be viewed at <https://www.oakland.edu/facilities/campus-master-plan>, classrooms and class laboratories were studied to show the level of use. The factors illustrated in the

utilization study included the average hours per week of scheduled instructional use for each room, the average hours of scheduled use for each student seat, the percentage of student stations or seats filled when the rooms are scheduled, and the average square feet allocated to the student stations in the rooms. The 124 classrooms that were analyzed averaged 47 hours of scheduled use per week, with 53% of the student stations filled when classrooms were in use. The classrooms average 18 assignable square feet (ASF) per student station. The average for weekly seat hours of use was 24.4 hours.

Benchmark data averaging the utilization finding from over a dozen public universities for which the consultant has previously done studies showed the average scheduled hours per week to average 29 weekly room hours (WRH). The average for weekly seat hours is 16.7 weekly seat hours. The benchmark average for percentage of seats occupied is 63%. The average of the benchmarked universities for classrooms is 20 ASF per student station. The expectation for average weekly room hours for similar institutions is in the range of 30 to 35 hours per week. The expectation for weekly seat hours is between 20 and 24. A common expected average for the percentage of seats filled is 65% to 70%. The expected average size of the student stations in classrooms is 18 to 22 ASF.

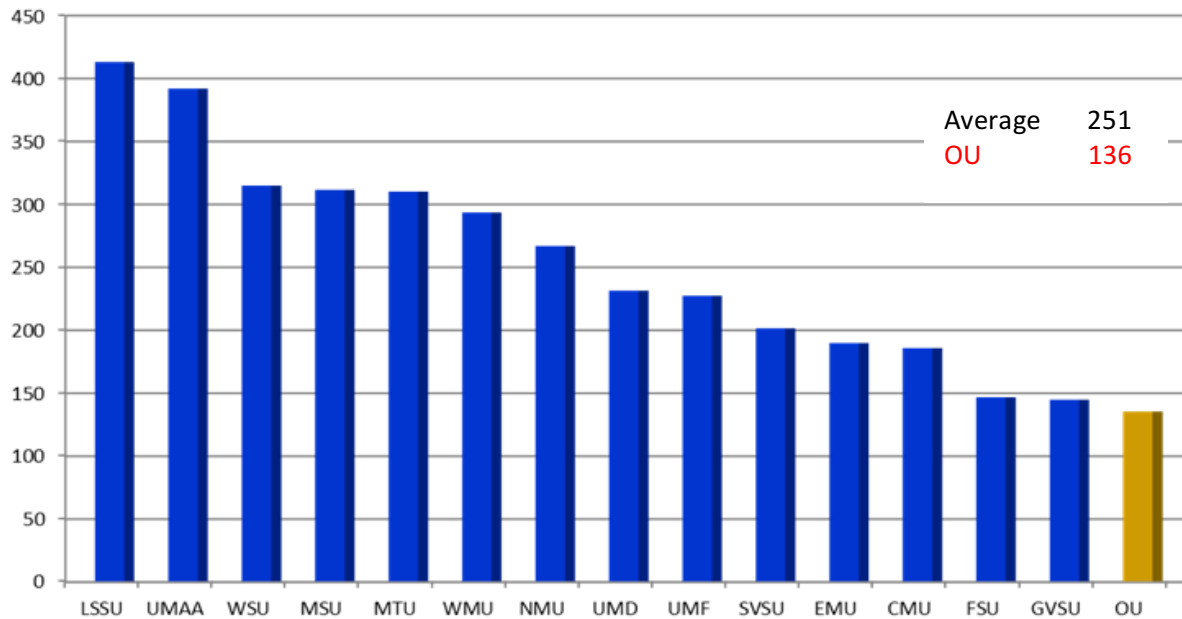
These findings show that both the average room hours per week of scheduled use for classrooms and the average weekly seat hours at Oakland University is considerably above the benchmarked average. Thus, the need for this expansion which will house new classrooms and class laboratories.

Without the additional space provided by this project, the College of Arts and Science, and the University as a whole, will be highly challenged to meet anticipated enrollment growth. Oakland has a significant shortage of full time and part time faculty offices and instructional areas. Compared to other similar universities and based on the space needs calculations, the University has a long term need for a significant increase of assignable square footage. This project will help relieve that shortage.

The following chart compares the area per student for General Fund buildings at all state universities (source FY2015 HEIDI data). At 139 square feet per First Year Equivalent Student (FYES), Oakland University has the lowest value in the State of Michigan.

FY2015 General Fund Building Sq. Ft. per FYES

Source: HEIDI



7. How does the institution intend to integrate sustainable design principles to enhance the efficiency and operations of the facility?

Sustainability and waste minimization efforts are operational goals of Oakland University. Our first Gold LEED Certified building was the Oak View Residence Hall, resulting in a sustainable campus living environment for our students. LEED® Green Building principles will be adhered to throughout the design and construction process. In addition, construction specifications will include reduction, reuse, and recycling of construction and packaging materials. Highlights of Oakland University's sustainability efforts include:

- Implementation of innovative energy reduction strategies such as at the Human Health Building, first LEED Platinum higher education building in Michigan, the Engineering Center, LEED Gold, and Oakview Hall, LEED Gold
- Replacement of older building equipment and systems, some dating from the 1950s. Upgrades include high-efficiency HVAC, lighting and plumbing systems and reducing the load on the older campus-wide heating and cooling infrastructure.
- Update to University-standard occupancy-based controls to reduce heating, cooling, ventilation and lighting needs on a room-by-room level.
- Design the building envelope to minimize energy use and take advantage of passive energy reduction strategies.

- Exploit energy savings from newly installed co-generation system installed at the central heating plant. The co-generation system is currently saving the University at least \$1.2 million annually.

8. Are matching resources currently available for the project? If yes, what is the source of the match resources? If no, identify the intended source and the estimated timeline for securing said resources.

If this project receives State funding approval, plans are in place to immediately issue bonds to provide the required match. Oakland University has existing budget available to service the debt for the University’s portion of the project.

9. If authorized for construction, the state typically provides a maximum of 75% of the total cost for university projects. Does the institution intend to commit additional resources?

Yes. Oakland University is committed to providing the 25% required match, \$10 million, to the total estimated project cost of \$40 million and all operating costs.

10. Will the completed project increase operating costs to the institution? If yes, provide an estimated cost (annually, and over a five-year period) and indicate whether the institution has identified available funds to support the additional cost.

Significant campus infrastructure improvements and upgrades to South Foundation Hall are expected to reduce operating costs. Based on collected and projected data, the utility costs will lower from \$2.55 per square foot to \$1.73 per square foot (see chart below) for South Foundation Hall. Meanwhile, upgrades to the existing mechanical systems will resolve deferred maintenance concerns for equipment dating nearly 50 years old.

	South Foundation Hall		55,041 SF		
	Current	Current	Future	Future	Estimated
	\$ per SF	Amount	\$ per SF	Amount	Savings
Electric	\$1.44	\$79,038	\$1.00	\$55,041	\$23,997
HTHW	\$0.75	\$41,215	\$0.40	\$22,016	\$19,199
Water	\$0.37	\$20,365	\$0.33	\$18,164	\$2,202
Total	\$2.55	\$140,618	\$1.73	\$95,221	\$45,397

Overall operating costs will increase due to an increased building area. Operating costs will be funded by a combination of campus wide cost containment initiatives, and reallocation of existing budgetary resources.

**Project Annual and 5 Year Operating Budget
(30,000 sf)**

	\$ /sf	
Plant Engineering	0.04	\$1,200
Custodial Cleaning	1.40	\$42,000
Bldgs. & Grounds	1.00	\$30,000
Plant Maintenance	0.21	\$6,300
FM Administration	0.02	\$600
Skilled Trades (persons)	2	\$195,000
Purchase Utilities	1.73	\$51,900
Security		\$15,000
Insurance		\$10,000
Annual Service Contacts		\$80,000
Year 1 Total		\$432,000
Year 2 (2% increase)		\$440,640
Year 3 (2% increase)		\$449,450
Year 4 (3% increase)		\$462,900
Year 5 (3% increase)		\$476,700
Total for 5 Years		\$2,261,690

11. What impact, if any, will the project have on tuition costs?

This project would NOT cause a tuition increase.

12. If this project is not authorized, what are the impacts to the institution and its students?

Because the renovation and expansion of this building will be experienced by every student, the consequences related to not providing this facility will result in a diminished quantity and quality of instructional space. Current findings show a need for 41,000 ASF of classroom space. Despite good maintenance practices, the condition of South Foundation Hall would continue to deteriorate and require increased

investment to resolve deferred maintenance with no improvement in academic spaces. Most of the spaces would provide much less of an active learning environment than prospective students have experienced at the local high schools. This would result in, Oakland University being much less competitive in recruiting students, especially in the STEM and human health disciplines.

The lack of State funding will require Oakland University to continue to use the limited deferred maintenance funding to address the current maintenance issue. It is anticipated that the work will need to be conducted in smaller increments over a ten year period. Consequently, a greater amount of the repair projects will need to be financed by increasing tuition.

13. What alternatives to this project were considered? Why is the requested project preferable to those alternatives?

Oakland University recently completed and approved a 10-year campus master plan to address growing enrollment, increasing on-campus residents, changing teaching and research needs and how the only public four year university in Oakland County would respond. The master plan evaluated ideal building locations and prioritized projects to meet critical needs.

The top priorities listed were to increase academic space on campus and to provide relevant 21st century active learning environments. Several locations for this space were proposed, including the selected site. Subsequent to the master plan, several alternatives were evaluated and abandoned in favor of this proposed renovation/expansion project.

A new facility, located at the northeast corner of campus was considered and rejected due to demolition costs, utility costs and remoteness from the majority of students. A new standalone facility adjacent to South Foundation Hall would have been compromised due to space limitations. An addition to Varner Hall, the largest classroom building on campus, was considered in the past, but was cost prohibitive at approximately three times the cost of this proposal.

This renovation/expansion project is preferable for multiple reasons – building condition and classroom space being the two most important. South Foundation Hall is the original classroom building, designed for a different era and different academic needs. While improving academic program space, this project resolves much needed building system upgrades and over \$4 million of deferred capital renewal. Regardless of any approach the University selects to meet academic space needs, the mission-critical South Foundation Hall will need renovation to remain functioning.

South Foundation Hall is centrally located near the library and student union, with vehicle parking and easy access for students, faculty and visitors. The campus master plan proposes to recast this part of campus as a more pedestrian-friendly, community focused space, increasing the importance of this building for both academics and community engagement.