Transformation:
a thorough or dramatic change in form or appearance.

40 months
84 projects

4.4 million sq. ft.
$1.36 billion

Quality of Life
44 projects
3.1M sq. ft.
$794.2 million
Quality of Life
$794.2M
58.6%

Academic
13 projects
959K sq. ft.
$305.4 million
Quality of Life
$794.2M
58.6%

Academic
$305.4M
22.5%

HealthCare
14 projects
353K sq. ft.
$216.2 million
Quality of Life: $794.2M (58.6%)
Academic: $305.4M (22.5%)
HealthCare: $216.2M (16.0%)

Infrastructure
13 projects
$39.4 million
Quality of Life $794.2M 58.6%
Academic $305.4M 22.5%
HealthCare $216.2M 16.0%
Infrastructure $39.4M 2.9%

Capacity:
The ability or power to do.
44% + 32% +11% University Funds

44% +32% +11% +9% Philanthropy
44% + 32% + 11% + 9% + 4% = 100%
Impact on Debt

$732M  
$204M  
+$604M  
$160M  
$

$972M

Outstanding debt as of June 30, 2011
Debt retired July 2011 to June 2014
New debt issued or anticipated since July 2011
Debt to be paid in next 3 years
Projected outstanding debt as of July 2017
see transformation.

see tomorrow.
- landscape plan
- infrastructure plan
- deferred maintenance plan
- preservation
see blue.
see transformation.
see tomorrow.