

The UC Transformation Project

University of Houston, 2007-Present

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UC Complex and UC Satellite Master Plan of Renovations Summary

Project Overview

The quality of student life on campus has significant impact on both the undergraduate and graduate experience at the University of Houston (UH). That quality is measured by the presence, or lack thereof, of physical spaces and outdoor places that draw the campus community together. A university center is often the hub of extracurricular activity, offering informal gathering areas, formal event spaces, performance and cultural venues, dining and retail amenities, student organization spaces, as well as some element of student services. It is an important tool in the recruitment and retention of students and when successful, is a destination which offers a dynamic mix of spaces and activities that draws the largest numbers of students. The open spaces also contribute significantly to the quality of students' social experiences. They provide for relaxation, recreational activities, and opportunities to engage with others in a pleasant outdoor environment.

The vitality of UH is predicated on developing a strong campus experience, where students of any major, whether residing on campus or off, can find community and a variety of social opportunities. Students spend most of their day attending classes, studying, and participating in organized activities. Critical to this experience are the informal gathering spaces, which provide lively settings for students to interact socially with friends and meet new people between or after other engagements. Students are quite vocal about their desires, from late-night, weekend and versatile dining options, to coffee shops, study lounges, and multipurpose event spaces. They are also forthright about their perceptions of life at the UC and UC Satellite; these are not social magnets, they lack school spirit and offer no compelling reason to extend their time on campus. Two of the most successful "happening places" on campus are the recently renovated Library and the Campus Recreation and Wellness Center, and both have in common comfortable, movable furniture.

UH is a thriving public research and teaching institution which provides high-quality education in many disciplines. Since its founding in 1927 to today, the University has prospered and grown to include more than 550 acres and a student population of over 40,000. UH is today the largest and most comprehensive institution in the University of Houston system. The evolution of the campus has not paralleled an equal transformation and growth in student life facilities over time. Since opening in 1967, the University Center has benefited only from selective renovation efforts; as a result the facility shows significant signs of wear. The UC Satellite, though fully renovated in 2002, has not been able to keep up with the demands of a growing population in the academic core.

In 2006, the UH Board of Regents approved a "Framework Plan" that emphasized an increase in the number of students and services on campus through the development of mixed-use, perimeter precincts over a 15-year period. The plan provides guidelines for integrating the four precincts and campus core into a coherent whole and considers specific future initiatives for new construction and the network of open green spaces, courtyard and paths which weave the campus together and connect to the surrounding neighborhood.

With plans for continued enrollment growth, residential growth, and physical development, the UC and UC Satellite as they were would have struggled to meet future demands. As of 2008, the programs and departments within these facilities were limited in their ability to meet the needs of today's students due to existing space constraints, outdated environments, and/or organizational inefficiencies.

The Master Plan described herein examines the student life experience, and has as its specific focus the University Center and UC Satellite. Each facility was considered in terms of its current physical condition, programs, and ability to meet future needs as defined through the master planning process.

Process

In February 2008, the University of Houston entered into a contract with Holzman Moss Architecture in association with Brailsford & Dunlavey (B&D); Envision Strategies; Campus Bookstore Consulting (CBC); and Shah Smith & Associates, Inc. to provide Professional Design and Planning Services for a Master Plan of Renovation for the University Center Complex and the University Center Satellite. The results of these efforts are presented in this report.

The mission of the Planning Team was to:

- Review of existing conditions, building infrastructure and systems;
- Review and assess the Bookstore and food service revenue generating operations;
- Document the space utilization of offices, meeting rooms, casual spaces, study areas, student activity areas, and general facility circulation;
- Perform a comparative analysis of competitor institutions and model programs at other universities;
- Perform a detailed financial market analysis of revenue potential and associated cost estimates of potential facility improvements;
- Develop conceptual program options;
- Determine building operating costs and unit operating costs for proposed enhancements; and
- Identify revenue potential from student fees and speculative sources.

The Master Plan report is intended to provide guidance for future development and includes:

- An assessment of existing conditions, including the physical condition of the building; the financial situation; and survey results of student, staff and faculty perceptions;
- A proposed Building Program that outlines assigned net areas for each department and organization to be housed in new or expanded facilities;
- Adjacency and stacking diagrams that illustrate how the varied spaces within new or expanded university center facilities might best relate to each other;
- Concept campus design and planning options that illustrates how the UC and UC Satellite: whether new, renovated and/or expanded, might best achieve the goals and vision of the University and larger framework plan;
- An implementation plan that includes phasing scenarios for all recommendations;
- A financial analysis that provides a rational approach to funding recommended improvements; and
- A preliminary estimate of the total project cost.

The information and findings presented in this report were gathered over the course of six months as a result of six on-campus work sessions including the Executive Committee, UH staff and administrators, and the participation of representatives of current UC and UC Satellite user groups and students.

Through a series of focus groups and web-based surveys a diverse spectrum of the campus population provided input in the data-gathering portion of the study for the UC and UC Satellite specifically, along with topics relating to food service and the Bookstore. The online survey targeted faculty, staff and students, covering a range of demographics including gender, undergraduate class, graduate status, and students of each demographic both on and off campus.

Interviews were conducted with the majority of the departments located within the UC. Representatives of each department were asked questions concerning their anticipated staff growth, departmental space needs, and qualitative considerations.

To assess the current attitudes of UH constituents regarding food service, a series of focus groups and interviews were conducted with a broad cross section of the campus population. The purpose of these focus groups was twofold; to subjectively identify customer perceptions and desires pertaining to campus dining, and to create a foundation for developing a survey instrument for quantitative research purposes.

In order to analyze the Bookstore facility/space and programming requirements, Campus Bookstore Consulting (CBC) conducted regular site visits, including tours of the campus, UC and Bookstore and visits to the local competitors. An analysis and benchmarking of the University's historical financial performance was based on financial data for the past five years provided by the University.

In-depth interviews were held with Bookstore staff on several occasions. Meetings with faculty, staff, and administrators were also held to gather input regarding the Bookstore services and programming requirements.

Planning workshops were held throughout the process with the participation of the Executive Committee. Tools used in these sessions included charts, diagrams, models and program data. Discussions included an understanding of specific goals and objectives, project needs, square footage requirements for all of the program spaces, architectural and system requirements, desired adjacencies, functional efficiency, and cost implications. During the workshops, options responding to these needs were collectively evaluated in terms of their ability to achieve the program, design objectives, budget and schedule.

On four occasions the Executive Committee toured comparable student centers based on recent renovation and expansion efforts of relevant scale; Holzman Moss Architecture joined on three of these tours. Visits were made to the Campus Center at Indiana University-Purdue University at Indianapolis; the University Centers and the University of California at San Diego; the Aztec Center at San Diego State University; and the Student Union at Texas Tech University. Following each tour, participants were asked to complete a site visit analysis to gauge the positive and negative features of the union.

Through the process, the University representatives were able to fully participate in the development of planning options. While not all stated ambitions can be accommodated within the final recommendations, this process allowed the group to understand the needs and approaches from a wide range of their professional colleagues.

The information which follows regarding the Master Plan of Renovations is historical, and is largely in reference to the 2008 model (available in full online at www.uh.edu/uc2010). Many of the recommendations were altered significantly before the generation of the final scope seen today.

UC Complex and UC Satellite Master Plan of Renovations Summary

Guiding Principles

The recommendation to undertake a Master Plan for the University Center and UC Satellite recognized in part the pressing need to address student demand on a campus which is significantly growing in both population and physical development. Corresponding with this growth are national trends which indicate that prospective students and their families are more concerned today about convenient access to amenities on campus than ever before. Such factors drive the demand for contemporary social and service facilities that enhance the college experience.

Findings from the study of the University Center and UC Satellite showed that improvements and expansion were necessary in the following areas:

- Gathering and lounge spaces
- Dining facilities
- Bookstore
- Student organization and activity areas
- Meeting rooms
- Facility infrastructure

UH currently does not provide its students with the variety, quality, or amount of space required to meet present or future needs for extracurricular activity and social engagement. The most obvious present deficit is the shortage of accessible and appealing space for student organization use in the UC Underground. This lack of desirable space undermines efforts to increase student participation on campus.

Secondly, the fact that the lounge areas in the UC are uninviting and undistinguished sends a message that the University is not particularly interested in supporting its students' desire to gather and socialize. There is an evident dearth of attractive, spirited places in which students can hang out, study, or congregate. Hand in hand with social spaces in any successful student life facility are food and retail amenities. For a university center to become a destination, it must offer modern conveniences that students desire. The paucity of food choices, places to dine, contemporary facilities, and services for students and the campus community severely limits the UC's ability to sustain repeat visitation.

The key to drawing the greatest population of students is to provide the right mix of services, amenities, and programs. There is no formulaic approach to what must be housed in a university center, and no facility can ever expect to meet the desires and needs of each individual student. While some programs, such as the Cougar One Card, are destinations, it is often these types of services that introduce students to other attractions within the building. On the converse, it is equally plausible that students coming to a facility to attend a film, or grab lunch, might also take interest in joining a student organization by passing its workspace. The present configuration of space within the UC does not offer the best arrangement of programs to bolster impromptu participation and encourage exploration.

Lastly, retail food options are lacking; students and faculty complain of limited menu selections and a scarcity of healthy foods. Most notably, the reliance on quick-serve options, scant choice in seating areas, and long lines at food venues, discourage lingering and socializing.

The Master Plan provides direction on the steps required to enhance student life at the UC specifically, with some consideration given to the UC Satellite as well. Recommendations are based on the following guiding principles.

Creating a one-of-a-kind experience, that epitomizes student life and student success at UH

- Attract more users to the UC for longer periods of time
- Make the UC an invaluable resource for all members of the UH community
- Provide facilities and outdoor spaces which are unique reflections of the University's spirit, regional attributes, and campus culture
- Reorganize spaces so offices are easy to locate and there is improved efficiency and wayfinding among people and departments
- Increase the level of activities and programs to increase the presence of students on campus during weekends, evenings, as well as between classes that will allow for shared experience and community
- Provide more visible connections between the facility and UH/Cougar Brand
- Provide an environment that is conducive to innovation, learning, empowerment and creative thought
- Provide opportunities for student leadership development through volunteerism, boards, committees, student organizations and student employment

Become the Provider of Choice for Activities, Services and Facilities for the UH community

- Create a destination for students, faculty, staff and visitors alike
- Provide enhanced program amenities and a contemporary aesthetic environment
- Provide accessibility for the physically challenged in the UC and its exterior landscape, conforming not only to the legal minimums, but maximizing the number of people who can use the facility
- Optimize the UC as a central location that strengthens connections to neighboring student-life facilities
- Serve as a unifying force – a point of identification – for the University community as a whole
- Enhance and ensure facilities are clean, safe and comfortable, while fostering a climate that is welcoming to all students and the UH community
- Further diversify the portfolio of meeting/conference facilities and program locations
- Improve the availability and accessibility for wireless and other technology and information services

Foster a Sense of Place by Enhanced Formal and Informal Spaces

- Increase lounge and informal seating locations throughout the UC complex
- Provide a dynamic mix of space types and activities and give students choice in how they wish to engage with the building and others
- Enhance the number and quality of outdoor program spaces
- Develop open spaces which allow for individual relaxation, recreation, outdoor dining, or simply hanging out
- Foster opportunities for interactions among students, faculty and staff
- Create a 24-hour zone

Enhance the Food Service Program

- Improve the level of customer service and flow for retail food service operations
- Provide greater dining variety and options
- Enhance the overall quality of food services (retail, catering, convenience store)

Cultivate a Convenient and Centralized Retail Zone

- Provide greater visibility, space and ease of access to the UH Bookstore
- Create a central corridor of retail enterprises to enhance customer satisfaction and profitability
- Increase the variety of self-operated and contracted retail service and conveniences which are responsive to the diverse needs of the UH community

Create a Synergistic Student Organization Center

- Provide versatile, easily identifiable and accessible facilities where students can meet and pursue extracurricular interests
- Increase office and support space for Student Organizations
- Provide a “One Stop Shop” by the repositioning of offices which support student organizations

UC Complex and UC Satellite Master Plan of Renovations Summary

Project Focus Groups and Interviews

The Planning Team held a series of focus groups and intercept interviews to gain an understanding of the current perceptions of students and staff in regards to the University Center and UC Satellite, as well as attitudes about the quality of student life on campus in general. Participants were encouraged to speak freely about their experiences with these buildings, both their likes and dislikes, as well as their experiences with other student life facilities on other college and university campuses.

The process is designed to yield qualitative data, reveal hidden sensitivities, and raise issues previously not considered by the researchers. Although efforts were made to interview representative populations, this analysis is not meant to provide rigid, statistically reliable responses from a demographically representative sample of the population. The focus group is designed to obtain feedback from a range of stakeholders and prospective facility users.

Focus groups were assembled to represent a broad spectrum of the campus community, including students actively involved in a variety of organizations and employees of the UC, as well as others. The discussions were guided by the moderators; however, open-ended questions encouraged participants to contribute freely. These discussions, which involved more than 130 participants, allowed the team to develop a better understanding of campus opinions about the University Center's facilities and services. In addition, supplemental intercept interviews were conducted. The intercept interviews allowed us also to get a random cross-section of the campus population by stopping students, staff and faculty between classes for a few minutes of informal conversation regarding campus life.

Department interviews were also conducted with administrators and staff to understand their experiences and expectations regarding the needs and future direction of the University Center and UC Satellite.

Many students chose to attend UH because it was close to home for some, while others chose the UH because of its affordability and value. Some international students chose the institution because of the reputation for its mechanical, law, and engineering classes related to the oil industry. A few faculty / staff members noted that they attended the institution during undergrad or grad and wanted to give back to the institution that had given them so much.

Comments regarding the University Center Complex were mostly consistent among the focus groups and tended to reflect poorly on the building, primarily due to the manner in which the programmatic spaces are organized. However, there were also some positive features recognized by varied constituencies.

The project stakeholders agreed the best part of the UC is its student organizations and programming. They also liked its central location, close to the Library and Campus Recreation and Wellness Center, the convenience to retail, the mature landscape, and the visual affirmation of diversity in the World Affairs Lounge. The group values the outside environment and would like to see a better transition between interior and exterior spaces. Many comments were representative of those heard from student and staff populations, such as that people only visit the UC to get food, and they are tired of the food options. The building lacks school spirit and is not inviting. From the outside, it is impossible to know what is in the building, and when inside, nothing catches the eye; it is hard to locate the games area, the lounges, and in particular programs in the Underground. In general, there is the perception that there is not enough advertising or marketing of UC programs and events, though this is not specific to the facility. Some say it is because they can't directly see what is going on when they walk through the building.

Some comments dealt with visibility and accessibility to the UC, that it "lacks curb appeal," signage is deficient both inside and out, convenient parking is an issue and therefore discourages coming to the UC just for leisure purposes, and lighting in the adjacent parking lot shuts off at night and visitors feel unsafe

in the darkness around the UC. People want to come to the UC and have access to programs; now it "feels like walking into a Staples."

Students seconded the notion that spaces are not attractive, inviting, or student friendly. Specifically, the lighting is too dim with too little natural light, especially in the Underground, and no opportunities to see into and out of the building. The UC appears dated, and its rooms and furnishings are not configured for good study or social space. One student commented that you do not get a sense of the UC when you walk in because it is "spread out all over the place," another described it as "old and sober," a place you don't imagine having fun activity. Most consider the building "too old," "institutional," and "unwelcoming;" it is a place intended for quick visits where you "come to do business," not a place for lounging and lingering. "The UC looks so old, I swear Hakeem Olajuwon still hangs out and takes classes here," one student exclaimed. Some additional areas of improvements include difficulties related to ingress and egress, air quality and overall HVAC control, pigeons flying inside the atrium unchecked, and lack of seating. On the positive side, there is general agreement that the UC is in a good, central location and both the UC and UC Satellite have good presence on campus, when you mention either people know where they are located.

Many students say they only visit the UC to buy books or eat; there is no other draw and nothing for them to do. Some do regularly use the game room, and those involved in student organizations are there round the clock, but not to engage with others in a social setting. They don't see activity when they enter the building, the first thing they see is the stairs, which they say sends an unwelcoming message. There is no interior "hearth." It is not a place where students go to be with other students; it is a "come and go" place. People come for lunch, not to hang out. They want a building with an inviting atmosphere, open space, natural light, and the ability to see what is going on from both inside and outside. It should be aesthetically pleasing and "happening." One faculty member exclaimed, "Since there is food here, the UC has become a kind of hangout spot by default, not preference, because it's not a comfortable place to relax."

Not surprisingly, food is the top complaint across the board. The quality and variety of food at the UC Satellite is considered better hands down; the decision to eat at the UC or UC Satellite is for some based on the food options and for others the convenience. A large part of the problem with dining services seems to be the hours of operation. Only Wendy's and Chili's Too offer weekend service; Wendy's is open part of Saturday and Sunday, while Chili's Too is open both days through dinner. The UC Satellite in addition closes at 6:00 pm all summer and has fewer options available. Since many students commute and attend evening classes, their only dining option is Wendy's as the remaining food venues close between 3:00 and 7:00 pm. There is a desire for more diversification in hours, especially during finals week.

Almost universally users think the food options are too limited and are looking for greater variety, ethnically diverse menus, and healthier options in retail and in catering. There is also widespread discontent with the Aramark customer service and cleanliness. And while students complain of crowding, they do like that it is easy to get in and out of the food court areas. Students want more menu choices, expanded and late night hours, a higher standard of professional service, and better price/value relationships.

In regards to the meeting rooms, there is a general feeling that they are easy for students to reserve and access, though there is a need for more variety and a desire to have built-in technology and in some instances relaxed seating. While the Cougar Den was described as a "useless, wasted space," most consider the Houston Room a memorable, popular space. There is a desire for a second room like the Houston Room which could hold 400 to 600 people, or maybe an auditorium. Students who are involved in organizations did cite the inconvenience of having to ascend three flights of stairs to make a reservation.

The quality and provision of dedicated lounge and study areas are of particular concern to the students in both the UC and UC Satellite. Primarily, they feel that there are no comfortable places to just sit down and

have a conversation. One student responded, "There is no comfortable study area that's enclosed. I do not like having to move the couches around on the top floor of the UC."

The Arbor becomes very humid and muggy at times, and the noise disrupts adjacent offices. Students want places where they have the freedom to bring food and be noisy, unlike the library, which is now serving as the hang-out area for many students. They also want a place to study where they can also eat and "see and be seen." Commuters want a place that affords some privacy with moveable furniture. Others want a TV lounge and place to play Guitar Hero in a convenient and contemporary setting at the UC. Overall they really want different types of lounge spaces where they can just hang out.

Other comments deal with how the building's physical organization impedes visual access to its activities and retail establishments, how the décor does not capture the University's history or spirit, how accessibility throughout the building is a challenge for those with disabilities. One student added, "as a disabled student, I do not like the fact that I have to use a separate entrance into the UC. I feel that all students should be able to use the same entrance, and not be relegated to use a side entrance."

There is the notion that you have to be part of the UC culture to know what is going on, and this dissatisfaction is magnified by having the student organizations located in the Underground where "they have their own thing going on down there." Students strongly advocated for re-locating the student organization offices from the UC Underground to increase visibility and involvement, noting that student activities should be "brought to light." Students also complain that they don't go to the Underground because there is no cell phone coverage.

Overall there was a desire to improve the outdoor space. The courtyard of the UC Satellite seems to be very popular and works well for impromptu performances and rallies. By comparison, no one responded that they sit outside the UC in what one student termed a "random patch of cement;" it is not enticing compared to other options on campus.

UC Complex and UC Satellite Master Plan of Renovations Summary

Concept Development

Project Opportunities

The development of conceptual design options focused on the University Center Complex, rather than improvements to the UC Satellite as well. Early studies deemed that facilities needs at the UC Complex were far greater than those at the UC Satellite as a result of the UC Satellite's complete 2001-02 renovation due to damage associated with Tropical Storm Allison.

Recommended options were based on the desire to provide more space for programs and activities, to maximize the potential reuse of the existing building, to enable designated spaces to remain open for extended hours, to improve service and loading, to create more vibrant and contemporary environments for social engagement, and to build upon the University's 2006 Campus Framework Plan by considering outdoor space as integral components of student life.

Over the course of the study we explored many options, from renovations and/or additions to the UC Complex and UC Satellite, to new potential new satellite facilities. Through discussion the focus of the study intensified on the UC Complex in light of its comprehensive and immediate deficiencies. Ultimately three options were further developed and selected and refined as a viable, future direction for the University. The following three conceptual design options are based on the desire to enhance the physical condition of the existing UC Complex. They range in their magnitude of improvements, from renovation alone, to renovation and reorganization, to renovation, reorganization and expansion.

The development of the various options is a means of analyzing the following:

- The extent to which the proposed building program, based on significant projected enrollment growth, can be accommodated within the existing building;
- The appropriate adjacencies between program spaces, both how they are arranged on each floor, and how they stack vertically between floors;
- Potential areas for expansion;
- Potential development of outdoor program space;
- Design issues as they relate to larger building issues, such as code compliance, building systems, structural criteria, etc.;
- Opportunities and limitations for construction phasing; and
- Compatibility with the goals and objectives of the Campus Framework Plan.

The options address, to vary levels, the following overriding goals:

- Improvements to building circulation, accessibility and organization;
- Enhancement to the aesthetic qualities of the interior environment;
- Greater prominence and visibility for student life activities;
- Increased opportunities for interactions among all members of the UH community, through new communal gathering spaces;
- Major functional and aesthetic enhancements to the food services (retail, catering, convenience store), including service, support, and dining areas;
- Ease of access and improved space for retail services including the Bookstore;
- Potential for 24-hour zones;
- Upgrades and/or replacements of building infrastructure and systems;
- Enhancement of outdoor program spaces;
- Creation of a destination for students, faculty, staff and visitors alike through enhanced program amenities;
- Creation of a facility that can attract prospective students as well as aid in retention of existing students.

As the concepts achieved greater refinement throughout the planning process, several priorities were established to help guide the physical recommendations in the original master plan. These are listed below:

- UC Games Room to remain in current location
- Houston Room and perimeter rooms to remain in current location
- Chili's Too to remain in current location
- Basic kitchen space (first floor) to remain in current location
- Improve flow of dining services (number of retail spaces, community feeling, recapturing some of the current kitchen space, easy separation from seating area)
- Increase and enhance lounge space
- Create a central retail corridor
- Enhance student organization space (including windows)
- Provide 24-hour lounge/study space
- Provide small group study areas/meditation rooms
- Enhance outdoor spaces (seating/shading/community)
- Enclose the UC Arbor
- Zone the building (ability to close off sections in addition to the 24-hour space)
- Keep total project cost below \$100,000,000 in student fees

Conceptual Option #1 Renovation of the University Center Complex

(A graphic representation of this option is available under Appendix H)

Opportunities

Option 1 primarily focuses on the renovation of the entire UC Complex. On the exterior, the existing building is re-clad with a generous amount of glazing to afford for the first time views into and out of the building. The new exterior skin also gives the building a fresh, contemporary appearance.

On the interior, the UC and UC Underground are renovated with new finishes that reflect the spirit and culture of UH and with new furniture that provides greater comfort for the buildings users. Together they present a more inviting décor. Throughout the complex all building systems - mechanical, electrical and plumbing - are upgraded for improved performance and comfort. The building is also brought within compliance of current ADA and life safety codes.

One of the more substantial modifications is the transformation of the Arbor into an enclosed atrium lounge space, creating a pleasant gathering area year-round.

Modifications at the UC Satellite include a new front entry and elevator to improve ADA access.

Limitations

Though the building is fully renovated, all the program spaces which currently exist will remain in their present location with the same configuration. As a result, the student organization spaces stay in their current location in the UC Underground. Since the layout of departmental office and activity spaces will not change as part of the renovation, there is correspondingly no allowance for growth within individual areas. There is also no expansion to the dining or food service areas.

Aesthetically and physically the building will be substantially improved, but no additional space is provided and improvements do not address issues relating to the building's organization or special flow.

Conceptual Option #2 Renovation and Reconfiguration of the University Center Complex

(A graphic representation of this option is available under Appendix I)

Opportunities

Option 2 includes all of the advantages associated with Option 1, including a completely new exterior skin and new furnishings and finishes throughout the UC Complex. What distinguishes Option 2 is its new interior configuration. More than fifty percent of the existing UC Complex is gutted. This allows programmatic spaces within the building to be relocated, reconfigured and expanded as desired to meet current and future needs. Inter-department office suites can be redesigned to achieve the recommended space program.

New additions are also included in the form of new gathering pavilions at the east and west corners of the UC Complex. These light-filled multistory spaces provide glimpses from outside of the life and activities within the UC. At night the glazed pavilions generate a warm, welcoming glow. These pavilions further provide additional entries to the UC, making access easier from the MD Anderson Library and the academic core from the west and from the Campus Recreation and Wellness Center to the east.

The student organization spaces are relocated from the UC Underground to the Level 2 above the current Bookstore, giving them a penthouse position and view out to campus. Now with the Arbor enclosed, the student organizations are visible and accessible from this central hang-out space.

At Level 1, the kitchen area is fully renovated and reconfigured for better efficiency and use of space. Dining spills out to the Arbor lounge; this now extends to new student lounge spaces along the south sides of the building on both levels 1 and 2. New cladding of the façade introduces natural light to the interior. The abundance of lounge space allows for variation in type of environment, from quiet study spaces, to small meeting areas and large, active places where students come to see and be seen.

In the UC Underground, the World Affairs Lounge is renovated and linked to the Arbor lounge. The area formerly occupied by student organization offices in the Underground is transformed into a new complex of meeting rooms and a new Cougar Den, which together with those currently located in the Underground form an impressive conference center.

One of the most dramatic enhancements is the new entry to the UC Underground. A one-story structure provides access to the underground while offering places to relax, have a cup of coffee, and gather inside and outside. Unlike the existing entry, transparency in the new building's exterior activates the areas around the UC, piquing the interests of passersby. A new exterior plaza nestled among the trees links the entry with the UC Level 1. Informal seating areas offer a tranquil, year-round oasis.

Limitations

While Option 2 realizes significant and comprehensive improvements which allow for growth and better organizational efficiency, it does not accommodate the full program identified to meet the spectrum of needs for a student body of 45,000. Most notably, there is no expansion or relocation of the Bookstore, and no additional ballroom or cinema space provided.

Conceptual Option #3 Renovation and Expansion of the University Center Complex

(A graphic representation of this option is available under Appendix J)

Opportunities

Option 3 is the most far reaching of all the options in that the entire UC Complex is renovated, reconfigured and expanded to accommodate the largest number of program spaces described herein. All the improvements of Option 1 and 2 are implemented.

In addition, the Bookstore is greatly expanded, with a dedicated entrance at the southeast corner of the UC, across from the Welcome Center and Parking Garage. This location is one of the most highly visible as visitors enter campus. The Bookstore is on Level 1, with underground loading available. In this option, all that remains Underground are the new meeting rooms and World Affairs and Arbor lounge spaces that have a direct link to the new entry structure and plaza above; Student Publications, which provide the Daily Cougar with immediate access to the students; and the Games and Recreation Room which remains in its current location but is renovated. The games area is now adjacent to the enclosed Arbor lounge and the new student lounge located in the western pavilion.

Along with the Bookstore, Level 1 includes retail spaces in the area formerly belonging to the bookstore and new dining areas that surround the Arbor lounge. The south side of the building, like in Option 2 is new student lounge spaces on levels 1 and 2. Level 2 is the same as in Option 2 except for the new multiuse space and cinema which sit atop the Bookstore. By situating the multiuse space on the top floor of the addition, guests are treated to views of campus.

Limitations

The complete renovation and expansion of the UC complex still occurs within the existing structure, which provides some limitations on the design, as well as translates to several phases of work. With the addition, the building becomes dimensionally longer, which is not a limitation necessarily, but a condition of now working with an entirely clean slate. In Option 3, parking and service areas will also have to be relocated.

UC Complex and UC Satellite Master Plan of Renovations Summary

Proposed Implementation of Master Plan Model

Preliminary Project Cost Model

For each of the three conceptual scenarios outlined, "Opinions of Probable Cost" for the proposed capital improvements were developed. The "Opinion of Probable Cost" represents the total cost of the capital improvements required. The project costs are divided into two categories to achieve a Total Project Cost for each scenario as follows.

Category 1: Total Construction Cost. This category includes all costs associated with the construction improvements of the scenario. These costs include demolition, site work, utility upgrades, and all construction items included in Division 1-16 of the CSI Specification index for construction. General construction costs include contractor's overhead and profit; escalation to the midpoint of construction; phasing costs, which include temporary measures while the phased work occurs; and lastly bonds, insurance etc. The cost model does not include the provision for Owner imposed liquidated damages. If the University institutes liquidated damages against the contractor for any delays to this project, additional costs on the contractor's behalf may be incurred and result in an increase to the overall construction cost.

Category 2: Other Project Costs. These costs reflect the "soft" costs associated with the actual construction work. These costs include furniture fixtures and equipment; portable kitchen equipment; professional design fees; hazardous materials abatement; Owner administrative costs; and Owner's contingency.

The "Opinion of Probable Cost" models were developed based on the indication that the overall building would remain in operation during the work and the work would be phased. The cost data included in the models was developed from various sources of industry data; comparable cost data from other similar types of union renovation projects located across the United States; and from national standards including Engineering News-Record Cost Indexes for Building and Material. Finally individual cost factors that are unique to the University to construct the project were included. To be responsive to current local market conditions of Houston, Texas, ENR regional multipliers were used to provide the appropriate adjustment to the unit costs.

Construction market conditions in the past several years have reflected an industry of instability with highly variable ranges in prices and inflation of materials. Inflation has previously been attributed to material increases in areas that include steel, copper, concrete and other key building materials. More recently cost increases have been attributed to labor increases within the industry. While no cost model can fully predict future inflationary trends in the construction marketplace, these cost models have taken both historical changes into account and utilize current industry projections to the upcoming years. Due to economic conditions at the time, pricing in the Houston marketplace and the high cost of oil, the construction escalation for this project originally ranged from 12% to 15% per annum until the start of construction. This was revised significantly downward later in the project.

Fundraising

Fundraising is often an important step towards the realization of a university center project. It is not uncommon to have a gap between what can be built with student fees and what the full vision of the building project maybe. At the University of Houston, both the multiuse space and cinema have been identified as programmatic elements that would enhance the UC but could only realistically be implemented from private giving.

Oklahoma State University currently has a renovation and expansion project underway at the Student Union in Stillwater. While the student government voted to increase student fees, fundraising efforts are

looking to secure another \$20 million in contributions to add to the project. The University of Wisconsin-Madison has begun the design process for Union South, in addition to student fees and revenue generated by the union, the project is being funded in part with private donations.

Financial Analysis

To understand the financial implications of implementing a transformation of the University Center, Brailsford & Dunlavey developed an integrated financial model to analyze the project's feasibility and to determine a required student fee to support the total project cost estimate. While the model included is based on a \$100 million project concept that emerged as the most viable from the study, several scenarios testing a variety of institutional assumptions, market conditions and development options were analyzed to identify the range of risks inherent in the proposed project. As the University refines the project parameters, the model should be updated so that decisions can be made using the most comprehensive information available.

The use of conservative assumptions throughout the analysis is intended to allow the University to proceed with the knowledge that detailed implementation and operating decisions can be made within the established financial parameters without compromising the project scope or quality. Due to unforeseeable circumstances beyond the project team's control, actual performance may vary significantly from projections. Therefore, B&D cannot ensure that the results highlighted in this report will portray the actual performance of the proposed project.

Methodology

To determine the projected financial performance of the University Center facilities, B&D relied heavily on financial records provided by UC staff, interviews with various University personnel, market analysis information gathered during other phases of the feasibility study, and prior experience planning similar projects. B&D's financial analysis uses the existing operating budget and income and expense projects as primary inputs for the model. Holzman Moss provided the project development budget, escalation projections, phasing plan and the estimated build-out cost for the Bookstore space which defined the contractor and / or Business Services contribution required to upgrade that space. Using assumptions for these variables, the model details projected revenues, expenses, project costs, and debt capacity. Any change in assumptions within one of these components automatically forces a corresponding adjustment elsewhere to maintain the models internal consistency.

All revenue and expense assumptions were developed in 2008 dollars then escalated for inflation. All University Center improvements outlined in the financial model are phased with the initial phase assumed to open for operation in 2012 and the two succeeding phases to be completed in one year each, opening in 2013 and 2014 respectively.

Any change in the opening years will result in changes to total project costs, therefore impacting the overall feasibility of the project within the revenue and expense assumptions herein. The assumptions underpinning the model are described below and the model in spreadsheet form is provided within the UC Complex and UC Satellite Master Plan of Renovations Report, available at www.uh.edu/uc2010 under the "Master Plan" left navigation tab.

Logistical Assumptions of Master Plan Model

Development Costs

The project tested through the financial modeling process is the product of the detailed market analysis and programming effort overseen by the UC Project Steering Committee. B&D's survey and demand-based programming served as baselines in determining the types and size of spaces for both the University Center and the UC Satellite. Costs of infrastructure improvements necessary in both facilities significantly impacted the scale of the renovations - and completely eliminated consideration of new

construction - from the conceptual project budget developed by Holzman Moss Architecture and used in the financial analysis.

The total project cost for renovation of 55% of the University Center (approximately 110,000 sq. ft.), finish / mechanical systems upgrades to the UC and minor access upgrades for the UC Satellite was estimated at \$100 Million. The total project cost includes estimate for hard and soft costs and for escalation as well as for a three-phase implementation schedule with construction starting in 2010.

A major component of the program and the project budget is re-location, expansion and/or upgrade of the UH Bookstore. HMA estimated this element to cost \$6.4 million to build out and that amount has been included as a "contribution to equity" from the Bookstore contract / University Auxiliary Services in the financial model.

The program that was used to develop the total project costs and required student fees included the following:

- Much larger and more visible student organization office space, including more workstations, resource, storage, and meeting space on the ground, rather than underground-level;
- A variety of social lounge spaces, including large social lounges, recreation / games activity areas and quiet study lounges with the possibility of late-night / 24-hour access;
- Significantly enhanced food service operations, including more appropriately scaled production space, more accessible serving areas and increased seating;
- Intentionally-developed outdoor programming / seating "rooms" linked to UC interior spaces through a more transparent building envelope;
- More meeting / function rooms, and some smaller meeting rooms that can also serve as small group study / project rooms;
- Re-configured administrative office and facility support spaces to improve client service and efficiency;
- Improved retail core with enhanced visibility and more efficient configurations;
- Re-location of Student Publication offices to the UC from the Communication building; and,
- An enhanced Bookstore with an additional 12,000 square feet of sales and storage space.

Student Fees

The financial model assumes an additional UC student fee would be established to fund both the capital requirements and on-going operating costs of the renovated UC facilities. This fee increase would be added to the existing UC fee of \$35 per semester that has been collected for many years. The original financial model used a phased implementation of the fee to increase the UC fee to a total of \$160 per student each fall and spring semester by the year the UC project is completed in 2014. This approach also assumes an additional summer session UC fee of 50% of the regular semester incremental increase would be implemented over the same schedule.

This phased fee implementation strategy creates an "early collection equity fund" that along with the Bookstore "build-out contribution" described above is utilized to reduce the amount of indebtedness from approximately \$100 million to approximately \$88 million. Based on current UH practice, the model does not include any interest earnings from the pre-opening fees accrued.

Currently, nearly \$1.3 million from the Student Services Fee is allocated to the UC operating budget annually to support staff costs and program initiatives. The funding also offsets operating costs for the 6,300 square feet of Student Affairs office space in the UC. The financial model assumes this allocation will continue as it serves to offset the lack of any inflationary adjustments to the existing \$35 UC fees for many years.

It is assumed that student fees will be calculated on a headcount basis and apply to all students enrolled on campus. Gradual enrollment growth to a total semester headcount of 40,000 was included in the model using official UH projections provided by the UC Administrative Services and Operations Office.

The model also includes an annual inflationary adjustment to the new UC fee of 1% each year, starting in the 2015-16 academic year. Although this approach has not been applied to the existing UC fee, it will be necessary for the new fee to ensure that the debt coverage ratio of 1.15 is maintained throughout the assumed 30-year term of the bond obligation. A range of fee implementation strategies can be explored, once a fee tolerance threshold has been established by the University.

Revenues

In the 2007 fiscal year, used as a base for projection in the financial model, student fees accounted for 73% of the total UC budget. The remaining 27% was generated through long-term leases, daily rentals and a percentage of profits generated within the facility. Although the financial model includes projected increases in all categories of revenue, the renovation project cost will require a substantial change in the ratio of fee revenue to speculative revenue. Approximately 12%-13% of the total University Center Facilities' budget will be derived from generated income once debt servicing begins as the project is completed.

In addition to student fees, revenue to support an enhanced University Center will be generated from the retail and other user charges. The user charges include retail tenant lease income, UC self-operated retail functions, meeting / event space rentals, food service commissions, recreation area user charges and miscellaneous other revenues.

B&D established a baseline revenue level by analyzing two years of actual data along with budgeted projections for Fiscal Year 2008. Survey demand data was factored with B&D's professional experience to develop an estimate of additional income of approximately 15% based on higher traffic volume and increased customer capture resulting from contemporary facilities that will be "right-sized" to ensure revenue per square foot grows. This 15% factor was applied to both lease-based as well as sales-based income, which results in a relatively conservative overall approach.

The models account for the impact of the phased construction project through the application of a "ramp up" factor to all speculative revenues over a five-year period. This strategy calculates 80% of potential income in 2010 due to "business disruption," 90% in 2011, 95% in 2012 and 100% in 2013, based on the assumption that the retail areas will be most impacted in the earlier phases of the project but can be fully operational during the Phase III / final year of renovations.

Expenses

Expenses required for the ongoing operation of the University Center and UC Satellite facilities have been summarized in the model as Personnel and Facility Operating expenses. Analysis of base year expenses showed that total operating cost for the existing 284,987 square feet of space averages to approximately \$15.50 per square foot. Staff salaries and benefits account for 57% of total expenses, while non-personnel expenses, including utilities, service contracts, cost of sales, supplies, etc., make up the other 43%.

Personnel expenses included all salaries and benefits for full-time, part-time, student and work-study employees. The assumptions were developed based on the existing staffing plan and salary / wage schedule provided by University personnel. No additional staff positions were projected to support the renovated University Center since new systems, finishes and configurations are anticipated to increase efficiency significantly, but an increase of 4% annually in total personnel costs are assumed.

The total budget is sufficient to maintain the building and deliver University Center programs at a high level. However, some detailed adjustments will occur during the business planning phase and beyond. It is important that the University treat these numbers as a budget rather than as a projection of operating costs.

Pro Forma

B&D's financial analysis created an operating pro forma that reflects the year-to-year operations of the proposed University Center project through construction and opening for a ten-year period. Based on the revenues, expenses, and student fees described above, this financial model reflects a self-sustaining operation without deficits.

Also included within the pro forma are assumptions on an annual debt payment with a 1.15 debt coverage ratio. A facility and equipment reserve fund will begin to accumulate as the UC fee increase is implemented, providing a \$100,000 annual contribution to the fund. This reserve fund will allow the University Center to plan for future capital projects and / or replacements to prevent deferred maintenance issues from reoccurring. This reserve account is important but the funding schedule is conceptual and could be adjusted if modifications to the model are necessary.

Debt Capacity

The financial model assumes that the proposed total project cost will be financed with debt to be repaid using student fee revenue and other income generated within the facilities. Because operating expenses are covered by student fee revenues, the model balances facility size and components, required operating expenses, and financing assumptions with projected revenues to determine the debt capacity of the project. Debt capacity is defined as the maximum amount of debt that can be supported by the net operating income of the development given the financing terms and debt coverage ratio. The debt coverage ratio is the minimum factor by which the annual net operating income must exceed the actual debt service payment to provide a buffer for financial risk.

The financial model scenario (following page) summarizes the model's assumptions and conclusions, highlighting the project's 1:15 debt coverage ratio, a tax-exempt interest rate of 5.25 and a 30-year debt service term that stabilizes in the second year of full operation. As a result of the phase fee increase approach, an interest-only debt service payment is necessary in the project's initial year to maintain the 1:15 debt coverage ratio.

UH bonding options and the overall state of the construction market may dictate that these assumptions be adjusted and the B&D financial modeling methodology can generate new scenarios as the realities of the project become more concrete.

Phasing and Construction Sequencing

During the exploration of the different scenarios, various phased construction sequencing options were investigated. The building's location in the center of campus poses several challenges due to the tight site constraints and proximity to existing structures. There is a limited staging area available to the contractors for use. The staging area would most likely be located in the parking area directly east of the building, however this will need to be investigated in future studies.

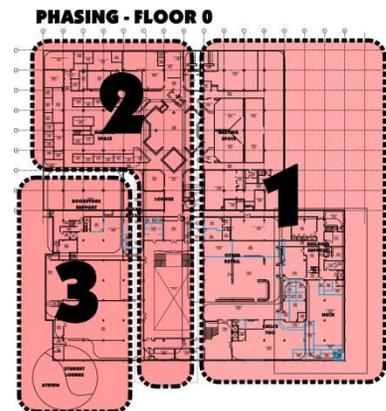
The study looked at a range of approaches to implement improvements, from a single work effort, to ones of multiple phases. To accomplish the work in one effort where improvements would be undertaken concurrently, would require the relocation all building tenants, functions and operations to another off-site location on the campus. This approach would minimize project costs and the inconvenience of construction to the building users and occupants. However, the limitation of other facilities of similar size that are empty and available on the campus may preclude this as a viable approach. Therefore a single phase of construction is deemed impractical unless space should become available in the future.

The second approach, a room by room, space by space, phased strategy was discussed but not explored in detail due to high costs associated with this type of sequencing and the high cost of temporary building systems that are required.

The preferred approach is a zoned, wing by wing approach. While the depth and breadth of this study did not resolve all operational and technical hurdles of a wing by wing, zoned approach, the diagrams which follow illustrate the overall strategy. This was used to determine a construction timeline and to more accurately anticipate construction costs associated with the work.

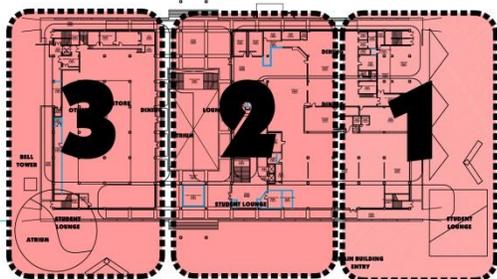
Several factors were considered in the phased zoning of the building including the revenue and operational requirements for certain spaces within the UC. It was determined by the committee that dining and the bookstore operations could not be fully closed or relocated off-site and would need to remain operational during all phases of work. After further discussion it was concluded that limited dining options in the University Center were possible. A similar approach occurred on the campus when the UC Satellite was upgraded following hurricane Allison. During that time, the University Center was the primary provider of food service on the campus. If a majority of the UC Dining Services were reduced, it is anticipated that the UC Satellite would function as an alternative for students, faculty and staff. Phasing strategies for the building were developed to work within existing conditions that included consideration of major mechanical, electrical, and plumbing systems that are still in operation. Since there would be additional costs to provide temporary building systems, this phasing strategy attempts to capitalize on the current limits and zones of the building systems which act as a natural delineation line between the new work described.

The phasing strategies for all three scenarios are similar, based on the requirements described above. For simplicity of this report the phasing described below illustrates Scenario 2, however, the delineations indicating phase transitions are applicable to all scenarios.



SCALE 1"=80'

PHASING - FLOOR 1



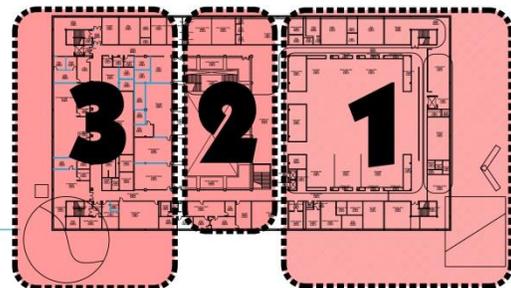
SCALE 1"=100'

Phase 1 - This first phase of work is anticipated to last approximately 14-20 months and would require the interior demolition and reconfiguration of the east portion of the building which houses the dining, loading, Houston Room and meeting spaces. These large spaces like the Houston Room, once completed will function as swing spaces for displaced activities of future phases of construction. During this phase of work, there would be no ballroom large function in the building. This initial phase would also include the development of a service area and loading dock and a central building mechanical room which would service these areas of the building. During this phase of construction all kitchen deliveries would be minimized at the loading dock. Once this

phase is completed the kitchen and back of house food service operations would be reopened to allow for the next phase of construction.

Phase 2 - This phase would include the renovation of all levels in the area indicated and include renovation and enclosing of the arbor, food service areas not completed in phase 1, retail and administrative offices and student areas on the upper and lower floors. The meeting rooms and the student organization areas located in the underground would require temporary relocation into the Houston Room. The construction duration is anticipated at 10-12 months.

PHASING - FLOOR 2



SCALE 1"=100'

Phase 3 - This phase of work includes the Bookstore, the remainder of the retail office and meeting areas not

included in phase 2. The games and recreation area would also be included. This phase will include the addition of a new student lounge and entry on the southwest side of the building near the current Bookstore location. The construction duration is anticipated at 10-12 months.

The UC Transformation Project

Pre-Referendum Planning

The student driven UC2010 Initiative serves the ever-changing needs of the University of Houston student body. Pursuing the mission of enriching campus life and enhancing student success, the UC 2010 Initiative transforms the University Center into a 21st century facility of first class quality – one worthy of the pride of the Cougar Nation. While many of the active members of the UC 2010 Initiative had been involved in the Master Plan of Renovation for the University Center during initial site visits with Holzman Moss and had participated in focus groups and information meetings about the future of the University Center, the core group was formed in April of 2008 when the University Center invited five student leaders from a variety of backgrounds on campus to join members of administration staff on site visits of four other student unions and university centers from around America. The goal of these visits for the students involved was to determine what features in new and newly renovated student unions and university centers would appeal to students at the University of Houston and to bring those ideas and concepts back as guidelines as the Master Plan for the University Center Transformation Project was developed.

Site visits were conducted between April 4th and April 6th, 2008, with a packed itinerary touring the Campus Center at Indiana University-Purdue University at Indianapolis, the Aztec Center at San Diego State University, the University Centers at the University of California at San Diego, and the Student Union at Texas Tech University. Meetings were scheduled with staff and student leaders at each institution to discuss the process behind their construction or transformation project, what they liked about the process, and what they would change if given the opportunity. During these visits students and staff toured the facilities and noted on scored comment cards what they liked and didn't like about each building and what they'd like to see brought back to the University of Houston. A number of these features made their way into the concept renderings and proposed floor plans of what UH's University Center could become and were a staple of the informational campaign for the UC 2010 Initiative. Some of these features include glass walls for a more open feel, updated lounge spaces with an emphasis on providing informal meeting spaces for students, and an enhanced dining program with an emphasis on faster, more streamlined service and improved checkout lanes.

Ultimately, the site visits provided vision and direction for the transformation project. By having an idea of what the University of Houston could feature at its University Center, students and staff looked forward to building support for a transformation project. Through a series of meetings beginning in mid-April and continuing through mid-August, the core group that had visited other campuses worked with Holzman Moss to determine what a transformed facility would look like (and what it would cost), and second how to develop the plan into something palatable to the student body as a whole.

Toward the first goal, summer meetings narrowed down an immense array of potential renovation models into four distinct options with some flexibility in each model. Two of the options (which would later be labeled "Option A" and "Option B" on surveys to the student body) did not change the actual structure of the building or change the locations of any of the services: "A" merely repaired the mechanical, electrical, and plumbing systems of the UC while "B" coupled that with an enclosed arbor and cosmetic upgrades (as well as updates to FF&E) but no significant transformation occurred. The options that gained the most support during these preliminary summer meetings, however, were lumped into what would become "Option C" on the survey, which was a transformation of existing space as well as in some models the creation of additional space. The transformation options included expanded space for the bookstore, a second ballroom with multi-purpose capabilities, and a theater which would be added to the east side of the University Center. However, the cost was prohibitive for a project that held fiscal responsibility and student support as cornerstones on which the rest of the project was to be built, unless fundraising or additional revenue streams would become an option. The finalized "Concept C" was a transformation that shifted a majority of the space in the University Center around to form more synergistic unions between retail shops, student organizations, administrative offices, meeting and event locations and lounges. While this was the most popular option among many of those involved in the transformation

project, it would not be until after a second fee tolerance survey in October that this option would become the official selection for the transformation project.

Toward the end of summer, the core student leaders that had participated in site visits were called together for a meeting where strategy was discussed on how to move the transformation project from ideas spoken about in executive committee meetings toward a student-led effort that the entire student body could gather around and support (especially in the face of a student fee increase to pay for the transformed building). From that meeting the UC 2010 Initiative was born, comprised at this point of four student leaders: Sam Dike, SGA President; Jonas Chin, SGA Vice President; Micah Kenfield, UC Policy Board Chair; and Nicole Sopko, Vice-Chair of Dance On. Kenfield and Sopko volunteered to co-chair the project, and moving forward began to solicit student involvement in the project. A constant goal was to involve the student body and engage student leaders in the Initiative as much as possible. Over the next three months attendance to meetings would swell in size from five people to over twenty.

The UC Transformation Project

The UC 2010 Referendum

Attendees to the first several meetings through August and September included, in addition to the students mentioned above, Keith T. Kowalka, Executive Director of the University Center and Associated Facilities; Dr. William Munson, AVC/AVP for Student Development and Dean of Students; and Dr. Elwyn C. Lee, Vice Chancellor/Vice President for Student Affairs. These first few meetings were less concerned with large-scale issues like marketing and advertising for the referendum in favor of more pressing and immediate goals such as what a second fee tolerance survey would cover and how to begin educating students about the transformation of their University Center. In September, the Student Government Association passed a bill authorizing a referendum to go forward to the student body, but the specifics of the referendum (and thus the marketing thereof) would not be finalized until after results of the second fee tolerance survey were received, so as to advocate solely for the option the largest number of students were most likely to support. During this time members of the UC 2010 Initiative spoke to *The Daily Cougar* about the project and its future and urged students to make their voices heard in the fee tolerance survey as soon as it went live.

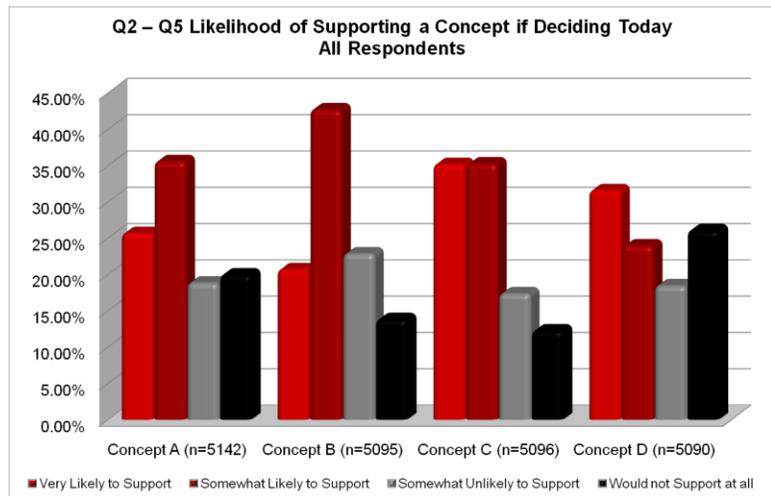


Photo #	University	Facility	Project/Status	Student Fee Per Semester
#1	Texas Tech University	Student Union	Renovation / Addition - Open 2006	\$98
#2	California State U. - Northridge	University Student Union	Renovation / Addition - Open 2006	\$145
#3	Louisiana State University	LSU Union	Renovation / Addition - In Progress	\$129
#4	University of Maryland	Stamp Student Union	Renovation / Addition - Open 2004	\$137.20 Undergraduate \$133.50 Graduate
#5	U. of Texas at San Antonio	University Center	Renovation / Addition - Open 2008	\$96 - Increases to \$120 Fall '09
	University of Houston	University Center	In Planning	Currently \$35

CONCEPT A	CONCEPT B	CONCEPT C	CONCEPT D																																																																																	
<p>The key components to an improved University Center in Concept A would include only the following:</p> <ul style="list-style-type: none"> Updated climate control, electrical, plumbing, life safety systems and accessibility ONLY to improve comfort and to comply with existing codes. No interior or exterior space or appearance modifications. Incorporate sustainable design principles wherever possible. <p>The total estimated cost to make the improvements described above is approximately \$40 million dollars, adjusted for anticipated inflation likely to occur before and during the estimated 3-4 year design & construction timeframe.</p>	<p>The key components to an improved University Center in Concept B could include the following:</p> <ul style="list-style-type: none"> Updated interior areas with new paint, flooring & furnishings. No relocation or reconfiguration of spaces or areas. Updated climate control, electrical, plumbing, life safety systems & accessibility ONLY to improve comfort and to comply with existing codes. Incorporate sustainable design principles wherever possible. <p>The total estimated cost to make the enhancements described above is approximately \$80 million dollars, adjusted for anticipated inflation likely to occur before and during the estimated 4-5 year design & construction timeframe.</p>	<p>The key components to an improved University Center in Concept C could include the following:</p> <ul style="list-style-type: none"> Enclosed Arbor improving circulation and efficiently increasing interior activity space. Significant relocation & reconfiguration of services & spaces to improve visibility, access & convenience. Expanded food service options and modernized service features. Enhanced and expanded lounge space located throughout the building. Larger, more visible & functional student organization space. All building systems updated & accessibility enhanced. New outdoor gathering space for socializing as well as events, programs and activities. More efficient and significant application of sustainable design principles. <p>The total estimated cost for a major renovation as described above is approximately \$100 million dollars, adjusted for anticipated inflation likely to occur before and during the estimated 4-5 year design & construction timeframe.</p>	<p>Concept D would be a totally redesigned, new University Center building that could be built on the Parking Lot east of the existing UC. Once the new UC opens, the existing building would be used for other purposes including student-related services and departments.</p> <p>The key components of a totally new University Center could include:</p> <ul style="list-style-type: none"> Contemporary food, lounge, student organization & retail areas organized in more functional configurations. New programming / activity spaces developed specifically for 21st century campus life. Much more efficient space usage & the opportunity to develop a sustainably designed UC with lower long-term environmental impact. More transparent, visible connections between indoor and outdoor spaces. Outdoor gathering spaces designed for events and programs. <p>The total estimated cost to build a totally new UC as described above is approximately \$135 million dollars, adjusted for anticipated inflation likely to occur before and during the estimated 4-5 year design & construction timeframe.</p>																																																																																	
<p>CONCEPT A - FEE IMPLICATIONS</p> <table border="1"> <thead> <tr> <th>Semester / Year of UC Fee Increase</th> <th>Fee Increase</th> <th>Total UC Fee for Semester</th> </tr> </thead> <tbody> <tr> <td>Fall 2009 - Current UC Fee</td> <td>\$0</td> <td>\$35</td> </tr> <tr> <td>Fall 2010</td> <td>\$13</td> <td>\$48</td> </tr> <tr> <td>Fall 2011</td> <td>\$13</td> <td>\$61</td> </tr> <tr> <td>Fall 2012</td> <td>\$13</td> <td>\$74</td> </tr> <tr> <td>Fall 2013</td> <td>\$13</td> <td>\$87</td> </tr> </tbody> </table> <p>CONCEPT A - Total UC Fee Per Semester at opening \$87</p>	Semester / Year of UC Fee Increase	Fee Increase	Total UC Fee for Semester	Fall 2009 - Current UC Fee	\$0	\$35	Fall 2010	\$13	\$48	Fall 2011	\$13	\$61	Fall 2012	\$13	\$74	Fall 2013	\$13	\$87	<p>CONCEPT B - FEE IMPLICATIONS</p> <table border="1"> <thead> <tr> <th>Semester / Year of UC Fee Increase</th> <th>Fee Increase</th> <th>Total UC Fee for Semester</th> </tr> </thead> <tbody> <tr> <td>Fall 2009 - Current UC Fee</td> <td>\$0</td> <td>\$35</td> </tr> <tr> <td>Fall 2010</td> <td>\$19</td> <td>\$54</td> </tr> <tr> <td>Fall 2011</td> <td>\$19</td> <td>\$73</td> </tr> <tr> <td>Fall 2012</td> <td>\$19</td> <td>\$92</td> </tr> <tr> <td>Fall 2013</td> <td>\$19</td> <td>\$111</td> </tr> <tr> <td>Fall 2014</td> <td>\$19</td> <td>\$130</td> </tr> </tbody> </table> <p>CONCEPT B - Total UC Fee Per Semester at opening \$130</p>	Semester / Year of UC Fee Increase	Fee Increase	Total UC Fee for Semester	Fall 2009 - Current UC Fee	\$0	\$35	Fall 2010	\$19	\$54	Fall 2011	\$19	\$73	Fall 2012	\$19	\$92	Fall 2013	\$19	\$111	Fall 2014	\$19	\$130	<p>CONCEPT C - FEE IMPLICATIONS</p> <table border="1"> <thead> <tr> <th>Semester / Year of UC Fee Increase</th> <th>Fee Increase</th> <th>Total UC Fee for Semester</th> </tr> </thead> <tbody> <tr> <td>Fall 2009 - Current UC Fee</td> <td>\$0</td> <td>\$35</td> </tr> <tr> <td>Fall 2010</td> <td>\$25</td> <td>\$60</td> </tr> <tr> <td>Fall 2011</td> <td>\$25</td> <td>\$85</td> </tr> <tr> <td>Fall 2012</td> <td>\$25</td> <td>\$110</td> </tr> <tr> <td>Fall 2013</td> <td>\$25</td> <td>\$135</td> </tr> <tr> <td>Fall 2014</td> <td>\$25</td> <td>\$160</td> </tr> </tbody> </table> <p>CONCEPT C - Total UC Fee Per Semester at opening \$160</p>	Semester / Year of UC Fee Increase	Fee Increase	Total UC Fee for Semester	Fall 2009 - Current UC Fee	\$0	\$35	Fall 2010	\$25	\$60	Fall 2011	\$25	\$85	Fall 2012	\$25	\$110	Fall 2013	\$25	\$135	Fall 2014	\$25	\$160	<p>CONCEPT D - FEE IMPLICATIONS</p> <table border="1"> <thead> <tr> <th>Semester / Year of UC Fee Increase</th> <th>Fee Increase</th> <th>Total UC Fee for Semester</th> </tr> </thead> <tbody> <tr> <td>Fall 2009 - Current UC Fee</td> <td>\$0</td> <td>\$35</td> </tr> <tr> <td>Fall 2010</td> <td>\$34</td> <td>\$69</td> </tr> <tr> <td>Fall 2011</td> <td>\$34</td> <td>\$103</td> </tr> <tr> <td>Fall 2012</td> <td>\$34</td> <td>\$137</td> </tr> <tr> <td>Fall 2013</td> <td>\$34</td> <td>\$171</td> </tr> <tr> <td>Fall 2014</td> <td>\$34</td> <td>\$205</td> </tr> </tbody> </table> <p>CONCEPT D - Total UC Fee Per Semester at opening \$205</p>	Semester / Year of UC Fee Increase	Fee Increase	Total UC Fee for Semester	Fall 2009 - Current UC Fee	\$0	\$35	Fall 2010	\$34	\$69	Fall 2011	\$34	\$103	Fall 2012	\$34	\$137	Fall 2013	\$34	\$171	Fall 2014	\$34	\$205
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The survey was sent out to the student body on Thursday, October 16th and closed on Friday, October 24th. The survey included descriptions, costs, and student fee impact of the four options being considered for the transformed University Center—the first three options as described above, as well as a fourth option of an entirely new building built to the east of the existing University Center. Roughly three thousand students took the survey, and each option garnered more than fifty percent of the polled students' support. However, the most popular option was Option C, the transformation of the University Center, with more than seventy percent of respondents supporting a phased-in fee increase of one hundred twenty-five dollars to accommodate its completion. With a clear preference from the student body with a high level of support, the UC 2010 Initiative prepared its marketing materials with Option C as the centerpiece, and the following campaign would ask for student support for the transformation in the form of a student referendum.

In developing a cohesive marketing campaign for Option C and the \$125.00 fee increase it entailed, the UC 2010 Initiative faced several important decisions. Much debate ensued regarding the balance between informational campaigns (featuring solely what the transformed building would look like, how construction would impact services students rely on currently in the building, and the fee impact to students) with message campaigns (which advocated for why a transformation project was good and necessary, why the fee increase was not extraordinary, and how the project contributed to a legacy each student would leave behind when they graduated), and a balance was struck that provided students with complete transparency for the project.



In October a website was launched at the URL <http://www.uh.edu/uc2010> with this goal of complete transparency in mind. In addition to campaign materials being available online, the website also featured potential budgets, an “Ask The Co-Chairs” feature (which linked directly to a shared e-mail the co-chairs checked several times daily), every report pertaining to the project dating back to its inception (including the complete UC Master Plan Report and the fee tolerance survey results), and a set of FAQs that concerned itself with the most common questions, comments, and complaints surrounding the transformation project. The website remained frequently updated through the entire process until after voting was over and votes had been tabulated (at which point results of the referendum were posted on the front page).

Marketing and promotion for the UC 2010 Initiative took a multi-tiered approach and was rolled out in essentially three phases over the three months preceding the referendum. The first phase began shortly after formation of the initiative in September via speeches to select student groups and organizations and dialog with *The Daily Cougar* about the nature of the project and the future of the University Center. Early word of mouth began to spread through student groups and readers of *The Daily Cougar*, but the majority of the student body remained relatively uninformed about the nature of the project or the referendum that was approaching. Marketing efforts began in earnest shortly after SGA passed a resolution authorizing the student referendum. The campaign began to develop word of mouth through a series of banners that featured the logo and a message that said “COMING SOON”. Buttons began to be passed out that featured a similar message (simply a logo, the website URL, and “COMING SOON”) as buildup to the launch of the UC 2010 website. A few information tables were set up with early information about the project, but the majority of the publicity, advertising, and information sessions were saved for after survey results were in and the website was launched. Upon launch of the website, a second set of banners was put in place that replaced the “COMING SOON” message of the first banners with the URL of the website instead. Concept drawings of what a transformed UC could look like were available at this time, and a few informational sessions promoting the website and the upcoming survey were held (primarily by tables set up outside the University Center Arbor or inside the University Center Satellite).

Once Option C was evident as the distinct preference of the student body (based on survey results), the marketing campaign shifted and the second phase began. During this time, Holzman Moss increased its campus visits to advocate for the project, “Meet the Architects” informational sessions were held (featuring renderings of what a transformed UC could look like), and the UC 2010 Initiative jumped into advertising during Homecoming for the referendum. The advertising and promotional campaign at this time—a veritable blitz of information went out. Advertisements in *The Daily Cougar* began to appear frequently, featuring questions from the FAQs on the website and advertisements of upcoming UC 2010-related events. Key members of the Initiative spoke to student organizations (including a second

presentation to Student Government) and advertised on the Student Organizations Listserv about upcoming events. A third banner was launched at the start of November that featured the voting dates for the referendum in place of the website URL or “COMING SOON” that had occupied the two former banners. A second set of buttons, featuring the web URL and the voting date, were issued at this point, as well as temporary tattoos of the UC2010 logo and two sets of T-shirts (white ones that simply featured the logos, website, and voting dates, and red ones handed out at the November 15th home football game that featured the logo and “VOTE YES NOVEMBER 18 AND 19” on the back). Quarter-page flyers were created that featured the voting dates and the significant reasons to vote for a transformation project and were handed out throughout the campus.

The white t-shirts were handed out during homecoming week up through the voting days, starting at the UC 2010 pep rally held on the Monday of Homecoming. T-shirts were launched via cannon into the arbor as students listened to contemporary music and enjoyed complementary hot dogs, sno-cones, and ice cream (in a commemorative “Cougar Sundae” from a recipe created by SGA Vice President Jonas Chin) and were given stickers, buttons, and flyers advocating for the transformation project. SGA President Sam Dike was Master of Ceremonies for the pep rally, and took the opportunity to get the students present excited for the future of the UC (and simultaneously informed them enough that they could go on and share with their friends why they needed to vote on November 18th and 19th). Another marketing tool was launched at the pep rally as well—foam hammers featuring the UC 2010 logo and slogan. Over the first three weeks of November, these became a commodity around campus, with students tossing them at each other in class, friends hitting each other, and people squeezing them to relieve stress. Of all the marketing materials utilized, these were by far the most popular among students, and while they did not advertise the website, they built word-of-mouth and familiarity with the brand (which made people more likely to stop by information tables as the month progressed).

During the Homecoming golf cart parade dozens of shirts and hundreds of hammers were tossed along the parade route to students, faculty, staff, alumni, and neighborhood observers. UC 2010 reserved a backhoe from Plant Operations during this time, and a UC 2010 banner was draped across the front of the machine as it and the UC 2010 golf cart meandered along the parade route. The parade was a great success, and reached out to the entire university community in its advocacy for the new UC.

As the second phase wrapped to a close, PowerPoint presentations explaining the referendum and advocating for its passage were created, and in addition to being used in presentations to student organizations, the PowerPoint presentations were used by several professors (most notably Dr. Simon Bott) in-class to push students to vote in favor of the referendum. Over a thousand students that may not have otherwise been reached received this message in the classroom setting. By this point, with less than two weeks before the referendum, the committee would swell to its largest size, featuring almost twenty-five students, faculty, and staff united in advocacy.

For as controversial as a \$125.00 fee increase could be, opposition was surprisingly sparse. A few student leaders objected to some of the wording and had concerns about whether or not the fee would drop after the project was paid off, but save two letters to the editor and a negative Facebook group with a little over a hundred members, there was no organized opposition to the referendum. Even students that stopped by information tables to criticize the fee increase often left as supporters after they had the nuances of the fee increase and its necessity explained to them.

In the week leading up to the voting days for the referendum, a third phase was launched. Far more intensive than the two prior campaigns, it featured door hangers, a second wave of information cards, daily advertisements in *The Daily Cougar*, and intensive presentations and tabling across campus (in addition to the University Center and UC Satellite, the PGH Breezeway, Melcher Business school, the Moody Towers, Oberholtzer Hall, and the Campus Recreation and Wellness Center all had information tables up during this time). As November 18 and 19 approached, ten voting locations were identified and staffed with employees from the Division of Student Affairs that were not directly related to the University Center (so as to avoid any appearance of impropriety). They were:

- UH Wellness - The Campus Recreation and Wellness Center
- Lobby - Cougar Place
- 24-Hour Lounge – MD Anderson Library
- First Floor Lounge – Melcher Hall / College of Business
- Commons – Moody Towers
- South Hall Lobby – Philip Guthrie Hoffman Hall
- Front Desk – Oberholtzer Hall
- Lobby – Science and Engineering Research Complex
- South Entrance – University Center
- Games Room – UC Satellite

These ten locations were chosen due to the high-traffic nature of these areas. A website was set up that was only accessible through the specific IP addresses of laptop computers configured at these locations, and students were required to show a valid CougarOne identification card and log in with their Peoplesoft ID before they were able to vote. Polling stations were open from 8:00 AM to 7:00 PM on Tuesday, November 18th and Wednesday, November 19th. Full text of the referendum can be found under Appendix A.

Both positive and negative campaigning was prohibited in close proximity to each of the polling stations, and the majority of campaigning occurred at the UC North Patio and the UC Satellite Information Tables located across from the TV Lounge. UC 2010 staffed the information tables during the majority of the duration of voting, and featured concept drawings, information sheets, flyers, and the give-away items from throughout the campaign—during the lunch rush, t-shirts, buttons, and hammers all flew off the table, and provided ample reminder for students to vote at one of the stations near where campaigning occurred.

At 12:30 PM on Thursday, November 20th, Patrick Daniel, Executive Director of Learning and Assessment Services and the person responsible for the online voting process, certified the election results and presented them to the student body in the arbor of the University Center, accompanied by SGA President Sam Dike and 2010 Co-Chairs Kenfield and Sopko. Of 4,161 students voting, 957 (23%) voted against the referendum, while 3,204 (77%) voted in favor of the graduated fee increase to pay for the transformed University Center. For a benchmark of successful fee referendum rates from other universities, please consult Appendix B.

One of the UH consultants from Holzman Moss Architecture noted to Keith T. Kowalka (Executive Director for the University Center and Associated Facilities) upon the conclusion of the successful UC Student Referendum “this group of student leaders (UC 2010 Initiative) and the exceptional open and transparent campaign they organized and undertook is without equal; I continue to be inspired and amazed by them. I can easily see them as future leaders. This is truly, as one of your student leaders stated, ‘A House **US** Coogs Built’.”

The University Center Transformation Project Updates and Approvals

The scope of the project desired by students and supported in the 2008 UC Fee Referendum requires a significant fee increase to ensure timely financing. However, at the start of 2009, the University Center Fee for the University of Houston was at its legislative cap of \$35.00, as specified under section 54.526 of the Texas Education Code. The statute as of last spring is attached as **Appendix C**. Even with an increased cap, however, support from the Student Government Association, campus stakeholders, President Khator and her cabinet, and the Board of Regents would be required before the UC Transformation Project could break ground, literally or figuratively.

2009: Legislative Progress

In early 2009, the UC 2010 Initiative approached Dr. Elwyn C. Lee, Vice Chancellor/Vice President for Student Affairs, to secure a sponsor for a bill to raise the legislative cap on the UC Fee at UH. Dr. Lee secured a sponsor in the Texas House of Representatives, Representative Garnet Coleman, for legislation to increase the existing cap. House Bill 2961, authored by Representative Coleman, would modify the existing statute to increase the UC Fee Ceiling to a maximum of \$150. Under this legislation, the UC fee would remain at \$35 until the support of either the majority of a student referendum or the majority of student government was secured. HB2961 was introduced to the Texas House on March 10th and was referred to the Higher Education committee on March 17th.

On April 1st, a delegation of student leaders including Co-Chair Micah Kenfield, SGA Speaker Alex Obregon, and SGA Chief of Staff Mary Elhardt, as well as Dr. Lee and Keith T. Kowalka, Executive Director of the University Center and Associated Facilities travelled to Austin to provide testimony to the House Higher Education Committee in support of HB2961. In his remarks, Mr. Kenfield underscored the importance of the University Center Transformation Project to the development of student life on the University of Houston campus. Another key factor in his remarks was how strongly students supported the costs associated with the project. The bill would be passed out of committee and pass the House with no dissent by the beginning of May, and was sent to the Texas Senate on May 5th.



The delegation for the first trip to Austin on April 1st

HB2961 was sponsored in the Senate by State Senator Rodney Ellis. The bill was sent to the Senate Higher Education Committee, on May 7th. On May 20th, a second delegation from the University of Houston went to Austin to advocate for HB2961 to the Senate Higher Education Committee. Mr. Kenfield returned as co-chair, accompanied by SGA President Kenneth Fomunung, SGA Vice President Prince Wilson, Executive Director Kowalka, and Associate Vice Chancellor/Associate Vice President for Student Development and Dean of Students Dr. William Munson. Throughout his remarks, Mr. Kenfield echoed the same sentiments he had six weeks prior to the House Higher Education Committee, while noting that the existing UC Fee is well below a number of peer institutions throughout Texas, and that student support was the cornerstone of the proposed UC Transformation Project. The Senate Higher Education Committee released HB2961 later that day, and it passed the Texas Senate unanimously.

The final step in legislative approval was receiving Governor Rick Perry's signature for the bill to become law. Governor Perry signed the bill into law on June 19th, 2009, increasing the legislative cap on the fee ceiling immediately. The finalized HB2961 and the revised text of section 54.526 of the Texas Education Code are located in **Appendix D** of this document.

2009: Building Support across Campus

With the legislative approvals required for the first stage of the UC Transformation Project secured, leadership from the UC2010 Initiative directed their focus back to campus to advance the Project. Leadership within the group shifted as Co-Chair Kenfield graduated and assumed an advisor position, and Sam Dike assumed the vacant co-chair position. In July of 2009, a master plan was established for the fall semester that would include both large steps toward receiving the necessary approvals as well as smaller interstitial publicity. This would come to be called the “Background Music” of the UC Transformation Project by Mr. Dike and others.

The first major approval of the Fall 2009 semester took the form of a “Certification of Results” from SGA. Since the 2008 UC Fee Referendum had been passed before much of the economic downturn, leadership of the UC2010 Initiative wanted to ensure that students still supported the measure and its necessary increase in fees. Leaders from the UC2010 Initiative spoke to SGA in early September, highlighting the ways a transformed University Center would benefit not only the current generation of students, but countless more students for years to come. Ms. Sopko went so far as to say that support for the transformation of the University Center is a student’s “first contribution as an alumnus—without spending a cent.”

By September 2009 many student leaders had noticed confusion among students on campus. While “UC 2010” was an appropriate moniker during the fee referendum, the label confused many students who thought that the University Center Transformation Project would be breaking ground in early 2010, if not sooner. Student leadership of the group suggested that the same committee be relaunched as “The New UC” to help students feel more closely connected to the future of the University Center Transformation Project.

As the culmination of the rebranding process and as part of the “Background Music” described above, several special presentations were delivered across campus to faculty, staff, and students. On October 1st, Mr. Dike and Ms. Sopko made a presentation to Staff Council to update them on the progress the UC Transformation Project had made. On October 21st, Ms. Sopko presented to Faculty Senate, where the



UC Transformation Project secured the endorsement of Faculty Senate in an impromptu resolution. Lastly, the leadership of The New UC sponsored the official “Launch Party” for The New UC on November 2nd at 4:00 PM. Student leaders from across campus gathered for the official unveiling of the new brand concept, and were provided with signs emblazoned with “I Support The New UC” which were hung in their offices and carrels across campus.

A lingering question that had not been resolved was whether or not the current statute would allow for the pre-approval of all of the phases of a phased-in fee. Guaranteed student fee revenue is the foundation needed to finance a comprehensive transformation project. Securing bonding would prove very difficult without each approved UC Fee Increase.

At the start of November, the leadership of The New UC met with Vice Chancellor/Vice President for Student Affairs Dr. Elwyn C. Lee and Vice Chancellor/Vice President for Administration and Finance Dr. Carl Carlucci to discuss the future of the University Center Transformation Project and move toward closure on the legal and political issues surrounding the project. A strong idea that surface at that meeting was the possibility of raising fees in two phases rather than four to capitalize on the current depressed market and give student “more for less.” The bookstore, ballroom and theatre addition, which had previously been discussed as a possibility only if large external donations or sponsorships were

acquired, came back into discussion as a possibility. Not only would the expansion provide students with more meeting rooms and an updated, modern bookstore, but it would also greatly ease the process of phasing. Phasing is the moving of shops and services to temporary spaces while their permanent locations are under construction, and the additional swing space afforded by the expansion would be invaluable in accelerating the transformation timetable.

A cost model was generated that explicitly considered the two-phase increase model. Under this model, the UC Fee would only need to be raised to \$135—fifteen dollars below the \$150 legislative cap. The revenue from these fees could sustain a project cost of roughly fifteen million more dollars than the project supported in the referendum. This project could also break ground sooner than a single-phase transformation could under this model.

Shortly before Thanksgiving 2009, New UC leadership met with Donna Cornell regarding legal ramifications of the wording of HB2961 and the accompanying statute. Ms. Cornell stated that the current statute would likely not allow for the “pre-approval” of a phased-in fee, and each increment of the UC Fee increase toward the current cap would need to be approved separately by SGA and the Board of Regents for each increment. With this information in mind, New UC leadership pursued a two-phase two-increase cost model in order to best utilize student funds and decrease overall project risk.

2010: Initial SGA and Board of Regents Approvals

The Student Government Association approved the first phase of the two-phase fee increase on January 27th, 2010, authorizing the University of Houston to increase the UC Fee to \$85, effective FY2011. This approval, as well as the rest of the history of the project to date, was presented to the Student Fee Advisory Committee on February 8th, 2010.

Two days after the FY2011 SFAC Presentation, student leadership from the UC Transformation Project and the New UC presented the fee increase proposal to the Board of Regents Administration and Finance Committee Hearing on February 10th, 2010. After a presentation from Dr. Carl Carlucci and several student leaders, the Administration and Finance Committee voted with no dissent to approve the \$50 increase to the UC Fee. A week later, at the full Board of Regents meeting on February 16th, 2010, the Board of Regents approved the UC Fee increase, effective in the fall semester of 2010.

As the scope of the project evolved, several plans were considered over the course of the next year. The first plan considered added an addition to the east side of the University Center containing some meeting rooms and the UH Bookstore. The original expectation was that the University Center would build the shell space for the bookstore and Barnes and Noble would pay for the finish-out (including fixtures, furnishings, and equipment). However, during a meeting with representatives from the Division of Administration and Finance and the Division of Student Affairs on March 31st, 2010, the UC was informed that Barnes and Noble was unable to contribute to the project cost, and this plan was abandoned. The floor plans for this model are available as Appendix J.

In the wake of this decision, a new plan was created placing a retail corridor, the UH Health Center, and a collection of student services in the addition. This plan would have the distinct advantage of adding a greater level of service to the University Center facility without significantly adding to the cost of the project as a whole. This plan was considered the active plan for the UC Addition for several weeks, and cost models were generated based on this information. The floor plans for this model are available in Appendix K.

Over summer 2010, this plan was modeled and revised due to shifting costs and projected revenue from the UC Fee based on bond rates. At this point the plan was still to construct a smaller addition and place the majority of the new UC Fee Increase into transformation/renovation of the existing UC Footprint. Ultimately, however, this model too was scrapped after a meeting in early July with representatives from the Division of Administration and Finance.

At this meeting, leadership from the Division of Administration and Finance indicated concerns about the potential risk of high-infrastructure renovation and transformation. Additionally, in order to bid the project competitively, A&F requested that UC Staff generate a series of “add alternate” options—options that are not in the basic scope of the project but which could be added to the project scope should funding permit. The basic scope for this model would include current dining infrastructure in the University Center footprint would move to the UC Addition along with a retail corridor of existing shops from the UC, the Center for Student Involvement, the Center for Fraternity & Sorority Life, and student organization office space. In addition to these components from the existing UC Footprint, a dedicated meeting room to serve as SGA senate chambers and a 400 seat theatre would be included to comprise a 70,000 square foot, two-story building. An add-alternate third story would include a potential rooftop terrace and a second ballroom.

The scope of transformation for the existing UC Footprint would be significantly reduced in this model. The only areas seeing significant renovation would be the UC Underground, with its vacated offices being remodeled into a to-be-determined space allocation for the Division of Student Affairs; and the UC Food Court area, which would take the former dining shell space and turn it into lounge space. At this juncture the UC Arbor was still scheduled to be enclosed and the exterior of the University Center reskinned to match the new finishes of the addition adjacent to the building. The floor plans for this model are available as Appendix L.

This plan was brought to the Campus Facilities and Planning Committee on August 6th, 2010, and received approval from the group with no dissent—and with a sense of excitement for further plans to be delivered to future meetings. With this approval in hand, the scope and business plans for the first phase of the UC Transformation Project were brought to the Board of Regents Committees on Administration and Finance and Facilities, Construction, and Master Planning the week of August 9th 2010. At the Facilities, Planning, and Construction Committee meeting, the committee members generally approved of the scope of the addition and the goal of the project as a whole—provide students with better University Center facility. There was some disagreement, however, regarding the planned second phase of the University Center Transformation Project, which would update and renovate the UC Footprint itself. Given recent difficulties the University of Houston System has faced with renovation and rehab projects, the committee indicated a certain reticence to approve the full scope of the project with its significant investment in a rehabilitation project.

Nevertheless, the Facilities, Planning, and Construction Committee did approve the project scope and Phase 1 plan as presented. The following morning, on August 10th, the Finance and Administration approved the Phase 1 Business Plan, but with a tacit understanding stated the proposed Phase 2 project would not be allowed cost overruns, and should be conservatively planned so that the currently budgeted money is sufficient to pay for the entire scope of the project.

With the committee approvals in hand, the UC Transformation Project was presented to the full Board of Regents on August 17th. The full board echoed the concerns of the committee and urged the involved staff on the project to be as risk-averse as possible when planning the project. They also indicated a desire to be kept updated throughout the course of the project as it developed.

In the wake of the Board of Regents' conditional approval of the project, representatives from the Division of Administration and Finance met once more with Division of Student Affairs and UC Staff to pin down a final scope of the project to allow an RFQ to be placed on the market for a design firm to begin the Phase 1 design process. During this process, leadership in Administration and Finance indicated concerns about Phase 2 of the Transformation Project and the amount of potential cost it could incur. In order to resolve this ambiguity, UC Transformation Project Staff agreed to commission a construction firm to assess the current state of the University Center footprint in order to determine the overall scope of the project set to go to bid.

The facilities assessment occurred in late fall 2010. The results of the study significantly altered some aspects of the project. While high infrastructure areas like dining were already slated to be moved from the current UC footprint to an addition in order to reduce cost, the consultant team identified potential cost saving measures elsewhere in the building, most notably over the University Center Underground. Significant roof damage over the UC Underground will require the removal of all sod around the current UC North Patio. Instead of restoring the sod, significant cost savings could be realized by placing a small addition over the existing UC Underground site, which would also reduce costs and size of the University Center East Addition.

2011: From Final Scope to Schematic Design

At the start of 2011, a plan was formulated that would build two additions—one to the east, and one to the north over the UC Underground (located in Appendix H for your convenience). During the first phase of construction, half the first floor of the UC Footprint and the UC Underground would be taken off-line, and would be renovated concurrently with the construction of two additions to the building. The current student organization space in the UC Underground would be converted to offices for other components in the Division of Student Affairs and Student Publications, while student organizations would be moved to an addition over the existing North Patio. On the east side of the UC, the current food court area would be converted to lounge space and a retail corridor as dining moved into the first floor of the east addition. The second floor of the east addition would include an SGA Senate Chamber, a 400-seat theater, and a smaller ballroom-style large-scale meeting space. This plan was sent out for design proposals in Spring 2011, during the bid review process for the architecture firm and the construction firm. These floor plans are available in Appendix M.

In late April and early May, student leaders and University Center staff approached the Student Government Association to support the second \$50 fee increase to finance the full build-out of the project including two additions and other amenities. UB48001, sponsored by Jeff Syptak, Michael Harding, and Cedric Bandoh, was submitted to the Senate on April 20, 2011. After due consideration, the Student Government Association passed the bill in a special meeting on May 2nd, 2011, and it was signed by SGA President Michael Harding in a special ceremony at the Finalsmania event on May 3rd.

A number of other key approvals swiftly followed. On May 6th, the Campus Facilities Planning Committee approved the site and scope of the Transformation Project. On May 17th, the UH Board of Regents Facilities, Construction and Master Planning Committee approved the amended site and scope of the UC Transformation Project, allowing for the full two-phase two-addition model to move forward. The following day, May 18th, the full Board approved the project. Later that summer, on August 17th, both the Board of Regents Finance and Administration Committee and the full Board approved the revised cost models and the second phase of the fee increase.

Throughout the month of May, the University Center, in coordination with staff from the Department of Facilities Planning and Construction, conducted bid review and interviews for the design and construction firms for the transformation project. After much deliberation, the top choices were selected. The architecture firm selected was a collaboration between WHR, a Houston-based firm with a strong UH Alumni presence, and WTW Architecture, a Pittsburgh-based firm with strong experience in constructing student centers across America. The construction firm selected was Tellepsen Builders, one of the premier firms in the state of Texas.

Over the summer, WHR and WTW conducted the “Program Confirmation” process to review and revise the original space program from Holzman Moss Architecture assembled in 2008. A series of meetings with building stakeholders helped expand and revise the program to reflect current needs. A summary of this program, which also delineates its changes from the current draft, is available as part of Appendix G. With the finalized program in hand, the architecture firms began to design “block drawings” in order to take the rough sketches updated throughout the project and turn them into a solid foundation for the schematic design process of construction. One of the key design considerations changed between the previous concept and this concept is that the UC Underground is being taken off-line and additional space is being built over the UC North Patio. During the summer, staff from Tellepsen discovered that renovating the UC Underground would actually cost more than building a completely new building on top of it. All told, this led to a design the committee appreciated even more than previous iterations.

The last major approval of the project to date occurred on Tuesday, September 20th, 2011, when the Texas Higher Education Coordinating Board approved the UC Transformation Project without dissent. THECB members were uniformly impressed with the project as well as New UC Co-Chair Jared Gogets’ testimony. This was essentially the last major approval required for the project.

Over the course of the rest of the fall semester, several site plans and building layouts were generated as the final shape of the New UC began to take form. At the last meeting of the year, on December 14, 2011, 3D CAD models of the building were presented to the group for the first time, finally providing a picture of what The New UC would resemble.

2012: Concept to Concrete

The first half of 2012 was filled with refining the look of the New UC as well as final placement of office spaces and selection of interior finishes. The design process built to the creation of photo-realistic renderings of the exterior of the building in early April (included as Appendix J). Though these renderings do not reflect the absolutely final look of the building exterior, they invigorated the UH Community by providing an artist's rendition of how the New UC will largely appear.

Throughout April and May 2012, some concern had arisen from stakeholders in the local Hispanic and Chicano community related to the mural in the UC Cougar Den, *La Marcha por la Humanidad*. With the current Cougar Den site programmed to become the ground floor of the UH Bookstore, several options were considered with regard to preservation of the mural. After numerous consultations with stakeholders and art conservators, two options emerged as the best available. The final two options were to either relocate the mural to an open lounge space close to its current site or to preserve the mural in place as part of the bookstore, and add a small reading lounge area directly in front of the mural. At the request of several members of the UH and greater communities and the endorsement of the UC Policy Board, the latter plan (to preserve the mural in place) was approved. Under the watchful eye of Mario Gonzales, one of the original artists, a team of art conservators carefully wrapped the mural in a protective substance and constructed a box around it. At the conclusion of Phase 1, Mr. Gonzales will return to finish an incomplete portion of the mural located where benches used to be.

The end of May brought the final closure of the UC Underground. After several months of preparation for phasing, student organization and staff offices were relocated to former meeting rooms on the second floor of the UC. By mid-June, construction fences had been erected, and the entire former site of Parking Lot 1A was completely demolished before the end of June.

The summer months were filled with fine-tuning of the construction documents for each of the three phases as well as identifying bids from subcontractors for the majority of the project's scope of work. Final cost projections based off these bids are available in Appendix G.

One final change was made to the project schedule in early October. The UC Games Room, initially scheduled for renovation during Phase 2 (throughout 2014), will now close effective November 22, 2012 and will reopen in January 2014 with the rest of the Phase 1 developments. By accelerating ground floor renovation, the renovated arbor and the vast majority of ground floor locations will be accessible earlier than initially scheduled. In addition to potentially saving the project money, this also provides more services to students sooner, and enhances the overall program.

The Current Scope of the New UC

With the possibility of additional revenue at a lower point for fees as well as much lower escalation figures than the original budget contained, the leadership of The New UC has a tentative project scope that keep student fees lower than the legislative cap and is able to provide the University community with even more than was thought possible during the 2008 UC Fee Referendum. What follows is a description of what the University Center Transformation Project has programmed for the new building. A full timeline for the entire project is available in Appendix O.

THE TRANSFORMED UNIVERSITY CENTER

The UC Transformation Project is planned as a 2-phase project. The first phase, which broke ground in June of 2012, will consist of heavy new construction on the north and east additions as well as significant renovation to the east side of the ground and first floors of the existing UC. Spread across the first and ground floor, the bookstore will move to a new two-story home located near the existing food court. Creation Station and the UH Forensics Society will also be moved to higher-profile locations on the ground floor. A full-service Starbucks Coffee location and the renovated UC Games Room will also provide exciting and dynamic draws to bring people down to the lower level.

On the first floor, new lounges space, creative and expanded new dining options and a 450-seat theater will occupy space in the current footprint and the addition. On the second floor of the east addition, one mid-sized and one large meeting/event space will be added, although the mid-sized meeting/event space will be used in phase 2 as swing space for all offices being displaced during phase 2. During phase 1, the arbor will also become fully enclosed.

On the north side of the UC, a two-story addition will feature the new home for student organizations, the Center for Student Involvement, the Center for Fraternity and Sorority Life, a comprehensive Student Media suite, and several special components currently fragmented across the building and across campus (for example, the International Student and Scholar Services Office, the Women's Resource Center, and the LGBT Resource Center). An 1,800-square-foot SGA Chamber will also be located on this floor.

During the second phase, the former bookstore site on the first floor will be converted into a spacious lounge, and will also house a retail corridor featuring a number of the key retail areas currently distributed throughout the building. On the second floor, all current University Center offices will be consolidated into one suite located across from the new home of the Dean of Students Office, and the rest of the floor will become the new home of a large 'conference center', featuring both a reconfiguration of existing 2nd floor meeting rooms as well as a new home for meeting room space lost with the demolition of the UC Underground.

WHAT'S NEXT IN 2013

As 2012 draws to a close, construction progress continues on schedule. In late October 2012, the concrete foundation of the East Addition will be poured; the North Addition's foundation is to follow in January of 2013. The steel frame of both buildings will begin erection in early 2013 as well. A Cornerstone Christening for the North Addition is tentatively planned for late February 2013 as well as a topping ceremony (when the highest beam in the North Addition is placed) tentatively planned for April 2013.

By the next SFAC update in fall semester, 2013, the majority of exterior work on The New UC's new additions will be completed. Final finish-out of the interior spaces will have begun, with offices and meeting rooms taking their final shape. All construction is currently scheduled to be completed by December 2013 for phase 2 to allow ample time to furnish and set up offices prior to the beginning of the 2014 spring semester. Phase 2 work will commence immediately upon completion of the first phase, and is scheduled to be completed by December 2014.

Appendices

Appendix A

Full Text of the University Center Fee Referendum

The Transformation Project of the University Center will provide:

- **Enhanced dining options** based upon student voice and input and an enhanced service flow: **shorter, faster and more efficient lines.**
- A new set of spacious **study areas** and **relaxing lounges** designed to provide every Cougar a sense of place in their home away from home.
- Safe and secure **24-hour access** to lounge spaces (and great study zones).
- Next generation meeting and multi-purpose spaces within a **centralized conference center** (located in the UC Underground).
- New synergistic **student organization center – the new home of student involvement at UH**
- Centralized **one-stop-shop retail corridor** for all of the UC shopping and service opportunities (including full-service bank, hair and beauty salon, technology store, Shasta's ice cream, UH ID card services, CreationStation and more).
- Enhanced **shaded outdoor lounge spaces** to facilitate formal and informal student gathering and community building (along the South side of the UC and on the UC North Patio).
- **New outdoor amphitheatre** for programming and other student-oriented events (located adjacent to the UC North Patio).
- Improved **natural light**, an open environment, additional windows and **a new building skin** throughout the interior and exterior of the University Center.
- The most **updated technology** (wireless internet access, state-of-the-art audio-visual equipment for meetings and events, and LCD screens which highlight campus events and involvement opportunities as well as events in the UC).
- Sustainable design principles for a more **eco-friendly University Center.**
- Become a visible representation of school spirit and tradition and the pride of the **Cougar Nation.**

University Center Transformation Fee Implications		
Semester / Year of UC Fee Increase	Fee Increase Increment	Total UC Fee for Semester
Fall 2008 – Current UC Fee	\$0	\$35
Fall 2009	\$0	\$35
Fall 2010	\$25	\$60
Fall 2011	\$25	\$85
Fall 2012	\$25	\$110
Fall 2013	\$25	\$135
Fall 2014	\$25	\$160
Total UC Fee Per Semester		\$160

Sample Referendum E-Ballot

The proposed transformation of the University Center will include the components set forth above and will be dedicated to support student life and student success. The renovation, phasing, escalation and debt service for a transformed University Center will require a semester fee of \$160 for all UH students (phased-in over a period of five years as identified above).

A. _____ Yes, I support the gradual increase to the UC Fee to support the UC Transformation Project to include renovation, operations, maintenance and debt service costs.

B. _____ No, I do not support the gradual increase to the UC Fee.

Appendix B

University Center / College Union Referendum Benchmark Information

<i>Institution</i>	<i>Year</i>	<i>Enrollment</i>	<i>Total Votes</i>	<i>% Voting</i>	<i>% For</i>	<i>% Against</i>
University of Houston	2008	36,104	4,161	11.6%	77%	23%
Texas A&M University - College Station	2007	46,500	6,193	14.5%	68%	32%
University of Missouri - Kansas City	2007	14,213	1,533	11%	51%	49%
University of Miami (FL)	2006	9,741	1,415	15%	85%	15%
University of Wisconsin - Madison	2006	48,458	2,635	8%	65%	35%
San Diego State University	2006	30,267	2,512	8.3%	75%	25%
University of Texas - Austin	2006	49,696	7,770	16%	68%	32%
Cal. State Univ. - Channel Islands	2006	3,123	345	11%	73%	27%
University of Missouri - Columbia	2005	28,000	6,036	21.5%	64%	36%
University of San Diego	2005	7,395	961	13%	76%	24%
University of Georgia	2005	34,180	3,411	10%	55%	45%
Louisiana State University	2003	28,625	2,919	9.8%	60%	40%
University of Texas San Antonio	2003	26,000	2,962	11.4%	59%	41%
University of California San Diego	2003	22,400	6,415	29%	54%	46%
Stephen F. Austin State University	2003	10,789	1,398	13%	80%	20%
University of California Riverside	2001	11,000	2,813	26%	71%	29%
California State University Fresno	2000	18,000	1,934	11%	72%	28%
California State University Fullerton	2000	28,000	1,589	6%	69%	31%
California State University Northridge	2000	27,000	1,085	4%	77%	23%
Texas Tech University	1999	24,211	2,328	10.4%	63%	37%

Appendix C
Current Text of Texas Education Code §54.526

(a) The board of regents of the University of Houston System may levy a student union fee, not to exceed \$150 per student for each regular semester and not to exceed \$75 per student for each term of the summer session. The sole purpose of the fee is financing, constructing, operating, maintaining, and improving a Student Union Building for the University of Houston. The fees herein authorized to be levied are in addition to any use or service fee now or hereafter authorized to be levied.

(b) Such fees shall be deposited to an account known as "The University of Houston Center Fee Account" and shall be placed under the control of and subject to the order of the student fees advisory committee established under Section 54.5062. The committee shall annually submit to the president of the University of Houston a complete and itemized budget to be accompanied by a full and complete report of all activities conducted during the past year and all expenditures made incident thereto. The board of regents shall make such changes in the budget as it deems necessary before approving the budget. The board shall then levy the fees, within the limits herein fixed, in such amounts as will be sufficient to meet the budgetary needs of the University Center Building. An increase in the fee from one academic year to the next must be approved by a majority vote of the students voting in an election called for that purpose or by a majority vote of the student government. Expenditures from "The University of Houston Center Fee Account" shall be made solely for the purposes set forth in this section, and in compliance with the budget approved by the board of regents.

(c) The fee may not be charged after the fifth academic year in which the fee is first charged unless, before the end of that academic year, the university has issued bonds payable in whole or in part from the fee, in which event the fee may not be charged after the academic year in which all such bonds, including refunding bonds for those bonds, have been fully paid.

Appendix D
Full Text of HB2961

AN ACT

relating to authorizing an increase in the student union fee at the University of Houston.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF TEXAS:

SECTION 1. Section 54.526, Education Code, is amended by amending Subsection (a) and adding Subsection (c) to read as follows:

(a) The board of regents of the University of Houston System may levy a student union fee, not to exceed ~~\$150~~ ~~[\$35]~~ per student for each regular semester and not to exceed ~~\$75~~ ~~[\$17.50]~~ per student for each term of the summer session. The sole purpose of the fee is financing, constructing, operating, maintaining, and improving a Student Union Building for the University of Houston. The fees herein authorized to be levied are in addition to any use or service fee now or hereafter authorized to be levied.

(b) Such fees shall be deposited to an account known as "The University of Houston Center Fee Account" and shall be placed under the control of and subject to the order of the student fees advisory committee established under Section 54.5062. The committee shall annually submit to the president of the University of Houston a complete and itemized budget to be accompanied by a full and complete report of all activities conducted during the past year and all expenditures made incident thereto. The board of regents shall make such changes in the budget as it deems necessary before approving the budget. The board shall then levy the fees, within the limits herein fixed, in such amounts as will be sufficient to meet the budgetary needs of the University Center Building. An increase in the fee from one academic year to the next must be approved by a majority vote of the students voting in an election called for that purpose or by a majority vote of the student government. Expenditures from "The University of Houston Center Fee Account" shall be made solely for the purposes set forth in this section, and in compliance with the budget approved by the board of regents.

(c) The fee may not be charged after the fifth academic year in which the fee is first charged unless, before the end of that academic year, the university has issued bonds payable in whole or in part from the fee, in which event the fee may not be charged after the academic year in which all such bonds, including refunding bonds for those bonds, have been fully paid.

SECTION 2. The change in law made by this Act applies beginning with student fees charged by a public institution of higher education for the 2009-2010 academic year. Student fees charged by a public institution of higher education for an academic year before that academic year are covered by the law in effect before the effective date of this Act, and the former law is continued in effect for that purpose.

SECTION 3. This Act takes effect immediately if it receives a vote of two-thirds of all the members elected to each house, as provided by Section 39, Article III, Texas Constitution. If this Act does not receive the vote necessary for immediate effect, this Act takes effect September 1, 2009.

I certify that H.B. No. 2961 was passed by the House on May 5, 2009, by the following vote: Yeas 144, Nays 0, 1 present, not voting.

Chief Clerk of the House

I certify that H.B. No. 2961 was passed by the Senate on May 26, 2009, by the following vote: Yeas 31, Nays 0.

Secretary of the Senate

Appendix E

Original 2008 UC Proposed Building Program

Original Proposed Building Program

Development of the building program was based on the utilization of existing space, current services and program offerings and activities, demand as based on focus group and interview findings, and peer comparisons, as well as anticipated growth for each department. The Building Program represents future needs as enrollment headcount reaches 45,000 students. The program denotes student life space needs for the University Center Complex. While the full magnitude of the program is presented below, the proposed conceptual options illustrated later are intended to best meet the space needs given the constraints of the budget and existing conditions of the UC. The building program thus described is an ideal if funding is not a factor for consideration. As developed, the following space program proposes:

Proposed:	215,604 nsf	311,823 gsf
Existing:	171,329 nsf	247,624 gsf
Increase:	64,199 nsf	26%

Included within the net square feet are:

Lounge Areas

In the Building Program, 13,518 nsf has been allocated for lounge spaces. Based on demand, there was a desire for a variety of spaces where students could socialize, be loud, study, gather to work on projects, or just relax. A primary component is the series of ten active lounges, which are high traffic areas located throughout the building. To provide students with greater choice in environment, these lounges will be of varied size and character; though all will encourage social activities. For students wishing to engage in more passive activities, the UC will also offer a study lounge/quiet area and eight meditation/study rooms. Such spaces are intended to be quiet zones, located in more secluded areas of the building.

In addition to accommodating public circulation needs, the lobby areas of the UC allows visitors to find information, purchase tickets, learn about upcoming events, and check email. Properly configured, lobby areas also function as display space.

Proposed:	13,518 nsf
Existing:	11,057 nsf
Increase:	2,461 nsf / 22%

Commuter Services

Although not intended as an isolated area, a commuter-friendly lounge is provided that would include many of the features important to those who commute, including an office for the Coordinator of Commuter Services.

Proposed:	1,620 nsf
Existing:	1,620 nsf
Increase:	0 nsf / 0%

Indoor Recreation and Entertainment

Since the existing Games Room remains a popular destination at the UC, there is a strong desire to maintain the space and the types of activities provided, including bowling. For programming purposes, office sizes and support spaces have been standardized, and as result the area allocated for Recreation and Entertainment has decreased slightly to 14,138 nsf. It is envisioned that the new Games Room could in addition to games accommodate dancing and music late into the evening and on weekends.

Proposed:	14,138 nsf
Existing:	14,487 nsf
Decrease:	-349 nsf / -2%

Ballroom/Large Event Space

A new, second ballroom is proposed that can seat 1,000 lecture style or 500 for a banquet. The room is divisible for smaller events and simultaneous functions. This future large event space would be in

addition to the 600-seat Houston Room, both of which have projection capabilities, and the renovated 200-seat Cougar Den. They would share a large, flexible pre-function space and have storage facilities for chairs, tables, and equipment. This area accounts for 27,558 nsf.

Proposed: 27,558 nsf
Existing: 14,845 nsf
Increase: 12,713 nsf / 86%

Conference / Meeting Rooms

The 26,378 nsf programmed includes a carefully considered distribution of meeting and conference room capacities to achieve better utilization. All of the existing meeting rooms would remain, in terms of there being one 100-person meeting room; seven large conference rooms (35-55 person capacity); ten medium conference rooms (25-30 person capacity); and seven small rooms for 15-20 people each; two of which are new to the UC. In addition, the program proposes a new 350-seat Cinema/Auditorium. All of these rooms are supported with storage facilities for furniture and equipment.

Proposed: 26,378 nsf
Existing: 19,294 nsf
Increase: 7,084 nsf / 37%

Bookstore

A key component of this project is the expansion of the existing Bookstore. The 37,000 nsf allocated represents close to fifty percent of growth. This total would include areas for retail operations, administrative offices and storage. The distribution of space among these areas has been reallocated from the existing to provide considerably more square footage for retail and less for shipping, receiving, and storage.

Proposed: 37,000 nsf
Existing: 24,925 nsf
Increase: 12,075 nsf / 48%

Dining Services

Space needs for food service include dining areas with associated serving, kitchen, office, support and storage areas required to operate several food concepts, identified for the purpose of this study as a Food Court, Wendy's, Chili's Too, Java City, and a proposed Future Concept. The 31,545 nsf provided includes space for the C-Store and Catering as well.

Proposed: 31,545 nsf
Existing: 29,300 nsf
Increase: 2,245 nsf / 8%

UH Dining Services Offices

The program includes 3,112 nsf for the offices of UH Dining Services, including reception, storage and office areas for Central Dining Services, for Catering and for Accounting.

Proposed: 3,112 nsf
Existing: 1,742 nsf
Increase: 1,370 nsf / 79%

Additional Retail Services

Proposed stand alone retail establishments of different sizes will complement the Bookstore providing service amenities and other non-bookstore merchandise in the UC. The program of 12,431 nsf maintains the existing commercial businesses: Cougar Byte Computer Store, Jonorr's Beauty Salon, Shasta's Cones & More, Woodforest National Bank, ATMs, UC CreationStation, and the Cougar One Card Office in addition to new retail spaces.

Proposed: 12,431 nsf
Existing: 11,221 nsf
Increase: 1,210 nsf / 11%

Student Organizations

This component of the program, totaling 19,842 nsf, serves the Student Government Association, Greek Life, Metropolitan Volunteer Program, Student Program Board, Council of Ethnic Organizations, Frontier Fiesta Association / Homecoming Board, Student Video Network, Forensics, Dance Marathon, and Student Organizations. These areas would each have workstations and storage in addition to shared central support facilities including two conference rooms, a breakroom/kitchenette and a workroom/copy area. The Student Organization Suite would also have a centralized lounge area where students can gather, an open workspace/graphics area, mail boxes, cubicles, five offices, and a range of lockers for storage of materials. The Student Government Association would include offices and a Senate commons area, as well as storage and support and Student Video Network would include requisite production and editing spaces.

Proposed: 19,842 nsf
Existing: 13,841 nsf
Increase: 6,001 nsf / 43%

Student Publications

Workspaces and production rooms for Student Publications would house business administrative offices, the Yearbook, The Daily Cougar, and offices for advertising and production.

Proposed: 4,134 nsf
Existing: 4,000 nsf
Increase: 134 nsf / 3%

University Center Administration

Totaling 8,878 nsf inclusive of storage and support functions, administrative spaces for the University Center include the UC Administrative Services & Operations Office, UC Business Office, UC Conference & Reservation Services, UC Technology Support Services, and UC Marketing. These areas will share support facilities such as a central reception/waiting area, a ten-person conference room, and workroom. The decrease in space is a result of standardization of office sizes for professional positions.

Proposed: 8,878 nsf
Existing: 9,169 nsf
Decrease: -291 nsf / -3%

Administration

Inclusive of office, meeting, storage, and support functions, this 6,589 nsf area serves all of the areas and organizations associated with student services including the Dean of Students Office; Campus Activities; Veterans' Services Office; Student Legal Services; and Wellness Center.

Proposed: 6,589 nsf
Existing: 4,599 nsf
Increase: 1,990 nsf / 43%

Building Support

The 7,661 nsf allocated includes offices for Building Services, a series of maintenance shops, custodial closets, and building storage facilities. It represents a reduction in overall space needs by virtue of gaining efficiency throughout the UC Complex.

Proposed: 7,661 nsf
Existing: 8,834 nsf
Decrease: -2,173 nsf / -22%

Building Loading

Four truck docks are provided at 1,200 nsf to service the Dining and Bookstore functions. Associated with this would be yet to be defined space for catering and facilities vehicular parking, and trash and recycling functions.

Appendix F
UC Program as of September 2011

	Existing UC NSF	Transformed NSF
Group 1: Food Service		
Total Group 1: Food Service	23,569	26,300
Group 2: Large Event Space		
Total Group 2: Large Event Space	19,587	16,153
Group 3: Conference/Meeting Rooms		
Total Group 3: Conference / Meeting	20,091	20,549
Group 4: Bookstore		
Total Group 4: Bookstore	24,570	24,570
Group 5: Retail Services		
Total Group 5: Retail Services	7,680	8,200
Group 6: Auditorium		
Total Group 6: Theater / Auditorium	0	5,950
Group 7: Recreation / Game Room		
Total Group 7: Recreation / Game Room	15,487	16,874
Group 8: Lounge Spaces		
Total Group 8: Lounge Space	20,396	26,578
Group 9: Academic Related		
Total Group 9: Academic Related	0	0
Group 10: Student Organizations		
Total Group 10: Student Organizations	13,841	27,592
Group 11: Administration		
*Total Group 11: Administration	11,689	11,471
Group 12: Special Components		
Total Group 12: Special Components	2,078	6,912
Group 13: Support		
Total Group 13	12,516	4,500
*GRAND TOTAL NSF	171,504	195,649

Appendix G

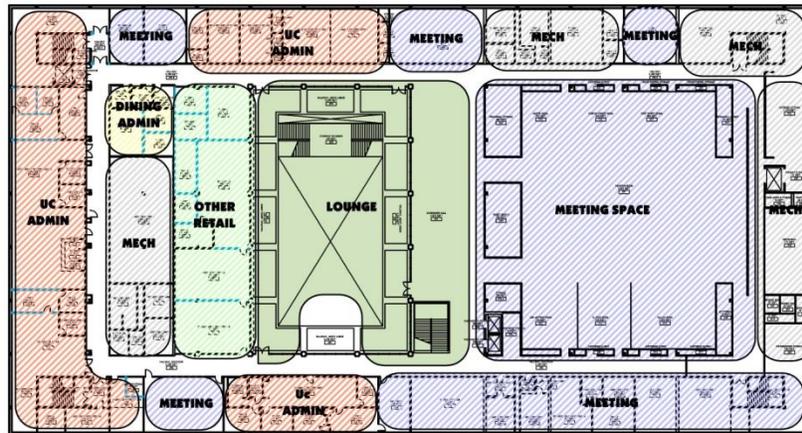
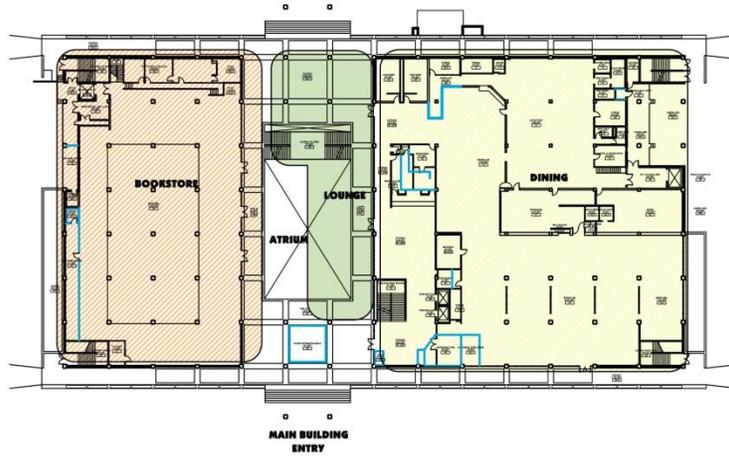
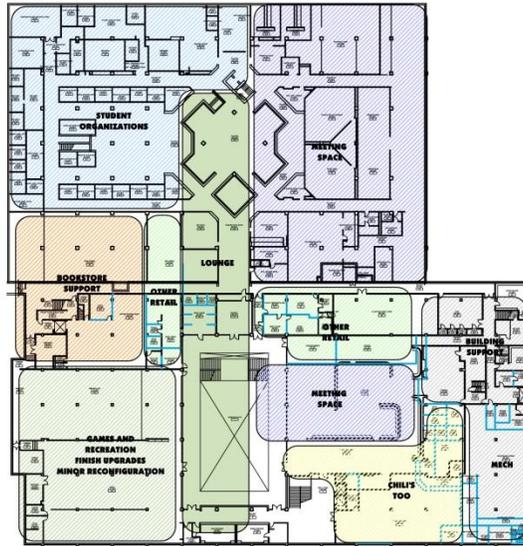
2012 Cost Model

UC TRANSFORMATION PROJECT COST BREAKDOWN

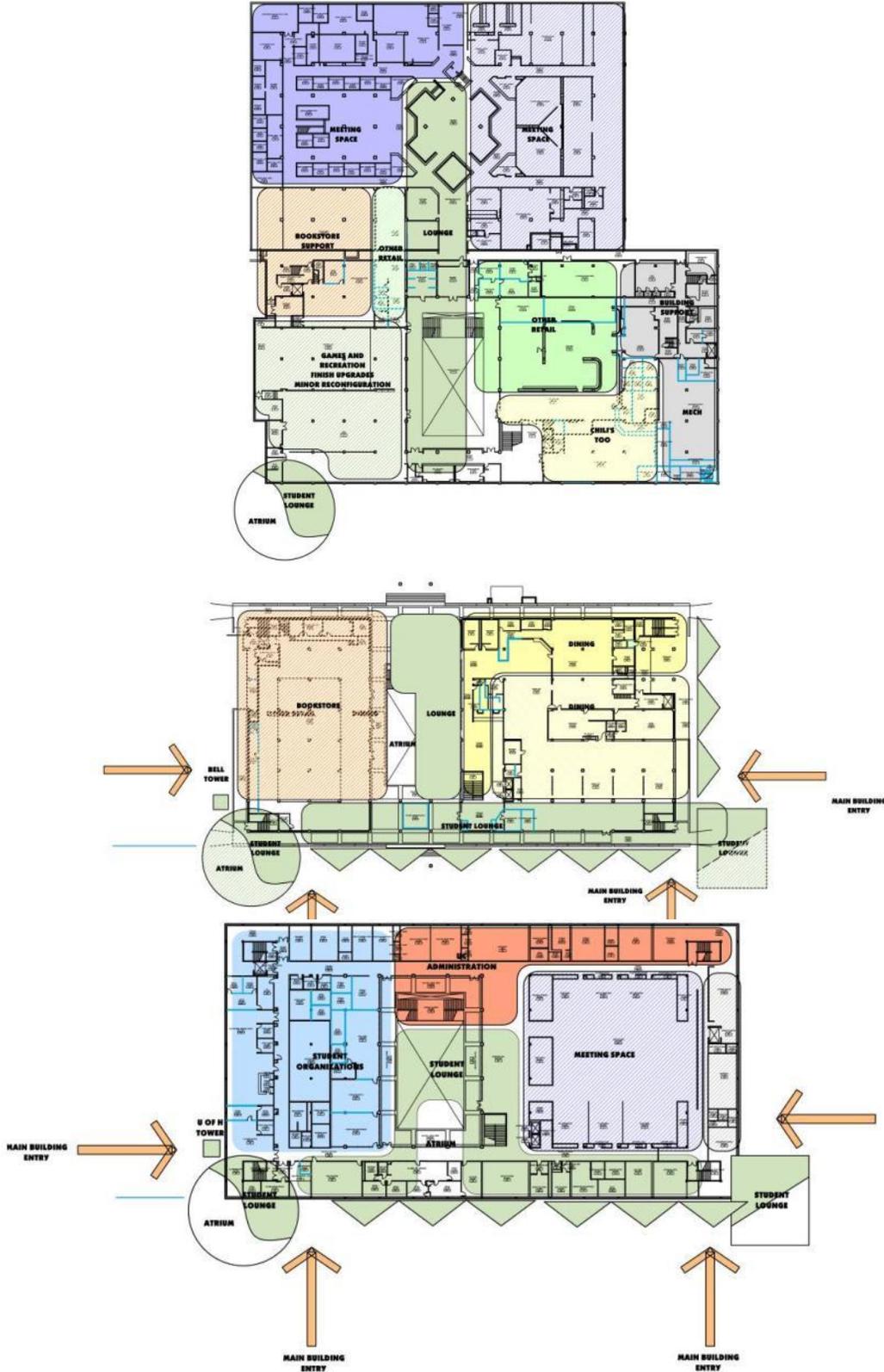
North Addition	
<i>Program Comments: Student organization offices, Student support offices, Student media offices, Student Senate chamber</i>	
<u>Item</u>	<u>Cost</u>
Facility Construction	\$10,333,823
Facility Services	\$6,473,077
Site & Infrastructure	\$178,345
Total	\$16,985,245
Gross Square Footage	55,026
Cost per Square Foot	\$309
East Addition	
<i>Program Comments: Theater, Event spaces, Bookstore, Building Services, Catering kitchen</i>	
<u>Item</u>	<u>Cost</u>
Facility Construction	\$11,338,635
Facility Services	\$8,816,683
Site & Infrastructure	\$150,262
Total	\$20,305,580
Gross Square Footage	63,351
Cost per Square Foot	\$321
University Center Renovation	
<i>Program Comments: UC Administration offices, Houston Room, Food court, Retail spaces, Lounges, Meeting rooms, Study rooms, Updated arbor, Game room, Bowling alley</i>	
<u>Item</u>	<u>Cost</u>
Facility Construction	\$20,444,903
Facility Services	\$16,667,450
Site & Infrastructure	\$511,687
Total	\$37,624,040
Gross Square Footage	181,418
Cost per Square Foot	\$207
Project Site	
<i>Program Comments: University Center Plaza, 9/11 Memorial, Marquis, Cougar Lane, Parking</i>	
<u>Item</u>	<u>Cost</u>
Facility Construction	\$569,026
Facility Services	\$1,107,034
Site & Infrastructure	\$3,409,075
Total	\$5,085,135
Gross Square Footage all new construction	118,377
Cost per Square Foot	\$315

Appendix H

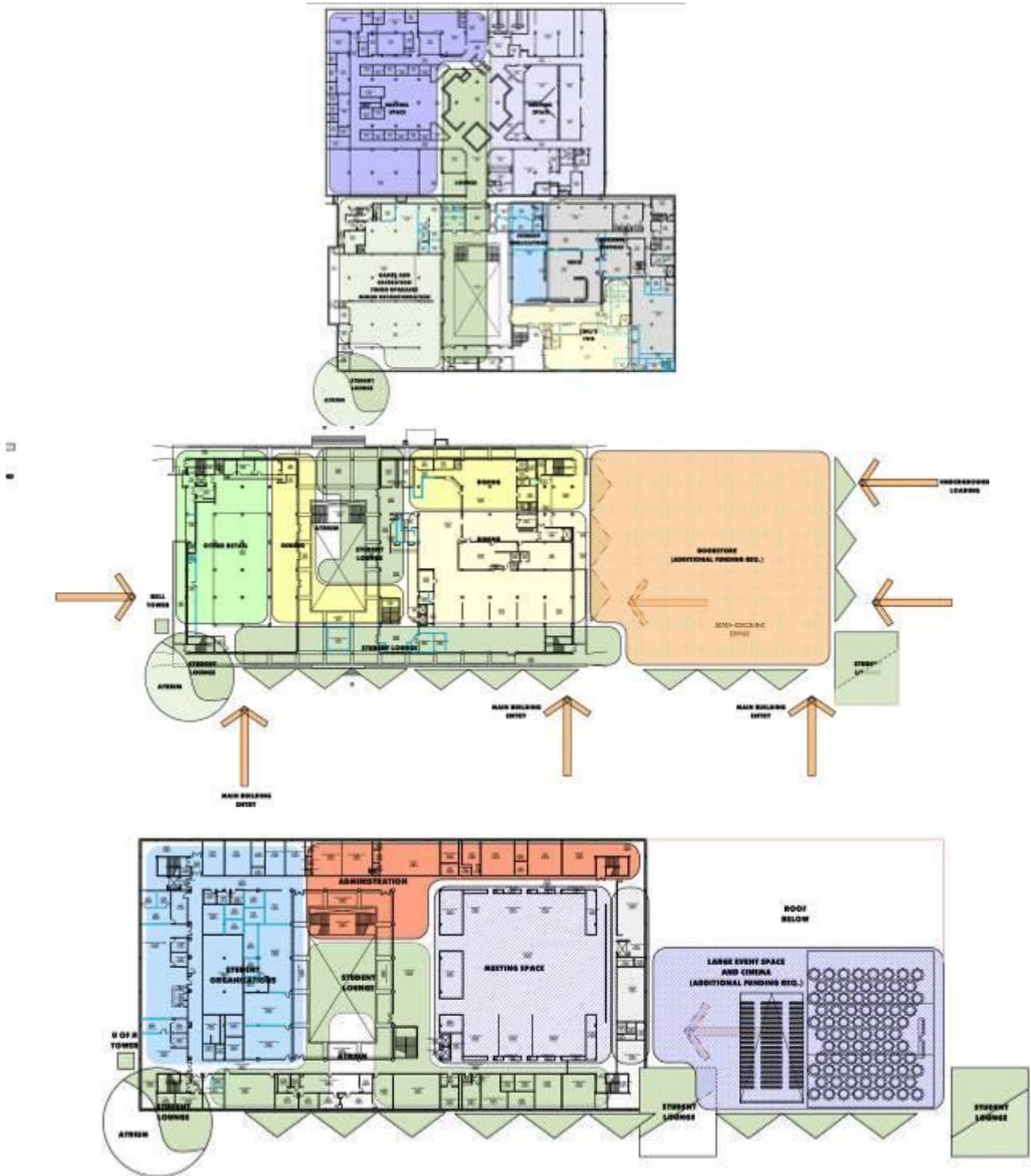
New UC Floor Plans - Light Renovation Only Model



Appendix I
New UC Floor Plans - 2008 Referendum Concept

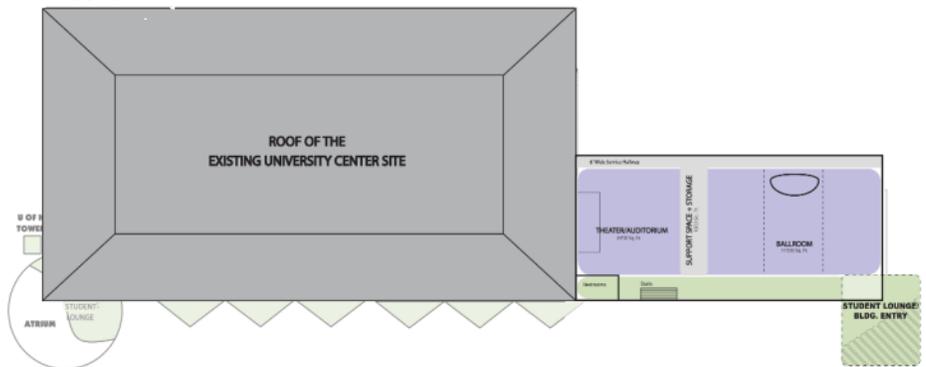


Appendix J New UC Floor Plans - 2009-10 Bookstore Concept



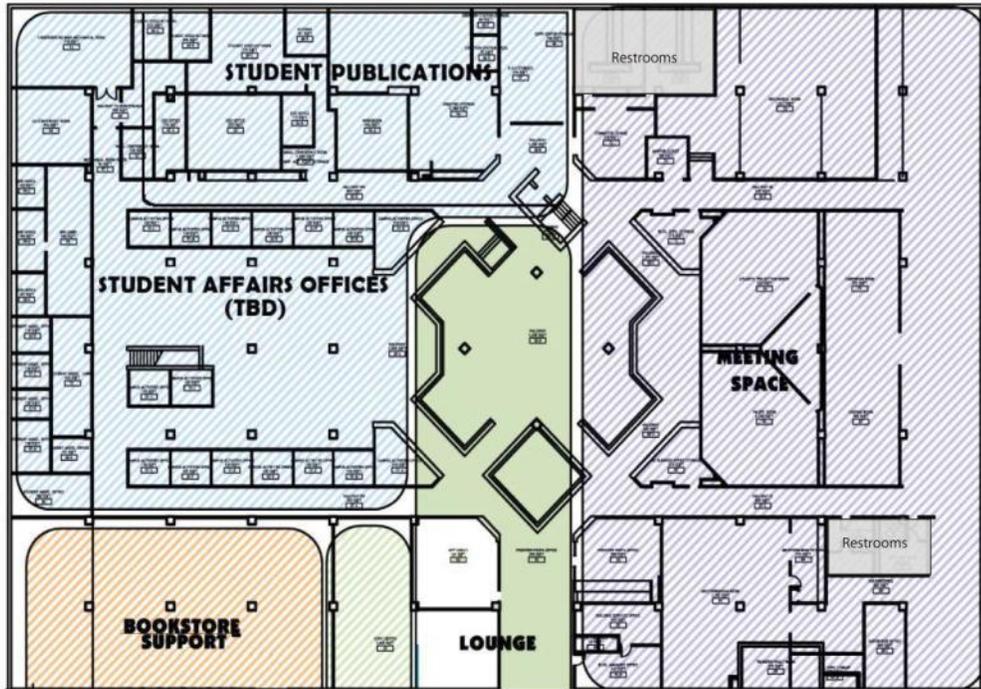
Appendix K

New UC Floor Plans - 2010 Health Center Concept

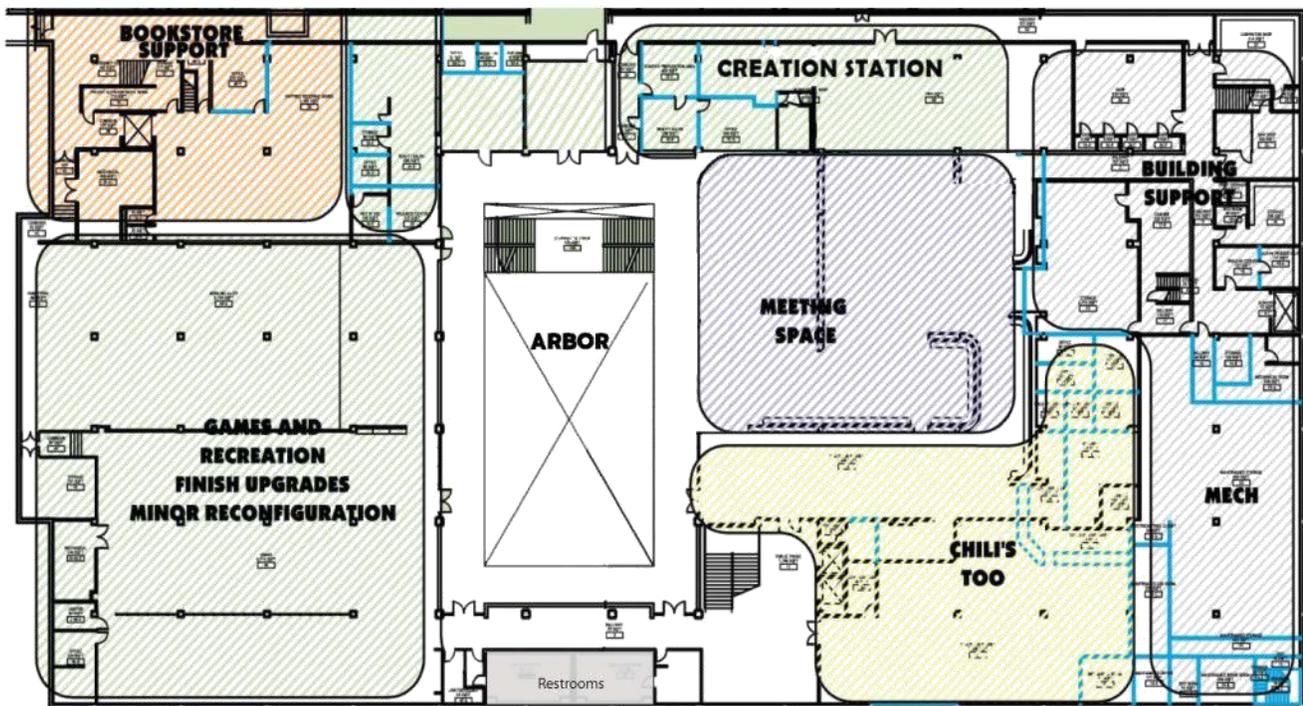


Appendix L
New UC Floor Plans - 2010 North Addition Concept (Pre-WHR)

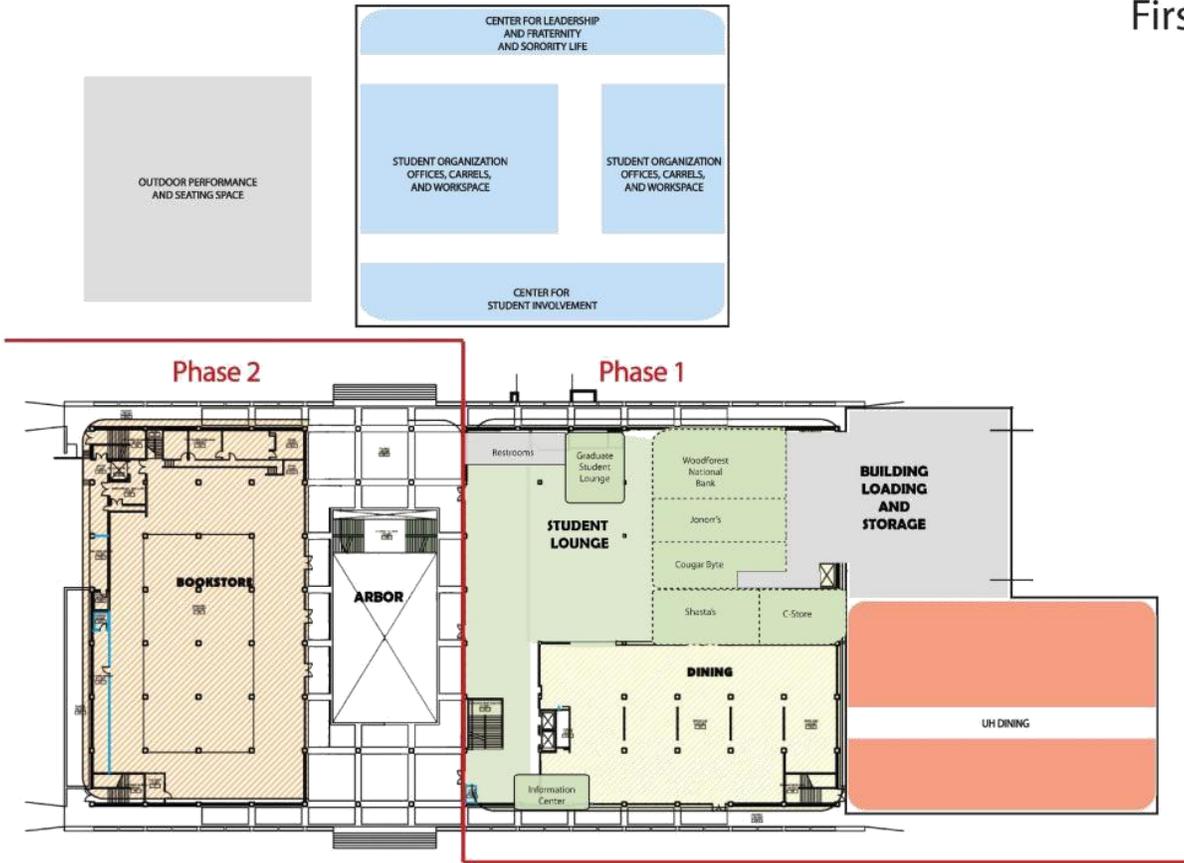
UC Underground
Phase 1



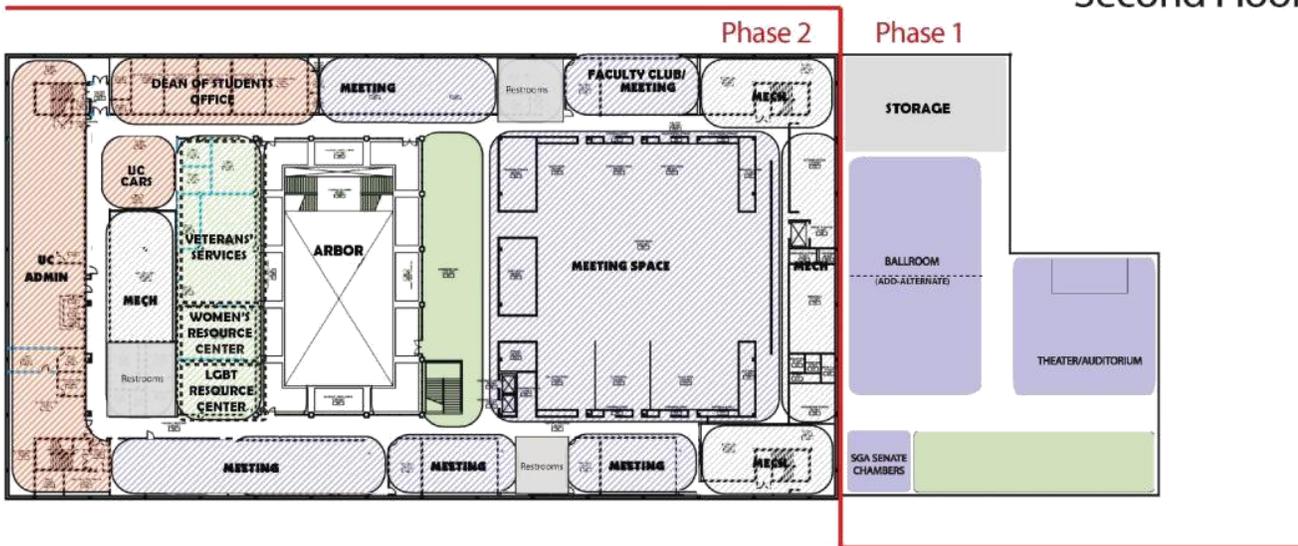
Ground Floor
Phase 2



First Floor



Second Floor





LEGEND

- 01 FOOD SERVICE
- 02 DINING
- 03 BOOKSTORE
- 04 RETAIL SERVICES
- 05 AUDITORIUM
- 06 LOUNGE SPACES
- 07 INFORMATION DESK
- 08 STUDENT ORGANIZATIONS
- 09 SUPPORT
- 10 VERTICAL CIRCULATION
- 11 HONORABLE SUPPORT



LEVEL 2 FLOOR PLAN



LEGEND

- C1 FOOD SERVICE
- C2 LARGE EVENT SPACE
- C3 LARGE EVENT LOBBY
- C4 LARGE EVENT STORAGE
- C5 CONFERENCE/MEETING ROOMS
- C6 AUDITORIUM
- C7 LOUNGE SPACES
- C8 STUDENT ORGANIZATIONS
- C9 MEDIA
- C10 ADMINISTRATION
- C11 SPECIAL COMPONENTS
- C12 SUPPORT
- C13 CIRCULATION
- C14 VERTICAL CIRCULATION
- C15 NON-ASSIGNABLE SUPPORT
- C16 SUPPORT



Appendix N
Exterior Renderings of the New University Center



UC Southwest Corner



UC South Exterior



UC South Exterior (Corner Illuminated)



UC Exterior Plaza



UC North Addition

Appendix O
Comprehensive History and Timetable for UC Transformation
(Tentative Dates Italicized)

- I. August 6, 2007 – RFQ for UC Master Plan posted to Texas marketplace
- II. August 14, 2007 – RFQ for UC Master Plan Pre-Proposal Meeting
- III. September 4, 2007 – Due date for statements of qualifications
- IV. November 19, 2007 – Presentation/Interview phase for RFQ
- V. November 26, 2007 – Meeting to Discuss and Select Contractor; Recommendation to Select Holzman Moss
- VI. January 15, 2008 – University of Houston sends contract award notification to Holzman Moss Architecture
- VII. January 17, 2008 – Holzman Moss Provides Scope of Service and terms of agreement to University of Houston for RFQ process
- VIII. February 15, 2008 – University of Houston enters into contracts with Holzman Moss Architecture in association with Brailsford and Dunlavey, Campus Bookstore Consulting, and Shah Smith and Associates.
- IX. February 19 and 20, 2008 – First Holzman Moss Visit to UH Campus
 - a. Strategic Asset Value Analysis with stakeholders and leadership team
 - b. Student Needs Assessment via Information Boards
- X. March 10 and 11, 2008 – Second Holzman Moss Visit to Campus
 - a. Focus Groups with Student Body and Building Stakeholders
 - b. MEP (Mechanical Electrical and Plumbing) Assessment
 - c. Preparation for First Survey
- XI. March 27 and 28, 2009 – Bookstore Consultant Visit to Campus
 - a. Bookstore consultants met with UH Bookstore staff to discuss needs in new facility.
- XII. April 4, 2008 – First Survey Goes Live
 - a. Faculty/Staff Survey assessed needs and desires for new University Center building
 - b. Student survey assessed the above as well as student tolerance for a fee increase
- XIII. April 14, 2008 – First Survey Closes
 - a. Response Rate
 - i. 2615 Undergraduate and 879 Graduate Student Responses (total 3494)
 - ii. 837 Faculty/Staff responses
 - b. Results
 - i. 40% of students indicated likelihood to support fee increase of \$75-\$125 per semester
 - ii. 48% indicated unlikelihood to support fee increase of \$75-\$125 per semester
 - iii. 12% undecided
- XIV. April 14-16, 2008 – Site visits to 4 peer institutions
 - a. Indiana University – Purdue University at Indianapolis
 - b. San Diego State University
 - c. University of California – San Diego
 - d. Texas Tech University
- XV. April 23-24, 2008 – Third Holzman Moss Visit to UH Campus
 - a. Update to Student Government Association on Progress
 - b. Survey Results
- XVI. May 6, 2008 – Fourth Holzman Moss Visit to UH Campus
 - a. Presentation of UC Master Plan Cost Models
- XVII. June 13, 2008 – Fifth Holzman Moss Visit to UH Campus
 - a. Presentation of MEP Report
 - b. Presentation of Existing Conditions Assessment
 - c. Formulation of University Center site options (Including a third University Center facility located by Robertson Stadium)
- XVIII. July 11, 2008 – Sixth Holzman Moss Visit to UH Campus
 - a. Presentation of Full Master Plan Report Including Recommendations

- XIX. August 2008 – UC2010 Initiative Founded to Pursue Student Fee Increase to Finance Transformed University Center
- XX. September 24, 2008 – SGA Authorizes Student Referendum
- XXI. September 26, 2008 – Site Visit to University of South Florida
- XXII. October 16, 2008 – Second Survey Goes Live
- XXIII. October 24, 2008 – Second Survey Closes
 - a. Response Rate
 - i. 5302 Respondents, Only Students
 - b. Results
 - i. Highest % (32.28%) of student population selected “Option C” (transformation project) as their favorite
 - ii. 70.4% of students also indicated likely to support Option C and fee increase through referendum
- XXIV. November 18 and 19, 2008 – UC2010 Student Referendum
 - a. 4161 Votes
 - b. 3204 (77%) In Support of Referendum
 - c. 957 (23%) Not In Support of Referendum
- XXV. February 2009 – UC Student Fee Increase Endorsed by SFAC
- XXVI. April 1, 2009 – Testimony to Texas Congressional Higher Education Subcommittee in support of HB2961, Relating to an increase in the Student Union Fee at the University of Houston
- XXVII. May 20, 2009 – Testimony to Texas Senate Higher Education Subcommittee in support of HB2961
- XXVIII. June 19, 2009 – HB2961 Signed into law by Governor Perry, takes effect immediately
- XXIX. August 31, 2009 – UC2010 Student Leaders present project plan and scope to Provost Antel
- XXX. September 16 and 30, 2009 – SGA Certifies Results of Referendum, Supports \$25 Fee Increase Effective FY11
- XXXI. October 1, 2009 – UC2010 Leadership presents UC Transformation project plan and scope to Staff Council
- XXXII. October 21, 2009 – UC2010 Leadership presents UC Transformation project plan and scope to Faculty Senate; Faculty Senate Strongly Endorses It (http://www.uh.edu/fs/minutes/102109_mins.html)
- XXXIII. November 2, 2009 – Student meeting with Dr. Carlucci and Dr. Lee. Dr. Carlucci proposes 2-phase implementation of UC Transformation Project and 2-Phase Fee Model
- XXXIV. November 2, 2009 – Launch of “New UC” brand
- XXXV. January 27, 2010 – SGA Updates Previous UC Fee Recommendation; Approves Increase of \$50 effective FY2011.
- XXXVI. February 8, 2010 – The New UC Student Leadership Team presents progress to SFAC
- XXXVII. February 10, 2010 -- \$50 UC Fee Increase Effective FY11 approved by Board of Regents Administration and Finance Committee Unanimously
- XXXVIII. February 17, 2010 -- \$50 UC Fee Increase Effective FY11 approved by full Board of Regents Unanimously
- XXXIX. April 5, 2010 – Meeting with Administration and Finance staff to discuss UC Project; UC staff informed that the UH Bookstore is no longer able to financially support a space in UC Addition.
 - XL. April 6-16, 2010 – Formulation of new design for 3-floor addition featuring retail and Health Center on first floor instead of bookstore.
 - XLI. Summer 2010 – Formulation of new design for 2-floor addition containing essential services with a 3rd floor add-alternate ballroom and terrace.
 - XLII. August 2010 - Consideration and Approval from the UH Facilities Committee
 - XLIII. August 2010 - Consideration and Approval from UH Board of Regents Committee(s) for University Center Transformation Project Phase 1 Scope
 - XLIV. August 2010 - Consideration and Approval from UH Board of Regents for University Center Transformation Project Phase 1 Scope
 - XLV. September-December 2010 - Comprehensive assessment of MEP, HVAC, and Structural Systems
 - XLVI. Spring 2011 - Advertise for Professional Architecture and Design Team – **Phase 1 and 2**
 - XLVII. Spring 2011 - Advertise for Construction Team – **Phase 1 and 2**

- XLVIII. May 2011 - Consideration and Approval from the Student Government Association for an increase in the UC Fee to be \$135/Fall and Spring Semesters and\$67.50 for Sumer Semesters as of FY2013**
- XLIX. June 2011 - Select Professional Architecture and Design Team
 - L. June 2011 - Select Project Construction Team
 - LI. June 2011 - Consideration and Approval from UH Board of Regents Committee(s) for University Center Transformation Project Amended Site and Scope
 - LII. June 2011 - Consideration and Approval from UH Board of Regents for University Center Transformation Project Amended Site and Scope
 - LIII. August 2011 - Consideration and Approval from UH Board of Regents Committee(s) for FY2013 University Center Fee Increase
 - LIV. August 2011 - Consideration and Approval from UH Board of Regents for FY2013 University Center Fee Increase
 - LV. Summer/Fall 2011 - Program Confirmation and Concept Design for UC Transformation
 - LVI. Summer/Fall 2011 - Design Documents for UC Transformation
 - LVII. Fall 2011 - Consideration and Approval from the Texas Higher Education Coordinating Board (THECB)
 - LVIII. *June 2012-November 2013 – Construction—Phase 1*
 - LIX. *February 2013 – Cornerstone Dedication, North Addition*
 - LX. *April 2013 – Topping Ceremony, North Addition*
 - LXI. *December 2013 - Substantial Completion – Phase 1***
 - LXII. **February 2014 - Grand Opening – UC Transformation Project—Phase 1****
 - LXIII. *January 2014-December 2014 – Construction—Phase 2***
 - LXIV. **February 2015 - Grand Opening – The NEW University Center Complex****

***These dates are based on an aggressive design and construction schedule. They are tentative.*