



Resources for Excellence: Real Estate Initiative

Leveraging new tools to transform our built environment.

JCAC
01.27.2022

Agenda

- Revenue innovations
- Real estate strategy
- Stakeholder engagement
- What's coming

Revenue innovations framework

Study Group Recommendations:

Corporate and industry
partnerships

Auxiliary and asset
optimization

Real estate

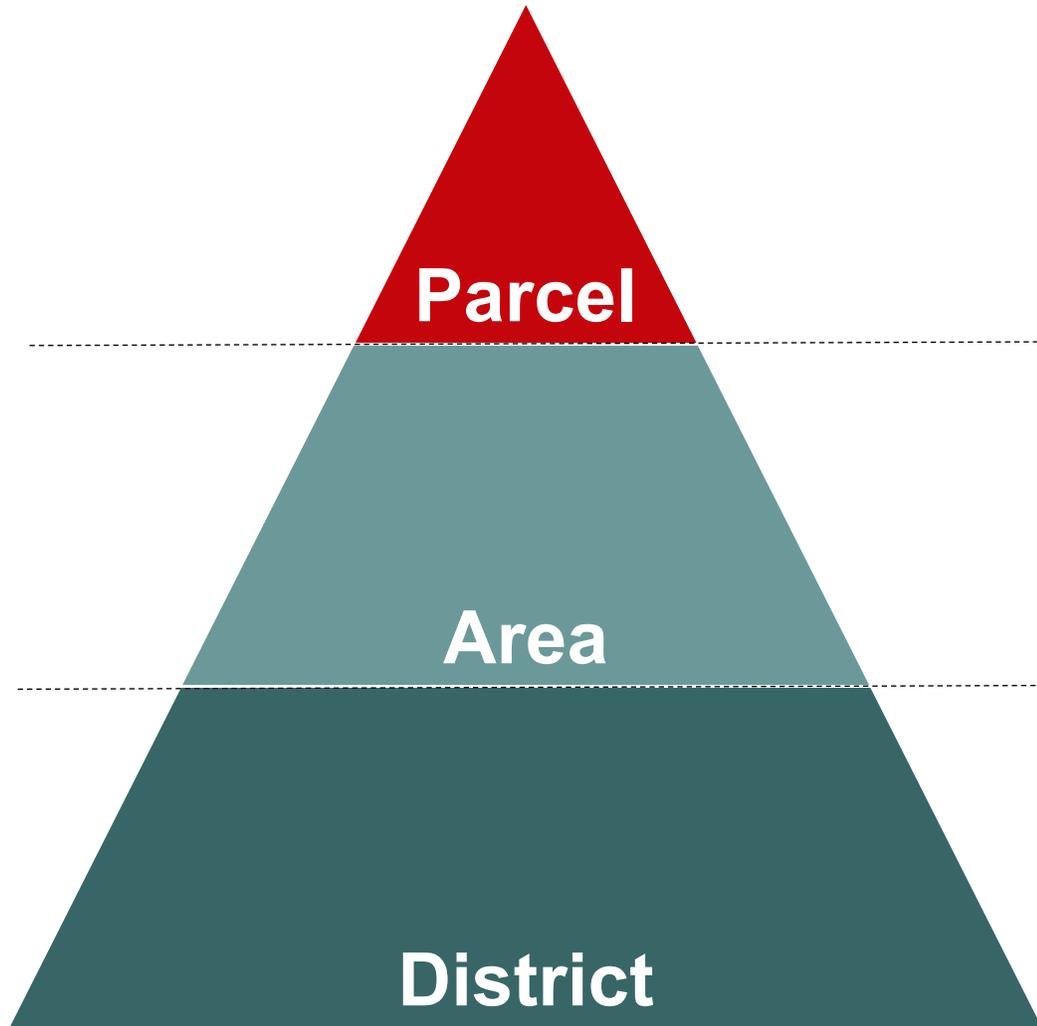
Guiding Principles

1. Generate substantial new streams of revenue to support the mission.
2. Recognize UW-Madison's history of placing value on the medium- to long term.
3. Align with the campus strategic framework.
4. Support agenda to enhance diversity, equity, and inclusion; healthy communities; and our obligation to sovereign Native Nations.
5. Respect principles of shared governance.
6. Enhance the student learning and growth experiences on and off campus.
7. Protect the overall wages and benefits of employees.
8. Trial potentially scalable innovations in new technologies and technology transfer, performance and operations, campus design, transactions and procurement, partnerships, governance, and regulation.
9. Improve the accessibility, livability, sustainability, and quality of the campus environment, and city-region more generally.
10. Support and build positive relations and ties with the community, the nonprofit and business sector, and the public sector.

Real estate strategy – critical observations

- A long-term strategy (think decades)
- Building endowments, not plugging operating needs
- Initiative will respect existing campus / master plan agreements
- University maintains long-term control of the land (through affiliate) with reversion explicitly addressed in MOU
- Endowment returns will fund key campus priorities – specifics to follow

A wide range of potential programs

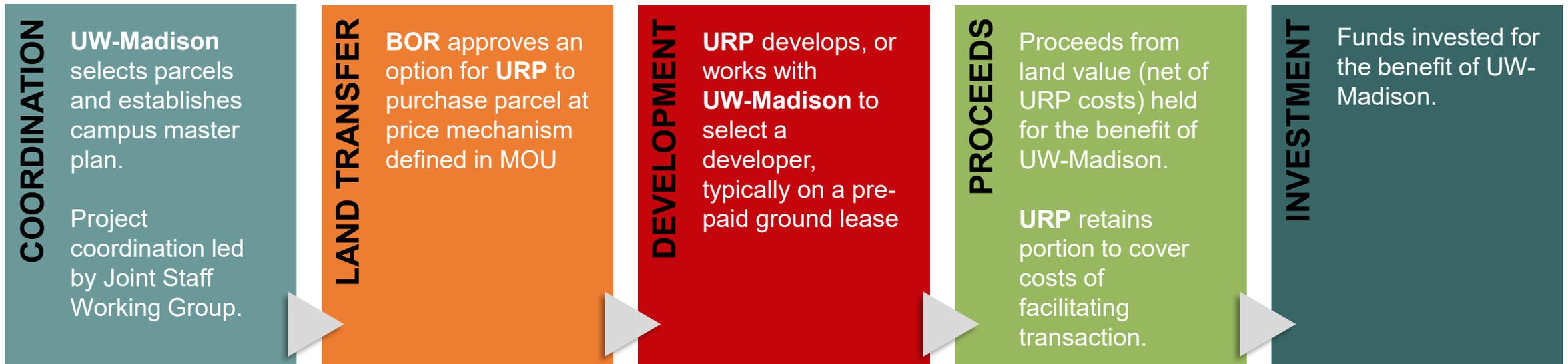


Definition / Approach

- Discrete sites with narrow use (highest volume)
 - Suitable for stand-alone projects (with context)
 - Interdependencies less complex
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- Multiple sites / uses
 - Planning around uses, circulation, relationships
 - Expand value with multiple projects connected by master plan relationships
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- Many sites / projects
 - Integrated with campus or district master plan
 - Requires long-term strategy

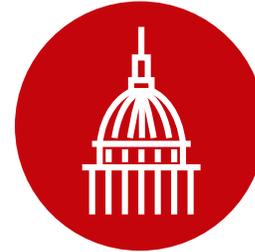
Life of a Parcel

The Board of Regents recently approved a joint MOU between UW-Madison and URP that dictates how a parcel of land gets developed and how returns flow back to the university.



BoR repurchases land upon ground lease expiration at nominal price

Ongoing stakeholder engagement



Campus

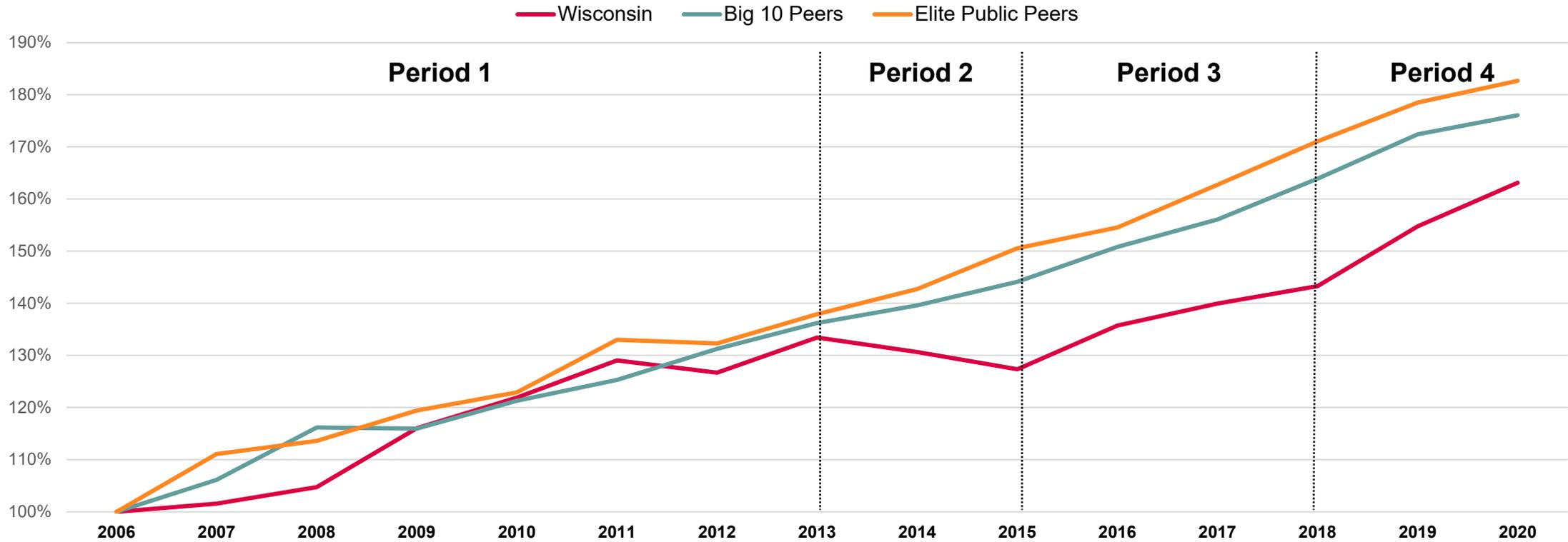
Executive Group
Deans and directors
Administrative Council
Shared governance groups
Chancellor's Advisory Council
Student groups
Other stakeholders

External

City of Madison
City Alders
State and county agencies
Legislators
WFAA Board
UW-Madison alumni
Other stakeholders

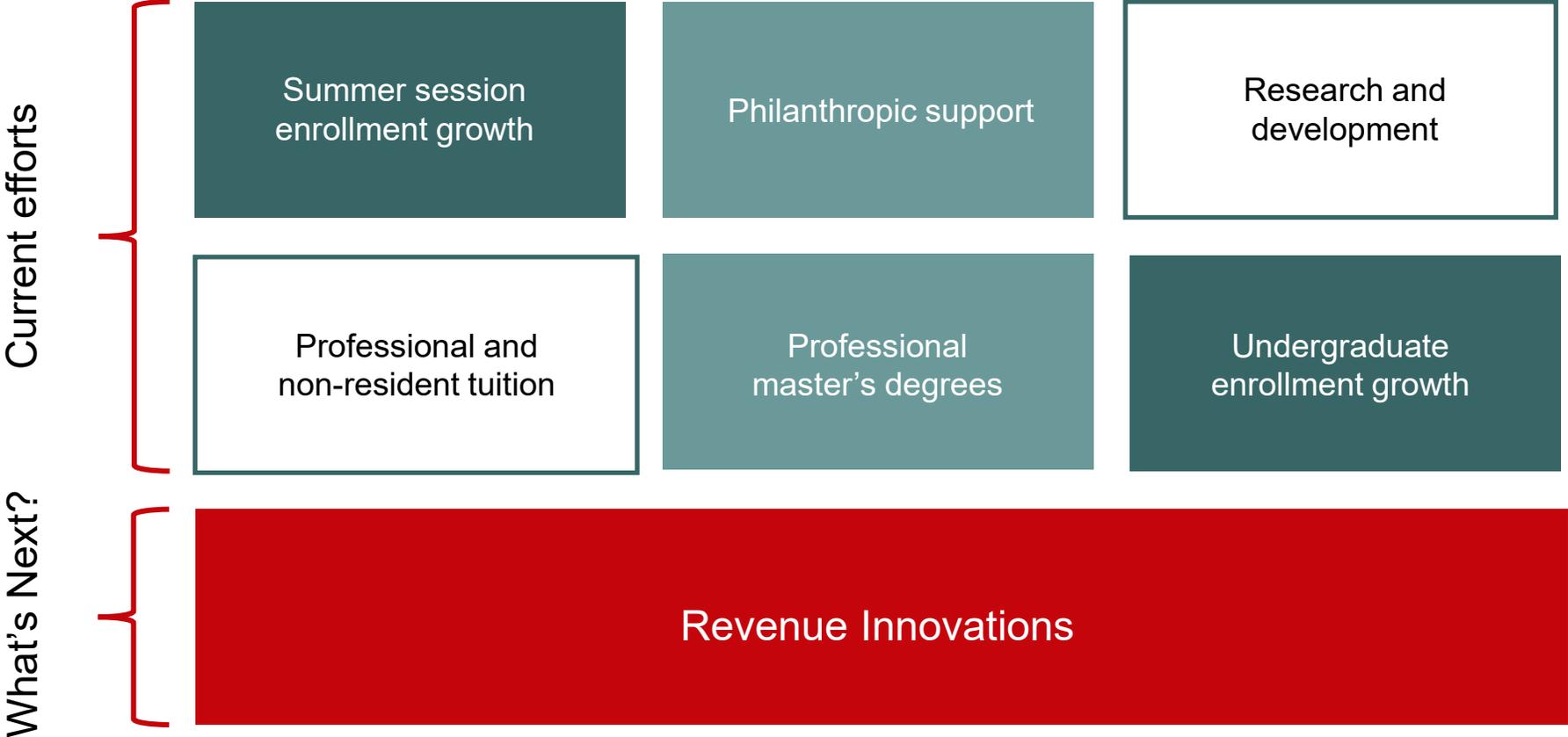
Growth strategies to close the resource gap

Total growth in operating revenue and state support (FY06 as baseline)



Elite public schools: Virginia, Florida, Texas, Berkeley, North Carolina

Recent strategies for funding our public mission



Early themes from stakeholder conversations

AUDIENCES >>>		Shared Governance	Deans / Research	Campus Leadership	Board of Regents	Government / Community	Industry Partners
THEMES / FOCUS AREAS	Innovation and collaboration space	●	●	●	●	●	●
	Native Nations engagement	●		●	●	●	
	Consistent with Campus Culture	●	●	●	●	●	●
	Multi-use spaces (live / work / play)	●	●	●			●
	Alignment with master plan / zoning	●	●	●	●	●	●
	Fund Strategic / Mission Initiatives	●	●	●	●		
	Economic Impact		●	●	●	●	●

Transformative impact of innovation zones

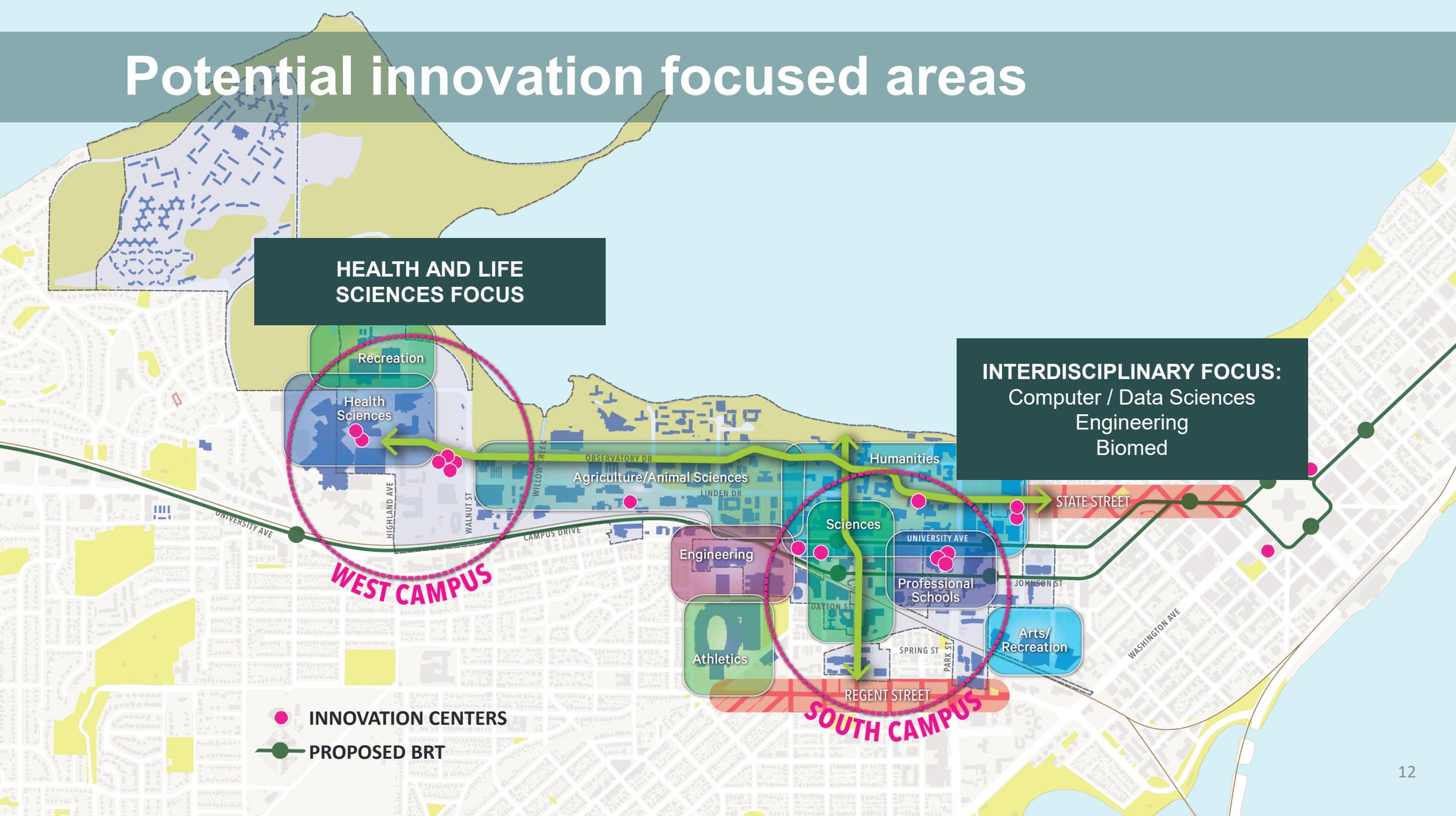
Kendall Square
MIT



Innovation Square
Georgia Tech



Potential innovation focused areas



District Plan Illustration: West Campus Innovation District Master Plan

The WCID Master Plan is intended to be an inspirational working document to facilitate public-private partnerships (P3) that support executive decision-making.

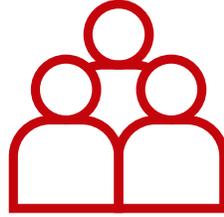
Objectives

- Create a compelling and actionable vision
- Ensure vision and strategy align to the University's goals
- Inform future P3 opportunities
- Engage stakeholders in the development and use of the district
- Understand required infrastructure and transportation changes

Deliverables

- Roadmap for a place for learning, research, innovation and economic development
- Facilitated visioning and goal setting sessions with key stakeholders
- Summary of recommended configurations
- Identification of phased construction projects and Capital Improvement Plan
- URP investment and development plan

Next steps



Build stakeholder engagement

- Campus Planning Committee & governance
- Community partners/leaders, City/State officials



Develop area plans for innovation districts

- Frame deliverables
- Develop timelines



Return to Board of Regents in February 2021 to:

- Provide progress updates
- Request approval of initial parcel transfers



Questions?