The Kodak Legacy Reimagined: From Factory to Educational Institution

Monroe Community College
STATE UNIVERSITY OF NEW YORK

SCUP North Atlantic Regional Conference 2019
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Learning Outcomes

1. Leverage the unique possibilities provided by an urban industrial complex to catalyze nontraditional partnerships that are mutually beneficial to all stakeholders

2. Apply strategies for leveraging procurement power

3. Evaluate, plan, and implement partnerships as a student success strategy

4. List key activities and tools for the successful planning and operation of a new campus
History of Project
From Concept to Reality

- 1992: Temporary campus established in Sibley building
- 2013: Purchased Kodak property
Downtown Campus
Downtown Campus
From Concept to Reality

- 2015: Broke ground on new downtown campus
- 2017: Opened doors
  - $78 Million
  - 255,000 sq. ft.
- Features
  - Simulation labs
  - Collaborative learning spaces
  - Accessible parking/transportation
Non-Traditional Partnerships

- Utility – Kodak and CareStream
- Parking – Kodak and Frontier Field
- Events – Frontier Field
Partnerships: Mutually beneficial arrangements with neighbors

- Supply steam to Kodak and they help subsidize the operation of our plant
- Supply chilled water to both Kodak and Carestream for their building and process cooling
  - Both of their world wide data centers are located in this complex
- Shared access agreement. Elevator, loading dock area.
Partnerships: Mutually beneficial arrangements with neighbors

- Cross connection of sprinkler systems
- Welcome to join us for lunch in our dining facility
- Partnership with DASNY
  - Interior design and furniture selection
  - Purchasing, payment and warranty for all FF&E
A Vibrant Neighborhood
Guiding Principles for Project

- On time
- On budget
- Of high quality

Pre-Demolition
Post-Demolition
Post-Demolition
Creating a Sense of Place.

Dimensional lettering was designed to play an important role in the working environments. On each floor, flexible work areas were integrated into the common spaces. These inviting spaces were given a true sense of place with the addition of the name “Collaboratory” and floor number set in satin silver dimensional letters.
Designed with the Commuter Student in Mind
LEED Gold

You are entering a LEED gold building

The LEED (Leadership in Energy and Enviromental Design) building rating system is the national benchmark for the design, construction, and operations of high-performance green buildings. It is used to evaluate the environmental impacts and performance of a building and to encourage the construction industry to engage in sustainable design.

There are four levels of LEED Certification; Certified, Silver, Gold, and Platinum. Projects are rated in multiple sustainable strategy categories, including sustainable sites, water efficiency, energy & atmosphere, materials & resources, indoor environmental quality, and innovation & design.

The MCC Downtown Campus building was designed to achieve LEED Gold certification. The building implements a plethora of sustainable strategies to create an inviting and healthy learning environment.

Learn more!

Throughout the building, look for the symbols below to learn about specific sustainable strategies used during the design and construction of this building.
Green Roof: An Educational Tool

MCC is a leader in the community in promoting sustainability. The vegetated area in front of you is a green roof and is designed to reduce stormwater pollution and protect the Genesee River.

**What Does a Green Roof Do?**
A green roof protects water quality by capturing and holding rain water and thereby reducing the volume of stormwater runoff to the sewer. The green roofs at MCC measure approximately ½ acre in size. During a fairly large rain storm (.9 inches), the green roofs can capture more than 13,000 gallons of rain. This volume of water is comparable to a backyard pool.

However, during a large rain, the volume of runoff can overwhelm the system and result in the discharge of untreated wastewater to the river. These overflows are infrequent because of major investments that have been made in wastewater infrastructure. The MCC green roofs will help further minimize these overflows.

**How is a Green Roof Constructed?**
Green roofs are comprised of multiple layers, each of which performs an important function, though only the plant layer is visible. The plants are a mix of sedum and they absorb rain water stored in the roof. Sedum are able to survive in harsh conditions through the winter they may appear brown.

These green roofs include a meter so that students can study their performance over time and measure the actual reduction in stormwater runoff.

**Why is This Important?**
The campus is located in an area of Rochester served by combined sewers. A combined system collects both stormwater and sanitary sewage and conveys it to a wastewater treatment plant.

High Falls on the Genesee River with MCC in the distance
Photo by Jim Montanus

Construction of MCC Green Roofs

For ideas about how you can protect water quality at home or become involved, visit H2Ohero.org
Green Roof: A Place for Education and Relaxation
Return On Investment

- Invested an estimated $680,000, on top of the $78 million project cost, to incorporate sustainability features and earn LEED certification

- Project annual savings of $117,000 in energy costs

- Full return on investment in just six years

- Use 25% less energy and 40% less water
  - A win for the environment and a win for our pocketbooks
Return On Investment

- Genesee Valley Branch of the American Public Works Association (APWA) “Project of the Year Award”
- New York State Chapter of the American Public Works Association (APWA) “Project of the Year Award”
  - Given in recognition of excellent teamwork and the successful completion of a construction project, the distinction reflects MCC’s and our project partners’ commitment to innovation and collaboration (in the “Structures Projects Greater than $75 Million” category)
- Learning by Design Magazine Architectural Award Showcase “Honorable Mention”, Spring 2018
- American Institute of Architects Rochester Chapter Excellence Award for projects over $2m
Full responsibility for procurement, installation, billing, and warranty

$10m budget, spent $8.6m total due to quantity savings

23,000+ items purchased

- 1 item damaged
- 12 balance scales lost
Why partnerships?

- The Strategic imperative
  - Student Success
    - Improve retention and completion rates for all degree/certificate-seeking students
    - Increase student fall-to-fall persistence rates
    - Pursue strategic partnerships to strengthen the educational pipeline and to assist learners in attaining their career goals
  - Career Pathways and Regional Economic Development
    - Promote regional economic vitality through diverse partnerships including those in community, business, and industry

Pathways to success
  - Workforce development
  - Educational pipeline
Save For Success…

- Funded by a federal grant that was matched by contributions from private donors

- Students save $375 toward their education which is then matched 8:1!

- Partners
  - ESL Federal Credit Union
  - PathStone
  - Hillside Work-Scholarship Connection
Promising Results…

- There were 77 participants in fall 2016.
- 78% returned, graduated or transferred out to a 4-year institution as of fall 2017, compared to a 61% rate for the general student population.

“This program allowed me to achieve my dreams when life circumstances were not in my favor.”
<table>
<thead>
<tr>
<th>Semester</th>
<th>Campus Location</th>
<th># of Awards</th>
<th># Returning the Foll. Semester</th>
<th># Not Continuing the Foll. Semester</th>
<th># Graduating the Foll. Semester</th>
<th>% (Retention+ Persistence)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2015</td>
<td>Brighton and the DTC</td>
<td>28</td>
<td>25</td>
<td>2</td>
<td>1</td>
<td>92.8%</td>
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<tr>
<td>Spring 2016</td>
<td>Brighton and the DTC</td>
<td>21</td>
<td>13</td>
<td>3</td>
<td>5</td>
<td>85.7%</td>
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<tr>
<td>Fall 2016</td>
<td>Brighton and the DTC</td>
<td>36</td>
<td>29</td>
<td>4</td>
<td>3</td>
<td>91.66%</td>
</tr>
<tr>
<td>Spring 2017</td>
<td>Brighton and the DTC</td>
<td>36</td>
<td>21</td>
<td>9</td>
<td>6</td>
<td>75%</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>Brighton and the DTC</td>
<td>34</td>
<td>26</td>
<td>5</td>
<td>3</td>
<td>85%</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>155</td>
<td>114</td>
<td>23</td>
<td>18</td>
<td>85%</td>
</tr>
</tbody>
</table>
### Promising Results…

<table>
<thead>
<tr>
<th>Semesters</th>
<th># of Applicants Enrolled</th>
<th># Who Returned</th>
<th># Who Graduated</th>
<th># Who did not Return</th>
<th>Success Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>F 16 – Sp 17</td>
<td>111</td>
<td>75</td>
<td>5</td>
<td>31</td>
<td>70.8%</td>
</tr>
<tr>
<td>Sp 17 – F 17</td>
<td>142</td>
<td>82</td>
<td>15</td>
<td>45</td>
<td>68.3%</td>
</tr>
<tr>
<td>F 17 – Sp 18</td>
<td>64</td>
<td>45</td>
<td>4</td>
<td>15</td>
<td>76.6%</td>
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</tbody>
</table>
Takeaway Tools from Lessons Learned

- Preplan the campus with stakeholders
  - FF&E
- Communicate
- Public and community relations
- Move in and live with it before modifying
- Leveraging State Procurement
- Accountability
- Begin with the end in mind: “student success”
Summary and...