

HEERY

INSIDE

Planning Helps Avoid  
Disastrous Effects

Exotic Animal Training and  
Management Facility

Ohio State's Proposed  
Expansion

Oregon State University  
Goes Platinum

Student and Community  
Needs Come First

The Big Bang Theory



## Academic Medical Centers Carve Their Futures



Lead, follow or get out of the way. As competition for dollars grows fiercer, so does the drive to carve a niche and gain competitive advantage. In some distant

past, academic medical centers carved that niche by the very nature of their services. In addition to housing a medical school to train physicians, academic medical centers have also housed research facilities for laboratory and clinical research and delivered healthcare services through hospitals and other medical facilities. Revenues have been derived from a combination of tuition, insurance reimbursement, private donations and government grants.

Medicine, like most industries, has evolved. Hospital stays are shorter. Insurance reimbursements have decreased. There is more competition for limited government monies that fuel continued medical research. Recognizing that standing still is not an option, academic medical centers are working hard to enhance their individual identities to attract qualified students, researchers and dollars.

### **The University of Texas at Dallas Center for Brainhealth: Providing Better Space to Support Cutting-Edge Center's Research and Collaboration**

"Cramped quarters" is the only way to describe the former home of The University of Texas at Dallas (UTD) Center for Brainhealth. The Center, which operates within an Arts and Sciences university but partners closely with the medical school, is establishing itself as a world leader in neuroscience research and treatment.

"Brain health is such a new concept that few people know exactly what it's about," notes Dr. Sandra Chapman, a professor in Behavioral and Brain Sciences at UTD as well as the center's founder and director. "We're looking at what builds a healthy brain," she offers. "We're the only institute in the nation dedicated to understanding, healing and protecting the brain through combined research and treatment over a lifespan. So many discoveries have been made in the last five to six years, revealing how the brain can

be strengthened and repaired. It typically takes one to two generations before scientific discoveries about the brain are translated into clinical practice. There's a major push from the government to speed translational medicine. We want to be the place where discoveries are translated today."

*continued on page 2*



Despite her oversized enthusiasm for her work, Chapman had been relegated to undersized space. She and her team of 32 were cramped into 5,000 square feet. “You can have a big vision if your space is small,” she says, “but that vision isn’t always recognized.”

Tiny quarters will no longer hold back Chapman, the neuro-behavior dynamo. She and her team, which is now 100 strong, are moving into a renovated 63,000 square foot facility that abuts The University of Texas’ Southwestern Medical School. The new location will enable Chapman’s team to realize their goal. “Our goal is to collaborate, not only with the scientists here, but with the brightest scientists from across the country,” Chapman says.

The goal in retrofitting the former dialysis facility was to reflect the brilliant science that would be taking place inside. Chapman appreciates the geometric Mondrian-style influence of the facility. “At night there will be a neural impulse flash to draw attention to the building. It’s so state-of-the-art looking people will naturally want to know what’s going on here.”

State-of-the-art appearances don’t necessarily come easily. “Creating the specified copper patina finish was a challenge,” notes Charter Builders/Heery International Project Manager John O’Connor, who was responsible for constructing the new facility. “No matter how hard we tried, we couldn’t recreate the original sample we had been given. Initially, we were going to pre-patina the three-foot by six-foot copper panels and bring them to the site. We felt as if we were racing against the clock given our tight construction schedule. In the end, we installed raw copper panels and sprayed them to create the desired patina effect.”

Another sizable challenge was the addition of 47 structural piers to shore up the building’s foundation. “Typically, we can get in 15 – 20 piers per day,” O’Connor offers. “Given the fact that we only had a 14’ clearance under the existing building, and needed to wrap each in steel casing, the process took much longer than normal.”

Chapman, of course, believes the challenges are nothing relative to the work the facility is about to undertake. “Cognitive neuroscience is predicted to be one of the hottest majors in the next 25 years,” Chapman notes. “I think this facility will succeed on several levels. The new facility has already helped us bring in researchers from Harvard, Berkeley and Rutgers. I have no doubt it will bring increased public awareness to the topic of brain health. Finally, it’s going to make it much easier for us to get both public and private funding. This facility is going to help researchers change lives. It’s a dream come true.”

## University of Miami Medical Center: Flexible Space to Provide a Patient-Centered, Cutting-Edge Facility

The University of Miami’s Academic Medical Center could easily have rested on its already successful laurels. For the third year in a row, its Bascom Palmer Eye Institute was ranked the “Number One” hospital in the country in 2006 for ophthalmology according to *U.S. News & World Report’s* “America’s Best Hospitals” survey. Five other specialties at the University of Miami/Jackson Memorial Medical Center were also ranked among the nation’s best.

While most academic medical centers provide patient care through their own health facilities, much of the University of Miami’s Miller School of Medicine’s services are provided through Miami-based Jackson Memorial Hospital. “Providing healthcare services helps academic medical centers create and maintain a strong identity, take research to the bedside, and generate revenue to support the institution’s

unique academic and research missions,” says Richard Jones, University of Miami assistant vice president for design and construction. “Given our plans for continued growth, we needed a state-of-the-art healthcare facility of our own to provide a home base for our practice and to support the school.”

Not only did the university want to create one of the most patient-safe hospitals in the country, it also wanted to simplify and improve the patient experience. Seventy check-in points currently exist throughout the university’s various facilities, the result of piecemeal expansion over the years. This resulted in a less than optimal experience for the patient, who would either get lost on the campus or get shuffled from place to place.

The university’s new hospital, an 850,000 square foot medical center, is currently in design. The facility, which will combine the Sylvester Comprehensive Cancer Center with the Anne Bates Leach Eye Hospital, is part of the largest expansion in the medical school’s history. The new facility will reduce the number of check-in points to improve efficiency and enhance patient ease.

**The ability to recruit effectively impacts a university’s reputation and success.**



PERKINS+WILL

“The hospital is currently licensed for 144 beds,” says Bill Campanella, Heery International senior program manager. Heery is managing construction for the project that includes 12 operating rooms, four intervention labs, four MRI suites, four CT (computed tomography) scan suites, and two PET (positron emission tomography) scanners. “This building will be designed in layers,” he offers. “The first and second floors for example will be public areas, while the third and fourth floors will house patient exam and treatment rooms. The fifth floor is dedicated to radiology. The bed towers will be located between the 8th and 11th floors. The 12th, 13th and 14th floors will be shell space to house future patient care programs.”

With move-in scheduled for August 2010, Campanella recognizes the need for an aggressive design and construction schedule. He also knows how important it is to think out of the box in planning ahead. “This labor market is saturated,” he says. “It’s important to recognize the possibility of labor and material shortages.” Heeding the possibilities, Heery has broken the project into smaller bid packages. “We’ve broken up utilities, site work and demolition,” Campanella says. “If we can buy more of the job sooner versus later, we can lock in prices as well as secure the labor commitments we need for the job to be completed according to schedule.”

For the one building to go up, several have to come down. “This is a very congested site,” Campanella says. “We’ve got to demolish and relocate the Winn Dixie Hope Lodge, which houses cancer patients and their families, and Ronald McDonald House. We also have to relocate the MRI (magnetic resonance imaging) building and construct a temporary facility to help the hospital maintain normal operations.”

A constricted site also means a limited construction staging area. “We know that traffic coordination, noise and dust prevention, as well as dust control, are some of the major challenges we’re going to face,” Campanella says.

Jones believes the contemporary design will help the university create instant branding once the doors open. “What I like best about the design,” Jones cites, “is that it’s both cutting edge and patient centered. Our goal is to focus on a safe, flexible environment that incorporates as many sustainable elements as possible. This facility will help us bring our doctors under one roof for the good of the patients we serve.”

### **The University of California, Los Angeles: New Facilities Help Attract Top Researchers**

Recruiting isn’t easy. The ability to recruit effectively has a direct impact on a university’s reputation and success. The challenge is that top-notch universities can have enviable positions available, but in less than enviable environments. The less enviable the environment, the more likely it is to detract from the position’s potential appeal.

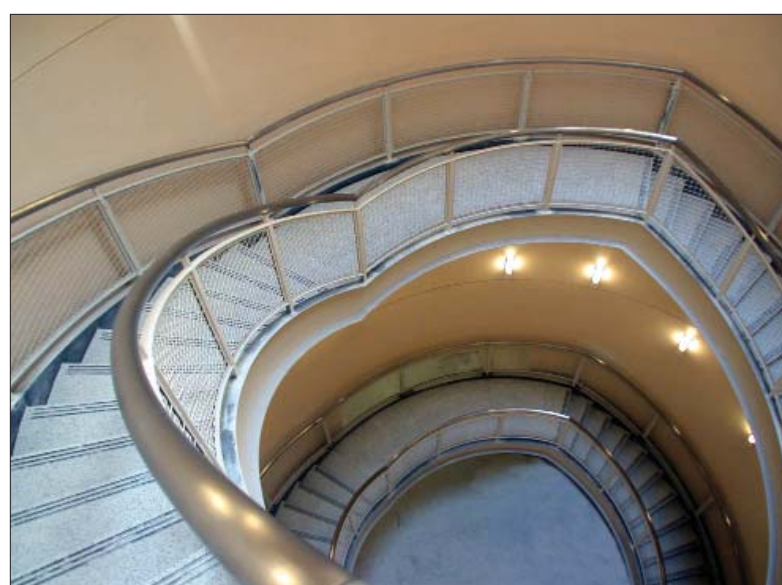
With a comprehensive multi-phase facilities reconstruction program underway for its Center for the Health Sciences, UCLA knows it offers an enviable

environment where possibilities for professional growth are unlimited. “I’ve interviewed three candidates for the Vice Chair of Research for UCLA’s Orthopedic Hospital Center,” says Dr. Gerald Finerman, UCLA’s Orthopedic Surgery department chair. “Any of the three will be a great fit.”

Finerman believes his ability to attract such talented prospects lies in part with the construction of the Orthopedic Hospital Research Center (OHRC) that is scheduled for completion in early 2007. “The new research center will give us 25,000 square feet of assignable research space [out of the 220,000 square feet that comprise the facility], making us one of the largest labs in the country,” Finerman says. “We’ve formed an alliance with the Orthopedic Hospital in downtown Los Angeles, which will enable us to bring together the tradition and mission of Orthopedic Hospital with a leading academic orthopedic department to create an opportunity to be a Center of Excellence in Orthopedic Surgery and Clinical Science. Not only will the research center be a beautiful, state-of-the-art facility, but it will be located next to several other new research centers. This is an ideal setting for a top-rate researcher who wants to benefit from the collaboration with other outstanding researchers in related disciplines.”

Creating an environment conducive to collaboration was not only the goal for OHRC, but for two adjacent laboratory facilities, one of which recently opened and houses neuroscience research programs associated with the

*continued on page 4*



Neuropsychiatric Institute of the David Geffen School of Medicine. The Immunology/AIDS/Transplantation Center, which is the third facility and is slated to open in early 2007, will support research in microbiology, immunology, transplantation, AIDS and biological chemistry.

“In the past, individual researchers were assigned an individual laboratory,” notes UCLA Capital Programs Project Director George Conde. “Over time, walls would be knocked down to accommodate program expansion or downsizing. Our new facilities embrace a more flexible lab concept to accommodate multiple researchers in a single lab space as well as accommodate research team growth. Each researcher is assigned a certain number of flexible lab benches to suit their respective research requirements. The furniture for each station is moveable and customizable. While each researcher has a private office at the end of the hallway, the lab space is communal.” Also communal is the linear equipment room, which houses a variety of power intensive equipment.

“This is an exciting time for UCLA,” Dr. Finerman offers. “Our OHRC researchers will be working next to stem cell researchers and molecular biologists. We believe these larger spaces will facilitate communication as well as encourage projects in which multiple investigators will participate. I believe a lot of our questions will be answered not by a single person but by teams of investigators working to solve a variety of problems.”

Conde hopes those researchers bump into each other on the grand sweeping stairway that spirals elegantly from foyer to top floor. “We designed the stairwell to capitalize on the collaborative spirit, hoping researchers will stop and chat as they’re going to and from the building or laboratories. Scientists and their teams also have an easy opportunity to meet in the lounges located at the end of each floor.”

In addition to encouraging communication, the new lab cluster design is creating cost efficiencies. “In the past, it was common to see offices built into laboratories,” notes JCM Group/Heery International Project Director Dan Adams. “If we had combined the two, we would have to make the office space conform to laboratory standards, which are higher and more costly. We had to specify and install complicated HVAC, plumbing and mechanical systems, for example, because of the inherent health threats faced by researchers studying diseases such as AIDS, SARS and anthrax. Such systems are not required for standard offices where air can be recirculated without a risk to employee health.”

In keeping within the architectural context of the campus, the architects specified ample brick and limestone for the three laboratory facilities. OHRC, like its fellow laboratories, includes a variety of unique design elements. “We’ve eliminated the ceiling in the linear equipment area to make it easier for researchers to gain immediate access to water connections and other utilities,” Adams offers. Conde’s team is one of the first to employ robotics in OHRC’s vivarium. He believes the robotic decontamination system will cut down on labor costs and make it easier to maintain a sterile environment for laboratory animals. A second ceiling, interstitial space above the vivarium, houses mechanical systems, and will allow maintenance staff to work without compromising lab sterility.

Like Dr. Finerman, Conde and Adams believe the facilities will keep the recruitment process flowing as well. “UCLA attracted an Ivy League researcher while the Neuroscience Research Building was still going up,” Conde says. “I believe the building played a role in being able to bring him aboard. I believe the facilities will continue to attract researchers from around the world in the years ahead.”

## Planning Helps Avoid Disastrous Effects

Disasters happen. Perhaps that’s an oversimplification of the sometimes inexplicable events and occurrences that strike in our midst, but it’s the simple truth.

University campuses are not immune from disasters’ profound effects. The tornado that ripped through Tennessee-based Austin Peay State University forced the closing of four buildings for a year and damaged 18 others. Pace University, located a few blocks from the World Trade Center, saw a university institute go up in smoke when terrorists attacked the World Trade Center. A major flood forced The University of North Dakota to close its campus three weeks before graduation.

While it’s not always in a university president’s power to prevent disasters, it is well within the president’s means to

minimize a disaster’s effects through proper planning. “I can’t emphasize enough the importance of crafting an effective, campus-specific disaster plan,” notes Sal Rinella, vice president of Stratus, a part of Heery International, whose goal is to help

**It is well within the president's means to minimize a disaster's effects through proper planning.**

higher education professionals leverage their assets to create competitive advantage. Prior to his tenure at Stratus, Rinella served as vice president of administration for California State University, Fullerton and president of Austin Peay State University. He led both institutions through the disaster recovery process.

“Creating a campus disaster plan is a daunting task,” Rinella notes. “It requires an incredible collaborative effort between the board, president and senior administration, and clearly outlines the ‘who, what, when, and where’s’ should a disaster strike your campus.”

Working with campus leaders from other institutions that have experienced campus crises, Rinella helped craft the top ten lessons presidents and boards have learned about disaster planning and recovery.

1. The board and president are held accountable for an institution's preparedness and response to disasters.
2. Regardless of what is written in the disaster plan, the president is responsible for campus public relations and morale.
3. The president must gather information and make decisions quickly and relatively independently in the first few days following a disaster. There is no time for second guessing.
4. Traditional power structures and priorities will be reordered. The requirements of physical plant and safety personnel must be made a top priority.
5. There's nothing like a disaster to let an institution know its true relationship with the surrounding community.
6. Count on the fact that whatever can go wrong will go even more wrong in the wake of a disaster.
7. No matter how technical, logistical or tangible post disaster issues seem, people will view them personally. What people will remember most about how the institution handled the crisis is how the president and board handle the "issues of the heart."



8. Once initial safety and security issues have been addressed, the president and board must define the disaster recovery process and place it at the top of their list to help the institution achieve its long term vision.
9. Preventing a calamitous enrollment loss is a key issue that must be addressed by the president, board and entire campus community.
10. No matter how well you plan, you simply cannot plan for everything. Hundreds of previously unexplored issues will arise. Success requires keen communication skills, the ability to make sound judgments, and a sincere concern for faculty, students and the community.

Is your campus prepared for disaster? Stratus has recently developed a monograph – *The President's Role in Disaster Planning and Response: Lessons from the Front* – to help your institution create an effective, campus-specific master plan. You can order a complementary copy at [info@stratus-heery.com](mailto:info@stratus-heery.com).

## Exotic Animal Training and Management Facility is Suited for Man and Beast



When it comes to unique needs, Hollywood, Calif., literally has a lion's share. Only a few communities in the world have an on-going need for

professional animal trainers who can ensure that a film set does not become a zoo when the cameras are rolling. Of course, nearby tourist destinations such as Disney's Animal Kingdom, The San Diego Zoo and Sea World also require professionals to care for and train the winged and four-

legged celebrities that keep the tourists coming back.

One of the first places industry veterans turn to find such professionals is the Exotic Animal Training and Management program (EATM) at Moorpark College, the only college program of its kind that trains students for careers working with animals in television and film, zoos, theme parks and more. "When classes were first taught, the college recognized the program had an inspired instructor in its midst and could fill a unique community need," says Moorpark College Zoo Operations Manager Marra Rodriguez. "We've been offering an associates degree in

*continued on page 6*



Photo by MC Counselor Chuck Brinkman



Photo by MC Counselor Chuck Brinkman



**The facility will reflect the more forest-like setting of the zoo.**



Photos by MC Counselor Chuck Brinkman

Exotic Animal Training and Management since 1974. People in Hollywood call me personally to tell me what they need.”

A program graduate herself, Rodriguez says EATM is the community college’s flagship program. Offering intensive hands-on training in a classroom as well as a zoo setting, Moorpark’s program attracts students from across the globe, many of whom already hold undergraduate and graduate degrees in other areas of study.

Although the program has continually earned accolades from students, faculty and prospective employers, its facilities were in need of an overhaul. Rodriguez is proud to note that overhaul is currently taking place. Soon to replace the two portables that have served students and staff will be

a 12,000 square foot facility, complete with classroom, administrative office space, book store, veterinary lab, theater and ticket booth.

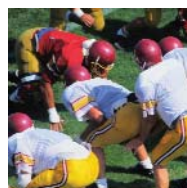
“This program has never seen such a tangible improvement,” Rodriguez notes. “In the past, we had to cram materials in wherever we could.” The new space will allow students and faculty to store everything more safely and effectively. It will offer an indoor theater that can be used for classes, as well as rainy day zoo performances, it provides ample office space for individual faculty and staff, and it offers students an air-conditioned space. “Students spend up to twelve hours a day working on the grounds with the animals, so it will be nice to offer them a cool respite.”

The additional classrooms will also result in fewer scheduling problems. “We can use the building for other programs, something we’ve not been able to do in the past,” Rodriguez says. In true Southern California fashion, for example, the stars will come out at night, when a planetarium class takes advantage of the theater space once evening falls.

While Rodriguez looks to the future, JCM Group/Heery International Project Manager Dick Jones is working through project challenges to make sure Rodriguez’ future is as bright as she envisions. “We’ve got a very challenging earthwork project ahead to stabilize this building because it sits on the hillside next to the zoo,” Jones says. “We’ve also had to work through a lot of drainage and sewer issues to keep stormwater from collecting on our site and the neighboring zoo site. We’re looking ahead to construction when we will undoubtedly have waterproofing issues and the challenge of making sure the facility is strong enough to withstand the soil pressures.”

One thing is for certain. The new EATM facility will be easy to spot. “One of the trustees said they wanted this facility to have more flare and a different profile than other buildings on campus because it’s visited so often by the zoo-going public,” Jones says. Rather than blending campus colors, the facility will reflect the more forest-like setting of the zoo.

## Ohio State’s Proposed Expansion will Take them to the Forefront of Sports Medicine



When it comes to athletics, The Ohio State University is a perennial powerhouse. Its teams, from football and basketball to fencing and synchronized swimming, traditionally score high in both the Big Ten and national rankings. In fact, the first thing that often comes to mind when people think of Ohio State is sports.

If leaders of the Ohio State Sports Medicine program have their way in the not too distant future, people will move far beyond just recognizing the institution for its proven prowess in the field of sports to lauding its accomplishments in the field of sports medicine as well. The leadership team includes Dr. Chris Kaeding, an Orthopedic

surgeon and head team physician for the Buckeyes, and Dr. Tom Best, a family practice sports medicine physician and internationally recognized researcher, Kaeding and Best serve as co-medical directors for sports medicine and are supported by Tom Caldwell, a sports physical therapist and athletic trainer who serves as the program’s administrative director. The trio is part of a dedicated team of university and medical center officials working to expand the Ohio State Medical Center and become a national leader in sports medicine research, education and clinical care.

“Our goal is to integrate sports medicine services across the health system to better accommodate the needs of the athletic department, our patients and our learners,” Caldwell

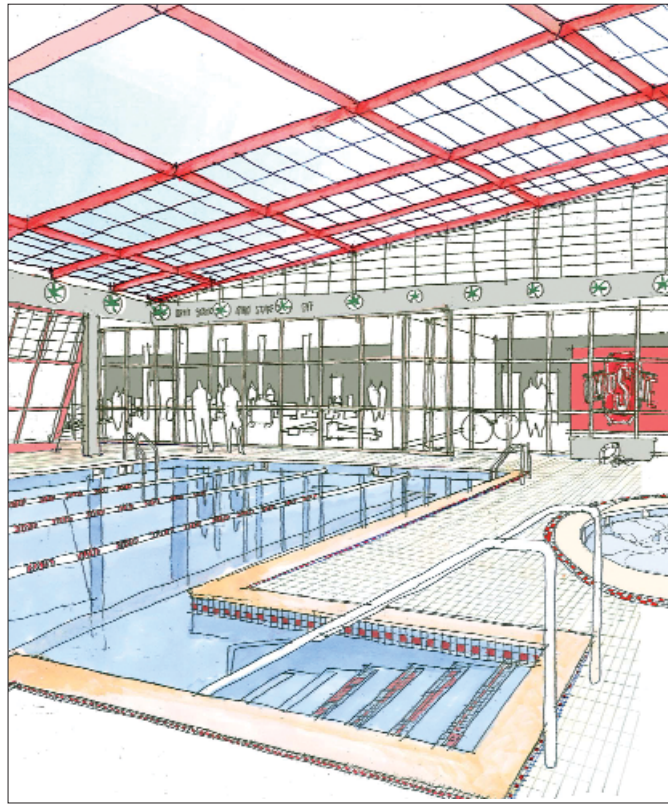


says. “Not unlike other academic medical centers, we’re challenged with the silo effect where everything is separated according to department and spread across the campus. We want to improve communication and collaboration among our tremendous resources. We believe that by building a hub that centralizes sports medicine activities, we will better leverage all of our assets. Ultimately, our patients will benefit from all service providers – physicians, athletic trainers, physical therapists, biomechanics researchers, nutritionists and sports psychologists – being housed under one roof. Additionally, this configuration will allow us to best integrate our three-part mission and meet our vision of creating the future of sports medicine and individualized care.”

Caldwell believes the national and local strength of the Ohio State athletic brand will prove a key to the new facility’s success in serving not just student athletes, but the general population as well. “We’ve already got a strong sports medicine program,” Caldwell says. “By collaborating with the deans of various academic departments, we’ll be able to identify state of the art research opportunities that we can then apply in clinical practice. We’ve recently recruited a new biomechanist, for example. Let’s say a patient goes through surgery and plans to return to a particular sport. The biomechanist can help facilitate rehabilitation and ease that patient’s return to competition as well as enhance their performance. Our new Ohio State Medical Center Sports Medicine Institute will be able to provide a bench-to-bedside approach.” He believes few universities offer such a diverse array of sports medicine academic, research and clinical services.

Heery-HLM | design has been working with Ohio State on a feasibility study for its future expansion. “We’ve been studying the campus to help uncover the most viable sites that will be convenient for student athletes, as well as the general population,” offers Heery-HLM | design architect Scott

**We want to improve communication and collaboration among our tremendous resources.**



Hansche. “We’ve also been working with the executive committee to develop space programs room by room, which will enable the sports medicine center to create a more accurate estimate of the anticipated building sizes and content.”

The proposed center calls for 39,980 of assignable square feet and 73,988 gross square feet. According to university estimates, the university expects to see sports primary care visits increase from 9,731 to 21,343, orthopedic visits increase from 8,246 to 21,450 and physical therapy visits increase from 12,667 to 20,233.

As the field of sports medicine continues to grow more competitive, Caldwell believes the new sports medicine center will help the university on several levels. “I believe the new facility will enhance our ability to secure grant funding to continue doing state-of-the-art research. It will also help us recruit the future leaders in sports medicine education, research and clinical care who will help us better serve our student athletes and the general public.”

## Oregon State University Goes for the Platinum Standard for Power Plants

Being mandated to achieve LEED Silver is difficult enough when designing a new facility. When that facility is industrial in nature and comes with a tight budget and schedule, the challenges are even greater.

Challenge or no challenge, Oregon State University (OSU) officials realized the time had come to replace the institution’s aging energy center, which provides 70 percent of

the campus’s heating. “We didn’t have much choice,” notes Henry Alaman, OSU design and construction manager. “The existing building, which is between 60 and 70 years old, is seismically challenged and falling down around itself. We were afraid catastrophe could strike too easily.”

Although all campus construction was mandated for LEED Silver, OSU’s energy center team has taken it upon

*continued on page 8*



themselves to erect a LEED Platinum energy center. “One of the most difficult aspects of the project has been weeding through the desires of campus end users and balancing them with designer recommendations,” says Alaman.

After ample information gathering, the decision was made to create a co-generation plant that houses both a gas turbine and a steam turbine generator. The facility will use natural and diesel gas to fuel the gas turbine generator and auxiliary boilers. Wasted heat from the gas turbine generator exhaust will create steam for the steam turbine generator and supply steam to the campus heating grid. In addition to creating campus power and heat, the cogeneration plant will also provide students and faculty with an array of science and engineering research opportunities.

The facility will generate interest as well as power. “This

type of facility is rare among colleges,” Alaman offers. “Most of the existing facilities are in California where power rates are high.” Although the university does not contend with astronomic rates, Alaman is still excited that the power plant will be linked to the campus electrical grid to provide a portion of the campus’ electricity. “This plant will be responsible for generating 50% of the power on campus,” Alaman says. “We’re currently in negotiation with our local power provider to create a connection to the existing grid. We estimate it will reduce our electricity bill by 50%.”

“It’s a very complex plant,” offers Heery Commissioning Agent Troy Kunas. Besides verifying that equipment and systems operate as intended to achieve LEED Platinum certification, Kunas will also be studying the system-operator interface. “I’ll be looking for potential issues that can negatively impact both the operation and maintenance of equipment and systems,” Kunas says. “My goal is to create ‘what if’ scenarios for the entire system to catch potential failures before they happen. In part, my commissioning role helps eliminate the Achilles heels of a project. This facility plays a critical role in campus operations. I want to help create a versatile operation along with the means for recovering quickly and safely from equipment or system problems.”

Heery will be creating an integrated systems training manual for facilities’ operations personnel and will also provide staff training. “Culturally speaking, our staff isn’t used to taking responsibility until the initial commissioning process is completed,” Alaman cites. “I’m counting on Heery to get our staff involved early on to get the facility up and running smoothly.”

## Student and Community Needs Come First at Community Colleges



Responding to changing needs of the community has been a driving force behind the growth of community colleges.

The continued development of quality programs and facilities has turned community colleges into highly competitive institutions that vie for and win top students, in addition to attracting community members who seek career change training.

It’s no secret that the demand for well-trained healthcare professionals has far outstripped the supply. In order to ease predicted shortages, colleges and universities have recognized the critical need to graduate a greater number of nurses, respiratory therapists, paramedics and other health care specialists.

Of course, recognizing that the need exists is just one part of the equation. A pre-requisite for any institution is having the facilities that can accommodate growth in a particular field. Prince George’s Community College had already determined that one of the community college’s barriers to graduating more students was an existing facility that had been maxed out. The school, which has a main

campus in Largo, Md., and three degree centers in Laurel, Hyattsville, and Camp Springs, enrolls more than 37,000 students each year.

“The building our program is currently in is close to forty years old,” notes Dr. Sandra Dunnington, dean of the health sciences division of Prince George’s Community College. “The way we educate students in clinical health

**Responding to changing needs of the community has been a driving force behind the growth of community colleges.**

programs today is clearly not the way we educated students in the past. The amount of technology required in healthcare education, for example, has grown dramatically. Our current spaces simply are not configured for today’s lab and technology needs.”

In order to fulfill its mission of meeting community needs and thus addressing the growing demands for healthcare professionals, Prince George’s decided to design a new state-of-the-art facility. “At one time, there had been talk about renovating the existing facility,” Dunnington offers. Two challenges made officials question renovation feasibility. The first challenge was finding space to house existing labs during the renovation. The second, and perhaps



greater, challenge was how to renovate a facility requiring asbestos abatement, while simultaneously performing data center operations.

The 110,000 square foot Center for Health Studies and Technology Services Data Center will offer classrooms, laboratories and administrative offices for its programs in nursing, radiology, nuclear medicine, emergency technician paramedic training, optometric assistant and pharmacy technician. Heery International is responsible for the facility's design. The facility is scheduled to open in summer 2010.

"We're going to great lengths to study trends in healthcare delivery that will help us design a building that remains current for many years," Dunnington says. "We recognize that Prince George's needs a building that provides maximum flexibility and adaptability of spaces," offers Heery Architect and Project Manager Tim Hudgins.

### Two Buildings in One

Just as the health sciences department found itself in a space not conducive to today's technology requirements, so did the college's technology services center. "An outside study had shown that the technology services center was sorely in need of expansion," notes Dean of Facilities David

Mosby. "Although we had considered moving the facility offsite, we realized the most cost effective solution was to combine the Health Sciences Department with the Technology Services Center. It was, after all, the only new building scheduled for construction."

Mosby believes proper planning is key to the facility's ultimate success. "First of all, the facility is located on a tight site and will infringe on some parking. It's also going to dwarf the buildings that sit alongside it. We're putting careful thought into its design."

The design team is also putting careful thought into apportioning the space appropriately. "One of the biggest challenges is determining where people will be located within the building," Mosby offers. "Heery is currently helping us resolve that issue. We've also created a design committee made up of all the various constituency groups on campus, including the vice president for technology services."

As one of the facility's end-users, Dunnington is eager to see the building completed. "We've already given the state our predictions for future graduates. Thanks to the flexibility of the new Center for Health Studies and Technology Services, we expect to double the number of graduates by 2013."

## The Big Bang Theory: How Two Universities Addressed Multiple User Needs with a Single Facility

Show me a college or university that wants for nothing, and I'll show you the needle from the haystack. Such institutions are hard to find for the simple reason that facility aging, reduction in public funding, student population growth, changing technology, and new program development all create needs in some form or another.

Typically, those needs have a hefty price tag attached, the financing of which cannot always be borne by a single department or entity. The question is how to get "the biggest bang for the buck". Two institutions demonstrate how focusing on the big picture to address their needs can result in benefits to multiple user groups.

### **Southeastern Louisiana University: New Parking Deck Doubles as Stadium Facelift**

Southeastern Louisiana University knows what it's like to face several pressing issues at the same time. Between the late 1980s and mid 1990s, the largely commuter driven university experienced a growth spurt, increasing its student population by 8,500. What didn't increase was the amount of parking available to those new students. "The university was constantly challenged to find additional parking spaces for students," notes Southeastern Louisiana University President Dr. Randy Moffett.

The university was also challenged by the need to upgrade press box and club facilities at the university's aging football

*continued on page 10*



stadium. “In 2003, after an 18-year hiatus, we returned the university’s football program,” Moffett says. “Although we had a great stadium, it hadn’t been upgraded in over 20 years. Not only did the facility lack the latest technology, it lacked air conditioning, as well as space to entertain university guests.” With an 85-step climb separating stadium entrance from press box, the university also recognized the time had come to install an elevator to satisfy visitor and emergency requirements.

Limited funds were available to meet both stadium and parking needs. The question was how to stretch those funds. “One of the things we did was look at the footprint of the campus,” Moffett offers. We also engaged a parking consultant who told us the best place to build a deck was on an existing parking lot.”

The ideal existing lot, according to consultants, sat adjacent to the football stadium. Suddenly, two seemingly separate issues converged. Campus officials revisited construction and funding options and decided to combine several sets of funds and design a single parking structure that could fulfill student parking and football game day program requirements.

“There’s no doubt that building the columns, stairs and elevator required for a press and amenities tower would have been expensive,” says Heery Vice President and Lead Project

**Focusing on the big picture to address their needs can result in benefits to multiple user groups.**

Architect Michael Holleman. Under the current plan, the university will add a 450-car parking deck next to the stadium and use its infrastructure to support the addition of the press tower and club suites. Suite and tower visitors will gain access through the parking deck elevator.

Of course, merging two separate facilities is no easy task. Holleman recognizes both the challenges as well as the benefits. “If the two facilities were separate, for example, we’d need two separate sets of elevators,” Holleman adds. “The combined facility requires only one.”

In addition to the four-level parking deck, the new structure will include two additional levels for the press, club areas and seven suites with the ability to add five more. “The existing second level houses stadium offices, which do not have ADA access,” Holleman says. “A bridge from the parking elevators will provide ADA access to those offices.” The club level will include an indoor lounge with seating for 150 people. An open concrete deck located at the top of the grandstand will be used for university events and may be rented for corporate events. The university may enclose it to house a future club suite.

More than just a parking deck with press and amenity tower, the facility will also serve as a university transportation center. “About five years ago we became aware of federal funds for intermodal transportation centers,” Moffett notes.





“Given the parking deck’s central campus location, we realized the ease of using it to create a shuttle service. We received \$2.2 million after submitting a request for funds. We married those funds with the proceeds generated from land sales and dollars generated from student parking fees.”

Once the facility is completed, students will have more than just a place to park and pick up the campus shuttle. They’ll also be able to take advantage of other amenities such as a coffee shop, restaurants and restrooms that will be added on the lower level. “The great thing about creating amenities like these is that they generate additional revenues for the university while benefiting students during the week and fans on game days,” emphasizes Holleman.

Moffett, who believes the facility will enhance the university’s image, is excited about the project. “Our fans, players and students deserve this kind of facility.”

**The University of Texas at Austin: New Football Endzone Appeals to More Than Football Fans**

Facility and resource needs exist not only at small public institutions, but at large championship caliber institutions as well. The University of Texas at Austin, for example, spent a number of years discussing the renovation and expansion of its north end zone facility at Darrell K Royal Texas Memorial Stadium before asking Heery International to bring its vision to fruition. “We wanted to make sure we flushed out the most sensible ideas,” says Jim Baker, the university’s associate athletic director for events and operations.

Those ideas were all outlined in a formal master plan. “We created a 10-phase master plan for stadium renovations and expansion in 1995,” notes Heery Architect and Project Director Bob Watson. “The north end zone project represents

phase nine. I’m happy to say the first eight phases are complete.”

Phase nine, which will benefit a variety of users, is taking shape. It calls for the expansion of stadium seating to over 90,000, something that will certainly please avid Longhorn fans. “When we took the track out of the football stadium in the mid 1990s, the north end zone seats seemed so far out,” Baker says. Not only will more fans be able to see the game from the stands, they’ll be closer to the exciting action. Providing 47 private suites and a large air-conditioned club with covered outdoor seating is certain to increase fan visibility and sports program revenue. Abundant restrooms and concessions will also make the north end zone more user friendly, as well as meet current health and construction codes.

The north end zone also allows the university to consolidate currently scattered student athletic academic *continued on page 12*



offices. “We’ve currently got six spaces dedicated to athletic advisor and student tutoring centers,” Baker offers. “Six spaces are hard to manage. The new facility allows us to bring all the classrooms and advisors under one roof. We’ll be better able to assist current student-athletes, as well as recruit new student-athletes.”

When university officials decided to use the facility as a bus dwell for a campus shuttle, Heery recommended the creation of a 16,000 square foot street level indoor concourse that serves, in essence, as a mini-student union. “We’re adding an air-conditioned food court, pre-game ticket office and restrooms with ample seating area,” notes Watson. Students who take advantage of the shuttle or find themselves in the stadium’s vicinity can take advantage of the new amenities. Baker believes the addition makes sound financial sense. “The food court converts to an open-air concourse on game day. The shuttle and concourse will be closed on game days, but the facility will otherwise be available to students on a daily basis,” he adds. “We believe it will generate additional department revenue.”

A new strength and fitness museum that houses the world’s largest collection of archival materials related to topics such as physical fitness, weightlifting, bodybuilding, competitive sports and physical education may not generate additional revenue, but it will certainly generate additional interest. Owned by a university husband-wife team, it will

occupy approximately 20,000 square feet. “Among other things, the university is also putting in a kitchen and commissary and building shell space for four gyms for Kinesiology that can be finished out when the university receives more funding,” adds Baker.

Of course, wishing for project completion doesn’t make it happen any faster. The university will have its fair share of challenges before the dust settles in 2008. “The geometry of the existing structure is a challenge,” Watson notes. “We’re going to have to cut into the sides of the existing building in order to add the extra seats. “Although we won’t start demolition of the existing seats until the end of the 2006 football season, we have to plan the underground utilities package now to make sure that facilities served through the existing North End Zone have what is needed to continue operations during the construction process.”

The design team also has to plan for interim seating for the 2007 season as well. “Not only will construction be in full swing in 2007, we’re going to have to create temporary seats and temporary concessions while adhering to life safety codes as usual,” Baker cites. “We’re in the midst of making sure we’ll have the necessary utilities in addition to the necessary exiting and aisles so we can get fans in and out. It will be a difficult few years, but I have every confidence the resulting facility is going to meet the university’s needs for many years to come.”

# HEERY

[www.heery.com](http://www.heery.com)

For additional information, please contact Editor at 800/52Heery.

Contributing Writer: Sue Wasserman

© Heery International Inc., 2006. *Heery Higher Education Report* is published annually.  
All rights reserved.

HEERY-HLM|design

JCMGROUP  
HEERY INTERNATIONAL INC.

STRATUS  
HEERY INTERNATIONAL INC.

CHARTER BUILDERS, LTD.  
HEERY INTERNATIONAL INC.