

DRAFT

Concept Paper

**The Future of the University of Louisville's Shelby Campus:
Report of the Subcommittee to the Internal Working Group**

August 7, 2000

Introduction

The subcommittee to the internal working group at the University of Louisville was created by John Shumaker, president, and Carol Garrison, provost, to develop an initial proposal for the future of Shelby Campus. Subcommittee members were Larry Owsley, Nancy Martin and Ron Moore, all vice presidents; Robert Taylor, dean of the College of Business and Public Administration, and John Welsh, associate provost. The subcommittee reviewed a number of materials pertaining to Shelby Campus, including unit proposals for its use offered by several academic units and a market and strategic analysis of the campus prepared by Hammer, Siler, George Associates.

Based upon a review of these materials, the subcommittee recommends the development of a technology park at the campus. The academic core of the redesigned campus includes (1) the delivery of credit and non-credit, technology-driven, professional development instruction by U of L, or jointly with external partners, and (2) research and service that pertains to the application of information technologies to business problems. The technology park would focus on four sets of activities:

- delivery of select credit instruction and discipline-based, technology-driven, non-credit instruction
- incubation of information technology start-up companies
- research, development and commercialization of information technology applications
- service to technology-intensive businesses through a proposed Applications Development Center.

The proposal recommends the creation of a park-like environment that emphasizes technological applications in continuing and professional education and encourages public-private partnerships to pursue technological solutions to business problems. The activities at the redesigned Shelby Campus should be anchored by two restructured entities that already have a presence: The University Center for Continuing and Professional Education (UCCPE) and the Information Technology Research Center (iTRC). However, the success of the redesigned campus will require significant changes in these entities and a strong presence by other academic and administrative units.

This concept paper is conceived as a statement of a broad, initial vision of the teaching, research and service components of a technology park at the campus. The discussion of the recommendations is preceded by an outline of observations the subcommittee makes about the campus and its future. The concept paper also includes a discussion about the implications of the proposal for the grounds and facilities at the campus, a fiscal summary, and discussion of the relationship between a U of L proposal for an information technology research park on the campus and the e-Main initiative. The paper closes with discussions of the advantages of developing a technology park and the next steps in developing a redesigning the campus.

Observations on Shelby Campus and Its Future

U of L's Shelby Campus now is a multi-use facility serving a variety of constituents seven days a week. Those served by the university at the campus include students pursuing academic degrees, people seeking continuing education opportunities, organizations seeking conference facilities and training programs, and small businesses gaining a foothold in the marketplace. These various uses of the campus represent the only contact many individuals and organizations have with the university. However, the benefit of the campus to the university and the community has not been optimized.

Any plan to improve the uses of the campus should be based on observations about the current academic, administrative, space, and financing facets of the campus, some of which are summarized in Attachment 1. In addition, the university should make any improvements in a way that preserves the park-like campus and the quality of life in the surrounding community.

Academic Programming

1. Shelby Campus now offers few opportunities for the broad-based delivery of credit bearing courses. Although there are annual variations, about 35 academic departments in five schools and colleges offer about 250 credit courses serving over 5,000 students a year. Only two complete degree programs are offered at the campus: an integrated master of business administration and a master of science in social work. About 300 students attend the Kent School of Social Work weekend graduate program.
2. On the other hand, Shelby Campus appears to offer tremendous potential for noncredit and continuing education opportunities. Each year, the campus hosts about 200 noncredit continuing and professional education courses and events serving some 4,000 participants. The campus also hosts about 400 conference and training events serving more than 14,000 participants for an average duration of 2.8 days. Shelby Campus is the only place at UofL where noncredit, continuing education, conference and training activities can occur and expand on a large scale. The Hazardous Waste Site Worker Training Center, National Crime Prevention Institute and Child Welfare Training Center also provide training and conference events at the campus, collectively serving about 4,900 participants.
3. The location of UCCPE and iTRC on the campus provide not only a foundation for growth in continuing education and the incubation of technology start-ups, but a potential theme for integrating planning and programming for the campus.

Location, Grounds and Facilities

1. The 243 acres of the Shelby Campus house 14 buildings; seven were originally constructed as dormitories. The most prominent buildings on the campus are Burhans Hall (the main academic building), Founders Union, iTRC and the former President's Home. The 14 buildings on the campus have a total net square footage of 120,578 and a gross square footage of 166,707. The quality of the facilities varies from the state-of-the-art iTRC to unusable space in Burhans and several of the dormitories.
2. The campus now has parking space to accommodate about 800 vehicles.
3. The accessibility of the campus, the availability of parking, and the available land and structures provide distinct advantages for growth and institutional development. Hammer, Siler and George Associates conclude that the university has great potential to establish a leading business and technology research park at the campus. The location of the campus is a significant basis for this determination; it is near three office parks and is located in the middle of a concentration of more than 100 technology providers and dozens of high capacity telecommunications and information technology users.

Finance and Revenue Generation

1. Total annual income generated by the current ensemble of activities at the campus exceeds \$4 million, including revenue generated by tuition, fees and grants, excluding university general fund allocations.
2. In the university's reinvestment plan, iTRC and UCCPE are moving toward self-sufficient funding.
3. Hammer, Siler, George Associates conclude that the market potential of Shelby Campus can be substantially enhanced by transforming the campus into a technology park. The analysis demonstrates that the market potential of a technology park can be optimized by the addition of major telecommunications capacity at the campus. They argue that the market potential for the campus is grounded in four sources: 1) a prime location in the Louisville market from access, image and development perspectives; 2) affiliation with a major higher education technological entity; 3) prospects for a substantial edge in telecommunications capacity, and 4) a strong market in Louisville for business and technology floor space.

Recommendations for the Future of Shelby Campus

The subcommittee's proposal to establish a technology park at Shelby Campus is organized and presented according to the three traditional responsibilities of higher education institutions: teaching, research and service.

The Teaching Mission

The University Center for Continuing and Professional Education is responsible for many aspects of the management of the campus and for the planning, promotion and delivery of noncredit, continuing education programs for the university at the campus. UCCPE works with the academic units in the delivery of credit-bearing and noncredit activities on the

campus. Under a proposal to construct a technology park at the campus, UCCPE will continue to play an important, albeit restructured, role.

1. The center's role in coordinating credit-bearing activity at the technology park would continue.
2. The center would administer the utilization of space and schedule activities for the common areas on the campus.
3. The center would discontinue all personal enrichment programming, instead enhancing and expanding its programming in business and organizational training to conform with the technology theme of the redesigned campus.
4. The Delphi Center would establish a presence on the campus to work with instructors, organizations, and UCCPE staff in the design of technology-based noncredit continuing and professional education materials. The Delphi Center is a new entity at U of L devoted to training, technical assistance, research and development in the application of web technologies to teaching.
5. The provost's office and UCCPE would pursue the development of partnerships with entities such as the Kentucky Community and Technical College System and Kentucky Virtual University for the technological delivery of business training and professional development courses and programs, using the Delphi Center as a vehicle to train instructors and develop technology-based course materials.
6. The activities of the National Crime Prevention Institute would continue, but the institute would align its programming with the technology theme.
7. The activities of the Kent School of Social Work would continue, but the school would be expected to align its programming with the technology theme.

The Research Mission

One of U of L's most important strategic objectives is the enhancement of its research capacity. A redesigned Shelby Campus can make significant contributions to the university's research agenda by consolidating research on information technology projects and providing facilities and support for multidisciplinary research into technological applications.

1. The subcommittee proposes that the university organize under the rubric of iTRC an Applications Development Center, an entity intended to provide both research and service to incubator start-ups and traditional companies seeking to transform themselves for the new information technology-driven economy. The Center would focus on basic and applied research in the modeling, testing, porting and integration of technology applications for a variety of technology-dependent organizations.

2. As a research entity, the Applications Development Center would provide opportunities for university faculty in a variety of disciplines, including but not limited to the Speed Scientific School, College of Business and Public Administration and Health Sciences Center to develop research partnerships with businesses and other organizations to explore technology solutions to business problems.
3. Working with staff in its partnership with Fort Knox, the Delphi Center would research and develop technology-based instructional materials for noncredit training and professional development courses and programs.

The Service Mission

The reconfigured Shelby Campus would have an important mission to serve the Louisville community and the region. Service would occur through several activities:

1. The primary service contribution of the campus would be economic development of the region through the creation of public-private partnerships to support technology-intensive start-up companies. Working through the iTRC, the reconfigured campus would provide an expanded program to incubate new technology companies.
2. The service mission of the university also would be fulfilled at Shelby Campus through the construction of a conference center and hotel. While UCCPE already has a unit that organizes conferences at the campus, including housing some participants in some of the old dormitories, the vision is for the university to contract with a private developer to build and operate a state-of-the-art conference center on the campus. The conference and training unit within the UCCPE would assist the academic units of the university in scheduling conferences at the proposed conference center. The intent is to focus the use of the conference center and guest facilities on business-information technology themes.
3. The university would preserve the park-like setting of the Shelby Campus and a significant amount of green space.

Implications for Grounds and Facilities

As the university moves toward the reinvention of Shelby Campus, it is important to recognize that the utilization of the grounds would change somewhat. There is a need to renovate existing facilities and to construct new facilities if the university chooses to reinvent the campus along the lines discussed in this concept paper. Identified projects and their sequencing are itemized in Attachment 2.

1. Initially, space in Burhans Hall would need to be reallocated and renovated to ensure optimal utilization and provide for an expanded incubator program. The west wing of Burhans should be reassigned to iTRC for renovation as space for technology incubators. This change would require the movement of NCPI labs.
2. The provost's office and the new director of distance and continuing education would complete a restructuring of the UCCPE staff by the end of the Fall 2000 semester to meet the center's new mission. The east wing of Burhans should then be renovated to

align its use with technology-driven, noncredit instruction, and 1,500 to 2,000 square feet should be renovated for a training and development lab for the Delphi Center.

3. The iTRC requests the addition of 15,000 square feet to its existing building.
4. Founders Union could be converted to an activities center for faculty, staff, and partners located on the campus that could include support services such as food service and meeting rooms.
5. The 23 acres of the campus located north of Hurstbourne Lane would be assigned for future use by the Health Sciences Center.
6. The university would take steps to preserve the park-like setting and nature of Shelby Campus.

Toward Renewal of Shelby Campus

Fiscal Summary of Proposal

A full fiscal analysis of the proposed changes at campus is dependent upon more refined plans for the renovation of existing facilities.

Relationship with the e-Main and BioPark Initiatives

One of the most significant issues that will arise with public discussion of this proposal is the relationship it will have with the e-Main initiative. It is important for the university to demonstrate points at which the two initiatives can complement and support each other.

1. The study of Shelby Campus developed by Hamer, Siler, George Associates demonstrated that the size of the market for developing technology businesses in Louisville is sufficient to accommodate both initiatives. The full development of both initiatives may be necessary to fully capitalize on opportunities to develop technology-based industries in the region.
2. The two entities can develop an agenda of projects and initiatives requiring collaboration and the strengths of both.
3. U of L can demonstrate cooperation, involvement, and support for the e-Main initiative in other ways. One example is to use research challenge trust funds to support U of L student internships at the e-Main site as well as Shelby Campus.

Discussion of Next Steps

The concept paper is conceived only as an initial point of departure that seeks to integrate proposals developed by the academic units for future use of Shelby Campus. Additional work and development must occur if this, or any other, vision for the future of the campus is to be realized. The following are suggested next steps in the planning and development of the concept.

1. Seek input from the major internal and external stakeholders in the transformation of Shelby Campus. Initial response from the leadership of the neighborhoods surrounding the campus is particularly important in developing the concept of a business-information technology park. The president should consider all of this input before developing a final version for consideration by the U of L Board of Trustees.
2. Once a vision of the future of the campus is achieved, more specific plans for new construction and renovation of existing buildings must be developed. A master facilities plan that integrates the unit plans and develops plans for campus infrastructure be developed. Specific information on estimated revenues generated by the new ventures at the campus and expenditures of operating the new and changed entities should also be developed.

Benefits of a Technology Park at Shelby Campus

The Shelby Campus property can support U of L's goal of becoming a premier, nationally recognized, metropolitan research university. Market analysis demonstrates that an information technology strategy located at the campus can enhance the competitive advantage of the Louisville region. Beyond these points, the creation of a technology park on the campus can have four significant benefits to the university:

1. Generate development income that can be utilized to support the technology park and achieve other university objectives.
2. Attract and accommodate business and technology companies that can be sources of student employment, faculty consulting, and research funding.
3. Establish the university at the cutting edge of technology and telecommunications-related economic development.
4. Establish partnerships with other educational organizations such as Kentucky Virtual University and the Kentucky Community and Technical College System.

ATTACHMENTS

- 1. Shelby Campus Fact Sheet**
- 2. Sequencing Renovation and Construction for Shelby Campus**

**THE UNIVERSITY OF LOUISVILLE
SHELBY CAMPUS**

FACT SHEET

The Shelby Campus of the University of Louisville is a multiple-use facility serving a variety of constituents seven days a week. The populations served by the University at the Shelby Campus include students pursuing academic degrees, individuals seeking continuing education opportunities, organizations seeking conference facilities, and small businesses gaining a foothold in the marketplace. The variety of uses of the Campus is consistent with the University's metropolitan mission and represents the only contact that many individuals and organizations have with the University of Louisville.

Grounds and Facilities

- The Shelby Campus includes a total of 243 acres.
- A total of fourteen buildings are located on the Shelby Campus. Seven of the buildings were constructed as dormitories. The main academic building is Burhans Hall which includes numerous classrooms and offices. The Founders Union is another prominent building on campus that serves many conferences and meetings throughout the year. Other buildings include the old President's Home and the Information Technology Research Center.
- The fourteen buildings on the Shelby Campus have a total net square footage of 120,578 and a gross square footage of 166,707.
- The total original cost of the buildings on the Shelby Campus is \$4,716,900. The replacement value of the fourteen buildings is estimated at \$12,375,758.

Undergraduate and Graduate Credit Courses

- During 1999, thirty-six academic departments in five schools and colleges offered 252 credit courses serving 5,502 student enrollments on the Shelby Campus.
- Two complete degree programs are offered at the Shelby Campus: the Integrated Master of Business Administration and the Master of Science in Social Work. Approximately 150 students complete coursework at the Kent School of Social Work annually with another 50 to 100 students from the Belknap program who take some coursework at the Kent School of Social Work on weekends.
- Academic credit courses are concentrated in the evening and weekend hours, serving many students who attend class after work.

Continuing Education/Noncredit Courses

- The University Center for Continuing and Professional Education conducted 202 noncredit continuing education and professional development courses and events that served more than 4,000 attendees during 1999.
- The Center also offers computer training courses for both professional and personal development audiences. Computer training courses are conducted in a 25 workstation computer laboratory with up-to-date hardware and software.

Conferences and Organizational Training

- During 1999, the Conference and Training Center booked 407 events on Shelby Campus. These events served 14,062 participants and had an average duration of 2.8 days. Conferences range from one-day use of a conference room for small meetings to weeklong training sessions that include meals and lodging for hundreds of participants.
- Over one hundred businesses and organizations used the facilities on the Shelby Campus during 1999. UPS was the most frequent user of Shelby Campus facilities during 1999.

Hazardous Waste Site Worker Training Center

- The Hazardous Waste Site Worker Training Center is funded by a grant from the National Institute of Health. The Center sponsored programs devoted to training businesses and organizations in the management of hazardous materials to ensure worker safety and health.
- In 1999, the Center offered a total of 53 courses attended by approximately 600 participants.
- No hazardous materials or chemicals are used in the training by the Center.

National Crime Prevention Institute

- The National Crime Prevention Institute is a continuing education effort administered by the School of Justice Administration at UofL and is sponsored by the U.S. Department of Justice Administration.
- The NCPI provides training in all aspects of crime prevention to police, planners, and other governmental officials from the United States and abroad. The NCPI offers approximately 10 training programs on a variety of crime prevention programs each year. Programs last from three days to three weeks.
- Topics include physical security, crime prevention and loss, community policing, and law enforcement gerontology. More than 200 participants attend these courses each year, most of whom use housing on the Shelby Campus.

Child Welfare Training Center

- The University's Kent School of Social Work receives a grant for coordinating the training of the state's social workers in child welfare issues. In 1999, The Shelby Campus was the host for over 218 training events that served 4,360 attendees.

Information Technology Resource Center

- The mission of the Information Technology Resource Center is to develop long-term working relationships between the University of Louisville and local companies. Critical to the mission of the iTRC is the application of technology solutions to business issues.
- One of the most important programs at the Shelby Campus is the iTRC's business incubator program which provides space, shared office equipment, consulting and other services to start-up entrepreneurs in information technology. Currently seven companies are included in the incubator program at the Shelby Campus. The business incubator program also serves over twenty companies in its "virtual program."
- The iTRC's activities are funded by the College of Business and Public Administration. Incubator participants are charged rent for the two-year incubation period and \$100 per month for use of the facility. The program is nonprofit and all revenues are put back into the program to serve incubating companies.

**SUMMARY OF PROPOSED SPACE/FACILITIES
IMPROVEMENTS FOR THE SHELBY CAMPUS**

1. Campus Improvements/Common Areas
 - a. Raze Existing Dormitories
 - b. Construct Conference Center
 - c. Create Additional Parking Spaces as Needed

2. Facilities Needs for iTRC Proposal
 - a. Renovate and Assign West Wing of Burhans Hall to iTRC for Second Stage Incubators
 - b. Add 15,000 sq. ft. to Existing iTRC Building

3. Facilities Needs for Instructional Activities and Justice Administration Classrooms and Labs in East Wing of Burhans
 - a. Consolidate NCPI Space
 - b. Renovate 1500-2000 sq. ft. for Site of the Delphi Center
 - c. Assign Space for 3-5 Offices for Kent School Faculty to Work With Students
 - d. Classroom for 35 People for Speed Scientific School
 - e. Renovate Unusable Space in East Wing of Burhans for Classrooms

4. Evaluate long-term need for additional facilities to support incubator graduates

