
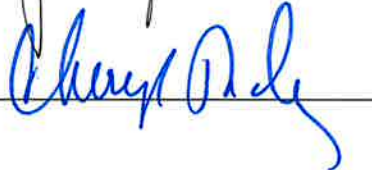


**University of Alabama System  
Board Rule 415 (2/2005)  
Board Submittal Checklist Criteria**

**\* Board Submittal Checklist No. 1  
Capital Project – Stage I Submittal /1  
(General Information Package)**

Campus: The University of Alabama  
Project Name: New Classroom and Collaboration Building for the  
Culverhouse College of Commerce and Business Administration  
Meeting Date: November 2 – 3, 2017

- \*  1. Completed Board Submittal Checklist No.1
- 2. Transmittal Letter to Chancellor from Campus President requesting the project be placed on the agendas for the forthcoming Physical Properties Committee and Board of Trustees (or Executive Committee) meetings
- 3. Proposed Board Resolution requesting approval of Stage I Submittal by UA Board of Trustees
- 4. Campus correspondence/photos providing supporting project information
- 5. Completed Executive Summary – Proposed Capital Project /2
- 6. Completed Supplemental Project Information Worksheet – Attachment “K”, Board Rule 415
- 7. Campus map(s) showing Project site
- 8. Business Plan

Prepared by:   
Approved by: 

/1 Reference Tab 3F – Board Rule 415 Instructional Guide  
/2 Reference Tab 3E – Board Rule 415 Instructional Guide

\* Basic documents required for this Board Submittal Package. Include other supporting materials, correspondence, etc., as may be required to fully describe or illustrate project being submitted for approval to Physical Properties Committee and Board of Trustees.

## RESOLUTION

### NEW CLASSROOM AND COLLABORATION BUILDING FOR THE CULVERHOUSE COLLEGE OF COMMERCE AND BUSINESS ADMINISTRATION

WHEREAS, in accordance with Board Rule 415, The University of Alabama (“University”) is requesting approval for a Stage I submittal for the construction of the New Classroom and Collaboration Building for the Culverhouse College of Commerce and Business Administration project (“Project”) to be located on the west side of Stadium Drive across from Alston Hall and the Angelo Bruno Business Library at the site of the former Presidential Apartments; and

WHEREAS, the Culverhouse College of Commerce and Business Administration (“College”) has seen enrollment growth of approximately 30% since 2012 and anticipates continued growth and the accompanying increase in faculty;

WHEREAS, the proposed Project will provide modern facilities to support the teaching and learning environment and support the future renovation of existing facilities in conjunction with the College’s strategic plan; and

WHEREAS, the proposed Project will consist of the construction of an approximately 84,727 gross square foot multi-story brick veneer building which will include conference rooms, offices to accommodate faculty and staff personnel, student work areas, a catering kitchen, classrooms ranging in size from 30 seat capacities to a 350-seat auditorium classroom, collaborative rooms, and an atrium; and

WHEREAS, this Project will provide an International Code Council 500 rated storm and tornado shelter integrated into classroom space in accordance with State Law; and

WHEREAS, the Project location and program have been reviewed and are consistent with the University Campus Master Plan, University Design Standards and the principles contained therein; and

WHEREAS, the Project will be funded from Future Gifts and University Funds in the amount of \$60,000,000; and

WHEREAS, the preliminary budget for the Project is as stipulated below:

BUDGET:	PRELIMINARY
Construction	\$ 42,363,500
Utilities and Infrastructure	\$ 3,000,000
Landscaping	\$ 250,000
Furniture/Fixture and Equipment	\$ 3,239,500
Security/Access Control	\$ 300,000
Telecommunication/Data	\$ 300,000
Contingency* (5%)	\$ 2,280,675
UA Project Management Fee** (3%)	\$ 1,436,825
Architect/Engineer Fee*** (4.7%)	\$ 2,132,085
Expenses	\$ 305,133
Other Fees and Services (testing, advertising, printing)	\$ 260,000
Inflation**** (~9%)	\$ 4,132,282
<b>TOTAL PROJECT COST</b>	<b><u>\$ 60,000,000</u></b>

\*Contingency is based on 5% of the cost of construction, utilities and infrastructure and landscaping.

\*\*UA Project Management Fee is based on 3% of the cost of construction, utilities and infrastructure, landscaping and contingency.

\*\*\*Architect/Engineer Fee is based on 4.7% of the cost of construction and utilities and infrastructure.

\*\*\*\*Inflation is based on ~9% of the cost of construction, utilities and infrastructure and landscaping.

NOW, THEREFORE, BE IT RESOLVED by The Board of Trustees of The University of Alabama that:

1. The Stage I submittal package for the Project is hereby approved.
2. The preliminary budget for the Project as stipulated above is hereby approved.




Division of  
Financial Affairs

MEMO

October 4, 2017

To: Stuart R. Bell

From: Lynda Gilbert 

Subject: Board Item – Action: Stage I Submittal:  
New Classroom and Collaboration Building for the Culverhouse College of Commerce  
and Business Administration

Pursuant to Board Rule 415, The University of Alabama (“University”) is requesting approval from The Board of Trustees of The University of Alabama (“Board”) of the Stage I submittal for the New Classroom and Collaboration Building for the Culverhouse College of Commerce and Business Administration project (“Project”) to be located on the west side of Stadium Drive across from Alston Hall and the Angelo Bruno Business Library at a projected total budget amount of \$60 million.

Since 2012, the College has seen a 5% annualized growth rate for a 30% growth to date. This proposed Project will help accommodate recent and future growth by providing an approximately 84,727 gross square foot multi-story building. The goals of the Project are to consolidate classrooms in one facility, enhance the quality of programs, and improve student retention by creating space in the business school complex for collaborative activities. In accordance with the College’s Strategic Plan, once this project is completed, it will allow the College to rework existing areas in Bidgood and Alston to provide coordinated adjacency of faculty within departments and allow other programs to be expanded.

The building will include conference rooms, offices to accommodate faculty and staff personnel, student work areas, classrooms, an exhibition/museum space, catering kitchen, collaborative rooms and an atrium. The classrooms will range in size from 30 seats to 350 seats with a total of 1,610 classroom seats in the Project. The building will also include an International Code Council 500 rated storm and tornado shelter for the building’s occupants in accordance with State Law.

The Project will be funded from Future Gifts and University Funds in the amount of \$60 million.

I have attached a Resolution, Executive Summary, Attachment K, Project Summary and Location Map for your review. Subject to your approval, I recommend this item be forwarded to the Chancellor for inclusion as an Action Item on the agenda of the Physical Properties Committee at the Board of Trustees meeting scheduled for November 2 – 3, 2017.

LG/ccj

pc w/atchmnts: Michael Rodgers  
Michael Lanier  
Tim Leopard  
Dan Wolfe  
Tom Love  
Sommer Coleman

**EXECUTIVE SUMMARY  
PROPOSED CAPITAL PROJECT  
BOARD OF TRUSTEES SUBMITTAL**

Meeting Date: November 2 – 3, 2017

**CAMPUS:** The University of Alabama, Tuscaloosa, Alabama

**PROJECT NAME:** **New Classroom and Collaboration Building for the Culverhouse College Commerce and Business Administration**

**PROJECT LOCATION:** West side of Stadium Drive across from Alston Hall and the Angelo Bruno Business Library

**ARCHITECT:** To be determined

THIS SUBMITTAL:	PREVIOUS APPROVALS:
<input checked="" type="checkbox"/> Stage I	_____
<input type="checkbox"/> Stage II	_____
<input type="checkbox"/> Stage III	_____
<input type="checkbox"/> Stage IV	_____

PROJECT TYPE	SPACE CATEGORIES	PERCENTAGE	GSF
<input checked="" type="checkbox"/> Building Construction	Education/Training	~64%	54,579
<input type="checkbox"/> Building Renovation	Office/ Support Space	~32%	26,905
<input type="checkbox"/> Building Addition	Library/Study Space	~ 4%	3,243
<input type="checkbox"/> Equipment			
<b>TOTAL</b>		<b>100%</b>	<b>84,727</b>

BUDGET	Preliminary
Construction	\$ 42,363,500
Utilities and Infrastructure	\$ 3,000,000
Landscaping	\$ 250,000
Furniture, Fixtures, & Equipment	\$ 3,239,500
Security/Access Control	\$ 300,000
Telecommunication/Data	\$ 300,000
Contingency* (5%)	\$ 2,280,675
UA Project Management Fee** (3%)	\$ 1,436,825
Architect/Engineer Fee*** (4.7%)	\$ 2,132,085
Expenses	\$ 305,133
Other Fees and Services (testing, advertising, printing)	\$ 260,000
Inflation (~9%)****	\$ 4,132,282
<b>TOTAL PROJECT COST</b>	<b>\$ 60,000,000</b>

\*Contingency is based on 5% of the cost of construction, utilities and infrastructure and landscaping.  
 \*\*UA Project Management Fee is based on 3% of the cost of construction, utilities and infrastructure, landscaping and contingency.  
 \*\*\*Architect/Engineer Fee is based on 4.7% of the cost of construction and utilities and infrastructure.  
 \*\*\*\*Inflation is based on ~9% of the cost of the cost of construction, utilities and infrastructure and landscaping.

<b>ESTIMATED ANNUAL OPERATING AND MAINTENANCE (O&amp;M) COSTS:</b>	
(Utilities, Housekeeping, Maintenance, Insurance, Other)	
84,727 gsf x ~\$6.96/gsf:	\$ 589,313
<b>TOTAL ESTIMATED ANNUAL O&amp;M COSTS:</b>	<b>\$ 589,313</b>

<b>FUNDING SOURCE:</b>	
Capital Outlay:	
Future gifts and University Funds	\$ 60,000,000
O&M Costs: University Annual Operating Funds	\$ 589,313

<b>NEW EQUIPMENT REQUIRED:</b>	N/A
--------------------------------	-----

**RELATIONSHIP & ENHANCEMENT OF CAMPUS PROGRAMS:**

Fall 2017 total enrollment for the Culverhouse College of Commerce and Business Administration (“Culverhouse”) was 9,166, which is a 30% increase from 2012. The New Classroom and Collaboration building for the Culverhouse College of Commerce and Business Administration (“Project”) is essential to meet the needs of the College in order to accommodate previous and anticipated growth, address the priority to increase graduate enrollment, and satisfy an already acute need for faculty offices and classrooms.

The proposed Project will provide classroom capacity for anticipated enrollment growth in the coming years. Along with supporting growth, the additional space will significantly enhance the quality of space for programs by providing classrooms of appropriate size and geometry that are supported by current technology. Appropriate classroom space plays a significant role in student retention. Increased student retention will further increase the funds from tuition and programs that are currently lost when students are not successful in their courses. More successful students who have better job placements can also support future alumni development and fundraising.

This proposed Project will also allow Culverhouse to significantly expand space for student services, including academic advising, career services and areas for student success such as tutoring and skill-building in key areas. Upon completion of this Project, existing space in the business school complex can be realigned to provide collaborative spaces that are frequently required of business courses. Collaborative engagement options will better prepare students for corporate environments. The realignment of space is in accordance with Culverhouse’s strategic plan. Also, additional space will be created for research which will benefit both undergraduate and graduate students who wish to participate in research endeavors.

This proposed Project will also enhance safety on the west side of campus by providing an ICC 500 rated storm shelter in the area.

**ATTACHMENT NO. 1**

Project: New Classroom and Collaboration Building for the  
Culverhouse College of Commerce  
and Business Administration  
BOT Submittal: Stage I  
Meeting Date: November 2 – 3, 2017

## Project Summary

### **NEW CLASSROOM AND COLLABORATION BUILDING FOR THE CULVERHOUSE COLLEGE OF COMMERCE AND BUSINESS ADMINISTRATION**

The construction of a New Classroom and Collaboration Building for the Culverhouse College of Commerce and Business Administration project (“Project”) to be located on the west side of Stadium Drive across from Alston Hall and the Angelo Bruno Business Library at the former site of the Presidential Housing complex. The facility will consist of an approximately 84,727 gross square foot multi-story brick veneer building that will blend into the fabric of The University of Alabama (“University”) campus.

The Project was planned following a comprehensive review of The Culverhouse College of Commerce and Business Administration (“Culverhouse”) facilities including growth projections for both students and faculty, utilization rates, and the integration of emerging trends in teaching and learning environments. In general, the Project will allow for the consolidation of Culverhouse classroom space in one facility. This will allow areas of Bidgood and Alston to be reworked to provide coordinated adjacency of faculty within departments and allow other programs to be expanded. Classrooms of appropriate geometry, size, and mix can be provided and current technology can be integrated. Collaboration and team rooms were also identified as critical needs and they will be provided in the Project.

The Project will contain:

- An atrium space that will serve as student lounge space and a gathering area for informal and formal events
- A catering kitchen
- 3 conference rooms, 2 will be designed for corporate events
- Offices to accommodate 44 faculty and staff personnel
- Work Space to accommodate 14 Master’s and PhD students
- 26 classrooms ranging in size from 30 seat capacities to a 350-seat auditorium classroom (Approximately 1,610 seats, of which 840 seats replace seats from reassignment of space in Bidgood and Alston Halls - A net increase of 770 new seats will be realized in the Project)
- Exhibition/Museum space for the Alabama Insurance Museum and the Hall of Fame relocated from Alston and Bidgood Halls
- Work space in 12 Collaborative rooms to accommodate 4-6 students each for student and team projects

In accordance with State Law, the project will also include an International Code Council 500 rated storm and tornado shelter integrated into the classroom space for the building’s occupants.

**Attachment K to Board Rule 415**

**Supplemental Project Information Worksheet  
Annual Capital Development Plan**

**FY: 2017 – 2018**

**Project Name/Category:** New Classroom and Collaboration Building for the Culverhouse College of Commerce and Business Administration

**LOCATION/ADDRESS:** West side of Stadium Drive across from Alston Hall and the Angelo Bruno Business Library, Tuscaloosa, Alabama  
(Former site of the Presidential Apartments)

**Campus:** The University of Alabama

**1. Will this Project increase the current space inventory on campus or replace existing space?**

<input checked="" type="checkbox"/> increase space inventory	0.57 % increase	84,727	GSF
<input type="checkbox"/> replace space inventory	_____ % replacement	_____	GSF
<input type="checkbox"/> renovation of existing space only		_____	GSF

**2. If this Project will replace existing space inventory, how will vacated space be utilized or assigned after this Project is completed?**

Comments:

Upon completion of the New Classroom and Collaboration Building for the Culverhouse College of Commerce and Business Administration project (“Project”), vacated space in Alston and Bruno will be realigned into a student success center, faculty offices, research centers, collaboration and gathering spaces for students, the Manderson Graduate School of Business, Career Center at Culverhouse and Asa Bean Student Services Center.

**3. Is the proposed Project location consistent with the Campus Master Plan and University Design Standards and the principles contained therein?**

Yes       No, A Campus Master Plan Amendment Is Required

If Campus Master Plan amendment required, explain:



**4. Provide information on classification of new space provided by this Project and latest utilization data on similar type space on campus.**

<b>Proposed New Space/Facilities</b>				
<b>Classification</b>	<b>Number (Spaces/Rooms)</b>	<b>Capacity (Persons)</b>	<b>Area (GSF)</b>	<b>Existing Space Utilization Data (See Notations)</b>
<b>100 Classroom Facilities</b>				
110 Classroom	26		54,579	<sup>3</sup>
<b>200 Laboratory Facilities</b>				
<b>300 Office Facilities</b>				
310 Office	44	92	10,318	<sup>1</sup>
315 Office Service	4		750	Mailroom and three workrooms
350 Conference Room	3		1,050	
<b>400 Study Facilities</b>				
410 Study Room	15	75	2,250	Collaboration rooms <sup>2</sup>
<b>500 Special Use Facilities</b>				
590 Other (All Purpose)	1	2	80	Lactation room
<b>600 General Use Facilities</b>				
610 Assembly	1		10,250	Atrium w/staircase
620 Exhibition	2		2,350	
630 Food Facility	2		400	
650 Lounge	2		1,250	
<b>700 Support Facilities</b>				
710 Central Computer or Telecommunications	3		700	Includes tech group space
730 Central Storage	2		750	Events storage and extra housekeeping storage

**Comments/Notations:**

Data reported on latest fiscal year data available.

Utilization factor based on Scheduled Operating Hours at each Campus – outlined below in notations.

The 84,727-gross square foot Project will consist of 3 conference rooms; offices to accommodate 44 faculty and staff personnel; an area to accommodate approximately 14 students; 26 classrooms from seating capacity of 30 to a 350-seat auditorium; exhibition/museum space for the Alabama Insurance Museum and the Hall of Fame; 12 collaborative rooms to accommodate 4-6 students; and a catering kitchen, and, an atrium for student lounge space and formal and informal gatherings.

<sup>1</sup> All available offices in Bidgood and Alston are at capacity and swing space plans are having to be made for projected faculty needs for Fall of 2018.

<sup>2</sup> There are currently no collaboration/team rooms in the College. Students must utilize classroom space when available which often requires them to work off hours.

<sup>3</sup> Total classroom seats will be 1610, which represents a net increase of 770 new seats in the College. This will allow sections to be taught in more appropriate sizes due to the distribution of classroom sizes.

**5. How will this Project enhance existing/new programs and undergraduate/graduate enrollments?**

Estimated new Funds from Tuition/Programs \$ 66,773,560 Yr.

Comments:

Fall 2017 enrollment in the Culverhouse College of Commerce and Business Administration (“Culverhouse”) was 9,166. While the facilities are currently able to accommodate most of the existing business courses in its current space, the facilities are close to full utilization. Due to available classroom size, some sections are classes taught in spaces that are not appropriate for the course content. Providing more classrooms of varying size will allow the College to match class size with content. Also, with the current priority to increase graduate enrollment, there is an acute need for faculty offices. The Project would allow classroom capacity to accommodate projected enrollment growth. Based on current mix of in-state and out-of-state students and current tuition rates, the administration of Culverhouse would expect the increased classroom capacity to generate more than \$66 million in annual revenue.

Beyond increased tuition revenue from increased student capacity, the Project will enhance programs in several other ways. The Project will provide the additional office space necessary to increase faculty and staff to meet enrollment growth. As of Fall of 2017, Culverhouse will have every available faculty office occupied with no additional space to convert to offices within its current complex of buildings. As noted above, that means there would be a reduction in capacity to offer business courses in the business complex and would limit student enrollment growth.

Upon completion, the Project will allow Culverhouse to significantly expand space in Bidgood and Alston for student services, including academic advising, career services, and areas for student success (tutoring, skill-building in key areas such as communication, etc.). These spaces will significantly enhance the quality of programs and play a significant role in student retention. Increased student retention will further increase new funds from tuition and programs that are currently lost when students are not successful in their courses. More successful students have better job placements which in turn will support future alumni development and fundraising.

The Project will also improve the teaching and learning environment by improving the quality of the classroom spaces. Many of the classrooms that are currently available have a geometry that have poor sightlines and outdated furniture and technology. Providing appropriate classrooms that meet current expectations and technology capabilities will significantly enhance the learning experience.

The Project will allow for additional collaborative spaces in the business school complex that are frequently required of business courses to better prepare students for corporate environments. It will also provide additional space for research which will benefit both undergraduate and graduate students.

6. **Has a facility user group been established to provide input for planning, programming, and design purposes?**     Yes     In-Progress

If yes, list key members of user group:

Kay Palan, Academic Dean, Culverhouse College of Commerce and Business Administration

Jonathon Halbesleben, Senior Associate Dean, Culverhouse College of Commerce and Business Administration

Glenda Leasor, Facilities Manager and Accounting Specialist, Culverhouse College of Commerce and Business Administration

Dean Palan appointed committee members:

Dr. Arthur “Buster” Allaway, Professor, Management and Marketing

John Baker, Director of Technology, Culverhouse College of Commerce and Business Administration

Larry Baldwin, Director Human Resources Institute/Clinical Instructor

Heather Davis, Career Advising Specialist, Information Systems, Statistics and Management Science

Brandy Frost, Academic Program Coordinator, Culverhouse College of Commerce and Business Administration

Quoc Hoang, Director of Experiential Learning, Culverhouse College of Commerce and Business Administration

Dr. Jason Parton, Assistant Professor of Statistics, Director of Statistics Research and Consulting Lab, Information Systems, Statistics, Management Science

Morgan Purvis, Student

Gary Ward, Director of Manderson Career Services, Masters of Business Administration Program

Dr. Marilyn Whitman, Associate Professor, Management

**7. Source(s) of funding for Total Project Development Costs.**

<b>Source(s)</b>	<b>New Funds (FY2017-2018)</b>	<b>Reserves</b>	<b>Status <sup>/7</sup></b>
Tuition			
Student Fees			
Investment Income			
Auxiliary Income <ul style="list-style-type: none"> <li>• External</li> <li>• Internal</li> </ul>			
Education Sales/Services <ul style="list-style-type: none"> <li>• External</li> <li>• Internal</li> </ul>			
Direct Grants			
Future Gifts	\$59,602,409		Pending
Bonds			
Existing Net Assets			
Other		\$397,591	\$147,591 Allocated \$250,000 Pending
<b>Totals</b>	<b>\$59,602,409</b>	<b>\$397,591</b>	<b>\$147,591 Allocated</b> <b>\$250,000 Pending</b>

<sup>/7</sup> Approved, allocated, pending

Comments:

This Project will be funded from Future Gifts and University funds in the amount of \$60,000,000.

8. Estimate of operations and maintenance (O&M) costs for the initial occupancy year and projections for succeeding five (5) year period.

<b>Operations and Maintenance (O&amp;M) Annual Costs Projections</b>			
<b>Expense</b>	<b>FY 2016- 2017 Base Data /8</b>	<b>First Full /YR Occupancy FY 2020</b>	<b>Successive Five (5) Year Projections /9</b>
Maintenance	\$144,265	\$151,316	\$ 784,255
Elevator Service	\$ 12,780	\$ 13,404	\$ 69,475
Building Repairs	\$ 48,089	\$ 50,439	\$ 261,418
Building Services	\$140,199	\$171,621	\$ 762,148
Electric, Natural Gas, Steam	\$138,053	\$144,800	\$ 750,486
Chilled Water	\$ 28,334	\$ 29,719	\$ 154,030
Water and Sewer	\$ 9,076	\$ 9,519	\$ 49,339
Insurance	\$ 10,054	\$ 10,545	\$ 54,654
Safety Support	\$ 6,377	\$ 6,689	\$ 34,668
Operations Staff Support Funding	\$ 1,202	\$ 1,261	\$ 6,535
Other			
<b>Totals</b>	<b>\$538,429</b>	<b>\$589,313</b>	<b>\$2,927,008</b>

/8 Latest Fiscal Year Data used as Base Year for Projections

/9 Combined Costs for next Five (5) Years of Occupancy

Comments:

Base data was obtained from the following University departments: Energy Management, Electrical Maintenance, Facilities Management, Environmental Health and Safety, and Risk Management.

**9. Source of funds for projected ongoing operations and maintenance (O&M) costs for this project.**

<b>Source(s)</b>	<b>Occupancy Yr. /9 (FY 2019-2020)</b>	<b>Future Years /10</b>	<b>Status /7</b>
Tuition			
Student Fees			
Investment Income			
Auxiliary Income <ul style="list-style-type: none"> <li>• External</li> <li>• Internal</li> </ul>			
Educational Sales & Services <ul style="list-style-type: none"> <li>• External</li> <li>• Internal</li> </ul>			
Direct Grant(s)			
Reallocated Funds /11			
Gifts			
Other – University funds	\$589,313	\$2,927,008	Pending
<b>Total/YR</b>	<b>\$589,313</b>	<b>\$2,927,008</b>	<b>Pending</b>

- /9 Initial Full Yr. of Occupancy
- /10 Next Five (5) Yrs. Occupancy
- /11 Funds Reallocated from other sources
- /7 Approved, allocated, pending

Comments:

Ongoing O&M costs will be paid from the University annual operating budget.

**10. Are development expenditures for this Project being used to reduce the current deferred maintenance/facilities renewal liabilities for the Campus?**

\$ 0 0 % of Total Development Costs

Comments:

The completion of this Project will allow for the subsequent renovation of Alston and Bidgood. Those projects will address deferred maintenance needs.

**11. What other development alternatives were considered in the planning process for this Project? /13**

Comments:

Culverhouse facilities are currently at capacity in faculty and staff offices and nearly at capacity in classroom utilization. Even with planned moves of two centers, anticipated faculty and staff growth in the next five years will fill that space. Over the past decade, all available space has been converted to faculty offices. The current business complex is fully utilized. There are no available spaces adjacent to the current business complex that could be renovated.

Previous renovations of Bidgood infilled all additional areas. The attic area of Bidgood was also evaluated, but it cannot support the loads structurally.

In summary, constructing a new building and strategically renovating existing space is the only option Culverhouse has to accommodate faculty, staff, and student growth

/13 Renovation vs. new construction, adaptive reuse of underutilized buildings, etc.

**12. Explain how the project will promote adequacy of campus facilities in relation to the University's Mission and scope of programs and/or services:**

Comments:

The University of Alabama's ("University") mission includes advancing the intellectual and social condition of people in the state, nation and world. Without the ability to increase faculty and staff numbers and student enrollment, Culverhouse will be severely limited in its ability to advance the University's mission. With the increasing importance of high-quality business education in enhancing the social and economic development of the State of Alabama, the Project is essential to meeting the mission of the University.

The mission also emphasizes the quality of programs of teaching, research, and service. The Project will provide the capacity required to enhance current educational programs through spaces better designed to prepare students for the corporate climate they will encounter upon graduation.

Moreover, the Project will provide the space necessary to develop more impactful research that will enhance the State of Alabama.

### 13. How does the project correlate to the University's strategic goals?

#### Comments:

The first goal of the University's strategic plan is to provide a premier undergraduate and graduate education that offers a global perspective and is characterized by outstanding teaching, high-quality scholarship and distinctive curricular and co-curricular programs. This Project will advance that goal by:

- Providing the ability to expand space dedicated to international programs to enhance the global perspective of students through study abroad programs, international internships, and expanded international business coursework and experiential learning.
- Providing significantly more collaboration space necessary to prepare students for contemporary corporate environments that rely heavily on cross-functional teams.
- Providing enhanced space for co-curricular programs that are critical to ensuring a premier education that leads to positive outcomes after graduation, including increased space for academic advising, career services, student academic success.
- Allowing for increased classroom capacity and additional faculty offices necessary to increase graduate enrollment and provide the "personal touch" element of Culverhouse's mission that is so critical to a premier education.
- Offering an opportunity to design classrooms (and update existing classrooms) that better align with the educational needs of students, including enhanced technological capabilities, more opportunities for collaboration and meaningful discussion, and more spaces for faculty and students to gather for more informal learning experiences outside of the classroom.

The second goal of the University's strategic plan is to increase the University's productivity and innovation in research, scholarship and creative activities that impact economic and societal development. This Project will contribute to that goal by:

- Providing additional research space, including a behavioral research laboratory and additional space for external funding support necessary to generate external funds to support increased research.
- Providing space to bring Culverhouse's research centers into a common research "hub" that will increase collaboration between faculty in diverse areas of research to develop innovative research with greater economic and societal impact.
- Providing additional space for graduate student growth that will support overall increases in research productivity and additional space to support undergraduate research in order to train the next generation of university faculty.

The third goal of the University's strategic plan is to enrich our learning and work environment by providing an accepting, inclusive community that attracts and supports a diverse faculty, staff, and student body. This Project will contribute to that goal by:

- Providing more common gathering spaces necessary to enhance an inclusive community such that faculty, staff, and students can informally gather and learn from each other.



The fourth goal of the University's strategic plan is to provide opportunities and resources that facilitate work-life balance and enhance the recruitment and retention of outstanding faculty and staff. This Project will contribute to that goal by:

- Providing adequate office space to recruit additional faculty and staff necessary to achieve the mission of the Culverhouse and the University.
- Providing unique research space necessary to recruit truly outstanding faculty and research staff.

**14. What would be the immediate impact on campus programs and enrollment if this project is not approved?**

Comments:

The most immediate impact of not approving this Project is that there would be insufficient space for anticipated faculty growth. If the faculty size continues to increase, there is a risk that the status as an Association to Advance Collegiate Schools of Business (AACSB) accredited business school and the quality of programs will decrease dramatically. To accommodate growth, there is a need for Culverhouse to convert existing classroom space to offices. Converting classroom spaces would require that business programs be spread across other parts of campus, reducing opportunities for collaborative learning. Converting classrooms, without building additional classrooms, may also require consolidation of course sections into larger sections that would significantly decrease the quality of programs. At a minimum, Culverhouse, which as of Spring 2017 was the largest college by number of students and among the colleges with the most consistent growth in the University, would have little choice but to decrease enrollment.

# LOCATION MAP

**New Classroom and Collaboration Building for the Culverhouse College of Commerce and Business Administration**

