PLAN OVERVIEW

This comprehensive 5-year plan updates last year’s submission and adjusts estimated project costs and program priorities where appropriate. For this FY2011 Capital Outlay submission, the University again requests consideration of its $22.2 million #1 priority request: To Reconfigure and Renovate Murchie Science Laboratory Building Laboratory spaces and its 18 Classrooms.

Funding deferred maintenance (capital renewal) continues to pose a major challenge for public universities across the state, particularly in the context of ongoing State budget constraints. Failure to invest today in capital renewal will result in a deteriorating campus infrastructure that will be much more difficult and costly to renew, than if attended to on an ongoing basis. Therefore, we urge the State to also consider funding capital renewal projects on a “stand alone” basis and incorporate this philosophy into capital outlay rules and regulations, and funding mechanisms.

This year’s projected 10-year $35.6 million deferred maintenance (capital renewal) plan is more than last year’s $33.1 million projection, primarily because of campus growth, in-depth facility and infrastructure review, and the identification of several critical capital maintenance needs. This year’s roofing survey identified almost one million in roof repairs and replacements. Additionally, a completed engineering study of the Central Energy Plant’s boilers and chillers identified another $2.5 million in boiler replacement and upgrades for related systems over the next one to five years.

Several critical projects were completed during FY2008-09: 1) significant improvement to the central energy plant - the removal of an obsolete multi-fuel boiler and absorber chiller and numerous upgrades which enhanced boiler efficiency and reliability; 2) upgrades made to supporting heating, cooling and air handling systems throughout the campus, notably, the installation of several variable speed drive motors on air handlers and the removal of an outdated cooling tower; and 3) replacement of the outdated high voltage electrical switch gear at the Northbank Center and a total re-lamping of the Recreation Center. Many of these critical capital improvements resulted in better use of natural resources by reducing energy consumption. Several other deferred maintenance items were removed from this list because of inclusion in the FY2006 French Hall Capital Outlay project. (See Facility Condition Review of French Hall for more details on page 16).

The Table 2, Deferred Maintenance (Capital Renewal) Summary on page 12, indicates that the University of Michigan-Flint must invest on average $3.6 million/year over the next 10 years to maintain its buildings and infrastructure in good condition and good working order, as follows:

<table>
<thead>
<tr>
<th>Amount</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 4.7 million</td>
<td>(BY2010 critical)</td>
</tr>
<tr>
<td>$ 3.5 million</td>
<td>(BY2010)</td>
</tr>
<tr>
<td>$ 15.1 million</td>
<td>(BY2011-15)</td>
</tr>
<tr>
<td>$ 12.3 million</td>
<td>(BY2016-20)</td>
</tr>
</tbody>
</table>

Total $ 35.6 million

This year, FY 2010, several non-critical issues have now become critical. This is especially true with the mechanical systems in the Murchie Science Building, University parking structures, campus lighting, boilers, and building envelope and façade conditions. Through careful capital planning and forecasting the University is addressing its ongoing maintenance costs; this includes scheduled high voltage maintenance repairs, annual parking structure maintenance and restoration, and roofing inspection, assessments and subsequent repairs.
With rising energy costs and greater awareness of environmental issues, the University is actively pursuing energy conservation. In addition to the Recreation Center lighting upgrade and installation of the VFD’s mentioned above, the University has replaced an obsolete air compressor in the Murchie Science Building; this will substantially reduce water usage by 350,000 gallons annually. Several more VFD’s will be added to building systems and pumps, chilled water metering and shut off valves will be added to building loops allowing for greater control and measurement of the cooling system. Control upgrades have been completed on the CEP boilers and the Pavilion chillers, which have yielded increased output with less maintenance and reduced natural gas and electrical consumption.

The French Hall Capital Outlay project addressed many of the critical items in French Hall. However, there are still remaining mechanical and surface issues in the building which were not part of the outlay project and remain as deferred maintenance items. For example, it was discovered through engineered testing in FY09 that the roof of French Hall was notably “wet” in need of total replacement. This roof was just recently replaced Fall 2009 at a cost of $342,000.

The University of Michigan – Flint looks forward to continuing its partnership with the State of Michigan to meet the educational needs of its students, the community and the region, and the State of Michigan.

Some innovative academic initiatives underway at the University of Michigan – Flint include:

- **New Genesee Early College (GEC):** The Genesee Early College opened its doors in fall 2007. This unique new high school alternative run by the Genesee Intermediate School District (GISD) opened in the William S. White Building on the campus of the University of Michigan-Flint. It is the state’s first early college high school that will prepare students for health careers on the campus of a major [tier 1] university.

  GEC is a fully operational high school, serving the needs of Genesee County area students interested in pursuing academic and professional careers in the health professions and related fields. Students attending this five-year program earn their high school diploma (awarded by the Genesee Intermediate School District) as well as up to 60 transferable credits towards their undergraduate degrees, and experience valuable experiential learning and internship opportunities in their areas of interest. It is anticipated that 200 students will enroll by 2010.

- **Super Science Friday:** Several hundred area students in grades 5-8 take part in Super Science Friday. This program involves many UM-Flint faculty preparing special science programs and demonstrations, including crime scene investigation (CSI)-all aimed at increasing student’s knowledge and interest in science.

- **Math Day Competition:** For the past several years, the Math Department faculty has invited high school students to test their knowledge in Math Day Competition. This year, over a hundred students participated. That’s almost the same number of students who participated in our Computer Programming Competition where the winning teams receive UM-Flint scholarships.

- **Master of Public Administration:** This innovative WebPlus Weekend/Online Program in Educational Administration is designed to provide a high-quality experience to full-time, working educators. A unique blend of face-to-face interaction and convenient online coursework provides teachers, administrators, and aspiring administrators the tools and concepts necessary for successful administration and an informed perspective on the range of problems confronting K-12 education. After completion of the two-year, 39-credit hour program, students are awarded a Master of Public Administration from the University of Michigan’s nationally recognized Horace H. Rackham School of Graduate Studies. The MPA concentration in Educational Administration is approved by the Michigan Department of Education for Principal Preparation.
• **RN/BSN Online Program:** This innovative online program is designed for working registered nurses who wish to obtain their bachelor’s degree. The instruction for this degree program is delivered completely online. Students select a few on-campus sessions for presentations and assessment.

• **The Master of Arts in English Language and Literature:** This degree program is offered through the College of Arts and Sciences at UM-Flint. It has a flexible curriculum and is offered as a part-time program, with classes in a variety of traditional, online, and mixed-mode formats with meetings during evening hours and weekends. It is designed to provide convenience and flexibility to working professionals.

• **Master of Arts in Social Sciences:** This program is offered through the College of Arts and Sciences. It is designed to engage students in critical, multi-disciplinary exploration of human societies across the globe. Students explore social, historical, cultural, political, and economic themes, using both theoretical approaches and concrete case studies. This program consists of 30 graduate credit hours. Students take four social science classes, as well as a set of four classes from one of three concentrations: U.S. History and Politics, Global Studies, or Gender Studies. The MA in Social Sciences is designed primarily for the part-time student with evening courses and courses that are partially online.

• **Internationalizing the Campus:**

Six years ago there were fewer than 25 international students attending the University of Michigan-Flint. Over the past several years the School of Management’s leadership and faculty established many overseas partnerships with other universities. In Fall 2008, the University added a director of the International Student Center. For Fall 2009, the number of International Students is 2.15% (or 167 students) of the student body and come from 30 countries, including: India, 42; Canada, 29; China, 23; South Korea, 14 and Nigeria, 10.

• **Doctorate of Physical Therapy:** This program replaced the Master in Physical Therapy with essentially no increase in annual operating expenses.

• **Doctor of Nursing Practice (DNP):** The University of Michigan-Flint’s School of Health Professions and Studies offers the Doctor of Nursing Practice (DNP), which provides the skills necessary for advanced nursing practice in primary health care. This part-time program is taught in a distance-learning (online) format with minimal campus visits required (approximately once per year). It is available in two degree tracks: BSN to DNP, and MSN to DNP.

• **Bachelor of Social Work:** formerly Bachelor of Arts in Social Work. To align the notation and acronyms implicit in the curriculum to the nomenclature of the profession. This alignment would principally serve the graduates, as the BSW degree is more widely recognized and perceived as meeting the necessary credential for employment by non-social work agency professionals.

• **Post-Masters Program – Education Specialist:** The Education Specialist degree is a post-Master’s program designed to prepare in-service teachers and educational leaders to assume greater professional roles in their building and/or in administration and supervision. It is a degree for students wishing to pursue a post-master’s experience but not yet a doctorate. The emphasis is on applied learning and preparation for executive leadership assignments.

• **Master of Arts in Technology in Education:** The courses in this degree program are almost entirely offered in a mixed-mode or online format for the convenience of students throughout our region. The program is intended primarily for teachers who wish to maximize the use of classroom technology to increase student academic performance. Beginning May 2007 the School of Education and Human Services began offering an additional format for the Technology in Education M.A. degree program. In this Global Program, students never actually have to set foot on campus: half their credits are earned online and half during two intensive summer residencies at the John Knox Center in Geneva, Switzerland. Click below for additional information regarding this exciting new program: [http://globalprogram.umflint.edu](http://globalprogram.umflint.edu)
• **NetPlus! MBA Program**: This innovative online/mix-mode program, which requires only three campus visits each semester, was listed in the October 15, 2001, *U.S. News & World Report* as one of the best online graduate programs in the United States, offering opportunity to specialize in one of seven concentrations areas in Accounting, Finance, Healthcare, International Business, Lean Manufacturing, Marketing and Organizational Leadership.

• **Community One**, a think tank for the City of Flint, was created as a cooperative venture between the School of Management and the regional members of the Michigan Minority Business Development Council (MMBDC). This past year, over thirty students and faculty provided research and consulting to ten local business firms. Community One also received the Government and Education Award from the MMBDC at their 26th annual awards dinner.

• **The Accounting Program** hosted a high school career day in conjunction with the Michigan CPA organization. Over a hundred students from nearly a dozen high schools attended.

• The School of Management has started the **Michigan Family Business Center**, which provides educational seminars and insight to regional family businesses and closely-held firms.

• **Scholarship Competition Day Awards** - As a result of the third annual Scholarship Competition Day held on February 7, 2009, a total of 36 students received four-year scholarships with minimum amounts of $1,500 per year, ten of whom received additional departmental funding, ten of whom received lap tops and one full ride scholarship was awarded. We were very pleased with this effort and look forward to this year’s upcoming Scholarship Competition Day.

• **Graduate Program Enrollment Growth**: For the fifth consecutive year graduate enrollment at the University of Michigan-Flint has increased, from 1,105 in Fall 2008 to 1,192 students in Fall 2009, or 7.9%.

**Accreditation**

The Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools is the regional accrediting body for institutional accreditation at the University of Michigan–Flint. Our most recent comprehensive site visit was October, 2009, and based upon the survey team’s oral presentation at the wrap-up interview, it was reported that the survey team would be recommending an additional 10 year certification through 2019.

**Section I.---Vision and Mission Statement**

In Spring 2004 University of Michigan-Flint’s (then) Chancellor Juan E. Mestas announced the formation of a campus-wide committee charged with the responsibility to chart the strategic course of the University for the five year period, 2005-2010. Upon adoption of the strategic plan document and the vision and mission statement in October 2005, Chancellor Mestas noted that “The University of Michigan-Flint campus implements its vision and mission in a wider context of growth and change. The strategic plan seeks to foster growth in enrollment and initiatives that support academic excellence and student achievement. Throughout the development process of this plan the Strategic Plan Committee (SPC) focused on creating a shared vision that will enhance an environment rich in faculty and staff commitment to students and the community it serves.”

As a result of this planning effort and involvement by many members of the University community and the public, the University’s vision and mission statements were revised as follows:

**Vision**

Engaging Minds, Preparing Leaders...
Mission
The Flint campus of the University of Michigan is a community of diverse learners and scholars, where students from this region and beyond prepare for leadership, achievement, and service through interactive instruction in the arts, sciences, humanities, and professions. Our mission rests on three pillars: excellence in teaching, learning, and scholarship; student-centeredness; and engaged citizenship. Our students become leaders in their fields, in their professions, and in their communities. Click http://www.umflint.edu/resources/offices/chancellor/strplan.php for the full text of the strategic plan.

A key goal outlined in the 2005-2010 strategic planning document included planned enrollment growth to 8,000 students by 2010. In aggressively pursuing this strategic imperative, Fall 2009 enrollment increased 7.1% to 7,773 students, the most students ever to attend the University of Michigan-Flint. As we approach 2010, the University is gearing up to update its strategic plan for the period 2011-2016. More information will be available on the Chancellor’s website in the coming months.

Section II. ---Instructional Programming and Support for Community Activities

Philosophy: Excellence in teaching, learning and scholarship; student-centeredness; and engaged citizenship.

University of Michigan-Flint strives to achieve a supportive and nurturing campus climate where the individual is valued, creativity is rewarded, and teamwork and collaboration are evident throughout the learning environment. We are committed to providing a physical environment that enhances and supports the educational experience, and protects the safety and well being of the campus community.

At University of Michigan-Flint, the student is the center of attention and teaching, learning and scholarship is highly valued. Individual growth and intellectual development are encouraged through close and often informal association between faculty and students. This close relationship is reinforced by a learning environment that encourages small classes and frequent student faculty interactions. UM-Flint expects that administration, faculty, and staff will excel in their respective roles to provide our diverse student population the necessary guidance, support, and encouragement to develop and achieve their academic goals.

In addition to traditional academic activities for students, the University of Michigan Flint places great emphasis on engaged citizenship, one of three pillars that support the mission of the University. The University values outreach as a pragmatic and scholarly endeavor, one that creates useful results for communities, but also adds to knowledge in a scholarly manner. In recognition of this symbiotic relationship, the University and community engage in mutually beneficial partnerships. These partnerships are evident, in part, through applied research, service learning, co-sponsorship of events, and shared resources.

Extended Learning and Online Education

From its initial 157 online course enrollment in the winter 2000 semester, enrollments...
have grown to its fall 2009 record of 4,232; there were an additional 1,013 mixed-mode enrollments (courses that are mostly online with occasional campus visits).

For the 2008-09 academic year, there were:

- 10,206 individual online course enrollments (3.5 percent increase over 2007-08)
- 396 online course sections (flat)
- 3,216 mixed-mode enrollments (65 percent increase)
- 152 mixed-mode courses (63 percent increase)
- 198 faculty were teaching online (61 percent increase) and 78 teaching via mixed-mode.
- Beginning winter 2009, all face-to-face courses will have Blackboard CourseCompanions as Web-based supplements to enable continuity of study during any campus closures due to illnesses or other events. This will require support for some 30,000 student enrollments in addition to the online and mixed-mode users.

At the end of the summer 2008 semester, OEL installed Blackboard (8.0), which required additional investment in more powerful servers; version 9 will be installed at the end of summer 2010. In fall 2009, OEL expanded the helpdesk support for students and faculty using Blackboard and learning technologies in order to accommodate students in every U.S. time zone.

**New Programs:**

- The Office of Extended Learning (OEL) promotes development of fully online programs, and beginning with the winter 2009 semester, devoted resources to supporting two fully online doctoral programs – the Doctor of Nursing Practice and the Transitional Doctor of Physical Therapy.
- UM-Flint has now developed a sufficient number of courses to be able to offer a Bachelor of Applied Science online.

**Expanding Programs:** For the past few years, the University of Michigan Flint has offered an RN-to-BSN (Registered Nurse to Bachelor of Science) degree program online, and mixed-mode Master of Business Administration and Master of Public Administration degrees. In addition, the core courses for the Bachelor of Business Administration program are available completely online.

The overall impact of online program development has been a broader reach to students geographically, scheduling flexibility and maximization of classroom availability.

The Office of Extended Learning in 2008-09 continued to fund the Return to Learn scholarship and recruitment program to assist students return to college after an absence of 12 months or more. This program has recruited about 270 new students since its inception in 2006. Return to Learn targets all learners who have “stopped out,” as well as those who are in transition as a result of the decline of the auto industry. In 2009, OEL became the coordinating department for unemployed workers who are returning to school under the state’s No Worker Left Behind funding awarded through MichiganWorks! agencies.

To enhance opportunities for Michigan residents to obtain a University of Michigan degree, the University of Michigan-Flint has also expanded its satellite programs.

- At the Lansing Community College University Center, UM-Flint offers a BS in Health Care Administration and an RN-to-BSN program. Both programs are offered in mixed-mode format, requiring students to come to the LCC University Center no more than twice a month.
• At the St. Clair County Community College, UM-Flint offers a BA in psychology on that campus, also mixed-mode.

Program Offerings
The University of Michigan-Flint offers a variety of liberal arts, pre-professional and professional academic programs.

*The College of Arts and Sciences (CAS)* offers over 40 academic programs, which lead to degrees including the Bachelor of Arts (B.A.), Bachelor of Science (B.S.), Bachelor of Science in Computer Information Systems (B.S.C.I.S), Bachelor of Interdisciplinary Studies (B.I.S.), Bachelor of Applied Sciences (B.A.S.), Bachelor of Music Education (B.M.E.), and Bachelor of Fine Arts (B.F.A.). The College’s newest undergraduate program is a B.A. in journalism. In conjunction with the Horace H. Rackham School of Graduate Studies at the University of Michigan, CAS offers the Master of Public Administration (M.P.A.) and Master of Liberal Studies in American Culture (M.L.S.) degrees. In the past five years, CAS has more than doubled its number of graduate programs, and nearly quadrupled graduate enrollment. In addition to its Rackham programs it offers masters degrees in Biology, Computer Science and Computer information Systems, Social Sciences, English Language and Literature, has initiated (Fall 2008) a BS/MS in Biochemistry, and has a doctorate in Clinical Psychology in development.

*The School of Education and Human Services (SEHS)* offers programs leading to Bachelor of Science in Education and the Bachelor of Social Work. The Master of Arts in Education degree accepts students with a baccalaureate degree in a content area but no teaching certificate. In addition, programs are offered to prepare students for the State of Michigan certification in elementary and secondary teaching. In response to the needs of our community, the Education department has recently established three new concentrations within the Master of Arts in Education: Education Specialist, Special Education and Technology Education.

*The School of Management* offers six concentration programs, all leading to the Bachelor of Business Administration (B.B.A.) degree: General Business, Accounting, Finance, Marketing, Operations Management, and Organizational Behavior and Human Resources Management. The school also offers programs leading to the Master of Business Administration (M.B.A.) degree, and a joint B.B.A. /M.B.A. degree. In addition to the traditional MBA degree, a NetPlus! M.B.A. uses online course delivery and brings students to campus for several weekends. The October 15, 2001 issue of *U.S. News & World Report* listed the NetPlus! M.B.A. Program as one of the best online graduate programs in the United States.

*The School of Health Professions and Studies (SHPS)* offers undergraduate academic programs leading to the Bachelor of Science in Nursing, Radiation Therapy, Medical Technology, Health Education, Health Sciences, and Health Administration. Master of Science degrees in Anesthesia, Nursing, and Health Education are also offered. In conjunction with the Master of Public Administration program, the school offers a concentration in Health Care Administration. The School of Health Professions and Studies has teamed up with the School of Management to offer a NetPlus! MBA Program concentration in the area of Health Care Management. The Doctorate of Physical Therapy is now offered and has replaced the Master of Physical Therapy.

The University of Michigan-Flint also offers an honors program leading to honors degrees in 30 concentration areas. The Honors Scholar Program is unusual in that it offers students partial tuition support and requires that the student conduct research at an off-campus site (preferably abroad). The off-campus research is supported by a $3,000 grant to each student. The honors program has not only contributed to the progress of these students, but has also enhanced the intellectual life of the University through its emphasis on academic achievement and research for undergraduates.
Degrees Awarded
During the 2008-2009 academic year the University of Michigan-Flint awarded a total of 1,246 degrees: 903 undergraduate degrees; 312 graduate degrees plus 31 DPT degrees compared to 915 undergraduate, 291 graduate, and 33 DPT degrees, respectively, the previous academic year.

Support for Community Activities
The University offers use of its facilities for a wide variety of community events and celebrations.

Events supported during the 2008-2009 school year in Recreation Center include: Byron High School, City School of Grand Blanc, Disability Network, DSS (Dept Social Services) Reunion, Faith Baptist Church, Flint School Partnerships, Hamady Middle School, Harbor Light Christian School, Kiwanis Try-Athlon, Maxim Health Care, Midland Dow High School, Mott Middle College, New Directions Youth Program, Priority Children, Red Cross Lifeguarding Class, Relay for Life American Cancer Society, St. Joseph Youth Ministry, U.S. Probation Officers, Victory Worship Center, Woodside Church, Y.E.S. project

Events supported during the 2008-2009 school year in the University Center, Northbank Center as well as other University facilities included: Choosing To Succeed Program, Greater Flint Arts Council Tunes at Noon, Challenge Program, Transitions Program, Community Plunge, Crim Road Race Activities, Back to the Bricks activities, Bikes on the Bricks Activities, American Cancer Society, Connections 101, American Democracy Project Conference, ISP Program, American Red Cross blood drives, AIDS Walk, Breast Cancer Awareness Activities, Halloween Family Fun Night, Family Math Night, Veterans Day Program, Hunger Banquet, Greater Flint Arts Council Empty Bowls fundraiser for the Shelter of Flint, MLK Day Activities, Math Field Day, Keep Genesee County Beautiful Conference, Student Leadership Conference, Cesar Chavez Program, WOW Program, Bone Marrow Drive, Financial Aid Night, Youth Leadership Workshop through Flint Community Schools, High School Computer Programming Contest, Super Science Friday, Partnering With Parents-Flint Community Schools, State Forensics Tournament, Neighborhood Association of Michigan Conference, World Peace Day March, Presidential Debate Watch Viewing, Saturday Tours-Admissions Office, POV (Point of View) Film Series, Big Brothers/Big Sisters Halloween Party, African-American Heritage Month Opening Call Ceremony, Gaza Crisis Forum, and Flint Area Public Affairs Candidate Forum.

Section III. --- Staffing, Enrollment, Student Profile and Class Size and Alumni

Staffing
In Fall 2008, UM-Flint employed 943 faculty and staff including 245 full-time faculty, 224 part-time faculty, 387 full-time staff and 87 part-time staff.

Enrollment
For Fall 2006, the University experienced a 1.6% increase in enrollment, again due to a 23% increase in graduate program enrollment. Following an intensive multi-year review and implementation of a strategic undergraduate
enrollment plan, Fall 2007 enrollment was up 5.5%, with undergraduate enrollment up 4.0% and graduate programs 14.2%. Last Fall 2008 enrollment jumped 6.8% overall, with undergraduate enrollment up 7.1% including the largest freshman class ever, and graduate programs 4.5%.

Fall 2009 enrollment continued to increase, up 7% overall, with undergraduate enrollment up 6.9% and graduate enrollment 7.9%.

Today, the University’s number one strategic priority is planned growth to 8,000 students by 2010 while continuing to further enhance academic excellence.

As one of several strategies to increase student enrollment the University began offering an on-campus residential option for 300+ students beginning Fall 2008. We believe that student housing will have a beneficial impact on both the campus and downtown Flint’s economic re-development. Please refer to Section V, Planned or Considered Major Projects, Subsection 2, for more details regarding student housing.

Student Profile and Class Size

In Fall 2009, total full and part-time enrollment numbered 7,773 (6,581 undergraduate and 1,192 graduate). Over sixty-two percent of UM-Flint students are female. In Fall 2009, 19% of all students, graduate and undergraduate, self-identified as minorities, including African Americans (13.6%), Hispanics (2.7%), Asians (2.5%), Native Americans (.8%), and Multi-Racial (2.1%). Sixty-nine and one-half percent (69.5%) of all UM-Flint students self-identified as White. Nearly nine percent (9%) of all students declined to self-identify.

In Fall 2008 the average undergraduate class size was 18 students; graduate class size almost 13, thereby allowing UM-Flint students a more personalized education.

Alumni

Since 1956, the University of Michigan-Flint has graduated over 30,000 students. The great majority of these alumni (about 80 percent) have chosen to continue to live, work, and pay taxes in the State of Michigan. Around 17,000 University of Michigan-Flint graduates reside in Genesee and the contiguous six counties.

Section IV. ---Facility Assessment, Deferred Maintenance, Energy Conservation and Sustainability, Classroom Utilization and Debt

General

The University is located in the heart of downtown Flint and has a positive physical presence and visual appearance in the community. "UM-Flint sets a standard for the City of Flint in maintaining its space; it is a bright spot in downtown Flint" (Source: Community discussion group); and “you know, the University of Michigan-Flint is pound-for-pound one of the prettiest campuses I’ve seen.” (Source: Andrew Heller Column, the Flint Journal). The campus presents an environment characterized by an extremely attractive appearance, well maintained grounds, newer campus buildings, and the Flint River running through its center. UM-Flint has been fortunate in the support it has received from the State of Michigan, particularly for capital projects. In addition, the campus has been successful in securing funds through individual contributions and private organizations during several capital campaign efforts. The C. S. Mott Foundation has been a significant benefactor to the University over the years, providing support for land acquisition and funding for capital projects and various consulting reports. With the strong support of the City of Flint and the C.S. Mott Foundation, the University has been able to expand the campus and its facilities.
In November 1999 construction began on the 177,400 sq. ft. William S. White Building, funded in large part through the State Capital Outlay process and the C. S. Mott Foundation. In late February of 2002, the University of Michigan-Flint accepted possession of the William S. White Building. This mix-use building houses the School of Health Professions and Studies, School of Management, Early Childhood Development and the Urban Health and Wellness Centers, Department of Communication and Visual Arts, Information Technology Services, and WFUM television. (Sale of WFUM television to Central Michigan University and relocation will soon be finalized, freeing up space for academic program expansion.

2009 Facility Condition Index (FCI =11.1)
In attempting to provide a context for the approximate condition of facilities on the University of Michigan-Flint Campus we have applied the Facility Condition Index (FCI), a model which was presented at a NACUBO Seminar titled: Financial Planning in an Institutional Setting. In this model, FCI = ADM/CRV*100, where ADM = Accumulated Deferred Maintenance and CRV = Current Replacement Value. Using this model, UM-Flint’s 2009 FCI is 11.1 = (35.6/320.8 x 100). When this number, 11.09, is compared with the Facility Condition Index’s (FCI’s) ratings: GOOD <5; FAIR 5-15; and POOR >15, an 11.09 rating indicates that the UM-Flint facilities are in FAIR condition, according to this model.

Professionally Developed Facilities Assessment
To date, all facility reviews regarding deferred maintenance have been conducted internally by Facilities Management personnel, with the exception of the Northbank Center and two recently completed external facility condition reports—French Hall (FH) and William R. Murchie Science Laboratory Building (MSLB). These latter two facility condition reports were prepared by DSA Architects in conjunction with our partially funded FH-MSLB capital outlay project. It is the desire of the Facilities Management staff to obtain external second opinion facility condition reports for all facility structures as funds become available. It is estimated that an additional $646,000 (55 cents x 1,174,718 sq.ft.) will be required to conduct the remaining external facility condition reviews.

The University of Michigan-Flint Riverfront campus consists of 73.38 acres: 43.14 acres south of the Flint River and 30.24 acres north of the river. In addition, the University owns one off campus 3.67 acre parcel where the chancellor resides. This residence was given to the university in 1973 by the Ross family and is referred to as The Ross House. The 2009 replacement value for University buildings and parking structures is $320,788,250 accounting for 1.9 million gross square feet contained within 14 buildings, four parking structures and three surface lots. The newest of these buildings is the First Street Residence Hall which was completed and occupied by 310 students in August 2008. All campus facilities are described in Table 1 by building/structure, year occupied, gross square footage, replacement value, and building type. The campus maintains 4.78 miles of University roads. This is a .20 mile increase over last year’s submission due a re-connection of Kearsley Street. This reconnected roadway provides for easier campus access and maneuverability; reconnects the Flint Cultural Center to downtown; and enhances downtown redevelopment opportunities.

It should be noted that as on-campus enrollment increases to 8,000 students, additional parking spaces (250-400) will be required. And, with that in mind, 165 additional student parking spaces were added Fall 2009. Key factors that impact the number of additional on-campus student parking spaces needed include: 1) the time of day classes are offered; and 2) the number of off-campus, online, and mix-mode class offerings.
Replacement Value
Please refer to Table I below for a list of campus buildings and parking structures. Also included is each building’s primary usage and replacement value. No additional land purchases are anticipated in FY2010 and 2011.

Table 1: Replacement Value of UM-Flint Buildings and Parking Structures

<table>
<thead>
<tr>
<th>Building / Structure</th>
<th>Year Occupied</th>
<th>Gross Square Feet</th>
<th>Replacement Value</th>
<th>Building Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ross House</td>
<td>1971</td>
<td>4,160</td>
<td>$1,206,153</td>
<td>Admin &amp; Support</td>
</tr>
<tr>
<td>Hubbard Building</td>
<td>1977</td>
<td>24,634</td>
<td>$5,217,427</td>
<td>Admin &amp; Support</td>
</tr>
<tr>
<td>David M. French Hall</td>
<td>1977</td>
<td>176,056</td>
<td>$32,442,523</td>
<td>Office</td>
</tr>
<tr>
<td>Central Energy Plant</td>
<td>1978</td>
<td>26,586</td>
<td>$13,079,970</td>
<td>Admin &amp; Support</td>
</tr>
<tr>
<td>Harrison Street Parking Ramp</td>
<td>1979</td>
<td>121,359</td>
<td>$8,927,315</td>
<td>Parking Structure</td>
</tr>
<tr>
<td>Harding Mott University Center</td>
<td>1979</td>
<td>114,284</td>
<td>$21,413,483</td>
<td>Admin &amp; Support</td>
</tr>
<tr>
<td>WFUM Transmitter Building</td>
<td>1979</td>
<td>1,688</td>
<td>$735,469</td>
<td>Service</td>
</tr>
<tr>
<td>Recreation &amp; Fitness Center</td>
<td>1982</td>
<td>81,923</td>
<td>$17,775,245</td>
<td>Rec Sports Bldg</td>
</tr>
<tr>
<td>William R. Murchie Lab Science</td>
<td>1988</td>
<td>193,420</td>
<td>$45,914,917</td>
<td>Classroom/Faculty</td>
</tr>
<tr>
<td>Mill Street Parking Ramp</td>
<td>1988</td>
<td>302,100</td>
<td>$21,183,956</td>
<td>Parking Structure</td>
</tr>
<tr>
<td>University Pavilion</td>
<td>1991</td>
<td>86,532</td>
<td>$4,786,707</td>
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<tr>
<td>University Pavilion Parking Ramp</td>
<td>1991</td>
<td>121,265</td>
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</tr>
<tr>
<td>University Pavilion Annex</td>
<td>1991</td>
<td>3,037</td>
<td>$1,164,468</td>
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<tr>
<td>Frances Willson Thompson Library</td>
<td>1994</td>
<td>109,750</td>
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<td>Library</td>
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<td>1999</td>
<td>189,375</td>
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<td>Admin &amp; Support</td>
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<tr>
<td>Northbank Center Parking Ramp</td>
<td>1999</td>
<td>71,260</td>
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<tr>
<td>William S. White</td>
<td>2002</td>
<td>177,400</td>
<td>$46,409,992</td>
<td>Office</td>
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<td>First Street Residence Hall</td>
<td>2008</td>
<td>101,481</td>
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<td>Residential</td>
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1,906,330 $320,788,250

Source:
UM-F Department of Facilities Management, October 2009

Capital Renewal/Deferred Maintenance
A summary of the University's Capital Renewal/Deferred Maintenance Plan is outlined in Table 2 below indicates that $8,173,200 must be invested to properly maintain campus buildings, property, and roads, including $4,666,200 which has been identified as “critical” repairs and maintenance. These “critical” items require immediately attention and include 30+ year old boilers, roof replacement/repair, extensive masonry and façade repairs, water intrusion, fire/safety systems, emergency phones, campus lighting, and environmental related issues. In addition, the plan calls for an investment of $15,057,000 over the next
five years (BY2011-BY2015) to properly maintain existing buildings and property, and keep utility systems and infrastructure such as roads, walkways and grounds safe and in good working order. Finally, we anticipate that another $12,328,900 will be required to address BY2016 -BY2020 capital renewal projects. In total, $35,559,100 (in today’s dollars) will be required between BY2010 and BY2020 to properly address required deferred maintenance/capital renewal, infrastructure and repair related issues on the UM-Flint campus.

Table 2: Capital Outlay - 2010 Campus Maintenance Summary

<table>
<thead>
<tr>
<th></th>
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<tr>
<td>David M. French Hall</td>
<td>$804,000</td>
<td>$83,000</td>
<td>$248,000</td>
<td>$109,500</td>
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<td>Harding Mott University Center</td>
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<td>$4,520,000</td>
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<td>University Pavilion</td>
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<td>$653,000</td>
<td>$1,150,000</td>
<td>$1,915,000</td>
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<tr>
<td>Pavilion Annex</td>
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<td>Thompson Library</td>
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<td>Recreation Center</td>
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<td>$404,000</td>
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<td>Hubbard Building</td>
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<td>Central Energy Plant</td>
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<td>Ross House</td>
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<td>Northbank Center</td>
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<td>$4,250,000</td>
<td>$10,508,000</td>
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<td>William S. White</td>
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<td>$390,000</td>
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<td>Mill Street Parking Structure</td>
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<td>University Pavilion Parking Structure</td>
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<td>$268,900</td>
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<td>Flat Parking Lots: A, E, G, P, Q, R, S</td>
<td>$147,000</td>
<td>$215,000</td>
<td>$305,000</td>
<td>$643,000</td>
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<td>Exterior Riverfront Grounds and Facilities</td>
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<td>$30,000</td>
<td>$720,000</td>
<td>$310,000</td>
<td>$1,924,000</td>
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<tr>
<td>First Street Residence Hall</td>
<td>$25,000</td>
<td>$0</td>
<td>$40,000</td>
<td>$20,000</td>
<td>$85,000</td>
</tr>
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</table>

Summary:

2010 Critical & Non-Critical needs: $8,173,200
Annual 2011 / 2015 5 year Average: $3,011,400
Annual 2016 / 2020 5 year Average: $2,465,780

Source: UM-F Department of Facilities Management, October 2009
Capital Renewal/Deferred Maintenance Review
In 2005-06, the University completed some critical deferred maintenance projects, including removal, remediation and replacement of the central energy plant’s underground storage tanks ($785,000); several water intrusion projects ($110,000); and carpet replacement ($16,000).

In an effort to develop comprehensive scheduled maintenance plans in 2008 -2009 the University engaged professional engineering firms to assist in the development of a various maintenance and replacement programs. These surveys included:

- An all-inclusive roof sampling and evaluation; five year recommendations and considerations.
- An efficiency study of the Central Energy Plant boiler and chillers systems, including recommendations and replacement schedule.
- Campus wide outdoor lighting analysis and assessment
- Parking deck survey, analysis, and repairs

The roof study concluded that the University is faced with three structures that need roof replacements within the next three years: French Hall – currently being re-roofed; Murchie Science Laboratory Building – scheduled for 2011: and Central Energy Plant, - scheduled for 2012. The age of these structures range from 1977 through 1988, respectively and the projected roofing replacement five year costs are estimated to be approximately $1.7 to $2.0 million; $800,000 is critical/current and will be addressed in 2010 – 2012 period.

The CEP study noted the excellent overall condition of the boilers, but documented the high rate of boiler inefficiency and the fact that three of the four boilers are now over thirty years old. The chilled water system, while sufficient in capacity lacks efficient measurement and control. The University will begin looking at replacement of the steam system in phases but should plan on complete replacement within five years.

Campus lighting is deficient in many areas and below recommended light levels. Many of the outdoor fixtures are obsolete and replacement ballasts are no longer available. Phase one of the re-lighting schedule is currently being completed in the area surrounding the First Residence Hall. However, the University will need to secure funding in order to complete the remainder of the campus; costs are estimated at $400,000.

The University parking decks and flat lots continue to be sampled, repaired, and expanded as the University population grows and the structures age. The Harrison deck, which is over 40 years old, is now on a scheduled program for tendon survey, repair, and aggregate analysis. Additional sampling of salt penetration levels and top coating are performed bi-annually. This is also true for the Mill Deck, NBC Deck and University Pavilion Deck. In 2009 the Flat lots R & S were re-surfaced and re-designed in order to increase the number of parking spaces and meet the demands of a growing student population.

At the University of Michigan Flint campus safety and campus-wide communications have always been a high priority. To ensure a safe and informed learning environment in 2008 - 09 the public address systems in each building were updated and new audio equipment was installed.

In the narrative below several of the 2007/08 and 2008/09 completed projects are outlined. And, also included are projects currently in progress.
Completed Utility System and Facility Condition Reviews by Building

Central Energy Plant (CEP) & Distribution System

- Chiller System – RM 1 was replaced in 2004 with a high efficiency chiller. RM-2, installed in 2001 will need to be overhauled per manufacturer’s recommendation within the next year; this cost will be approximately $45,000. In August of 2008 Facilities Management contracted the services of an experienced engineering firm to complete an efficiency study on the boilers and chillers, as mentioned in the previous years’ outline. Once the results of this study are completed the results will deliver specific data on the condition, the performance capabilities and load capacities of our boiler and chiller systems. Subsequently, a recommendation will be made at that time regarding the need to overhaul RM-2 and the possible installation of variable frequency drives (VFD) on the chilled water loop and cooling towers.

- RM-3 the absorption chiller has failed. This unit operates on steam (from the natural gas boilers); the repairs are costly; and currently, there are less than five of these units operating in the entire state. Therefore, we proposed to remove this unit as part of our cost avoidance and energy conservation strategy. The removal of the RM-3 absorption chiller was completed in July 2008. This not only saved energy and countless repair dollars it also provided much needed space in the CEP for future growth. Also, the chilled water loop and cooling tower pumps do not have VDFs. Because of this, the system, overall is not efficient, lacks controllability, and uses more energy than what is actually required.

The entire chilled water system requires an engineering study to determine where we are, where we are going, and how we will get their based upon current needs and future campus growth.

- Boiler System – Although the aging boilers have been well maintained the cost of maintaining them is increasing. The overhaul of Boiler B1-A has been completed at a cost of $90,000. This included controls, tubes, refractory, and a new combustion chamber. The overhaul of Boiler B1-C is currently underway and the cost will be similar to B1-A, $90,000. B1-C was completed in July 2007 and all controls have been updated. Additionally, during the 2006-07 FY all boilers received control updates at a cost of $25,000, which will make maintenance work easier going forward. Boiler B1 was removed August 2008.

Considering the reliability of these four aging boilers, and increased steam demands for the 2008 opening of the new residence hall, boiler B1-B will require overhauling in 2009. Boiler B1-B has been re-tubed and received new refractory lining. This work was completed in September 2008 per our planned maintenance schedule. The cost for this work was $45,000. An additional concern is that three of the four boilers exhaust to one common stack. This is not an industry standard or a manufacturer’s recommendation, since boiler efficiency and performance is compromised. The retrofit to make this correction will be extremely costly. As mentioned above, the data from the engineering study will deliver specific data on the condition, the performance capabilities and load capacities of our boilers and a recommendation will be made at that time regarding boiler efficiency, common stacks and other possible energy savings and efficiency modifications.

Given the University’s goal for continued campus growth, and a commitment to energy conservation and sustainability, a proposal for a new high-efficiency boiler (by 2011) is being considered. Under this scenario, a larger more efficient boiler would carry the steam load, while the four smaller boilers would provide redundancy and be available during reduced demand periods. Thereby, allowing the larger boiler to be taken off-line. Additionally, the new 100,000+
square foot residence hall is a new heating and cooling load for the existing CEP systems. Future growth will make the addition of a boiler a necessity. Current probable cost for installation of an 800 horse power high efficiency boiler is $1.5 million. The University will need to address this issue regardless if future load is added or not since three of four existing boilers are at, or beyond, life expectancy. Additionally, they lack the efficiency and performance of current high efficiency steam boilers. During the last year the inoperable gas economizer on Boiler B-1D was repaired allowing for a 15% reduction of gas usage by that boiler.

• Control Systems: Generator / Pumps / Heat Exchangers /Metering – Completed in FY08 fiscal year were upgrades which expanded capabilities to the plant’s critical Energy Management System (Johnson Control) at a cost of $8,000. These upgraded controls allowed for more efficient boiler operations and resulted in reduced natural gas usage.

The emergency generator for the CEP is aging and replacement should be considered within the next two to five years; cost and installation is estimated at $300,000. Heat exchangers for domestic water and for the cooling tower are also aging; replacement over the next five years will be anticipated at $50,000. In FY09 a dearetor pump bypass will be installed as preventative maintenance measure since the dearetor and condensate pumps are aging. Considerations for replacing these pumps will need to be addressed in the next two to three years; anticipated cost $150,000.

Further considerations at this time include replacement electrical, steam, and water metering devices. Accurate utility monitoring is the best measurement for energy usage and cost analysis. Also, replacement costs of the aging deaerator system and steam header piping. Costs for the piping are expected to be $40,000, and deaerator replacement will not be less than $50,000. As mentioned above the controls for the chilled water loop should include VFD control.

• Primary Electrical – Very little preventive and deferred maintenance had been done to the high voltage system, substations, or HV cables on campus. Consequently the University is implementing a HV maintenance plan. Currently the plan is being implemented in phases as follows:

  Phase I - The main campus substation located in the CEP is the feed for two main circuits which feed subsequent substations in each structure on the south side of the campus. They include French Hall, The University Center, The Recreation Center, Murchie Science Laboratory Building, Thompson Library, Mill St. Parking Deck, and Hubbard Building. The University secured a bid for FY 07-08, and is in the process of scheduling preventative maintenance and testing for the CEP primary and the substations located in the buildings listed above; phase I, cost $50,000. Phase one of the University’s high voltage maintenance plan was successfully completed in June 2008 at a cost of $45,000. Water intrusion was discovered in a high voltage transformer in the University Center substation and is currently being addressed.

  Phase II - During FY 08-09 the remaining campus buildings will be tested, ideally in late spring 2009. These buildings are on the north side of the river and include – University Pavilion, William S White Building, and Northbank Center (both substations). The cost estimate is $45,000 for Phase II.

  Phase III- The third year of the plan calls for the testing of the cables; cost $35,000. The three year plan then repeats. The advantage of this plan will allow for planned and controlled costs, while keeping the equipment operating optimally. Additionally, as conditions are diagnosed, planned repairs can be scheduled.
Utility Distribution System (UDS) - The UDS tunnel and duct bank system for delivery of heating, cooling, and electrical to most of the buildings on campus south of the river are generally in good condition although some water intrusion has occurred into the tunnel system. Cable testing and inspection will be required to fully assess any water intrusion damage. Several repairs to steam traps and valves have been completed throughout the FY08. As part of the University’s commitment to energy conservation and sustainability, the new residence hall’s heating and cooling needs are provided by the CEP. This was accomplished by constructing short connector tunnel between the residence hall and the main utility distribution tunnel. All other utilities, water, and IT services are distributed via the connector tunnel.

French Hall
- Electrical – As part of the Capital Outlay package the outdated Federal Pacific breakers, switches and motor control centers are being replaced (At this time the electrical upgrades are being bid and awaiting State approval as part of the Capital Outlay). Additionally, the failing and undersized emergency generators will be replaced, if approved as part of the Capital Outlay. Lighting has been updated throughout to T-8, electronic ballasts on all floors. Update: All of these items were completed as part of the capital outlay project including the new generator and motor control centers. The generator was tested October 2008.
- Ventilation - Replacement of supply / return air fans with VFD are part of the Capital Outlay project and will correct heating and cooling concerns on the 2nd and 3rd floors. These two floors will have new duct work, new insulation and new VAV controls. However, heating and cooling issues remain on the 1st, 4th, and 5th floors. Duct insulation on these floors has deteriorated and will need to be replaced in order to maintain correct air flow and desired comfort levels. Additionally, new VAV controls on these floors are needed and should include the Theatre wing of French Hall. The Theatre is in need of replacement fans, heating coils, valves, dampers, and actuators, but is not part of the FH Capital Outlay project. For safety and potential energy savings CO-2 sensors need to be installed on the ventilation system. CO-2 sensors are currently being installed.
- Controls – The building management system has been upgraded allowing for optimum systems control and timing. This is an ongoing process in order to keep current with expansion. Capital Outlay has also updated fire protection control and system for renovated floors. New fire control panel installed July 2008.
- Plumbing – The Capital Outlay includes updated plumbing for 2nd & 3rd floors. However, the cast piping on the others floors (1st, 4th, and 5th) is cracked and will need to be replaced. The remaining supply piping is cooper and remains adequate. Funding for restroom upgrades for 1st, 4th, and 5th floors has been approved; these upgrades will include waterless urinals, automatic flush toilets, tile repair, and sink and faucet upgrades.
- Elevator cars are being replaced as part of the Capital Outlay project. Elevator installation completed June 2008.
- The fourth and fifth floors of French Hall need carpet replacement, laminate and vinyl wall covering replacement. Additionally many items in the Theatre were not addressed in the capital outlay including the replacement of heating valves and coils, and repair to the duct insulation.

Harding Mott University Center
- Electrical – Pool lighting was added to building lighting control system. Energy savings estimated to be annual $12,000+. Lighting upgrades, however, are needed throughout the rest of the building and should included LED exit signs.
- Plumbing – This year $18,000 of piping repair and replacement was completed on supply and waste piping. As food vending operations increase there will need to be further modifications and repairs.
• In August 2008 the University Center received a major renovation to the kitchen and food service area. This renovation resulted in several upgrades to the fire suppression system, lighting, and the addition of new food preparation equipment. This equipment is energy efficient compared to the aged equipment which it replaced. Additional modifications and repairs were made to the plumbing and to electrical service to accommodate the newly remodeled kitchen and food service area.
• Pool - Pool discharge project completed allowing for pool discharge water routed to sanitary sewer not storm; $25,000. Future pool consideration – replace current filter with sand filter, cost estimate $60,000.
• Structural – Sloped wall with window continues to be problematic with water intrusion. Currently in process of receiving bids to correct this condition, estimate for repair at $12,000. Additionally, windows continue to leak; last year $6,000 was paid to re-seal three windows. This will be an ongoing expense until an architectural solution is developed. Sloped wall repaired and resealed; cost $6,000. This is an anticipated maintenance cost since this sloped wall needs to be resealed every two to three years.
• Ventilation – This year the university will help reduce energy costs by placing CO-2 monitors on return air; possible reduction of excess intake means less reheat.
• Currently VFD’s are being installed on air handlers. The VFD’s will be tied into the CO-2 devices for further air quality control and savings in energy costs.
• In Fall 2008 dining services were significantly expanded to accommodate the opening of a 310 bed student residence hall. The University has contracted with Sodexho to provide these dining services.
• UCEN requires a fire panel upgrade; currently points are not programmable and this will be a challenge since installing a point programmable system will involve extensive electrical work. The costs are estimated to be in excess of $120,000. Funding for this project was approved and it is anticipated that the fire panel upgrade will be completed prior to Fall 2010.

Recreation and Fitness Center
• Ventilation – Heating and cooling are provided through the CEP, however the building is not air conditioned and becomes very warm in the summer months. Additionally the controls on the relief air damper needs to be replaced in order to help maintain a more equalized pressure in the building. Future considerations for the Recreation Center should include a feasibility study for adding AC, including the addition of ceiling fans to improve air circulation and energy conservation. Relief dampers repaired spring of 2008.
• Electrical – Lighting for gym is low and inefficient. Additionally, the lighting throughout the structure is not adequate or energy efficient. The $96,000 lighting project was completed: 400 watt inefficient lights located in the gym were replaced with efficiency lamps at substantially lower KW which resulted in substantially less heat generation. In addition, the entire Rec Center with the exception of the locker rooms was re-lamped and retrofitted with high efficiency lower wattage lighting.
• Plumbing – Underground piping and drainage systems has been compromised by ground water intrusion. This piping will need to be replaced and rerouted. Expected costs will exceed $150,000. The entire building is at a low elevation and water intrusion continues to be an ongoing issue. Sump pumps and low volume water pumps must be maintained to sustain a dry building on the lower level. This continues to be a challenge.
• Locker Rooms – Both the men’s and women’s locker rooms are out dated and in need of remodeling. This would include low flow showers, toilets and urinals, new tile, lockers and benches as well as energy efficient lighting. Current cost estimate $200,000.
Murchie Science Laboratory Building

- Electrical - Substation requires testing as discussed in earlier CEP section. The building needs to be re-lamped with T-8’s electronic ballast. Currently there are T-12’s throughout the building which will be obsolete within the next five years. Lighting upgrade expected costs $85,000.
- Plumbing – Majority of the piping is glass pipe and in good shape. Fixtures have been replaced and updated as needed.
- Ventilation – Fume hoods will need upgraded controls and maintenance this cost is expected to be $200,000, possibly more. Of greater concern is the lack of reheat coils at the west end of the building. This condition allows the west end to get very cold in the winter while the east end remains warm. This year insulation was added to the west end damper chase way in order to save energy and help maintain building temperature. Additionally the addition of VFD’s on the air dampers will allow for greater control and savings in energy costs. The VFD installation should be completed by year-end.
- Murchie is also the building which is home to many computer science labs and servers rooms. Currently we are at cooling capacity for these areas. Future expansion of these technologies will require additional AC units and upgraded pump and delivery systems in order to meet cooling demands. Cost estimate $350,000. Overall, this building’s heating, cooling, and building insulation systems are of great concern to the University and will require future study and analysis to plan for future IT and scientific equipment and server needs, and to avoid costly repairs.
- Elevators – An elevator is needed in the west wing of the building based upon student, faculty and staff usage and internal traffic patterns. In addition, it would allow person with disabilities to move about the building with greater ease, and in a more customer friendly manner.

Northbank Center

- Elevators – This year an elevator assessment was done by the University elevator contractor. The condition of the Northbank Centers 40+ year old elevators is that they will soon need to be replaced. The cost estimate for the North building (13 story building) is $1,000,000. The South building elevators are equally in need of replacement; cost $300,000.
- Electrical – The substation in the South building is obsolete, unreliable, and not in code compliance. The substation should be upgraded. The University has been pricing replacement breakers, current cost estimate is $50,000; this is still a pending figure. Additionally the South building in the near future will need a new cooling tower and two roof top AC/heating units - $50,000. The substation is currently being renovated and will be complete by year end 2008. The cooling tower removal is in project scope and should be completed by the summer of 2009. These improvements do not include replacement of any piping or wiring internal to the building.
- Water Intrusion – Currently in the North building mechanical room, repair cost $21,000. Water intrusion and subsequent repairs were completed in 2008.
- Structural repair to north building, roof level will be needed to sustain the integrity of the high-rise and the safety of those below. Costs are approximately $20,000 and work will be completed in 2008.

Parking Decks – Mill Deck, University Pavilion, Harrison Deck, Northbank Center

The University currently owns three parking decks, entirely, (Mill, Harrison, and Northbank) and one-third of one deck (University Pavilion). The Harrison deck was built in the mid 60’s and transferred from the City of Flint to the University in 1979; it is the oldest parking structure on campus. The Mill Deck, built in 1988, is the newest. Each deck has been, or is currently being, assessed for structural repairs as well as considerations for lighting, fire safety, and overall condition.
It is important to note that the structural repairs and maintenance for each deck need to be done, to various degrees, each year. However, at a minimum the University will need to spend approximately 350,000 – 500,000 each year to adequately and safely maintain these structures.

- **Northbank Center Parking Deck** – Partial tendon excavation and repair in addition to structural repairs and sealants, concrete repairs, and joint repairs are critical for FY09. The University sought expertise from a professional engineering firm to determine cost and urgency; estimated critical repairs for FY09 $125,000.
- **Mill Street Deck** – Current critical repairs include full and partial depth concrete repairs in addition to correcting water intrusion and replacement of emergency and stairwell lighting. These critical repairs total approximately $145,000. Over the next five years the estimated costs will be $650,000.
- **Harrison Street Deck** – Extensive tendon repair and excavation completed in 2008. Sealant top coating was applied to one-third of the deck and stairwell repairs, striping, exterior and interior painting were also completed. In 2009 – 2010 the University will need to continue the excavation and repair of structural tendons. This is critical given the age of this ramp, 40 years. Current critical costs are $75,000 while the five year projection is $610,000.
- **University Pavilion** – Co-owned with the State of Michigan, the University presently owns one-third of the ramp. This ramp is in dire need of fire safety upgrades as well as lighting; both systems are failing and outdated. Consequently, the University will begin negotiations with the State in order to address the most critical issues. The lighting and fire protection will escalate costs for 2009 -2010 and could exceed $100,000; however projected annual costs for the University per year would be $60,000.

**Energy, Resource Conservation, Sustainability and the Environment**

The University of Michigan in Flint has long been an advocate for the environment and an energy conservationist, as demonstrated in previous capital outlay plan updates. More recently, the University has broadened its approach and aggressively sought strategic partners, such as the State of Michigan, to enhance its efforts to protect and conserve precious resources, energy and the environment.

In 2006, the Chancellor established the Environmental Stewardship Committee (ESC) bringing campuswide attention to conserving resources through sustainable initiatives. This proactive approach included reduction in energy use, water use/discharge/consumption, alternative & renewable energy and looked at ways to expand the University’s recycling program. The ESC represented a cross section of students, faculty and staff charged with reviewing initiatives that improved the campus environment while creating a “greener” campus over time. All approved sustainable initiatives had performance assessments establishing payback, measures and metrics reporting both cost and environmental improvements. Today, the ESC Committee has evolved into a cross-functional team with representatives from ITS, FM, EHS, purchasing and various academic disciplines, and is vigorously pursuing sustainable resource conservation initiatives, cost reduction/containment, and operational efficiency strategies. However, on a day-to-day basis, Facility Management staff take the lead for identifying, defining, and managing energy reduction projects and seeking sustainable solutions for the management of existing systems by engaging in new technologies, whenever possible, to conserve natural resources and reduce energy usage.

Upgrades in our energy management system have allowed the campus to reduce electrical consumption by 5% (1/M kilowatts), control “in advance” critical peak loads and improve further upon power factors at various campus building locations. Partnering with us in this area, has been CMS Energy (Consumers Power) who also introduced the campus to a sustainable renewable energy program using biomass & wind power resources. The campus has agreed to use 3.5% of renewable energy expanding this to 10% by
2008. In addition, the following cost saving/conservation initiatives have been completed or are under current construction: waterless urinals in French Hall upgrade (lower water consumption), and re-fixturing lighting in University parking ramps. To date the Mill Street deck has been re-fixtured with T-8 lighting, electronic ballast. The remaining parking decks and all University buildings are currently being evaluated by an independent lighting consultant who will evaluate, quote and recommend a strategic campus wide lighting program. A test portion of the University Pavilion Ramp will be re-lamped with new fixtures designed specifically for illuminating parking decks. Once tested and approved it is the hope of the University to partner with the State and completely re-lamp this structure. Projected pay-back in energy saved is less than five years. Additionally, upgrading our emergency lighting, including exit lighting and signage campus wide to LED technology, will minimize energy use, reduce maintenance cost and increase the reliability of code required safety lighting.

The University has also purchased an infra-red scanner to detect energy loss. This scanner will be used by the maintenance staff not only to detect heat loss, but to locate and repair costly steam leaks, and potentially dangerous thermal overload conditions in electrical systems.

The French Hall elevator modernization included three (3) new energy efficient elevators with energy smart controls and a 5% bid preference to EnergyStar equipment providers beginning immediately.

The University has been making every effort to maintain and upgrade its four aging boilers. To date there has been a completed overhaul of the oldest (31 years) operational boiler. Currently a second boiler is undergoing a complete overhaul and all four boilers have had control updates which has allowed for more efficient operation. In October 2008 the last of the four boilers was re-lined and re-tubed. All boiler controls have been updated and with these improvements there has been a reduction in natural gas consumption. This is reflected in the daily gas readings which have decreased during peak heating season due to better control and maintenance. Additionally, repairs were made to an existing gas economizer allowing for a 15% gas reduction on one of the four boilers. Plans for additional economizers and boiler stack modifications are also being studied and quoted in order to optimize efficiency and reduce utility costs. Rising maintenance costs dictate these pro-active measures while reducing reactive maintenance costs. Managing our resources includes planning strategically for current and future steam generating demands, and providing uninterrupted service to our students, faculty and staff. At this time, Consumers Energy, the electrical vendor the University of Michigan Flint has given us notice that electrical peak demand rates will be increased in the upcoming year.

In addition to these actions, other strategies to reduce campus costs include our continued involvement with the State of Michigan/University joint leveraging of aggregated gas and electric commodities. For example, a new 3 year agreement (2006-2009) to purchase electricity provided a 3.5% reduction off CMS Energy tariff rates with MPSC approval.

The University has sought out professional services for purchasing natural gas futures along with its continued participation with the State consortium. As a result of this strategy the University has purchased over 80% of its anticipated natural gas needs through March 2011. Not only has this future-buying strategy resulted in substantial savings but has given the University a fixed cost projection for this volatile commodity.

Campus energy improvements for FY 07-08 included:
- Placing the high wattage natatorium lights on the building energy management system.
- Murchie Science Laboratory Building – Insulating west end chase way (chase way area houses smoke relief dampers which were allowing outside air into the building.)
- Murchie Science Laboratory Building- Added high efficiency dampers in building connector links correcting excessive outside air intake.
• Chilled water system – Increase chilled water temperature by 2 degrees; decreasing KW usage in high usage chillers.
• Thompson Library – Air filtration usage of HEPA filters and eliminated carbon filters; diminished hazardous charcoal carbon waste.

Additional campus energy improvements for FY 08-09 included:
• Recreation Center – completely re-lamped.
• Variable Frequency Drives – installed in University Pavilion, University Center and Murchie Science air handlers.
• New chiller controls University Pavilion; consequently only one chiller now operates during 70 – 85 degree cooling days.
• Repair of air relief dampers Rec Center; outside air intake to cools and release of warmed building air.
• Installation of Carbon Dioxide sensors on air intake systems; adjusting for air quality control and resulting in less outside air intake and subsequent heating or cooling of such.
• Campus lighting – currently in review for LED technologies.

Future energy conservation issues to consider include, optimizing building/classroom usage particularly in spring and summer semesters; a shared community approach celebrating Earth Day; evaluating performance contracts/contractor(s) viability; a student energy awareness competition event; ongoing encouragement of campus transportation alternatives, such as bicycles/walkable campus promotion; and grants to perform applied research on fuel alternatives.

**Classroom Utilization**
During the primary academic semesters, Fall 2008 and Winter 2009, peak hour utilization, which is defined as 8:00 a.m. - 10:00 p.m. Monday – Thursday was 42% and 39% respectively.

**Bonding on Existing Buildings**
In the next few years, the University will retire two bond issues: The F. W. Thompson Library’s $6 million bond issue will retire in 2013 and the $7.5 million Mill Street Parking Ramp in 2011. The more recent $17 million student housing bond issue will retire in 2039.

**Section V. ---Implementation Plan**

**Planned or Considered Major Renovation and New Construction Projects for BY2010-BY2020**

1. **Campus Academic Buildings Enhancement Request ---French Hall (FH) and Murchie Science Laboratory Building (MSLB)**

   **Phase I---FH Classrooms for the Future Renovations (underway and almost complete) ---This project is currently funded by the State of Michigan’s capital outlay process---$9.35 million renovation project for FH’s 1st, 2nd, and 3rd floors; construction began May 2007 with completion slated for late 2009. Additional capital outlay funding will be required to complete renovations for FH’s 4th and 5th floors and the Murchie Science Laboratory Building. Please refer to capital outlay requests below for more detail.**

   **Phase II---Renovate and Reconfigure Murchie Science Laboratory Building’s laboratories and 18 Classrooms (Capital Outlay Funding Requested, Priority #1); and Explore Feasibility of MSLB Expansion or Replacement**
Background
Since opening in 1988, the Murchie Science Laboratory Building (MSLB) has provided excellent space for the laboratory science programs at UM-Flint. Approximately one-half the building features wet labs, approximately 90,000 sq ft. Our laboratory science programs are flourishing including and offering new degree programs (e.g. BS/MS Bio-chemistry), with excellent accomplishments by our faculty and students. MSB, however, was designed for much smaller scientific programs than we have today and for a different generation of scientific equipment. The condition and design of the current laboratories impedes critical goals of the University. Specifically, the University of Michigan-Flint has made expansion of its programs to train future scientists and science educators a top priority. Further, the University is committed to working with K-12 students and educators throughout our region to meet State of Michigan goals to increase the supply of citizens in STEM careers. The University is expanding its offering of science and math camps and other STEM promotion activities. The University is also the lead higher education partner with the Genesee Intermediate School District in planning an early/middle health professions college. Our programs in Biology and Chemistry are experiencing a substantial increase in demand, spurred by the needs of employers. The increased demand and the concomitant increased utilization of the laboratories has created an academic bottleneck for students in the sciences and related health fields. We need to reconfigure space to add several additional instructional labs for chemistry and biology plus attendant equipment storage space. Our Chemistry Department cannot admit additional students in organic chemistry because of the lack of laboratory space. The Biology Department, which has recently added a Master of Science program, requires an additional 24-student lab to accommodate student demand at the undergraduate and graduate levels.

As the University of Michigan Flint campus continues to plan for the future, in addition to providing state-of-the-art classrooms, we envision a state-of-the-art environmentally “green” designed science laboratory building (enlarged or new). Such a state-of-the-art science/education building would create ideal space for future science teachers to learn how to teach science, would provide aspiring undergraduate students the facilities they will find in industry and in research universities, would provide our scientists research labs in which to involve undergraduate and graduate students, and would enable us to bring thousands of K-12 students from throughout the region to experience the thrill of science with hands-on activities on Super Science Fridays and at Summer Science camps. In short, a science laboratory building that will enable UM-Flint to help better prepare K-12 science teachers, excite younger students about becoming scientists and teachers of science, and better prepare our students for Science/Technology/Engineering/Mathematics (STEM) careers. Such a building will be particularly important as we grow the early health professions college, a partnership with the Genesee Intermediate School District and, as we collaborate with Ann Arbor in developing cooperative programs in engineering.

Priority Request #1 – Renovate and Reconfigure MSLB Science Laboratory Space and 18 MSLB Classrooms --- (FY2011 Capital Outlay funding Requested) (Estimated Cost: $22.17 million)

[It is important to note that the University is continuing to investigate the feasibility of adding additional square footage to the current MSLB’s footprint or, construction of a new “green” state of the art science laboratory building north of the river, as potential alternatives to upgrading the current MSLB.] (Estimated Cost: TBD)

Phase III – Complete FH’s Classroom for the Future Project, 4th and 5th Floor (No capital outlay funding is requested)
Additional capital outlay funding is required to complete FH’s classrooms for the future renovation project, which includes floors 4 and 5, as well as associated deferred maintenance and

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infrastructure upgrades.  

(Estimated cost: $6.3 million)

2. **Student Housing** (No capital outlay funding is requested)

   Phase I on-campus student housing successfully opened its door to 310 new students, primarily freshman, August 24, 2008.

   **Philosophy:** Housing and Residential Life at the University of Michigan-Flint is fully dedicated to the creation of a learning-centered community where inclusiveness, academic excellence, personal growth, and the free exchange of divergent ideas are highly valued. Student residents are encouraged to actively shape their community and are expected to balance individual and collective needs with civility and honesty. Our foundation is built upon a presumption of goodwill and the belief that mutual respect is a fundamental right of every human being.

   As we look toward the future, the feasibility of adding another 400+ additional beds to our on-campus housing inventory is being discussed. As noted earlier in this document, an additional 400+ beds on campus will require a central energy plant (CEP) upgrade including the addition of an 800 horse power high energy efficient boiler.

   Additional information pertaining to student housing is available by clicking:  
   http://www.umflint.edu/housing/  
   
   (Estimated Cost: TBD)

3. **University Student Center Renovation** (No capital outlay funding is requested)

   The University Center was opened in 1979 and has many of the traditional facility elements required to serve the needs of a small 1980’s commuter campus population. Today, the University of Michigan Flint is aggressively pursuing enrollment growth to 8,000 students and will be opening student housing in Fall 2008, which will shift campus student life from a strictly commuter focus to a commuter-residential focus.

   With such a shift, identifying a campus center or cultural Mecca becomes that much more important. To paraphrase former University of Pennsylvania president Judith Rodin---A true campus center should be one that embodies the University’s goals for the new millennium—a seamless integration of students’ academic pursuits, extracurricular activities, and their day to day lives. Such a project might incorporate a cafeteria, student run coffee shop, bookstore, student government offices, student service offices, student organization offices, faculty offices, seminar rooms, and recreation, fitness, activity and social spaces.

   By jointly planning the Recreation Center (see narrative below) and University Student Center projects, it will be possible to achieve economies of scale in planning and renovation, while at the same time, provide an opportunity to integrated programming and operational linkages.

   (Estimated cost TBD)

4. **Recreation Center** (No capital outlay funding is requested)

   As the University anticipates enrollment growth to 8,000 students and the addition of student housing, continuous improvements to the Recreation Center will be required. According to the UM-Flint Campus Master Plan published by Sasaki in August 2003, the Recreation Center will reach maximum capacity with the addition of only 500 students (page 16, UM-Flint Campus Master Plan). With this in mind, TMP Architects also prepared floor plans with additional square footage to accommodate weight and fitness equipment and programs, as well as a new pool. The existing pool is located in the
University Center (access gained via the Recreation Center) and will be in need of major repair and renovation in the near future. Replacing it with a smaller pool in closer proximity to the Recreation Center may be a more practical option.

The condition and appearance of the Recreation Center has deteriorated significantly over the past 23 years because of inadequate funding for capital improvements and repairs. In addition, renovations and upgrades necessary to accommodate changes in fitness industry trends and research have not been possible. Facility needs include repairs to stop water intrusion from the roof, windows and expansion joints; upgrade of electrical and lighting systems for better visibility and to prevent power outages; replacement of worn out and outdated carpeting; repairs to walls, floors and other surfaces throughout the facility, including paint; and upgrade of security systems including cameras and exit alarms.

In addition, major facility renovations are needed to meet current consumer demands for health, fitness and recreation including making the facility accessible for those with physical disabilities; reconfiguring facility entrance to improve appearance, customer service and membership sales; resurfacing indoor track; expanding free weight and cardio areas; installing air conditioning; adding areas designed to better accommodate children; converting one racquetball court to a squash court; and developing areas for expanded retail sales and refreshments.

Required minimum Recreation Center renovation total $4,155,410, and include:

- Add Welcome Center Entrance
- Reconfigure and expand existing office suite
- Reconfigure and expand existing reception area
- Add new office for membership sales
- Add new storage area under stairs
- Add air conditioning to Multi-purpose room (aerobics room)
- Add air conditioning to Fitness/Courts area (Cybex area)
- Upgrade lower level corridor as “Main Street”
- Renovate custodial area
- Renovate Multi-purpose and wellness rooms (Room 11 & 15)
- Upgrade locker rooms (Rec locker rooms)
- Air condition locker rooms (Rec locker rooms)
- Replace glass curtain wall (pool area/UCEN Lobby)
- This would also include an upgrade to general lighting and finishes on all three levels of the Recreation Center

(Cost estimate: $23.1million)

5. **Music Performance space** (No capital outlay funding is requested)

In order for the University of Michigan—Flint to provide the highest quality instruction in music and music education, it is necessary that we construct a facility that will provide an acoustically sound performance space seating 400-600, state-of-the-art classrooms, adequate student practice space, and appropriate faculty offices. An added benefit of the performance space is its availability to the community, including the Flint Institute of Music, or as an alternative venue for The Whiting, the city’s premier, and practically only, performance auditorium. Existing spaces are cramped, acoustically questionable, and not in compliance with specifications set by music’s accrediting body, the National Association of Schools of Music. In order to enhance enrollment and student learning, a new facility is necessary.

During this past year, with a grant funded by the C.S. Mott Foundation, the University of Michigan-Flint’s College of Art and Sciences Music department engaged a consultant to explore the feasibility
and cost of renovating the downtown Capital Theater for use by the University’s Music department and the Flint Cultural Center’s Department of Music. Currently, the feasibility study is under review.

(Estimated cost TBD)

6. **Campus Parking Expansion** (No capital outlay funding is requested)
   As enrollment grows to 8,000 students additional parking will be required for students, faculty, staff and visitors. It is anticipated that 250-400 additional on-campus parking spaces will be needed as enrollment grows to 8,000 students, based upon a Walker parking study completed Spring/Summer 2009. An additional 165 student parking spaces were added in Fall 2009.

   (Estimated cost TBD)

7. **Kearsley Corridor Campus Link** (No capital outlay funding was requested)
   In 2003, the University’s Sasaki Campus Master Plan introduced the Kearsley Corridor Campus Link concept, whereby Kearsley Street would be open to traffic between Wallenberg and Mill Street. Currently, there is a pedestrian campus walkway at this location. This link will provide for the creation of a University-Cultural Corridor through the city and would link Kettering University, downtown Flint, University of Michigan Flint and the Flint Cultural Center. This University-Cultural corridor is a key ingredient in the Flint downtown revitalization plan.

   This project is nearing completion and is expected to wrap-up in November 2009.

   (Estimated cost $ 1.9 million)

8. **Northbank Center (NBC) Complex Renovations** (No capital outlay funding is requested)
   The 162,210 square foot Northbank Center building complex was acquired in February 1999 with a $450,000 gift-grant from the C. S. Mott Foundation. In addition to the buildings, a 265 space parking ramp was included and is attached to the building complex via a skywalk. To assist the University in determining how best to utilize a $3 million grant from the State of Michigan, a thorough facility architectural and engineering (A&E) study was commissioned. The purpose of the study was to determine how to maximize the Northbank Center's assets to the fullest possible extent and to prioritize needed renovations. Requirements of life, safety and code compliance were the primary drivers of the analysis. The 1999 the Harley Ellington’s architectural and engineering study determined that a minimum of $9.85 million (excluding elevators), or $60.53 per square foot, was required to make all three buildings useful to the University. The $3 million grant from the State provided for sprinkling all 12 floors of the building, installing a new emergency fire pump and fire control center, and adding a new exit stairwell. An elevator review was conducted separately from the A&E study.

   In addition to the renovations recommended in the 1999 study, fiber connectivity was recommended and we were able to collaborate with Comcast Cable to complete this project in 2003. Any cost associated with private tenant access to the Internet was borne by the tenants themselves.

   The A & E Study concluded that there were two major benefits from the University’s acquisition of the Northbank Center Complex. The first is the availability of essential new space (cited by the 1990 NCA report as a necessity), whether utilized as office or instructional space and the use of the parking ramp. The second benefit is the receipt of rent payments from non-University tenants, many of who are private businesses, to help offset building operating expenses. Since the State of Michigan ceased providing universities with new facility operating funds years ago, universities have been required to seek innovative and creative approaches to fund basic operations within their existing resources.

   In Winter 2006 because of additional space needs, the Office of the Vice Chancellor for Institutional Advancement, which consist of the University Outreach (Center for Applied Environmental
Research, Center for Civic Engagement, Center for Entrepreneurship, and American Democracy Project), Development Unit, Corporate and Foundation Relations, and Special Events Office, relocated to the NBC. Academic programs located at Northbank include the College of Arts and Sciences’ Dance program and Communication and Visual Arts programs. A small general fund subsidy was initiated to support operating expenses for University department.

In 2006/2007, two other University departments moved into the Northbank Center—Information Technology Services and University Relations. Tenant occupancy for Fall 2008 is 28% Non-University, 32% University, 17% finished vacant space and 22% vacant unfinished space.

In 2008/2009, two other University departments moved into the Northbank Center—Purchasing and Financial Services & Budgets. The School of Management and the M-Healthy program obtained several offices in the Executive Suite area on the 4th floor. By Fall 2009, the Theater Department renovated space for practices in the basement of the 432 building and is regularly using the space. Tenant occupancy is currently 22% Non-University, 37% University, 22% finished vacant space and 19% vacant unfinished space.

General fund support along with the rental income generated from non-University tenant help offsets NBC’s operating expenses. A funding source for growing deferred maintenance list still needs to be obtained.

(Estimated cost: $10.5 million)

9. Campus Utility and Critical Deferred Maintenance Infrastructure Project (No capital outlay funding is requested)
As described within this document, the campus requires critical deferred maintenance and infrastructure replacement/upgrades to central energy plant; outdoor campus lighting including parking deck and lot lighting; and roof replacements.

(Estimated Cost: $15.2 million)

Status of State Building Authority Projects in Progress

The university’s current state funded French Hall Classrooms for the Future capital outlay project is on-time and on-budget with an anticipated completion date of late 2009. Level 2 enhancements included a student lounge on the south end of the building, state-of-the art classrooms and seminar space, reconfigured computer lab, new theater lab space for set design and make-up, and office space for faculty. All elevators have been overhauled as part of this renovation. Level 1 renovation work included classroom and Music Department performance space improvements, as well as ADA stage access for music performances. DSA is the architectural firm assisting with this project.

Alternatives to Construction of New Infrastructures

Distance Learning-Video Conferencing-Fiber Optic Network within Genesee County

Earlier in this document, we described the dramatic growth in online enrollment at the University of Michigan-Flint during the past eight years, from 157 students in Winter 2000 to 4,232 online course enrollments and 3,216 mixed mode enrollments in fall 2009. [Please refer to Section II. --- Instructional Programming for a more detailed discussion.]
In 2007-08, UM-Flint increased its use of IP-based video conference courses with course delivery between the Ann Arbor and Flint campus, Lansing Community College and the Flint campus, and St. Clair County Community College and the Flint campus, reducing both faculty and student travel.

Plans are to create another fully connected classroom before winter 2009 semester (January 2009) for IP-based course delivery.

In 2007-08, the university again offered several cable-based classes to high schools connected to the Genesee Intermediate School District (GENNet).

**August 2003 Campus Master Plan:**

The University of Michigan-Flint retained the services of Sasaki and Associates to update its 1998-1999 campus master plan. Funding for this project was provided by the C.S. Mott Foundation and was prepared in concert with the Uptown Development, Kettering University and Flint Cultural Center area master plans.

A key element of the master plan was Sasaki’s finding that the University of Michigan-Flint can, based upon its 74 acre campus and location on both sides of the river increase student enrollment to 8,000 - 10,000 students with additional investment in facilities and, an addition acquisition of 7-9 acres for a parking deck. A copy of the University of Michigan-Flint campus master plan was provided with our FY2006 submission, and is also available by clicking on

[http://www.umflint.edu/resources/offices/chancellor/speeches.php](http://www.umflint.edu/resources/offices/chancellor/speeches.php)

It is anticipated that within the next year the university will update the campus master plan with an added focus on parking, the walkable campus, and facility-building-classroom utilization.

**New Programs:**

- The Office of Extended Learning (OEL) promotes development of fully online programs, and beginning with the winter 2009 semester, devoted resources to supporting two fully online doctoral programs – the Doctor of Nursing Practice and the Transitional Doctor of Physical Therapy.

- UM-Flint has now developed a sufficient number of courses to be able to offer a Bachelor of Applied Science online.

**Expanding Programs:** For the past few years, the University of Michigan Flint has offered an RN-to-BSN (Registered Nurse to Bachelor of Science) degree program online, and mixed-mode Master of Business Administration and Master of Public Administration degrees. In addition, the core courses for the Bachelor of Business Administration program are available completely online.

The overall impact of online program development has been a broader reach to students geographically, scheduling flexibility and maximization of classroom availability.

The Office of Extended Learning in 2008-09 continued to fund the Return to Learn scholarship and recruitment program to assist students return to college after an absence of 12 months or more. This program has recruited about 270 new students since its inception in 2006. Return to Learn targets all learners who have “stopped out,” as well as those who are in transition as a result of the decline of the auto industry. In 2009, OEL became the coordinating department for unemployed workers who are returning to school under the state’s No Worker Left Behind funding awarded through MichiganWorks! agencies.
To enhance opportunities for Michigan residents to obtain a University of Michigan degree, the University of Michigan Flint has also expanded its satellite programs.

- At the Lansing Community College University Center, UM-Flint offers a BS in Health Care Administration and an RN-to-BSN program. Both programs are offered in mixed-mode format, requiring students to come to the LCC University Center no more than twice a month.

- At the St. Clair County Community College, UM-Flint offers a BA in psychology on that campus, also mixed-mode.

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