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# UC Complex and UC Satellite

## Master Plan of Renovations 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 approximately 36,000. 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 will struggle to meet future demands. Already, the programs and departments within these facilities are 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 rationale 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.

## **UC Complex and UC Satellite Master Plan of Renovations 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

## 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.

### Quality of Student Life

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 Project Idea 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.

## **UC Complex and UC Satellite Master Plan of Renovations Project 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. 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**

### **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.

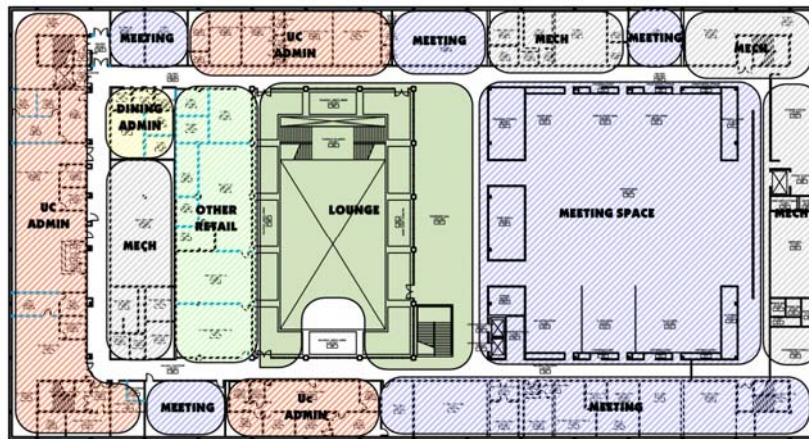
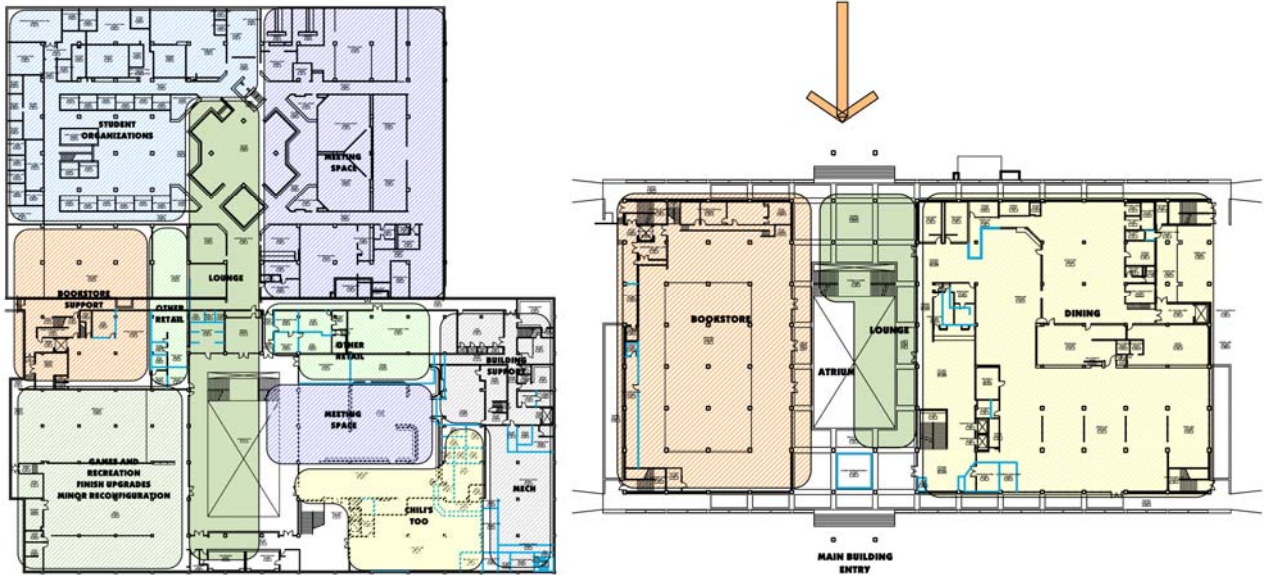
One of the more substantial modifications is the transformation of the Arbor into an enclosed atrium lounge space, creating a pleasant gathering area year-round.

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**

### **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.

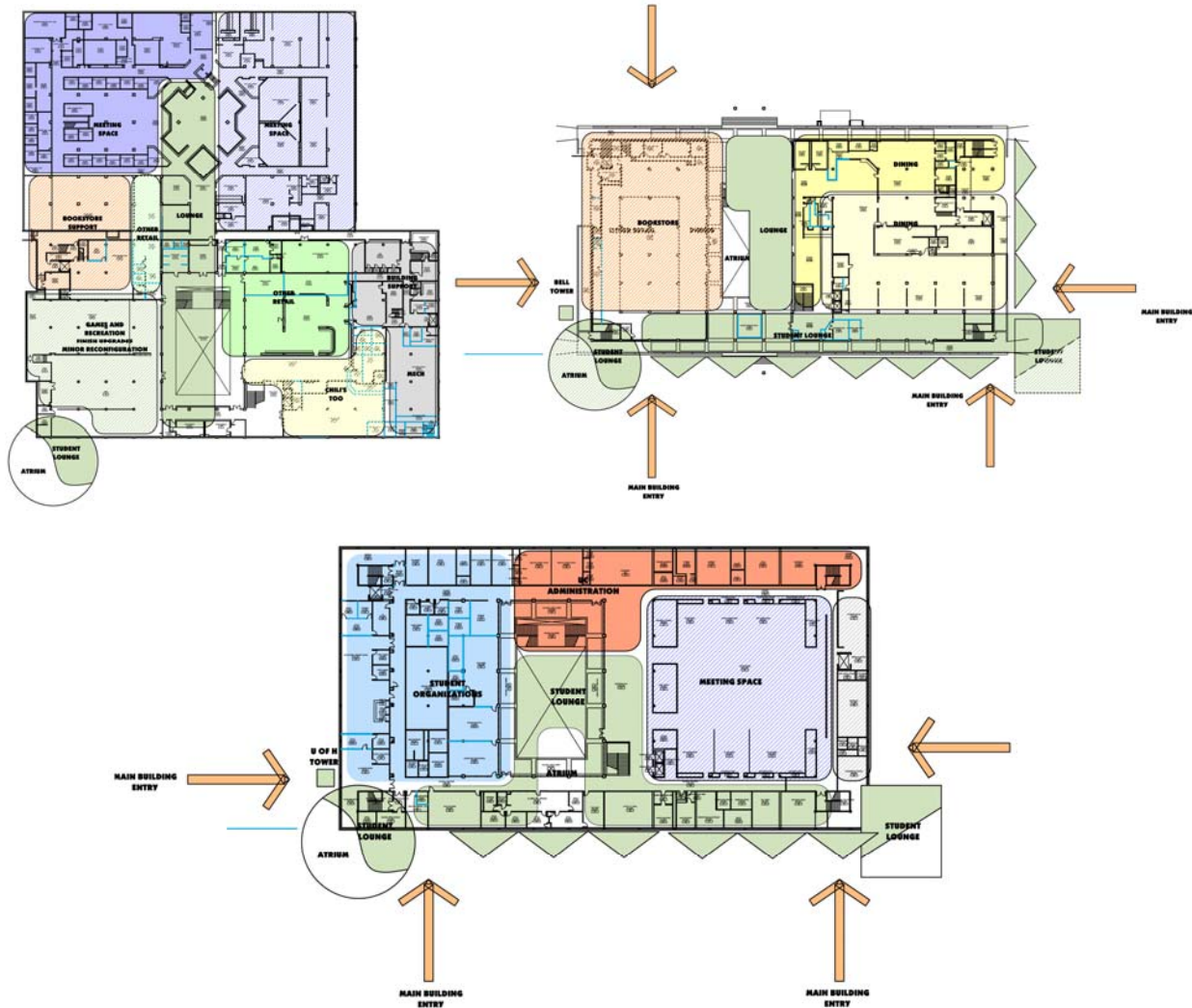
In the UC Underground, the World Affairs Lounge is renovated and linked to the Arbor lounge. The area formerly occupied by student organization offices in the Underground is transformed into a new complex of meeting rooms and a new Cougar Den, which together with those currently located in the Underground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

#### 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.

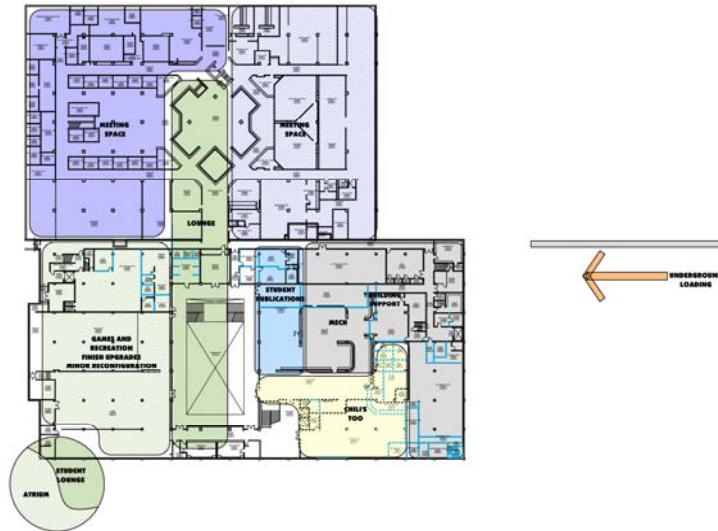
In addition, the Bookstore is greatly expanded, with a dedicated entrance at the southeast corner of the UC, across from the Welcome Center and Parking Garage. This location is one of the most highly visible as visitors enter campus. The Bookstore is on Level 1, with underground loading available. In 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.

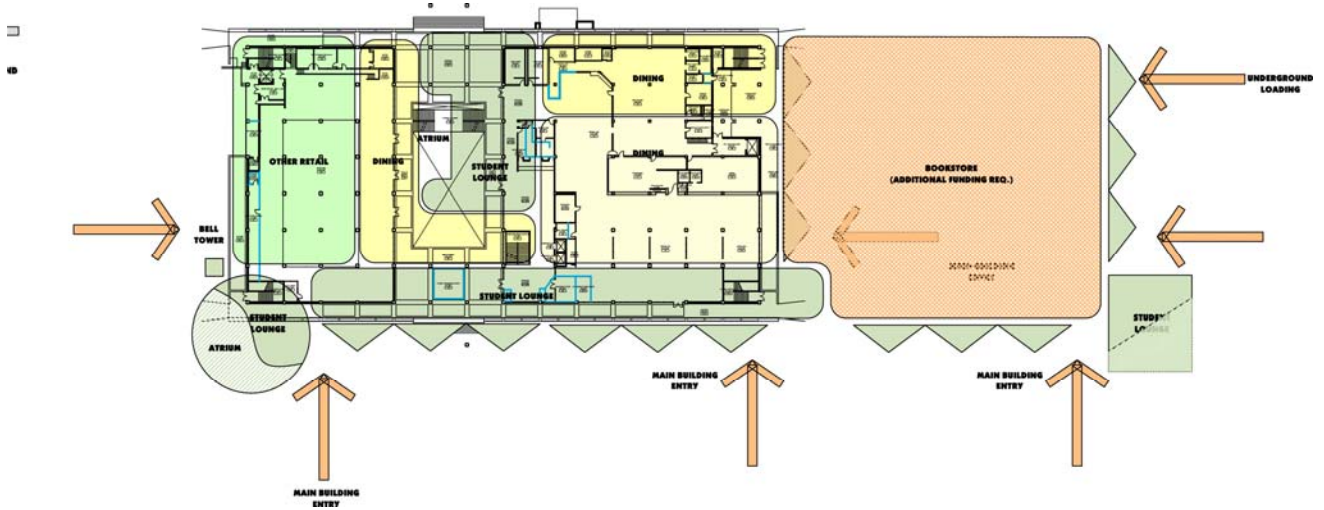


### Limitations

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.



**OPTION 3 - FLOOR 0**  
SCALE 1"=80'





**OPTION 3 - FLOOR 2**  
**SCALE 1"=80'**

**UC Complex and UC Satellite**  
**Master Plan of Renovations Project Implementation**

**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 current economic conditions, pricing in the Houston marketplace and the high cost of oil, the construction escalation for this project ranges from 12% to 15% per annum until the start of construction.

Escalation increases for the project are accounted for in two places in the cost model. The first accounting of escalation is identified as a total cost increase to the project from Fall 2008 to the start of the construction in 2011. This cost model assumes construction beginning 2011 on the initial phase. Should that timeline not be achieved, the cost model also includes a monthly escalation factor for the project should a delay occur. The impact of the delay can be calculated as the number of months construction begins after Fall 2008 multiplied by the escalation under cost factor located at the bottom of the page.

Begin Construction Dec 2011	OPTION 1			OPTION 2			OPTION 3		
	Unit	Unit Cost	Subtotal	Unit	Unit Cost	Subtotal	Unit	Unit Cost	Subtotal
<b>CONSTRUCTION COSTS</b>									
<b>Site Improvements &amp; Demolition</b>									
A. Site Preparation		\$ 4.50	\$ -	20,000	\$ 4.50	\$ 90,000	35,000	\$ 4.50	\$ 157,500
B. Hazardous Materials			Inc Below			Inc Below			Inc Below
C. Select Demolition	244,150	\$ 2	\$ 488,300	109,868	\$ 5.25	\$ 576,804	170,905	\$ 5.25	\$ 897,251
D. Demolition of UC Building and UG HVAC	244,150	\$ 2.50	\$ 610,375	244,150	\$ 2.50	\$ 610,375	244,150	\$ 2.50	\$ 610,375
<b>Subtotal</b>			\$ 1,098,675			\$ 1,277,179			\$ 1,665,126
<b>Building Construction in 2008 Dollars</b>									
A. Renovation of UC	188,804	\$ 45.00	\$ 8,496,180	84,962	\$ 234.75	\$ 19,944,783	84,962	\$ 234.75	\$ 19,944,783
B. Renovation UC Underground (below grade)	55,300	\$ 45.00	\$ 2,488,500	24,885	\$ 169.75	\$ 4,224,229	24,885	\$ 169.75	\$ 4,224,229
C. UC Satellite Upgrades access	40,837	\$ 25.00	\$ 1,020,925	40,837	\$ 25.00	\$ 1,020,925	40,837	\$ 25.00	\$ 1,020,925
D. Mechanical & Finish Upgrades	244,104	\$ 78.50	\$ 19,162,164	134,303	\$ 130.00	\$ 17,459,416	134,303	\$ 130.00	\$ 17,459,416
F. New Construction	3,500	\$ 442.00	\$ 1,547,000	-	\$ 285.75	\$ -	25,844	\$ 345.00	\$ 8,916,281
<b>Subtotal</b>	244,104		\$ 32,714,769	244,150		\$ 42,649,352	269,994		\$ 51,565,633
<b>Site work</b>									
A. Landscape and Hardscape	30,000	\$25.00	\$ 750,000	30,000	\$15.00	\$ 450,000	30,000	\$15.00	\$ 450,000
B. Lighting and Site Signage		LS			LS			LS	
C. Utilities and Infrastructure			Inc			Inc			Inc
D. Site Mechanical / Electrical			Inc			Inc			Inc
<b>Subtotal</b>			\$ 750,000			\$ 450,000			\$ 450,000
<b>Subtotal Construction</b>			\$ 34,563,444	244,150	\$ 181.76	\$ 44,376,532	269,994	\$ 198.82	\$ 53,680,759
A. General Conditions, Overhead and Profit		13.2%	\$ 4,562,375		13.2%	\$ 5,857,702		13.2%	\$ 7,085,860
B. Escalation to Start FY 09	1.0	15.0%	\$ 5,868,873	1.0	15.0%	\$ 7,535,135	1.0	15.0%	\$ 9,114,993
C. Escalation to Start FY 10	1.0	12.0%	\$ 5,399,363	1.0	12.0%	\$ 6,932,324	1.0	12.0%	\$ 8,385,794
D. Escalation to Start FY 11	1.0	12.0%	\$ 6,047,287	1.0	12.0%	\$ 7,764,203	1.0	12.0%	\$ 9,392,089
E. Phasing Premium		0.0%	\$ -			\$ -			\$ -
F. Phase 1 - 14 months (2011 - 2012)			\$ 125,000			\$ 225,000			\$ 300,000
G. Phase 2 - 14 months (2012-2013 )			\$ 125,000			\$ 225,000			\$ 225,000
H. Phase 3 - 12 months (2014-2015)			\$ 100,000			\$ 200,000			\$ 200,000
I. Liquidated Damage Penalty Fee			Not Included			Not Included			Not Included
J. Program and Architecture Contingency		5%	\$ 1,956,291		5%	\$ 2,511,712		5%	\$ 3,038,331
K. Builder & Owner's Reserve Const. @ 5% Each		10%	\$ 3,912,582		10%	\$ 5,023,423		10%	\$ 6,076,662
<b>Total Construction Cost</b>	244,104	\$ 257	\$ 62,660,214	244,150	\$ 330	\$ 80,651,031	269,994	\$ 361	\$ 97,499,488

Begin Construction Dec 2011

	OPTION 1			OPTION 2			OPTION 3		
	Unit	Unit Cost	Subtotal	Unit	Unit Cost	Subtotal	Unit	Unit Cost	Subtotal
<b>OTHER PROJECT COSTS</b>									
<b>FF &amp; E in FY 08 Dollars</b>									
A. Furniture - (NSF) New and Existing	188,996	\$ 21	\$ 3,968,916	170,905	\$ 21	\$ 3,589,005	188,996	\$ 21	\$ 3,968,916
B. Fixtures and Equipment	188,996	\$ 5.00	\$ 944,980	170,905	\$ 5.00	\$ 854,525	188,996	\$ 5.00	\$ 944,980
C. Retail Fixtures	-	\$ 20.00	\$ -	-	\$ 20.00	\$ -	-	\$ 20.00	\$ -
D. Moveable Equipment Food Svc			\$ 250,000			\$ 250,000			\$ 250,000
E. FFE Design, Bid & Oversight		10%	\$ 491,390		10%	\$ 444,353		10%	\$ 491,390
F. Escalation (FFE) - 4 years to Bid		24%	\$ 1,357,269		24%	\$ 1,233,092		24%	\$ 1,357,269
<b>Subtotal</b>			<b>\$ 7,012,554</b>			<b>\$ 6,370,975</b>			<b>\$ 7,012,554</b>
<b>Professional Fees Subtotal</b>			<b>7,719,915</b>			<b>9,210,962</b>			<b>11,047,444</b>
<b>Misc. Costs</b>									
A. A. % for the Arts		1.00%	\$ 626,602		1.00%	\$ 806,510		1.00%	\$ 974,995
B. U of H Project Management Fee		3%	\$ 1,879,806		3%	\$ 2,419,531		3%	\$ 2,924,985
C. Printing Photo Costs		0.25%	\$ 156,651		0.25%	\$ 201,628		0.25%	\$ 243,749
D. D. Maintenance Endowment			TBD			TBD			TBD
E. Building Activation									
F. Data & Cabling Costs									
G. G. Security Equipment									
H. EOHA (Environmental + Health Safety)									
I. Moving Expenses			\$ 125,000			\$ 125,000			\$ 125,000
J. Review Fees			\$ 30,000			\$ 30,000			\$ 30,000
K. Permit Fees			\$ -			\$ -			\$ -
L. Fire Marshall Fees			\$ -			\$ -			\$ -
M. Surveys and Testing			\$ 35,000			\$ 35,000			\$ 35,000
N. Houston Sewer and Storm Water Tap Fees			Not Included			Not Included			Not Included
O. Road Utility Permit Fees			Not Included			Not Included			Not Included
P. Haz Mat Abatement (Per Quote esc fy 2011)			\$ 146,576			\$ 146,576			\$ 146,576
<b>Subtotal Misc. Costs</b>			<b>\$ 2,999,635</b>			<b>\$ 3,764,244</b>			<b>\$ 4,480,304</b>
<b>Subtotal Other Project Costs (Soft)</b>			<b>\$ 17,732,104</b>			<b>\$ 19,346,182</b>			<b>\$ 22,540,302</b>
<b>Subtotal Funds Required for Project</b>			<b>\$ 80,392,317</b>			<b>\$ 99,997,213</b>			<b>\$ 120,039,790</b>
<b>TOTAL PROJECT COST IN 2011 Dollars</b>		<b>\$ 329.34</b>	<b>\$ 80,392,317</b>		<b>\$ 409.57</b>	<b>\$ 99,997,213</b>		<b>\$ 444.60</b>	<b>\$ 120,039,790</b>
<b>Exclusions:</b>									
Escalation / Month after 2011 Start @ .67% per Mo.			\$ 334,971			\$ 416,658			\$ 500,170

## 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/uc201](http://www.uh.edu/uc201) under the "Master Plan" left navigation tab.

## **Financial Assumptions**

### **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 financial model uses a phased implementation of the fee, as shown in Table 1, 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.

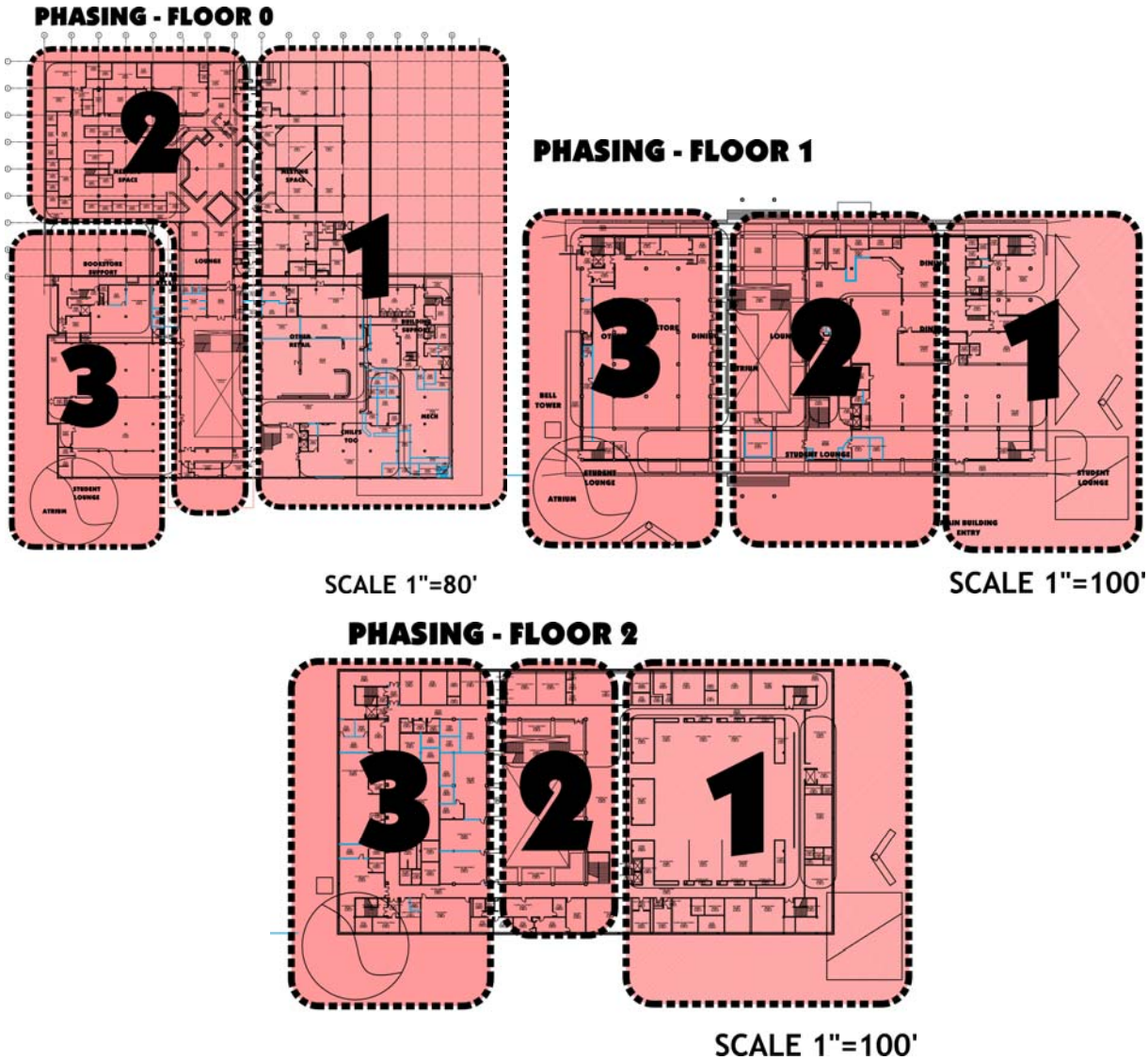
The phasing strategies for all three scenarios are similar, based on the requirements described above. For simplicity of this report the phasing described below illustrates Scenario 2, however, the delineations indicating phase transitions are applicable to all scenarios.

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.

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.





## Proposed Project Schedule

Once adequate funding is secured by the University the design of the project will be able to commence following the hiring of a professional design team. While the sequencing of the project will ultimately dictate the overall schedule, a preliminary timeline has been provided to estimate the total project duration.

### Part 1 - Design Phase

Program Confirmation and Phasing Review, and Concept Design.....	4 months
Schematic Design.....	3 months
Design Development.....	4 months
Construction Documents.....	6 months

\*.....The schedule is based on owner review of the documents at the completion of each phase and at 60% construction documents. The owner review period is estimated at 14 days.

### Part 2 - Bidding

Bid, Bid Review and Award.....	2 months
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### Part 3 - Construction (Phased)

Phase 1.....	14 – 20 months
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(depending on whether new construction and/or renovation in phase 1) \*

Phase 2 .....	10-12 months *
Phase 3 .....	10-12 months *
Phase 4 .....	9 months *

\*.....Duration assumes User's move occurs following Substantial Completion of each phase. The schedule does not account for the removal of hazardous materials from the building. If hazardous materials beyond those indicated by UH Facilities Planning and Construction are present the schedule would be adjusted accordingly.

Project Closeout & Final Building Commissioning..... 90 days

## UC 2010 Initiative

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 4<sup>th</sup> and April 6<sup>th</sup>, 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.

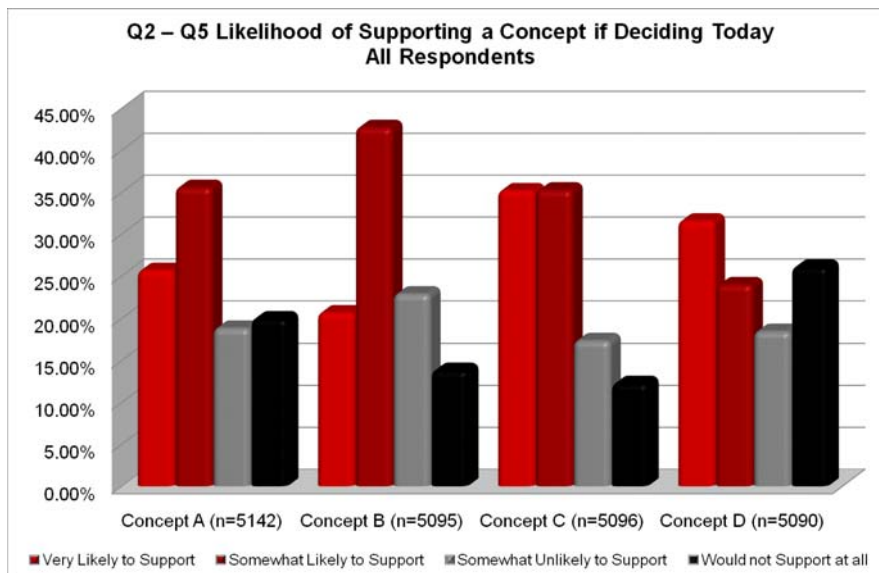
Attendees to the first several meetings through August and September included, in addition to the students mentioned above, Keith T. Kowalka, Executive Director of the University Center and Associated Facilities; Dr. William Munson, AVC/AVP for Student Development and Dean of Students; and Dr. Elwyn 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.

The survey was sent out to the student body on Thursday, October 16<sup>th</sup> and closed on Friday, October 24<sup>th</sup>. 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.

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> <p>Updated climate control, electrical, plumbing, life safety systems and accessibility ONLY to improve comfort and to comply with existing codes.</p> <p>No interior or exterior space or appearance modifications.</p> <p>Incorporate sustainable design principles wherever possible.</p> <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 &amp; construction timeframe.</p>	<p>The key components to an improved University Center in Concept B could include the following:</p> <p>Updated interior areas with new paint, flooring &amp; furnishings. No relocation or reconfiguration of spaces or areas.</p> <p>Updated climate control, electrical, plumbing, life safety systems &amp; accessibility ONLY to improve comfort and to comply with existing codes.</p> <p>Incorporate sustainable design principles wherever possible.</p> <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 &amp; construction timeframe.</p>	<p>The key components to an improved University Center in Concept C could include the following:</p> <p>Enclosed Arbor improving circulation and efficiently increasing interior activity space.</p> <p>Significant relocation &amp; reconfiguration of services &amp; spaces to improve visibility, access &amp; convenience.</p> <p>Expanded food service options and modernized service features.</p> <p>Enhanced and expanded lounge space located throughout the building.</p> <p>Larger, more visible &amp; functional student organization space.</p> <p>All building systems updated &amp; accessibility enhanced.</p> <p>New outdoor gathering space for socializing as well as events, programs and activities.</p> <p>More efficient and significant application of sustainable design principles.</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> <p>Contemporary food, lounge, student organization &amp; retail areas organized in more functional configurations.</p> <p>New programming / activity spaces developed specifically for 21<sup>st</sup> century campus life.</p> <p>Much more efficient space usage &amp; the opportunity to develop a sustainably designed UC with lower long-term environmental impact.</p> <p>More transparent, visible connections between indoor and outdoor spaces.</p> <p>Outdoor gathering spaces designed for events and programs.</p> <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 &amp; construction timeframe.</p>																																																																																	
<p><b>CONCEPT A – FEE IMPLICATIONS</b></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><b>CONCEPT A – Total UC Fee Per Semester at opening \$87</b></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><b>CONCEPT B – FEE IMPLICATIONS</b></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><b>CONCEPT B – Total UC Fee Per Semester at opening \$130</b></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><b>CONCEPT C – FEE IMPLICATIONS</b></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><b>CONCEPT C – Total UC Fee Per Semester at opening \$160</b></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><b>CONCEPT D – FEE IMPLICATIONS</b></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><b>CONCEPT D – Total UC Fee Per Semester at opening \$205</b></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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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 15<sup>th</sup> 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 18<sup>th</sup> and 19<sup>th</sup>). 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 18<sup>th</sup> and Wednesday, November 19<sup>th</sup>. 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 20<sup>th</sup>, 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.

## 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 (FI)	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%

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’.”

With a historic level of student support for the referendum, the road toward a transformed building certainly seems less daunting. Moving forward, approvals need to be secured from the Board of Regents, Texas State Legislature and the Texas Coordinating Board of Higher Education, but with the strong support of the student body and active campaigning from student leaders around campus, both of today and of tomorrow, a new UC is not only an attainable goal—it’s a mandate.

# University Center Transformation Project

With the completion of the University Center Master Plan Project, the support of the Student Government Association, and the success of the UC Student Referendum coordinated by the UC 2010 Initiative Committee, the next step is to continue to work with the UC 2010 Initiative Committee and the UH Administration to obtain additional approvals for the Transformation of the University Center. If successful, the future UC 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 Project Schedule

<b>Aug./Sept., 2008</b>	<b>Completed the UC Complex and UC Satellite Master Plan</b>
<b>September 2008</b>	<b>Completed the Fee Tolerance Survey Based on Concept Models</b>
<b>Nov. 18-19, 2008</b>	<b>Completed the Successful Student Referendum in Support of the UC Transformation Project and an Increase in the UC Fee</b>
February 2009	Presentation to the UH Board of Regents
Feb./Mar./April 2009	Testimony to the Texas Legislature (Bill to Increase UC Fee)
June 2009	Consideration and Approval from UH Board of Regents
	Consideration and Approval from the Texas Coordinating Board of Higher Education
Fall 2009	Advertise for Professional Design Team
January 2010	Select Professional Architecture and Design Team
Mar. 2010–June 2010	Program Confirmation and Concept Design
Mar. 2010	Advertise for Construction Team
June 2010	Select Construction Team
July 2010–Feb. 2011	Design Documents
	Consideration and Approval from UH Board of Regents
May 2011	Phase 1 Construction – 12 months
May 2012	Phase 2 Construction – 12 months
May 2013	Phase 3 Construction – 10 months
March 2014	Substantial Completion



# Appendix

## Samples of Marketing Materials Used During the UC 2010 Student Referendum



# UC 2010 INITIATIVE

**BUILDING OUR  
FUTURE TOGETHER**

**COMING SOON...**

<http://www.uh.edu/uc2010>

Front



Back



Front



Back





**Find out about the UC 2010 INITIATIVE**

**UC 2010 INITIATIVE**  
**BUILDING OUR FUTURE TOGETHER**

**Tuesday, October 28**  
 8:00 p.m.-9:00 p.m. Meet the Architects Q&A  
 Campus Recreation and Wellness Center Rounds  
 8:00 p.m.-9:00 p.m. Meet the Architects Q&A  
 UC South Table #7

**Wednesday, October 29**  
 8:00 a.m.-9:15 a.m. Meet the Architects Q&A  
 UC North Table #7  
 8:00 a.m.-9:15 a.m. Meet the Architects Q&A  
 UC South Table #7  
 11:00 a.m.-12:30 p.m. Meet the Architects Q&A  
 UC North Table #7

**Hear From the Architects!**

**Tuesday, October 28**  
 8:00 p.m.-9:00 p.m. UC 2010 Initiative Meet the Architects Presentation and Q&A  
 Co-chaired by the Student Center Association (SCA) and Architects for a Newer UH  
 #ReadyToVote #VoteForUC2010

**Wednesday, October 29**  
 1:00 p.m.-3:00 p.m. UC 2010 Initiative Meet the Architects Presentation and Q&A  
 Co-chaired by the Student Center Association (SCA) and Architects for a Newer UH  
 #ReadyToVote #VoteForUC2010

- Enhanced dining options and service flow
- More spacious study areas and mixing lounges
- Access to improved technology
- Natural light and open environment
- Programming and social space
- More synergistic student organization center
- Centralized retail services
- Outdoor seating
- Sustainable design principles

**The Future of the University Center Starts Today**

**UC 2010 INITIATIVE**  
**BUILDING OUR FUTURE TOGETHER**

**VOTE**

**NOVEMBER 18-19**

[www.uh.edu/uc2010](http://www.uh.edu/uc2010)

**UC 2010 INITIATIVE**

**VOTE FOR:**

- Enhanced dining options with shorter, faster and more efficient lines
- New study areas and relaxing lounges
- Safe and secure 24-hour zones
- Centralized conference center
- New student organization center – the new home of student involvement at UH
- One-stop-shop retail corridor
- Enhanced shaded outdoor lounge spaces
- New outdoor amphitheatre
- Improved natural light and a new building skin
- The most updated technology
- A more eco-friendly University Center
- A point of pride for the Cougar Nation

[www.uh.edu/uc2010](http://www.uh.edu/uc2010)

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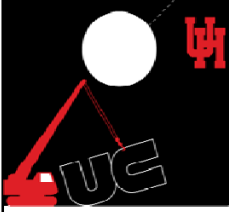
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**UC 2010 INITIATIVE**

**BUILDING OUR  
FUTURE TOGETHER**

- Enhanced dining options with shorter, faster and more efficient lines
- New study areas and relaxing lounges
- Safe and secure 24-hour zones
- Centralized conference center (located in the UC underground)
- New student organization center – the new home of student involvement at UB
- One-stop-shop retail corridor
- Enhanced shaded outdoor lounge spaces
- New outdoor amphitheatre
- Improved natural light and a more building atria
- The most updated technology
- A more green university center
- A point of pride for the College Nation

**VOTE**   
**NOVEMBER 18-19**  
[www.uh.edu/uc2010](http://www.uh.edu/uc2010)

**BUILDING OUR  
FUTURE TOGETHER**

**UC 2010 INITIATIVE**



**VOTE**   
**NOVEMBER 18-19**

[www.uh.edu/uc2010](http://www.uh.edu/uc2010)

**UC 2010 INITIATIVE**



**VOTE**   
**NOVEMBER 18-19**

**BUILDING OUR  
FUTURE TOGETHER**

[www.uh.edu/uc2010](http://www.uh.edu/uc2010)





# UC 2010 INITIATIVE

**BUILDING OUR  
FUTURE TOGETHER**

<http://www.uh.edu/uc2010>

## VOTE NOVEMBER 18-19

### BUILDING OUR FUTURE TOGETHER

VOTE

### NOVEMBER 18-19

- *Enhanced dining options with shorter, faster and more efficient lines*
- *New study areas and relaxing lounges*
- *Safe and secure 24-hour zones*
- *Centralized conference center*
- *New student organization center – the new home of student involvement at UH*
- *One-stop-shop retail corridor*
- *Enhanced shaded outdoor lounge spaces*
- *New outdoor amphitheatre*
- *Improved natural light and a new building skin*
- *The most updated technology*
- *A more eco-friendly University Center*
- *A point of pride for the Cougar Nation*



#### When to Vote

8:00 a.m. to 7:00 p.m.

Tuesday, November 18 and Wednesday, November 19

#### Where to Vote

Campus Recreation and Wellness Center – UH Wellness

Cougar Place – Adjacent to the Main Office

MD Anderson Library – 24-hour Lounge

Melcher/Business – First Floor Lounge

Moody Towers – Adjacent to the Main Office / Commons

PGH – South Hall Lobby

Oberholzer Hall – Adjacent to the Front Desk

Science and Engineering Research Complex (SERC) – Entrance Lobby

University Center – South Entrance (ATM side)

University Center Satellite – Adjacent to Games Room and C-Store

# www.uh.edu/uc2010





# UC 2010 INITIATIVE

**BUILDING OUR FUTURE TOGETHER**

<http://www.uh.edu/uc2010>

**Thank you for voting!**

**Referendum Voting Info**

Our Fellow Cougars:

As you know, the two-day voting process in the UC Student Referendum took place on Tuesday, November 18 and Wednesday, November 19. We are excited to share the results with the entire UH community:

**UC 2010 Overview**

**Mission**

**In the News**

**FAQs**

**University Center Student Referendum**

The proposed Transformation of the University Center will include the components set forth above (chart at voting site) 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).

3,204 Votes (77%)	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.
957 Votes (23%)	No, I do not support the gradual increase to the UC Fee.

**Referendum Information**

For your reference, a complete summary of the UC Student Referendum voting information is available in a pdf format [here](#).

**Referendum Text**

The successful UC Student Referendum was the first step in ensuring the UH community a Transformed University (Student) Center in the near future. Here is the Project Schedule moving forward: [University Center Transformation Project Schedule](#)

**History of the UC**

Aug./Sept., 2008  
September 2008  
Oct./Nov. 2008

Completed University Center and UC Satellite Master Plan  
Completed Fee Tolerance Survey Based on Concept Models  
Completed Campus Consensus Building for Project  
Completed a Overwhelmingly Successful Student Referendum for UC Transformation Project

**UC Renderings**

Nov. 18-19, 2008

Presentation to the UH Board of Regents

**Proposed UC Floor Plans**

February 2009  
Feb./Mar./April 2009

Testimony to the Texas Legislature (for a Bill to Increase UC Fee)

**Cost Model**

June 2009

Consideration and Approval from UH Board of Regents  
Consideration and Approval from the Texas Coordinating Board of Higher Education

**Presentations**

Fall 2009  
January 2010  
Mar. 2010– June 2010  
Mar. 2010  
June 2010

Advertise for Professional Design Team  
Select Professional Architecture and Design Team  
Program Confirmation and Concept Design  
Advertise for Construction Team  
Select Construction Team

**UC Concept Survey**

July 2010– Feb. 2011

Design Documents  
Consideration and Approval from UH Board of Regents

**UC Fee Benchmarks**

May 2011  
May 2012  
May 2013  
March 2014

Phase 1 Construction – 12 months  
Phase 2 Construction – 12 months  
Phase 3 Construction – 10 months  
Substantial Completion

**Pictures of other UCs**

The UC 2010 Initiative Committee - a student-led group which is pursuing the mission of Transforming the University Center into a 21st century facility of first class quality: one worthy of the Pride of the Cougar Nation – wants to thank everyone for their support in the UC Student Referendum.

**Site Visit Information**

We will continue maintain our website for the UC 2010 Initiative (@ [www.uh.edu/uc2010](http://www.uh.edu/uc2010)) to provide updates on the next several steps identified above. In addition, we will guarantee to maintain communication with all of you during every step of the process moving forward. In addition, over the next few weeks, we will ask students to sign-up to a UC 2010 Initiative listserv – to be able to share updates directly related to Transformation of the University Center Project as they arise.

**Master Plan Report**

**Ask the Co-Chairs**

Since 1967 when the University Center first opened to support the UH community with services, programs and facilities, it has been the home away from home for UH students. This is our University Center and we greatly appreciate you taking the time to participate in this important project that will provide a University Center that will grow to meet the needs for all of us and future Cougars.

**UC 2010 Home**

With Cougar Pride,  
*Micah Kenfield and Nicole Sopko*  
Co-Chairs for the UC 2010 Initiative



UCAF HOME