The University of North Texas System Board of Regents Strategic Infrastructure Committee will meet on March 11, 2021, from 1:00 p.m. until approximately 3:00 p.m. according to the following agenda. It is necessary to conduct this special called meeting by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The meeting will be livestreamed in real time for public attendance at the link listed in this posting.

The discussion of the agenda matters is of sufficient urgency to be considered prior to the next regularly scheduled meeting of the Board on May 13-14, 2021.

Agenda items are scheduled to follow each other consecutively and may start earlier or later than the posted time depending on the length of the discussions and the reports of previous items. Please note that the estimated times given in the posting are only approximate and may be adjusted as required with no prior notice.

Please contact the Office of the Board Secretary with any questions at 214.752.5533.

1:00 pm  CONVENE STRATEGIC INFRASTRUCTURE COMMITTEE

Briefings:

Strategic Infrastructure Planning and Progress Update
- Steve Maruszewski, UNTS, Vice Chancellor for Strategic Infrastructure
- Cassandra Nash, UNTS, Deputy Vice Chancellor for Strategic Infrastructure

2:00 pm  RECESS COMMITTEE TO EXECUTIVE SESSION
Government Code, Chapter 551, Section .072 - Deliberations Regarding the Purchase, Exchange, Lease or Value of Real Property

- Discussion regarding the lease, value, or location of real property associated with UNT System
- Discussion regarding the purchase, exchange, lease, value, or location of real property associated with the UNT Dallas campus
- Discussion regarding the purchase, exchange, lease, value, or location of real property associated with the UNT campus
- Discussion regarding the purchase, exchange, lease, value, or location of real property associated with the UNT Health Science Center at Fort Worth campus

3:00 pm RECONVENE THE BOARD IN OPEN SESSION AND ADJOURNMENT
Board of Regents
Strategic Infrastructure Committee Presentation

Presented by Steven Maruszewski, Cassandra Nash & James Davis
March 11, 2021
Agenda

• Context
  • Services in Support of Strategic Infrastructure
  • Impact and Contribution
    ▪ Response to Emerging Challenges
• Progress Since Initial Review
• UNT Dallas – Example of Strategic Facility Planning
• CIP Project Report (Cassandra Nash)
Strategic Infrastructure Contributes Directly to:

- Campus Enrollment and Desirability
- Effectiveness of Campus Academic Offerings
- Ability to Expand Our Research Portfolio
- General Overall Ability for Campuses to Function
- Ultimately the Cost of Our Services and Tuition

Facilities Management By the Numbers

- Acres of Land Maintained  > 1200
- Number of Buildings Maintained  > 200
- Total Facility Square Footage Maintained  > 10.5 million
- Annual M&O Budget Managed  > $40 million
- Annual Average Capital Project Budget Managed  > $70 million
- Replacement Value of Our Facilities  > $5 billion
Services in Support of Strategic Infrastructure

Emergency Management

Fire Marshal

Maintenance and Operations
  Custodial
  Landscape
  Building Systems and Controls
  Energy Management
  Facility Mapping

Utility Maintenance and Management
  Utility Negotiation and Procurement
  Utility Mapping

Facility Planning
  Space
  Unit Level Plan Development
  Master Planning
  Capital Planning

Space Management

Real Estate Planning
  Acquisition and Disposition
  Lease Management

Design and Construction Management

Information Technology and Classroom Equipment
Pandemic Response
Cold Weather/Power Outage Response
### Progress Since Initial Review

<table>
<thead>
<tr>
<th>Cultural Areas for Improvement</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Integration</td>
<td>Integration and Collaboration has dramatically increased. Employees throughout our organizations are collaborating and sharing their respective expertise. There are occasional missed opportunities, but there are no signs of intentional lack of inclusion.</td>
</tr>
<tr>
<td>Increase Collaboration</td>
<td></td>
</tr>
<tr>
<td>Increase Sense of Urgency</td>
<td>The increase in integration along with a gradual increase of focus on the why has increased general appreciation of the urgency of our collective efforts.</td>
</tr>
<tr>
<td>Increase Transparency on Capital Projects</td>
<td>Include of the provost and the financial officer in all major program or cost changes on projects has eliminated this concern.</td>
</tr>
<tr>
<td>Connect to Institution’s Mission</td>
<td>This is a work in progress starting with making our employees aware of each institution’s strategic plan and embracing how their efforts contribute.</td>
</tr>
<tr>
<td>Shift from Reactive to Pro-Active Approach</td>
<td>Shifting from 80% reactive to 20% reactive will take time. Improvements are being made in all areas including increases in preventive maintenance and more strategic renewal, space and capital planning.</td>
</tr>
</tbody>
</table>
## Performance Areas for Improvement

<table>
<thead>
<tr>
<th>Area</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Make Space Planning More Strategic</strong></td>
<td>This is a work in progress and has increased focus at all of our locations. Common management software is being pursued along with enhanced utilization of it’s embedded tools. Focused efforts have already resulted in reduced need for new facilities.</td>
</tr>
<tr>
<td><strong>Capitalize on Benefits of the Master Plans</strong></td>
<td>As each institution’s Master Plans are updated, there will be an increased focus on making them and following them up with development and capital plans. UNTD is the first example of this change.</td>
</tr>
<tr>
<td><strong>Streamline Processes</strong></td>
<td>The integration of many process improvement initiatives into the Operational Effectiveness Team efforts has accelerated and added discipline to these efforts.</td>
</tr>
<tr>
<td><strong>Embed Total Cost of Ownership Decisions on Capital Projects</strong></td>
<td>While we have not yet moved to a total cost of ownership model, increased integration of long term maintenance and operating needs into project decisions is steadily increasing.</td>
</tr>
<tr>
<td><strong>Increase Real Estate Services</strong></td>
<td>Steadily expanding our offerings and qualifications at all locations.</td>
</tr>
</tbody>
</table>
Connection to Strategic Plan
Focused on Five Year Projections

Institutional Goals

- Double enrollment by 2030 ***
- Obtain full accreditation for COL and add additional program offerings
- Sequence master plan to align with growth and program offerings ***
- Increase student retention and graduation rates **
- Increase funding for scholarships
- Continue to forge strategic partnerships to further mission and to fuel strategy loop

Enrollment Targets

Roughly 6000 in Five Years
Strong Planning is the Key to Long Term Success

- **Bolster Planning Process** to ensure all aspects of Facility Management are effectively integrated
- **Strengthen Connection** of all contributing units
- **Connect the Dots** - Identify key players and ensure the process maximizes input and strengths regardless of reporting lines
Follow a comprehensive process that fully informs the long range capital project decisions

1. Perform Comprehensive Facility Assessments
2. Analyze all Existing Space and Develop Unit Level Facility Master Plans
3. Finalize Master Plan that is Intricately Linked to Institutions Strategic Plan

Develop and Implement a Capital Plan Fully Informed by Preceding Activities and Use as the Basis for a Campus Development Plan
Current State – Facility Assessments

Efforts to Date

• Facility assessments were completed for all campus buildings

•Projected life expectancies for all systems and building components along with estimated replacement costs were defined

•Actual condition and ability to extend useful life was analyzed

•Cost associated with projected needs were identified and consolidated and the optimal time for completion was established

•Five year capital renewal and modernization need = $8 m
Current State – Space Analysis

**Efforts to Date**

- Analyzed all existing space on campus after completion of Student Learning Center

- Organize space to:
  - minimize renovation costs
  - maximize space efficiency
  - strengthen departmental collaboration through adjacencies

- General conclusions
  - Space is very limited
  - Current rate of growth is outpacing availability.
  - Space availability has the potential to significantly limit growth
Current State – Off Campus Space

1. **UNT Dallas Campus**  
   7300 University Hills Blvd.

2. **Gilliam Collegiate Academy**  
   Lab space  
   1700 E. Camp Wisdom Rd (1.0 miles)

3. **Emmitt Smith Building**  
   College of Education  
   4315 S. Lancaster (3.5 miles)

4. **Oak Cliff Bible Fellowship**  
   Basketball practice  
   1808 W. Camp Wisdom Rd (3.0 miles)

5. **Assured Self Storage**  
   Storage rental  
   3645 N. Houston School Rd (1.4 miles)
Current State – Housing

Current housing accommodates approximately 3% of total enrollment. (119 beds/4,000 students)
Current State – Dining

Current Dining Options are extremely limited and only able to serve a small portion of the campus community.
Current and Projected Space Shortfall

Potential Shortfall Based on Five Year Projected Enrollment Growth (~6000 students)
- 110,000 ASF - Based on Status Quo (continued and likely increased need for off campus facilities)
- 143,000 ASF - Based on Master Plan Analysis (reasonable benchmark for growing institutions)

Lack of Expansion Could Stifle Growth and Impact Retention
Unit Level Facility Plans

Unit level facility plans are completed in order to assess each unit's needs for expansion based on current space quantity and quality. These plans are then used to inform institutional priorities.

Efforts to Date

- Completed interviews, data gathering and preliminary assessments for:
  - School of Liberal Arts & Sciences
  - School of Business

- Initial findings validate the need for the STEM building to ease current pressures and improve program offerings in high growth areas.
Completed the Campus Master Plan
Campus Buildout – 1A: Population 8,000 HC

<table>
<thead>
<tr>
<th>ID</th>
<th>Program</th>
<th>Levels</th>
<th>Beds</th>
<th>GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>STEM Building</td>
<td>5</td>
<td>126,000</td>
<td></td>
</tr>
<tr>
<td>A2</td>
<td>Business Technology Bldg.</td>
<td>5</td>
<td>144,000</td>
<td></td>
</tr>
<tr>
<td>A3</td>
<td>Academic/Administrative</td>
<td>5</td>
<td>140,000</td>
<td></td>
</tr>
<tr>
<td>A4A</td>
<td>Learning Commons (P-1)</td>
<td>4</td>
<td>150,000</td>
<td></td>
</tr>
<tr>
<td>C1</td>
<td>Dining Hall</td>
<td>1</td>
<td>25,000</td>
<td></td>
</tr>
<tr>
<td>C2</td>
<td>Early Childhood Center</td>
<td>1</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>H1</td>
<td>Housing - Res.Hall</td>
<td>200</td>
<td>40,000</td>
<td></td>
</tr>
<tr>
<td>H2</td>
<td>Housing - Res.Hall/Suites</td>
<td>170</td>
<td>62,000</td>
<td></td>
</tr>
<tr>
<td>H3</td>
<td>Housing - Res.Hall/Suites</td>
<td>170</td>
<td>62,000</td>
<td></td>
</tr>
<tr>
<td>H4</td>
<td>Housing - Suites/Apts.</td>
<td>105</td>
<td>45,000</td>
<td></td>
</tr>
<tr>
<td>H5</td>
<td>Housing - Apartments</td>
<td>105</td>
<td>45,000</td>
<td></td>
</tr>
<tr>
<td>H6</td>
<td>Housing - Apartments</td>
<td>75</td>
<td>30,000</td>
<td></td>
</tr>
<tr>
<td>H7</td>
<td>Housing - Apartments</td>
<td>75</td>
<td>30,000</td>
<td></td>
</tr>
</tbody>
</table>

New Program Sub-Total: 875,000

<table>
<thead>
<tr>
<th>ID</th>
<th>Parking</th>
<th>Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1</td>
<td>Surface Parking</td>
<td>400</td>
</tr>
<tr>
<td>P2</td>
<td>Surface Parking</td>
<td>280</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>680</td>
</tr>
</tbody>
</table>

*Does not include existing 119 beds at Wisdom Hall.
**GSF includes shared ground level program.

Phase 1A Non-Building Program:
A. MULTI-PURPOSE RECREATION FIELD
B. TRACK FACILITY
C. CAMPUS LOOP
D. ROAD ALIGNMENT
E. NORTH ENTRANCE ON CAMP WISDOM
F. PROMENADE EXTENSION
G. EARLY-PHASE STORMWATER MANAGEMENT
H. SUPPORT/SERVICE
I. TENNIS COURTS
Establish a Five Year Supporting Capital Plan

Define Base Needs to Support Five Year Growth Target
- Academics
- Housing
- Dining
- Parking
- Utilities
- Renewal & Modernization

Identify Additional Supporting Opportunities
- Partnerships
- Development Opportunities
- Athletics

Initiate a Plan to Aggressively Pursue Funding
- State Requests, marketing documents, auxiliary services business case development
New STEM Building

This represents the top campus priority as it is the minimum needed to support continued enrollment growth.

Base Program
- Classrooms @ ~29,000 ASF
- Class Labs (Biology, Chemistry, Forensics, etc.) @ ~33,000 ASF
- Faculty/Staff @ ~12,000 ASF
- Support Areas including vivarium, nuclear magnetic imaging, instrumentation @22,000 ASF

Total Building: 190,000 GSF/120,000 ASF
Total Project: $163,000,000

Targeted Funding Source Tuition Revenue Bond
These facilities contribute directly to the desirability of the campus and provide the services necessary for robust campus populations. The campus is currently almost 100% commuter based with on site housing only serving 3% of the population.

Conceptual Program: @~$30M
100,000 sf/250 beds

- Combination of Single/Double Occupancy
- Live Learn Environment
- Dining Facilities within Residence Hall
- Classrooms and Collaborative Spaces

Funding
The revenue generation associated with these facilities makes them candidates for the following two funding strategies:

- Borrowing funded by Revenue Generation
- Public Private Partnership – Owned Operated and Financed by a Third Party with a Land Lease
Arena & Athletic Complexes

Targeted Funding via Partnerships and Development Opportunities
Police Academy

We are currently participating in a community effort with a significant possibility of having the facility located on the Dallas Campus. If located on the campus it could house some existing campus programs and free up existing space to support other programs.

Potential Associated Programs:
• Dallas and Regional Training
• Caruth Police Institute
• Criminal Justice
• Continuing Education

Conceptual Program:
• $110M
• Support 21st Century Policing
• Classrooms, Fitness Training, Firearms Training & Reality Based Training

Targeted Funding Source Development
## Five Year Capital Plan

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
<th>Potential Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instrumental for Growth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>STEM Building</td>
<td>$163 m</td>
<td>TRB (critical what if no TRB?)</td>
</tr>
<tr>
<td>Housing</td>
<td>~$30 m</td>
<td>Borrowing/Public Private Partnership</td>
</tr>
<tr>
<td>Dining Integrated in Housing</td>
<td>~$5 m</td>
<td>Borrowing/Public Private Partnership</td>
</tr>
<tr>
<td>Five Year Renewal &amp; Modernization</td>
<td>~$8 m</td>
<td>Borrowing/Operating/HEAF</td>
</tr>
<tr>
<td>Opportunities/Enhancements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Police Academy</td>
<td>~$100 m</td>
<td>Public Private Partnership</td>
</tr>
<tr>
<td>Arena</td>
<td>~$15 m</td>
<td>Development/Public Private Partnership</td>
</tr>
<tr>
<td>Athletic Facilities</td>
<td>TBD</td>
<td>Development/Borrowing/Public Private Partnership</td>
</tr>
<tr>
<td>Parking Garage</td>
<td>~$25 m</td>
<td>Borrowing/Public Private Partnership</td>
</tr>
<tr>
<td>Central Utilities</td>
<td>TBD</td>
<td>Borrowing/Public Private Partnership</td>
</tr>
</tbody>
</table>
Next Steps

• Develop full scale business planning for UNT Dallas Master Plan
  o Perform financial modeling for individual projects including sensitivity analysis and stress testing
  o Consider/evaluate primary and alternative funding sources
  o Outline risk/rewards and SWOT
  o Establish primary and alternative options for base needs

• Utilize project ranking survey data for prioritization

• Finalize short term development strategy

• Formally add to CIP and seek Board of Regents approval

• Create prospectus/marketing materials
### Project Ranking Survey Tool

#### Sample

<table>
<thead>
<tr>
<th>Project A</th>
<th>Impact Quotient</th>
<th>Weighted Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Fit</td>
<td>3</td>
<td>0.198</td>
</tr>
<tr>
<td>Intergovernmental Capital</td>
<td>4</td>
<td>0.264</td>
</tr>
<tr>
<td>Campus Impact</td>
<td>1</td>
<td>0.066</td>
</tr>
<tr>
<td>Alumni Value</td>
<td>4</td>
<td>0.264</td>
</tr>
<tr>
<td>Brand Impact</td>
<td>5</td>
<td>0.33</td>
</tr>
<tr>
<td>Academic Program Impact</td>
<td>2</td>
<td>0.220</td>
</tr>
<tr>
<td>Student Experience Impact</td>
<td>4</td>
<td>0.480</td>
</tr>
<tr>
<td>Financial Aid Impact</td>
<td>4</td>
<td>0.440</td>
</tr>
<tr>
<td>Internal Rate of Return</td>
<td>2</td>
<td>0.330</td>
</tr>
<tr>
<td>Net Present Value</td>
<td>1</td>
<td>0.165</td>
</tr>
</tbody>
</table>

**Composite**

2.757
UNT System
Project Updates
Law Center – Municipal Building

Project Budget: $56,000,000
Project Savings: 5,200,000
Project Size: 53,944 GSF
Completion Date: July 2019

Project Goals:
• Be the People’s Law School
• Be Student-Centered, Welcoming, and Friendly
• Build for the Future While Honoring the Past
• Create a Hospitable Environment that Maximizes Efficiency
• Create Space to Encourage Collaboration
Sale of Tax Credit provided an additional $12m for UNT Dallas. This enabled a quasi-endowment to be established for scholarships benefiting UNT Dallas students.
Student Center – Student Learning & Student Success

Project Budget: $63m
Project Savings: $1,200,000
Project Size: 123,000 GSF
Completion Date: June 2019

Project Goals:
• It will be a building that is Student-Centric
• It will be a building that supports Student Life
• It will be a building that supports Student Learning & Success
• It will be a building that unifies the campus
• It will be a building where technology is ubiquitous
Student Center – Student Learning & Student Success

- **Knowledge Commons**
- **Starbucks**
  - Finish out paid for by project savings
- **Campus Living Room**
- **Hart Amphitheater**
  - Paid for by donor funds but designed and constructed as part of project
Project Budget: $70m  
Project Savings: $1,000,000  
Project Size: 238,000 GSF Renovation & Addition  
Completion Date: Aug. 2019

Project Goals:
• Empower creative problem solving  
• Create an integrated CVAD experience  
• Facilitate current excellence and future innovation  
• Convene multiple disciplines in a collaborative environment  
• Celebrate student success  
• Make the invisible visible through transparency
College of Visual Arts & Science

Breezeway

Painting Studio

Bridge

Fab Lab

Jewelry Studio
Eagle Landing – UNT Dining

Project Budget: $25,470,000
Project Savings: TBD
Project Size: 25,900 GSF
Completion Date: Dec. 2020

Project Goals:
• Create a world class facility to complement the world class food
• Create a hub for student life
• Foster community and academic success
Eagle Landing – UNT Dining

- Food Court Serving Line with Transparency
- UNT Branded Furniture
- Exterior & Interior Seating Neighborhoods
Frisco Building One

**Project Budget:** $108,000,000 reduced from $115,000,000

**Project Savings:** $7,000,000 to date

**Project Size:** 25,900 GSF New Construction

**Completion Date:**

**Project Goals:**
- Create of work-ready graduates, for what’s being called the “fourth industrial revolution”
- Expanding relationships with regional partners
- Distinctively prepare students for career success in a rapidly changing world.
Upcoming Projects

Gibson Regional Simulation Center
Project Budget: $5.5m
Project Size: 15,500 GSF Renovation & Addition
Estimated Completion: Spring 2022
Status: in Design

Ryan Tower
Project Budget: $4.2m
Project Size: 180’ Tower on Dallas Campus
Estimated Completion: May 2022
Status: in Design

Multi-Cultural Center
Project Budget: $5m
Project Size: TBD
Estimated Completion: Summer 2022
Status: in Programming