



UNCW Entrepreneurship Center

April 12, 2013

Executive Summary

R.E. Tyndall

(This document is not being transmitted electronically and is for Miller/Allen/Maimone eyes only)

"This has been an exciting and meaningful project and I have learned much about the range of such initiatives, the distinguishing features of the differing models and the power of the vision for UNCW. I hope this report proves helpful." (R.E. Tyndall)

Tyndall Facilitation Role:

- To maintain momentum/focus efforts
- To position decision-makers to make decisions essential to both the "soft opening" in the summer of 2013 (late June) and a more formal opening in the fall of 2013
- To address some of the social and political issues associated with shifts in focus and realignment of roles, mission and resources
- To create an enhanced sense of engagement and understanding---I have engaged in 41 individual conversations/interviews, 38 tours and visits to 13 centers to create understanding of the initiative and stir the *buzz*.
- ***To get the Center on a fast track for an opening, I have met with and worked with a number of individuals to create orders for signage, landscaping, large plant containers, fiber cabling and head-end intallation, telecom room layout, wireless distribution to UNCW occupants, and furniture. While the orders will no doubt differ in detail, the staff have samples and estimates that should allow them to move quickly when the green light is given.***
- To connect with all deans, VCs, the Provost, 19 targeted faculty and 51 graduate students

- To focus on connecting mission frameworks with the ecology of space utilization options and introducing a powerful new model for how a university integrates its work with that of the business/entrepreneurial community and the broader region

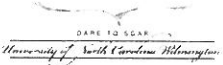
General Recommendations (resulting from engagements):

1. Get the Provost involved in a more visible way as a symbol of faculty presence. Recognizing that this is not a faculty-specific effort nor within the scope of traditional faculty engagements, there is still a need for clear and visible linkage in ways that are consistent with the goals of the Center.
2. Ensure that the Director is a part of the decision-making team and is at the table when cash flow is discussed, resource plans are made, partners are recruited, identified and invited into the Center/FUND. In addition, the Director is the university's liaison, the face and voice of the center, the educational coordinator, the knowledge transfer link and the operations manager. This is important for control and institutional integrity. The role of the Director in our revised vision must reflect the new and more prominent role of the "Fund brokers" working in partnership with the Center Director to find, vet, invite, and assess the performance of "entrepreneurial inventors" who will occupy the Center.
3. Have an update session with the extended Cabinet—as we build external and private relationships we do not want to lose internal support. We are in a unique time for higher education in NC and the driving forces around us will require internal cohesion. I am not suggesting backing off the initiative in any way but gathering positive allies and paying attention to internal dynamics as we cantilever our energy and resources in a high-energy, energy-exchange environment. We can do both.
4. Address the sense among some faculty (who are vocal) in the CSB that this initiative has not tapped into the "expertise" of certain individuals engaged in entrepreneurship. I understand that some of this is ego, but when people are resisting change, these issues become fuel. Specifically, do some damage control with Howard Rasheed, Craig Galbraith, and Stephen Harper. I have met with all of these individuals, in addition to nine others from the school and given personal tours to Craig, Howard, Stephen, Becky Porterfield, Vince Howe, and Dean Clark.
5. An "extended cabinet" meeting is crucial --Deans/VCs/Provost/key players such as Jenni, Marketing and Communications, Political Liaison, Chief of Staff, Advancement, etc. These individuals need to be brought up to speed and have the message refocused. I am seeing drift and avoidance in some cases. Tom and Tobin can drive this to a degree, but the mission of the initiative needs internal and external support and is broader than the FUND. Some key influencers are not on board.
6. When you think the mission and message are stable, then the folks from Marketing and Communications, Knowledge Transfer Office, Community Partnerships Office, MARBIONICS, Swain Center, Science/ Math/ Engineering Center, SBTDC, CREST and Entrepreneurship Center need to be brought together for a *facilitated session* to distinguish mission and where appropriate, align and connect efforts. An absence of early coordination and clarification (work in progress) will lead to role and message chaos.

7. We need to name a project manager to seize the various readiness efforts at the site and to track, push and monitor movement toward the two openings. This should be one person with the backing of you, Max and Charlie. The term should be from now until September 1. As you will see, there are potentially hundreds of both small and large steps to be attended to. These can be grouped into phases, but the sooner there is site activity, the better. If these steps are left to the normal processes and are randomly coordinated, then the effort and duplication will be tripled.

8. We need to rethink the Entrepreneurship Advisory Board. There are three layers now: the fund and who needs to be at the table to optimize the power of that idea; the EC and its broader role; and the existing board. How to avoid friction and a sense that their "claim has been jumped" will be a critical role for this board.
 - a. Will there be a need to manage expectations?
 - b. Will they feel that their stake has been jumped?
 - c. What might be the friction points?
 - d. What if any recommendations for mediating friction come to mind?
 - e. How do we collect and focus energy?

9. I would suggest renaming the EC and quickly agreeing on a secondary, informal name.
Suggestion Name: **Center for Innovation and Entrepreneurship** to capture the "Culture of Innovation" as reciprocal relationships among the university/community and the Center and the focus on entrepreneurship.
Suggestion for Secondary Name: **The Nest** (*Student suggested name: Christopher Arry Lazaridis*)
 - THE NEST as a sub-name for the Center captures the Seahawk idea-- nurturing and flight. It might be too comfortable an image in some ways, but it does connect to a safe zone for a metamorphosis.
 - A safe haven for a hopeful beginning, but vulnerable to predators, weather, and new developments and other disruptions. And when you are lucky enough to survive to a certain point, it is made clear that it's time to leave the nest to survive on your own—

in the real world, to--- **Dare to Soar** 

Sample Names of Incubator/Catalyst Centers

- | | |
|-------------------------|---------------------------|
| • In Good Company | The Accelerator |
| • Hive at 55 | The Underground Classroom |
| • The Grind | The Launch |
| • Tribeca Works | Tipping Point Partners |
| • The Hive | DreamIt Ventures |
| • Projective Space | Protovore |
| • Flagship | Dream it- Do it |
| • WECREATE NYC | First Flight |
| • Bitmap Creative Labs | Founder's Institute |
| • The Yard | The Hive |
| • Stamford Steam Engine | Sphere |

- Metro-North
- TechStars
- Betaworks
- The Accelerator
- The Underground Classroom
- The Yard
- Flight Works
- Design Box
- Invento
- Dreamscape

Six “realities”:

- That timing is important and the soft-opening summer 2013 and the hard-opening fall 2013 must be properly staged. These events offer just as much opportunity to decrease support and momentum as to apply both.
- Physical space is a message more powerful than some realize. It is a physical metaphor and while the space does not require “dramatic alterations,” it does require strategic structural changes that invite community, tie campus interests to the entrepreneurial interests and make the right message regarding “commitment to place.”
- Whatever the center is in year one—it is! The EC will be defined by the patterns of interaction and the design of work flow—energy exchange and nourishment of economy. This has to be pervasive and visible or it will be characterized as just another co-work location.
- In spite of protest to the contrary, we are an immature entrepreneurial learning organization at this time.
- At its core this is a venture capital catalyst model (bigger players). Is it an idea hive with focus on ideas from all scales? Is it a blended university/private partnership model---a piece of a larger venture to transform the way we think about and do our work? It could become a model for the new university.
- It must be self-sufficient and all occupants and users must contribute to the viability and the stability of the business model.

What Distinguishes the Array of Models Visited?

Note: There are few pure models. As you review these, think of an inverted pyramid with aspects of the more limited efforts found in the broader models.

Business Advisory and Counseling Center: provides advice regarding business frameworks, environmental scans, and business plans but is not involved to any significant degree in locating venture funding, specific strategy implementation, risk /cost sharing or investment return modeling—SBTDC (As part of a NC- and federally- funded initiative that partners with the Cameron School of Business, the center participates in the innovative MBA Learning Alliance program, which pairs MBA student teams with local and regional companies.) The program enhances the educational experience of UNCW’s students while providing professional-level growth projects and consultation to regional companies.

Co-Work Space: Co-working spaces provide a physical location to independent workers, such as freelancers and virtual workers who desire a sense of community and collaboration. In addition, meeting space and networking opportunities are typically available, as well as basic business necessities such as Internet access, printing and faxing, and office supplies.

Business Incubator: Incubators are typically industry-specific and provide a location for one to start a business with low overhead costs and a variety of other amenities. Incubators generally focus on the development of strong business plans, financial management techniques, marketing strategies, networking activities, and funding opportunities. In addition, incubators provide a low-cost location with a variety of features ranging from conference rooms to answering services to laboratory research facilities.

Business Catalyst/Accelerator: Business catalyst centers seize strategic opportunities to shift market-ready ideas from development to implementation. These centers assist companies at the “just-in-time moment” in their development, but often do not have investments in or revenue return models.

Entrepreneurship Center: This model will provide all the services described in the previous models and through the “Fund” define high-value, entrepreneurial clusters that have rapid and broad- growth capacity and that can benefit from the synergy of community. Within these clusters the EC will identify, nurture, enable and partner with high-impact companies to accelerate capital creation and jobs. The EC mission encompasses education, research, planning, technology transfer, community engagement, and entrepreneurship that lead to wealth creation for the benefit of the greater community.

Economic Development Center: EDCs provide a wide range of services and generally focus on a region of service as an “information broker” to connect start-ups and expansions of businesses to locate services across a spectrum of options. The relationship between entrepreneurship and economic development may seem obvious, but the terms are not interchangeable. At the strategy level, economic development requires a broader and deeper commitment over a long period of time with an expansive array of partners at the local, regional, national and even international levels.

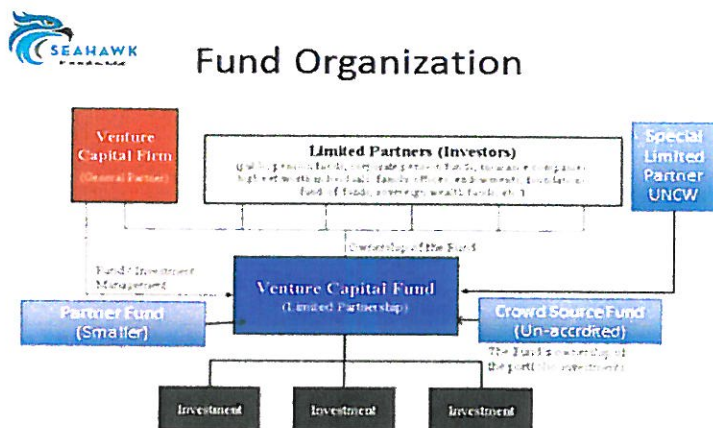
The UNCW Model

Recommendation for framework:

- The “Fund” is an aggressive business environment focused on capital investment, creation, jobs and economic development. Whatever else the Center engages, this is a foundation principle that has to be acknowledged.
- We are also talking about a “knowledge ecology”--repositories, relationships, energy exchange, linkage to the world of ideas with invention and application occurring in new ways.

- There are several driving forces that are dramatically changing the landscape of knowledge acquisition, business and social interaction. Reduced funding for higher education, the impact of the recession on local economies, and competing models for knowledge acquisition are reshaping how universities must compete. Technology, in all of its forms, has led to the removal of traditional authority sources. Institutions can no longer control the content, message, points of entry or exit that characterized the traditional campus. Now, a sense of "place" is ubiquitous and 24/7. Our messaging people need new metaphors to create meaning and new language. Max and I have met with them and he is continuing that conversation.
- The most common goals of incubation/entrepreneurial programs are creating jobs in a community, enhancing a community's entrepreneurial climate, retaining businesses in a community, building or accelerating growth in a local industry, and diversifying local economies.

Business Model: The business model is being worked out by Charlie Maimonie, Rob Hoon, Tobin Geatz and Tom Looney. As the lead group in these discussions they will guide the Chancellor. The following reflects a brief overview of my general discussions. I have not been involved in terms so this is a conceptual framework only.



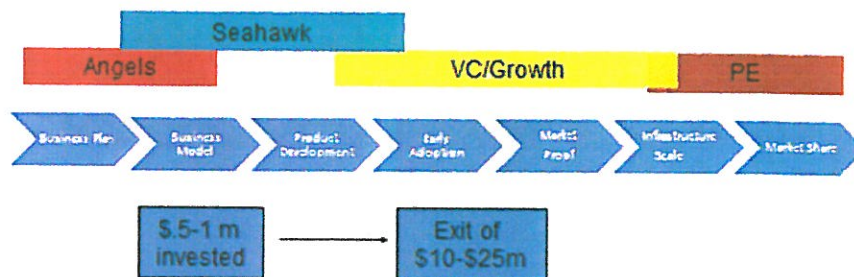
“The fund is really no different from the basketball program and its coach. Both are highly visible, highly compensated, disruptive and/or unifying to various segments of the organization. When winning, the naysayers get on-board, and even claim ownership. When losing, everyone piles on! This is the free market in microcosm right there at UNCW. We should strategize, position, and message the same way.” Tobin

Strategic Intent

- Create a right-sized (\$20m to \$30m) venture fund, tightly associated with the UNCW Entrepreneurship Center. Use the fund to create startups that are strategic to our important clusters (CRO, Background, Marine)
- Ensure that UNCW's ownership interest in a venture fund represents the best and fastest way for the center to become self-sustaining in a five-year period.
- Establish fund to become integral to and help manage Entrepreneurship Center
 - Goal: develop staff and source of revenue for continued operation
- Capitalize on UNCW brand and Nexus for fundraising
- Utilize UNCW personnel for actual venture operation
 - Entrepreneur-in-Residence is Eship Center Manager (UNCW employee)
 - Faculty and students – Real World, Hard Core Entrepreneurship!
- Ensure that the fund is structured to reward UNCW for cash, In-kind, and brand-equity investment



“Sweet Spot”



Early stage funding gap is:

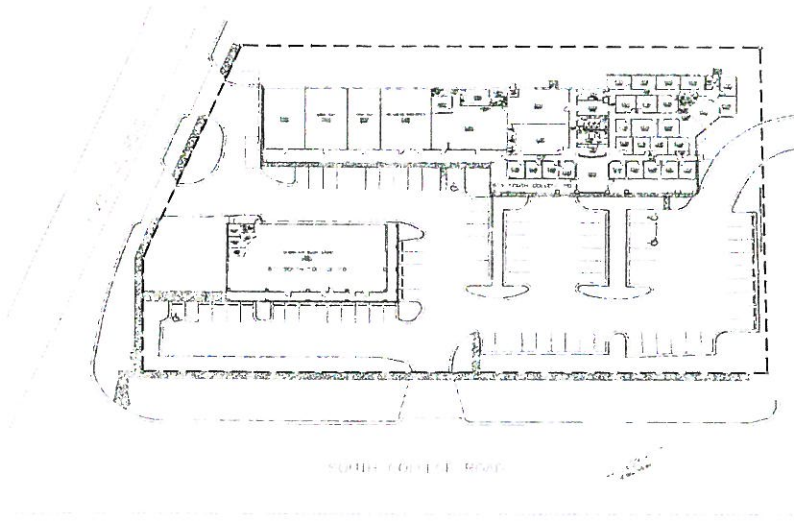
- Alongside Angels', Beyond Angels, Before VC
- Not mature enough for unsecured commercial credit
- Too small, too risky, and too much work for VC/GE

Net result: Ample opportunities to select high quality investments that yield 5-10x return

Recommendation:

Terms will protect UNCW interests, image and potential walk-away by partners. We should be careful to avoid too many different names for components of the overall enterprise. The Center for Innovation and Entrepreneurship, The Entrepreneurship Center, The Innovations Campus, The Nest, and The SeaHawk Fund are all in play. These are unique elements and some differentiation is needed, but three or four entities may be the limit. This plan calls for a four-phase approach to Center build-out.

Space Planning: 803 S. College Road



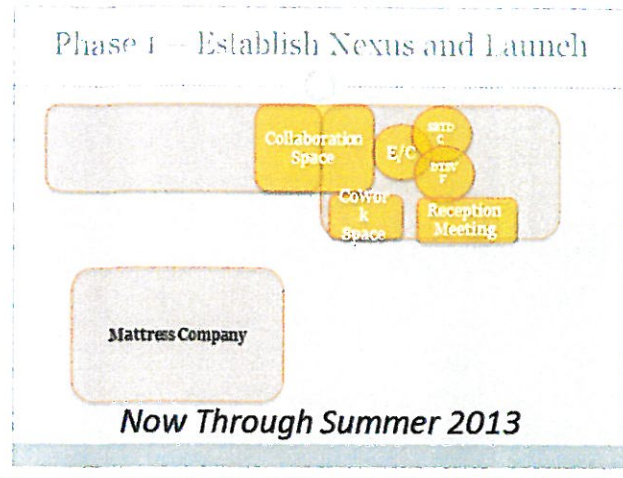
Site Facts:

- Land: 1.71 acres, zoned RB (regional business)
- Building Improvements: Total square footage = 19,650
 - Leased space = 7,975 SF
 - ✓ Sleep Store occupies 4,600 SF
 - ✓ Cook Out offices occupies 2,025 SF
 - ✓ Wellness Center occupies 1,350 SF
 - Vacant space = 11,675 SF
 - ✓ 8,650 SF unit, formerly Laney Real Estate
 - ✓ 1,900 SF unit, formerly real estate school
 - ✓ 1,125 SF unit



Location of Center highlighted in green at bottom left

Recommendations: Phase I



The review of space and subsequent recommendations has proceeded from three basic premises as follows:

1. We need to ensure that we avoid reaching a "tipping point" in university presence that results in simple relocation of campus-based functions, but no new work models, synergy or energy exchange. Because this Center must be self-sustaining, the lease customers and venture partners will be in priority demand. While the university is a principal player and partner, the Center is a unique entity and requires flexibility, energy and a sense of urgency if the Chancellor's vision is to be realized. Emphasis has been given to a three-phase roll out with a heavy entrepreneurial presence. The literature references a "tipping point" regarding type of model and space allocations. There are multiple models with different thresholds. As a general rule, however, 30% of **usable space** occupied is the point at which the entrepreneurial spirit gets compromised. If 30% is a "danger" threshold, then for those seeking to create a model that is driven by wealth creation and job production, a safe zone might be less--maybe 15% or 20% maximum. Other models that are more oriented toward university transfer models might move closer to the threshold. We are clearly planning to be on the low side of the "tipping point" number.
2. The university values its current tenants, but the Phase II and Phase III plans for the Center will require a more aggressive approach to tenant selection, contract management and attention to market- value square footage rates. Incentives and space swaps might be possible to make the transition of the current tenants more palatable.
3. All tenants will be assessed fees for space and co-location services. University entities will be part of the Center support formulae.

Occupants Phase I

Lobby:

1100(480sf) 1101(159sf) =639sf

SBTDC:

1126 (146sf) 1125 (126sf), 1122 (90sf), 1120 (133sf), 1118 (134sf), 1117(135sf)
SBTDC total = 764sf

Knowledge Transfer Office:

1106 (116sf)
Total = 116sf

CIE Director:

1103(113sf receptionist workstation) 1104(115sf) 1105(117sf)
Total = 345sf

Collaborative Workspaces under Director:

1128*(110), 1127(271), 1080(1304)
Total=1,685sf

Common Workroom:

1113 (182sf)

Common Kitchen/Break:

1114 (132sf)

The FUND:

1111(849sf), 1107(691sf), 1135(121sf) 1137(118sf) 1139(120sf) 1141(120sf) 1143(120sf)
1144(126sf) 1140(120sf) 1138(120 so) 1136(108sf) 1129(149sf) 1131(192 so) 1133(114sf)
1119(143sf) 1132*(142sf+43=185sf)
Total FUND= 3,396sf

(Note: 1125 also available at end unit of building)= revised total could be=4,521sf

Dedicated Functions Spaces:

Expanded Lobby 1100 and 1101(639sf)

Hallways: 1134(216sf), 1128*(274sf), 1115(172sf), 1109(189sf) 1102(171sf) Total=1022sf

Telecom 1130*(100sf)

Restroom: 1127(56sf, 1 stall), 1108(168sf, 3 stalls), 1110(172sf, 4 stalls), 1084B (37sf, 1), 1083 (33sf, 1)

ARA Set –up area: 1084(208sf)

Tech Support Room: 1082(136sf)

Other special purpose space: 37sf,18,sf,22sf,21sf,17sf,42sf,10sf,34sf,8sf,77sf,53sf=339sf

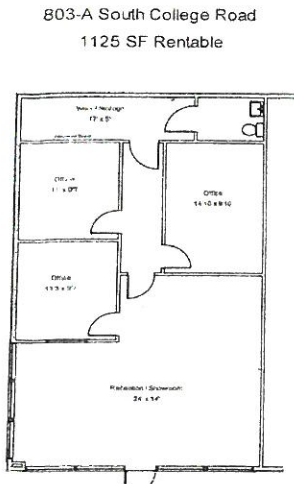
Total all dedicated function sf =2,910

Note: The end unit (1000) space of 1125 sf is now available for the FUND. This is where we had considered the coffee shop, but the space does not appear to be workable due to lack of direct frontage on College. Vendors would prefer coming in when the Mattress Store opens up and need between 1,500 and 2,000 sf., road frontage on College and drive-through access.

Recommendation:

Road frontage space is valuable and we should not let the coffee shop drive that space utilization. I have had Matt from ARA come out and they can do a dressed up coffee/bagel bar in the lobby in the interim.

ARA might consider a storefront in the space for food and coffee or we can set up the coffee bar and reconsider the idea when the Goodnight Sleep Store becomes available.



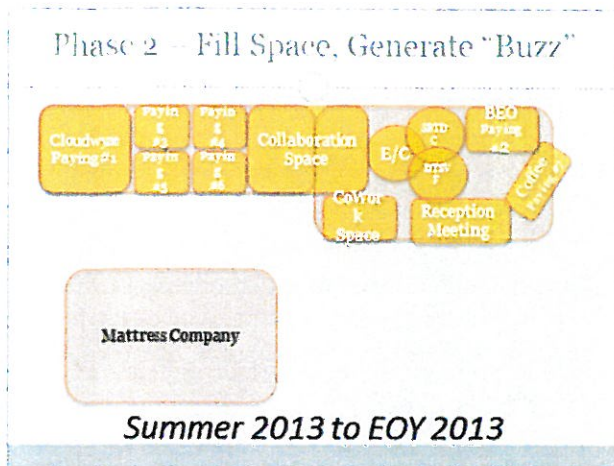
1125sf vacant at MacMillan Entrance (SpaceGSS)

Recommendation:

During my discussions I have identified several key partners that the new Director should cultivate immediately. I would suggest a mini-retreat soon after the new Director is hired so that the parties can talk about roles and relationships and focus on synergy and collaboration.

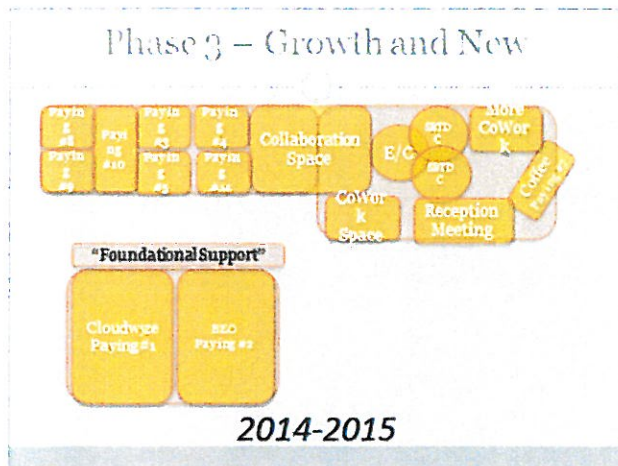
- SBTDC
- University Partnerships
- Face Imaging Project
- Pharmaceutical Trials
- GIS partner
- Power Play Technologies
- Mobile Education
- Forensic Identification
- University Partnerships
- SMEC
- Cameron Distinguished Chair Entrepreneurship
- Technology (Knowledge) Transfer Office
- Center Director and minimal staff
- Collaborative workspace
- Commons Area
- Cameron MBA Seminars Coordinator
- Swain Center
- Innovations Council
- Cape Fear Community College Entrepreneurship Initiative
- Cape Fear Community College Small Business Center

Occupants Phase II



Recommendation: Phase II space will be dedicated to the FUND and will include current Cookout and Wellness Center spaces. This will increase the FUND space distribution to 4,521+2,205 (Cookout space 1020 and 1040) + 1,350 (Wellness Center space 1060) =7,896sf

Phase III

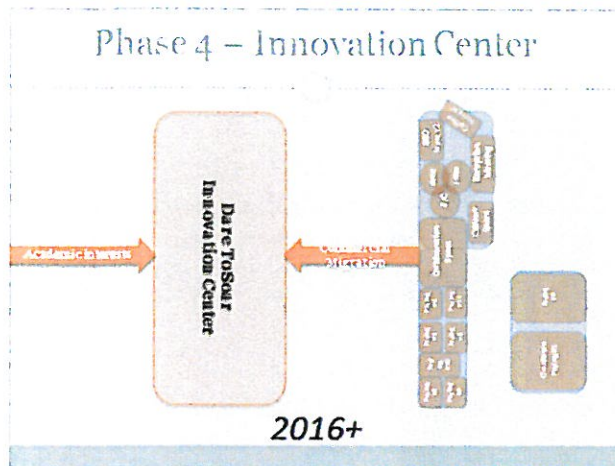


Recommendation: In Phase III the FUND takes over the large collaborative space in room 1081 and recovers 1500 sf of the frontage space (now Mattress Store), the university locates a one-stop, front-door information entrepreneurial services center of 1,500 sf and the coffee shop can take the end of the building claiming 1,500sf.

Space Recovered = 4,600sf

Assignment Plan Phase IV
Fund=1,500sf
Front-Door EIC=1,500
Coffee/Food= 1,600

Phase IV



Recommendation:

Now the CIE (Center for Innovation and Entrepreneurship) is well established. The Center's image, mission and partnerships are more mature and the venture fund is healthy with a positive cash flow in revenues and royalties. The Innovation Campus is ready to be further developed and the anchor in the facility will be a new CIE. Planning for the build-out of a community cluster of retail, entrepreneurial, research and knowledge transfer entities and activities will be poised and a holistic design similar to The Underground Classroom in Durham can be created.

Exterior Design for landscaping and design:

Recommendations:

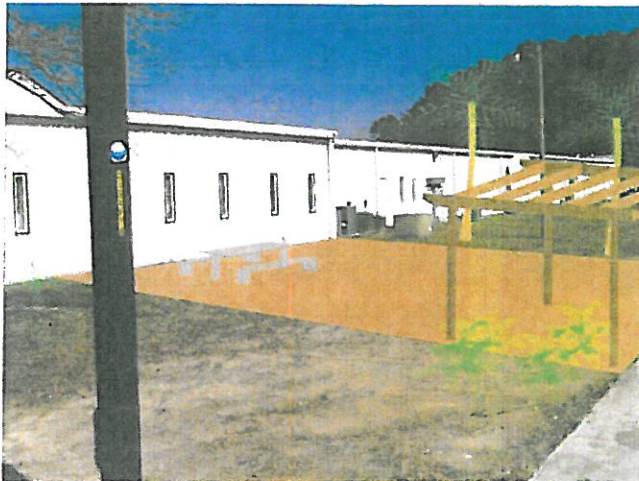
Noise abatement is a major problem. We need shrubs, water features and noise deflection. The landscaping is quite good overall. I have done walkthroughs with the folks from landscaping and security and they know the areas.

1. Replace roadside shrubs with sound break shrubs
2. Move tree that blocks main signage
3. Plant replacement shrubs in several areas where shrubs are unhealthy
4. Place large, decorative planters along front
5. Build rear community area with patio feel and security
6. Replant select plants around front signage
7. Landscape and put up a privacy break in rear entry

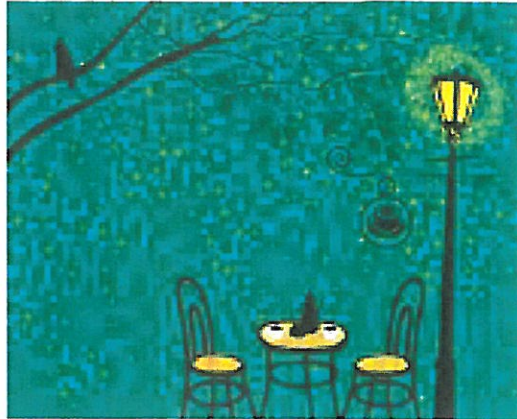
8. Enlarge rear entrance by expanding entry into 1124 closet
9. Create ARA entrance at 1084 to connect with staging area
10. Canopy the rear door, break the white metal face and add teal color and logo. Many people will enter through the rear of the building.



Some height variation of shrubs and strategic sound break placement will help, along with the addition of outdoor tables and chairs with umbrellas and large planters. Some water features are also needed to control noise. (See examples above and below.)



Plan to build community area in back and break up metal face. Place flower breaks and tables and chairs along entire Phase I frontage. Break up walk areas and convert to community spaces and use shrubs, privacy fencing, community area and canopy to break up metal face of rear wall. Quotes for planters have been developed.



Place flower breaks and tables and chairs along entire Phase I frontage. Add decorative pots/plants/furniture. Front of building mural right side



Decorative plantings here (quote has been developed.) Teal Canopy line of sight break and privacy breaks



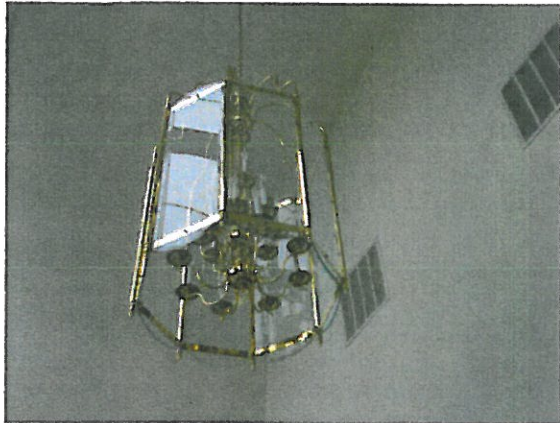
Consider back yard garden space and murals on one section of exterior wall with waterfront, osprey and other scenes of place. This would be inexpensive and fun. Combining an attractive mural with a canopy and community area would be a cost-effective way to change the space.

Break up walk areas and convert to community spaces and use shrubs, privacy fencing, community area and canopy to break up metal face.

Interior Changes for Phase I

Recommendations:

Lobby: Needs to be modernized and made a communal and a workspace area.



Replace 1980's home style fixture

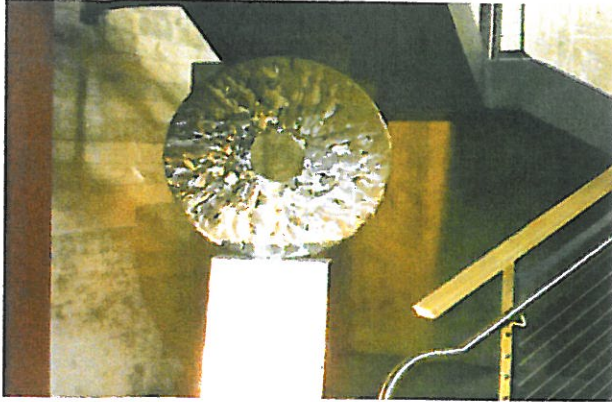


Remove receptionist counter and expand lobby

The lobby and the view areas left and right send the first and most powerful messages about the “place” and the nature and manner of the work to be done in the Center. These changes can be done relatively inexpensively and can create a collaborative workspace, an informal social exchange environment and a comfortable and inviting entry to the complex.



Comfortable and functional lobby furniture with tech-enabled features built in to furniture. Include technology work space/flat screen and coffee bar.



The building should include local/university art pieces and interesting lightscapes.

Recommendations:

1. Modernize and open up the lobby by changing out 1980's style lighting, removing the large receptionist area and extending the lobby. A wooden floor might be a nice highlight and add a library feel to lobby/work area.
2. Make floor same materials from front entrance to back wall behind current large receptionist desk, make backdrop a metallic modern look with one to two flat screens.
3. Use LED lighting in select areas along with color and varied angles to create contrast.
4. Lower left side receptionist desk, make modern and add two work stations behind counter to serve as greeters and support for Director.
5. Add track lighting with colors and abstract art.
6. Place new name and logo on prominent overhang above where receptionist desk was, change color and add marbled ceiling tiles in reflective black to compliment the metallic background.
7. Add comfortable but functional furniture and stylish coffee bar using brass urns.
8. **Repaint and recarpet entire facility. The carpet is heavily stained in some areas and the color is depressing.**

Conference room and teleconference space with glass front double doors.





Visiting Entrepreneur Space with library where closets are now

Recommendations:

1. Divide room 1107 into 2/3 (456sf) and 1/3 (235sf). Make larger area a conference room and video conference/whiteboard room.
2. Make double door entrance to room from lobby glass for dynamic, view-in, view-out from lobby.
3. Make smaller section a separate room for visiting entrepreneurs and keep storage in walls.

Large space connecting the FUND area (1111) and the large collaborative work space (1080) need to be renovated. The current doorways in (1111) should be moved toward the front of the building and the wall opening repaired. This would create a private four-foot hallway between the FUND space and the Collaborative space and allow the room to be subdivided into additional lease spaces for the FUND. We might be able to get two standard and one small additional office in the redesigned space. The hallway would go straight through and allow for access and office privacy. As the doorways are now located in the center of the room, the option to make lease spaces is limited.



Move doorways closer to wall on left and create hallway and two to three leasable spaces.

This space could be a suite of three offices for a business needing connected space from which they can access the Collaborative spaces, shared workroom, lounge, exterior community space and have their own entrance.

Recommendation:

Expand rear entrance below by taking closet space on left.



This will become a main traffic entry point due to parking in rear. It needs to be widened, made handicap-accessible and dressed up. This door will also lead to the exterior community space and will be used by SBTDC and clients.

Recommendation:

Large Collaborative workspace /conference area/rocket pitches/demo area



Proposed Collaborative Workspace

Community Connects Meeting at Cary Center

Recommendation:

1. This collaborative work center will be a high-energy space for students, faculty and the community. While it will have “drop-in” users it will be self-sustaining through rentals for rocket pitches, seminars, demonstrations, idea rollout, and will be a space that is constantly being reconfigured. The large closet (136sf) in the room allows for tables to be put away for receptions or open-space events such as drone demos or to be used in small clusters or classroom style. This will be the hub of interaction with a wide range of people and groups.

2. Groups like faculty, students, Isaac Bear students, and others need "a place to work" at the Center, **but this does not mean an office or even a cube**. We will need a prominent collaborative space where people can drift in and out to interact with others from whom they can draw ideas, energy and clarity. **This is a shared, energy-transfer space.**

3. This space will need careful design and it will require front-end investment for technology such as 3-D printers, electronic whiteboards, projector, screen, etc.

Recommendation:

This space (below) is behind the proposed Collaborative space and is perfect for catered events such as the soft and hard openings and numerous other occasions. I have done a walkthrough with Matt and we can refurbish this space, expand the prep area and create a rear entrance (canopied) so that ARA or any other caterer has easy access. There are also two restrooms and hot and cold water in the adjacent space.



Staging and catering area ARA



New Rear Entrance for Delivery

Other Space Recommendations:

1. Add two simple skylights in dark hallway 1128.
2. Reverse door opening on room 1119 from hallway 1116 to hallway 1128 to give SBTDC private corridor. This will be the only office on that hall.
3. Make room 1131 telecom room and install wall to give remaining space to room 1133.
4. Install swipe card technology on all exterior doors—9 doors.
5. Change doors on rooms.
6. Place view-through glass window on north and west side of 1107.
7. Sound-treat wall between 1180 and 1111 and 1107. This will be a high-volume noise area.
8. Significantly refurbish kitchen (1113) and common workroom (1114).
9. Install lightpoles at rear and additional lights in front leading to front doors.
10. Reactivate alarm system.
11. Add security phones.
12. Make a plan for night security at Center.

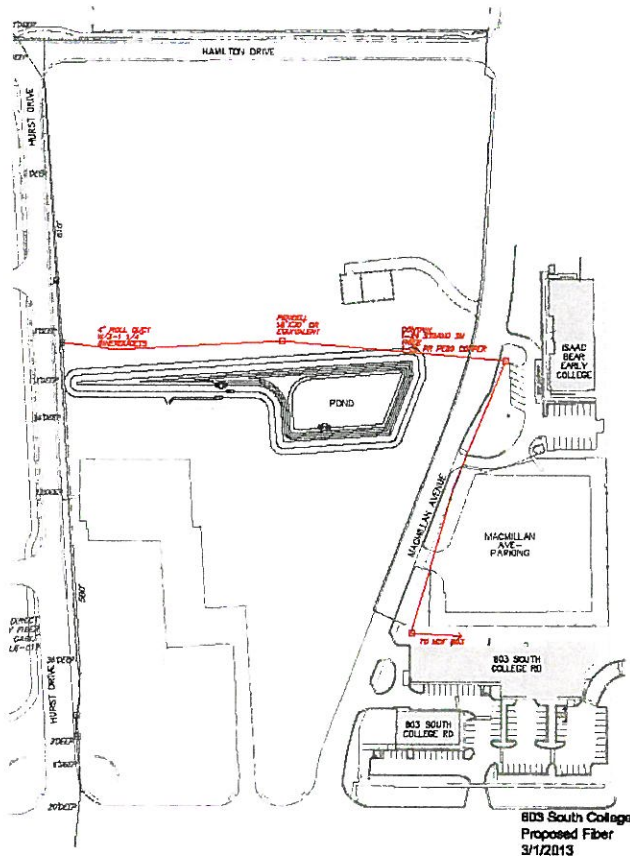
13. Replace all door hardware and put glass doors on three rooms to break narrow halls and add light (quotes have been developed)
14. Upgrade ladies restroom

Technology

Recommendation:

1. We should proceed with the fiber installation as proposed earlier. The 48 strands of fiber will be run to a head-end and wireless nodes will be installed to provide high speed connectivity and server connectivity to UNCW personnel in the building and to provide wifi-fed zones in the collaborative spaces and exterior areas.
2. The FUND spaces will have the option of connecting though an open selection process.
3. The Center will be:
 - Wifi- fed and pervasive inside and outside
 - Cloud environment
 - Public/private environment
 - IT Audit Standards Compatible

We have all specs prepared and bid-ready.

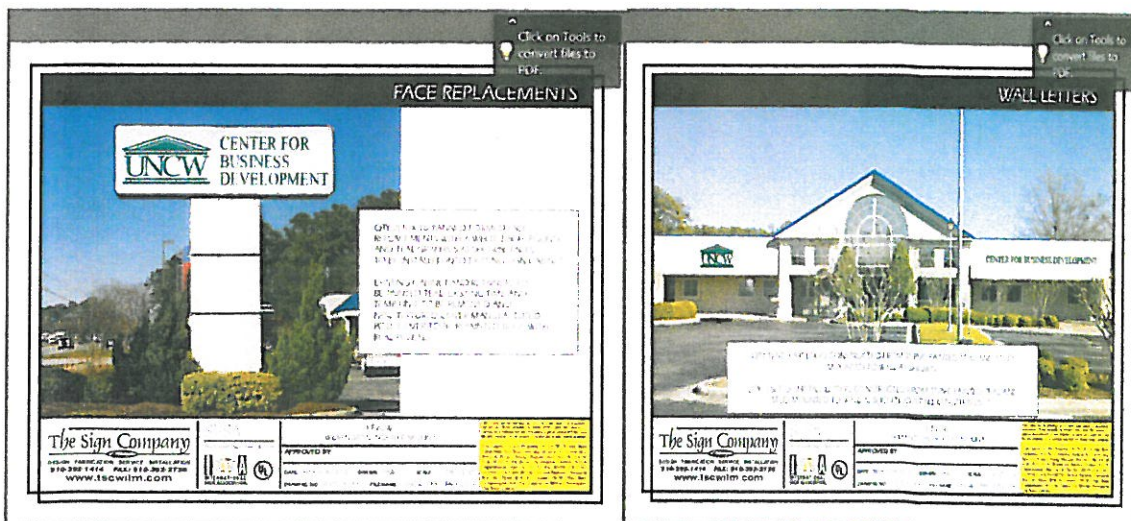


Recommendations Signage:

1. Preliminary quote has been developed based on sign size, letter size and space --not specific content
2. Target date for soft opening should set date for new formal name, informal name and logo
3. Transfer some campus logo from installation to poles and sign
4. Begin immediate negotiation with tenants regarding standardized signage and sign location.
5. The decision regarding how close the UNCW connection should be to the Center/FUND is timely. Should the Center logo go on the building and sign? I would suggest UNCW and the Center name on the main sign and the Center logo on the interior display. On the building I would put the UNCW logo and the Center name.



Cookout Building and Wellness Center Cookout College Road Signage



These are samples of lettering and color. We have bid specs once the names are agreed to. Charlie can use these numbers as a starting point to fast-track this.



Several people have mentioned the option of having our light pole flags on the site poles to connect the two sites.

Recommendations:

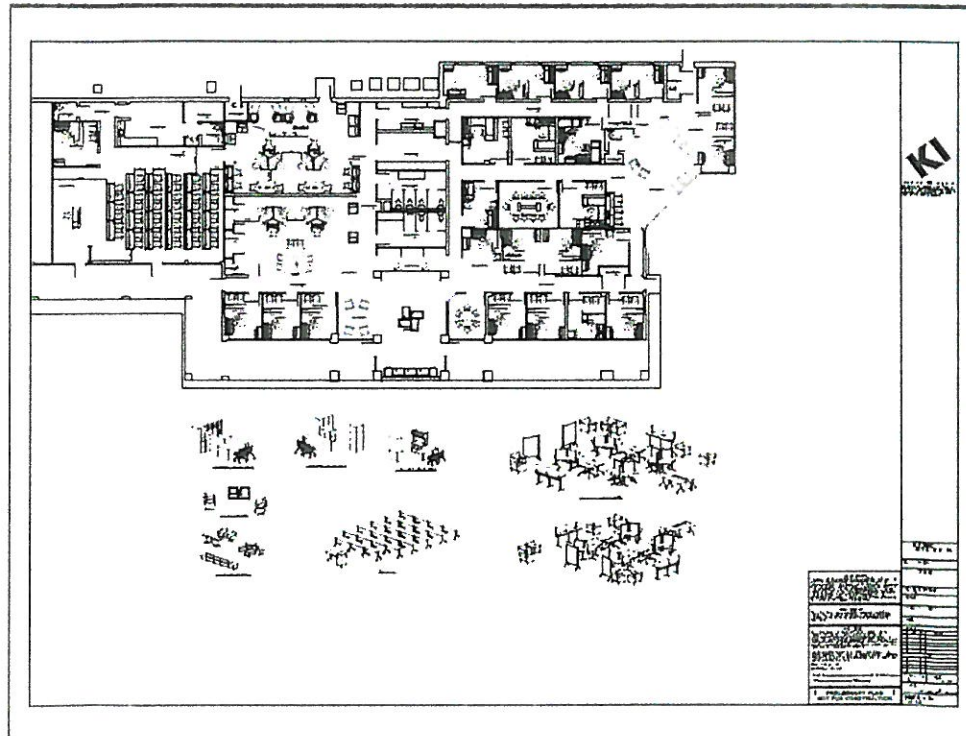
Furnishings

We have quotes ready based on walkthrough with external consultant recommended by our folks and our two individuals who handle furniture and equipment orders. These can serve to jump start the process.

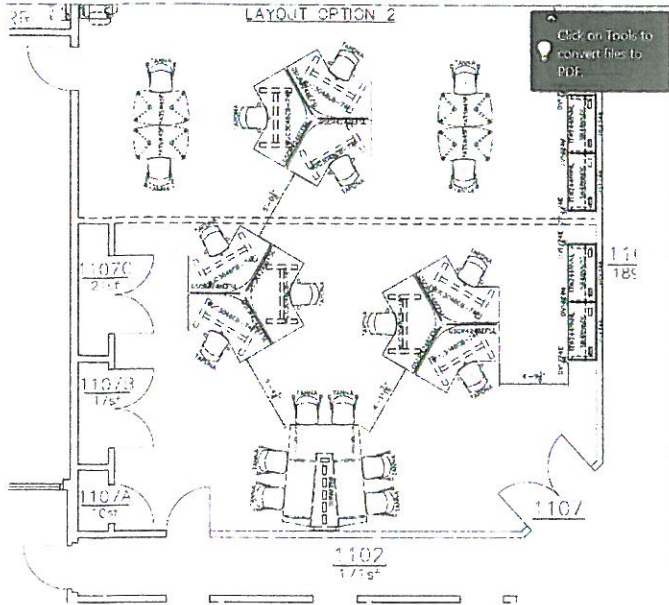




Samples of collaborative space furniture



Both schematics have complete quotes so that configurations can be selected.



1. I engaged our folks in this process to get them thinking about the Center’s furniture needs and to have options worked out so when we are ready to move, we can. Tenants will expect us to furnish (not equip) their offices and we can go with a standard package or give one or two choices. The advantage is to have one person standardizing the orders and leveraging the costs controls.
2. We can pre-order two or three packages and allow people to swap if they wish, but I would recommend one set-up for cost control and interchangeability.

Campus Connecting Keyhole—a view to connect place



Closest line of sight between UNCW



Sample greenway to connect the campus and Center

Greenways provide beautiful urban connections to important destinations for pedestrians and cyclists. Greenways enhance the experience of walking and cycling by including improvements like expanded parks, increased landscaping, public art, and drinking fountains. The “keyhole” back to campus should be consistent with the blended architecture of the two connected spaces and should have a focal point on each end. This corridor will be essential to campus foot traffic by students and faculty and feasibility of coffee and food courts in the facility.

Samples from other centers:



