



CASE STUDY:

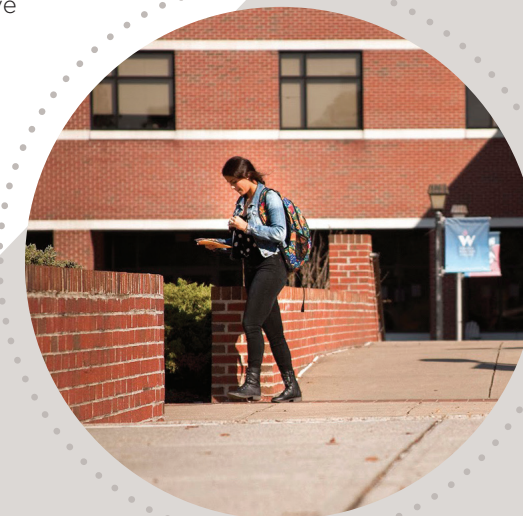
**VIRGINIA WESLEYAN UNIVERSITY
UNDERGOES TRANSFORMATION THANKS TO
BOLD LEADERSHIP & EXPERIENCED PARTNER**

PARTNERSHIP OVERVIEW

Transforming an established higher education institution is a major undertaking requiring capital, expertise, teamwork, vision and leadership. Virginia Wesleyan University (VWU) is the latest institution to undergo such a transformation. Under the leadership of Dr. Scott D. Miller, VWU has become a model of campus transformation in a time of unprecedented competition in higher education.

The outcomes at VWU are unique in both their breadth and success achieved. In just three years, Dr. Miller elevated the academic program, executed several new construction projects and significantly boosted fundraising and new student enrollment. New construction and improvements to existing structures have enhanced the academic experience, student co-curricular life, research and athletics. Further, new student enrollment surged, adding 529 new students in the fall 2017 school year, including students from 10 countries with higher-than-average SAT scores.

One of the catalysts for transformation was a proven partnership among VWU, Dr. Miller and Aramark. Aramark had an existing 20+ year relationship managing VWU's facilities. Additionally, Dr. Miller engaged Aramark at a prior institution to drive the expansion and improvement of athletic facilities. In an innovative arrangement initiated by Aramark, three institutions seeking new athletic fields were bundled together to secure favorable pricing. An Aramark Capital Program Manager was then shared by the three institutions to drive further economies of scale. This experience, which achieved major successes for all campuses, was an early indicator of how Aramark's expertise could make miracles happen. Thus, when Dr. Miller assumed the presidency at VWU, the table was set for another campus transformation.



CREATING A MASTER PLAN WITH IMPRESSIVE OUTCOMES

Having transformed three institutions, Dr. Scott Miller could rightly be called an expert in campus transformations. Working together, Dr. Miller and Aramark began the process of transforming VWU by creating a comprehensive master plan to articulate the 10-year vision for the future. The master plan would provide a visual of the campus in the future, as well as identify the resource requirements needed to assure success.

Aramark sourced a campus master planner (Derck and Edson) to help with this effort. Additionally, the Aramark Engineering and Asset Solutions (EAS) team conducted a campus-wide condition assessment, space-utilization study and parking assessment for integration into the broader master plan. The result was a comprehensive document that Dr. Miller shared with stakeholders to drive interest and engagement in the future revitalization of VWU.

SECURED \$600K DONOR FUNDING FOR CORRECTIVE MAINTENANCE

The resulting Master Plan was embraced by VWU and the surrounding community. VWU has seen a renewed interest in the direction of the institution and in donor giving. Gifts of all size and value have allowed VWU to accelerate its efforts. In an extraordinary effort, one donor was inspired by the Campus Condition Assessment report and donated \$600,000 just for corrective maintenance.



ARAMARK'S LONG VWU PARTNERSHIP

The facilities management relationship between VWU and Aramark is another reason for the success and speed of transformation at the University. Aramark was already working with VWU, providing facilities management and business services. Initially, in 1992, Aramark was hired to provide management-only services, overseeing maintenance, custodial and grounds services. But over the years, the institution implemented additional services: mailroom, reprographics and business processes, such as risk and liabilities services, payment services and purchasing. The Director of Services was transitioned into the role of Vice President of Facilities. During this time, Aramark also became the contractor-of-record for a new residence hall. Further, the services company initiated a \$1 million energy retrofit program to drive infrastructure improvement and commitment to the environment.

As a result of Aramark's ever-expanding relationship with the campus, growing its role further was seamless. The facilities operations contract with Aramark was renegotiated from management-only to full operations to drive greater efficiency, value and accountability to VWU.

The combination of familiarity with the campus and a past successful working relationship with Dr. Miller infused the partnership with the level of confidence needed to accomplish extraordinary goals. Bold leadership and expert engineering drove a physical transformation in record time. The contributions and expertise of the Aramark EAS team became a catalyst that inspired VWU's broader campus transformation.

“When I was ready to put a proactive plan in place at VWU, I already knew the Aramark team, so I was completely confident of their services,” says Dr. Miller. ***“I told them I wanted to repeat the comprehensive planning process that they worked with me on at Wesley College. They knew exactly what to do and how to get the ball rolling. As a result, my vision materialized perfectly—and they went beyond my expectations to create even greater results.”***



VWU'S TRANSFORMATIVE ACHIEVEMENTS

PHYSICAL TRANSFORMATION

- Completion of the state-of-the-art Greer Environmental Sciences Center, a new 44,000-square-foot, world-class facility, supports a national environmental engagement program.
- The new Frank Blocker Youth Center serves the Tidewater Collegiate Academy during the academic year and the YMCA during the summer months.
- Landscaping and curb appeal improvements to improve traffic flow, define campus boundaries and align with both a change to University status and a physical address change to Virginia Beach, VA.
- The 23,000-square-foot Susan S. Goode Fine and Performing Arts Center is scheduled to be completed in early 2019. In addition, the plan is to open the new, \$51 million, multi-use residential complex Oxford Village in 2018, including eight buildings, and offer nearly 250 apartments. Improvements to the baseball field complex, new TowneBank Park for their NCAA Champion softball team, and a new track and field center have been completed.
- Relocation of an Alpine tower for use by recreation and leisure programs

WHAT VWU SAYS:

“There’s a good relationship between our leadership in the physical facilities operation and our contract service providers for the construction projects. All of these things have resulted in seamless projects that are on time, within budget and are a win for everybody.”

“It’s so easy for an outsource service partner to lose momentum as a university’s needs evolve and grow, not only for maintenance management, but also new services to support campus growth. Aramark’s services have kept pace and continued to parallel our university’s extraordinary growth trajectory into new construction, technologies, innovation and operational efficiency. The result has been nothing short of miraculous.”

Dr. Scott D. Miller
VWU President

PARTNERSHIP STATS

Date partnered	1992
Student Population	1,500
Aramark Services	<ul style="list-style-type: none"> Integrated Facilities Management Operations and Maintenance Custodial Landscaping Strategic Planning Facilities Condition Assessment Energy Management Energy Performance Contract





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