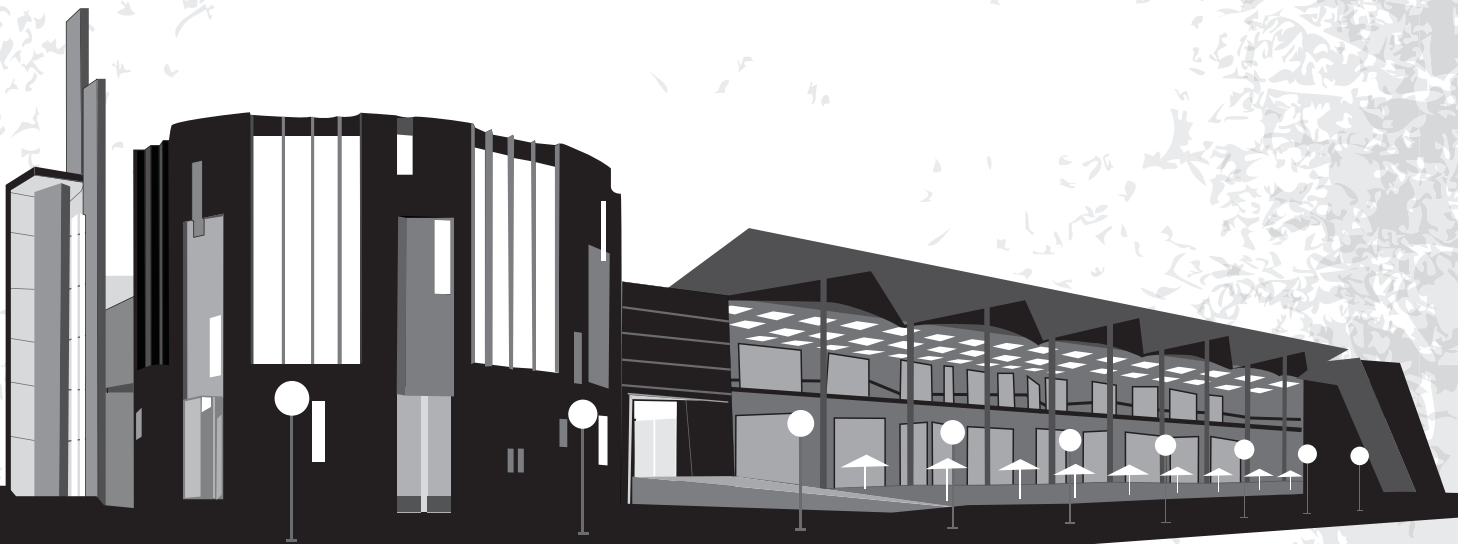


The New UC

University Center Transformation Project

UNIVERSITY of **HOUSTON**



2010 SFAC SPECIAL REPORT



UC Complex and UC Satellite Master Plan of Renovations Project Review

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, the University has prospered and grown to include more than 550 acres and a student population of approximately 37,000. 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 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.

FROM PROJECT CONCEPTION TO SFAC 2009

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. What follows is a brief summary of these efforts throughout 2008.

During the first half of 2008, consultants to the University Center worked with student leaders and the student body to determine key needs for the next iteration of the UC complex through focus groups,



An example of the engaging outdoor space at UC San Diego

interviews, and a campus-wide survey.

Consultants also investigated the mechanical, electrical, and plumbing (MEP) systems of the UC to identify weaknesses and areas that need repair. In April 2008 several student leaders conducted site visits of five University Centers/Student Unions to bring back ideas to the University of Houston for the Master Plan process. The five universities visited were Indiana University-Purdue University in Indianapolis (IUPUI), University of California: San Diego, San Diego State University, Texas Tech University, and the University of South Florida. Some of the unique design features that students latched on to included modern lounges, theatre space, a unified retail corridor, enhanced and upgraded dining, and a top-tier student involvement center.

In the wake of these visits, the student-led UC2010 Initiative was created, co-chaired by Micah Kenfield and Nicole Sopko. Throughout summer and fall of 2008, the UC2010 Initiative worked to identify a single option that the student body could rally behind for the University Center Transformation Project. The UC2010 Initiative also received SGA approval to hold a fee referendum, ensuring that the project could receive student fee support once a decision was made regarding its nature. A second survey sent out in October of 2008 solidified the student preference—the largest majority of students supported “Option C”, which would allow for a comprehensive transformation of the University Center including over 50% of the current spaces being demolished and moved to new parts of the building.

In this survey, students also indicated that they would be willing to support a fee increase of up to \$125 dollars (bringing the UC Fee to \$160) in order to finance this transformation, provided that it be phased in via multiple increments. With this information in hand, the University of Houston arranged for a University Center Student Fee Referendum to be held in November. The UC2010 Initiative spent the weeks leading up to the referendum educating students on the need for the University Center to be overhauled and the nature of the fee implications—especially that no fees would be increased in FY10, and that any potential fee increase would not reach its apex until significant transformation was underway.

On November 18th and 19th 2008, over 4200 students cast their votes in favor of or in opposition to the UC Fee increase. Ultimately, over 77% of the votes cast were in support of the University Center Transformation Project. Text of the referendum is provided under **Appendix A**. With campus-wide student support for the UC Fee locked in, the UC2010 Initiative began to seek approvals from project stakeholders across campus as well as legislative approval for an increase in the UC Fee ceiling from the Texas House of Representatives and the Texas Senate.

In February of 2009, the UC2010 Initiative presented the progress of the referendum to the Student Fees Advisory Committee, and the University Center Transformation Project received the endorsement of SFAC in their formal letter to Dr. Khator. This endorsement proved an excellent beginning to 2009, which would prove to be just as productive as the previous year in advancing the cause of a transformed University Center.



The University Center Transformation Project 2009 Progress

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

LEGISLATIVE PROGRESS IN AUSTIN

In early 2009, the UC2010 Initiative approached Dr. Elwyn C. Lee, Vice Chancellor/Vice President for Student Affairs, to secure a sponsor for a bill to raise the legislative cap on the UC Fee at UH. Dr. Lee secured a sponsor in the Texas House of Representatives, Representative Garnet Coleman, for legislation to increase the existing cap. House Bill 2961, authored by Representative Coleman, would modify the existing statute to increase the UC Fee Ceiling to a maximum of \$150. Under this legislation, the UC fee would remain at \$35 until the support of either the majority of a student referendum or the majority of student government was secured. HB2961 was introduced to the Texas House on March 10th and was referred to the Higher Education committee on March 17th.

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



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

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

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

SUPPORT ACROSS CAMPUS

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

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

By September 2009 many student leaders had noticed confusion among students on campus. While “UC2010” was an appropriate moniker during the fee referendum, the label confused many students who thought that the University Center Transformation Project would be breaking ground in early 2010, if not sooner. Student leadership of the group suggested that the same committee be relaunched as “The New UC” to help students feel more closely connected to the future of the University Center Transformation Project.

As the culmination of the rebranding process and as part of the “Background Music” described above, several special presentations were delivered across campus to faculty, staff, and students. On October 1st, Mr. Dike and Ms. Sopko made a presentation to Staff Council to update them on the progress the UC Transformation Project had made. On October 21st, Ms. Sopko presented to Faculty Senate, where the UC Transformation Project secured the endorsement of Faculty Senate in an impromptu resolution. Lastly, the leadership of The New UC sponsored the official “Launch Party” for The New UC on November 2nd at 4:00 PM. Student leaders from across campus gathered for the official unveiling of the new brand concept, and were provided with signs emblazoned with “I Support The New UC” which were hung in their offices and carrels across campus.



THE ROAD TO FINAL APPROVAL

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

At the start of November, the leadership of The New UC met with Vice Chancellor/Vice President for Student Affairs Dr. Elwyn C. Lee and Vice Chancellor/Vice President for Administration and Finance Dr. Carl Carlucci to discuss the future of the University Center Transformation Project and move toward closure on the legal and political issues surrounding the project. A strong idea that surfaced at that meeting was the possibility of raising fees in two phases rather than four to capitalize on the current depressed market and give students “more for less.” The bookstore, ballroom and theatre addition, which had previously been discussed as a possibility only if large external donations or sponsorships were acquired, came back into discussion as a possibility. Not only would the expansion provide students with more meeting rooms and an updated, modern bookstore, but it would also greatly ease the process of phasing. Phasing is the moving of shops and services to temporary spaces while their permanent

locations are under construction, and the additional swing space afforded by the expansion would be invaluable in accelerating the transformation timetable.

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

Shortly before Thanksgiving, New UC leadership met with Donna Cornell regarding legal ramifications of the wording of HB2961 and the accompanying statute. Ms. Cornell stated that the current statute would likely not allow for the “pre-approval” of a phased-in fee, and each increment of the UC Fee increase toward the current cap would need to be approved separately by SGA and the Board of Regents for each increment. With this information in mind, New UC leadership pursued the two-phase two-increase model as what would in all likelihood be the most palatable and feasible option available at this juncture. For the cost models and fee implications of this model, please consult **Appendix D**.



Moving Forward with The New UC

With the possibility of additional revenue at a lower point for fees as well as much lower escalation figures than the original master plan budget options contained, the leadership of The New UC has a tentative project scope that keep student fees lower than the legislative cap and is able to provide the University community with even more than was thought possible during the 2008 UC Fee Referendum. What follows is a description of what the University Center Transformation Project aims to finalize as the transformed University Center in 2010 as well as the immediate next steps for The New UC.

THE TRANSFORMED UNIVERSITY CENTER

The *transformation* of the University Center will include drastic changes to both the interior and exterior of the building. On the exterior, the existing building will be re-clad with a generous amount of glazing to afford improved first-time views into and out of the building. The next exterior skin will also give the building a fresh, contemporary experience.



A vibrant new exterior for the UC, seen from the southwest

On the interior, the transformation is even more drastic. The University Center Arbor will be enclosed, which allows for a year-round lounge and programming space not affected by inclement weather that spans much of the first and second floors. The UC and UC Underground will be renovated with new finishes that reflect the spirit and culture of the University of Houston and new furniture that complements the updated finishes with a modern look and comfortable seating. The University Center will see enhanced and upgraded building system—mechanical, electrical, and plumbing—which ensure the building remains comfortable and safe for decades to come. And during the transformation the University Center will be brought into compliance with existing ADA codes to become even more accessible for the UH community.

In addition to the above changes, over half of the existing University Center will be gutted and rebuilt. This allowed for programmatic spaces within the building to be relocated, reconfigured, and expanded as desired to meet current and future needs. On the first floor, the kitchen will be fully renovated for better efficiency and use of space. Dining will spill out to the Arbor lounge where the new exterior façade will allow for enhanced natural light. A myriad of new lounge spaces will foster student actions from informal study groups to large, active planned events. Where the UH Bookstore is presently, a comprehensive retail corridor will bring all businesses throughout the University Center into a single “one-stop-shop”.



A new Student Involvement Center on the 2nd Floor of the New UC

On the second floor, inter-department office suites will be implemented to enhance efficiency. Student Organizations will move from the UC Underground to the west side of the second floor—a visible beacon accessible from the newly enclosed arbor. In addition to the arbor, additional lounge space will be interspersed throughout the second floor.

On the ground floor and in the UC Underground, the World Affairs Lounge will be renovated and joined to the new Arbor lounge. The UC Games Room will remain where it is currently with the possibility of an

expansion, and Student Publications will move next to the existing site of the Cougar Den, giving students easy access to their campus newspaper, The Daily Cougar. The area where student organizations used to be in the Underground will be transformed into a new complex of meeting rooms and a new Cougar Den. Together with the existing meeting rooms in the UC Underground, these new rooms will form an impressive conference center.

One of the most dramatic enhancements will be a new entry point for the Underground. A one-story structure will provide access to the underground while offering places to relax, have a cup of coffee, and gather inside and outside. Unlike the existing entry point to the UC Underground, the transparency of the new building's exterior activates the area around the UC like never before. Informal seating creates a tranquil, year-round oasis.

The final component of the University Center Transformation Project is selective expansion and new construction on the east side of the University Center. The bookstore will be moved from its existing location on the first floor of the University Center to the first floor of the expansion. The expanded bookstore will have a dedicated entrance on 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. On the second floor of the expansion, there will be a new ballroom and a small theater, providing multi-use space that enhances existing programmatic opportunities for student organizations and outside groups.

Please consult **Appendix E** for full floor plans for The New UC.

NEXT STEPS IN 2010

Moving forward, the UC Transformation Project is investigating the feasibility of the 2-phase model of financing and construction in depth. As soon as the current cost models have been fully confirmed, SGA will be asked to support the modified fee phase-in structure to accommodate the updated scope of the project. Should SGA approval be secured, the UH Facilities Committee as well as the Board of Regents would also need to approve of the project. If both of those bodies approve, the final approval would be the Texas Higher Education Coordinating Board.

After the necessary approvals process, the University Center would seek to break ground on the expansion that would contain the bookstore and additional meeting spaces by May of 2011. A tentative timetable for the UC Transformation Project is available under **Appendix F**.

IN CLOSING

The New UC is currently pursuing of alternative funding from Barnes and Noble in order to complete the bookstore addition scheduled to occur during Phase 1 of the UC Transformation Project. The University Center already intends to construct the "Vanilla Box" into which the bookstore could move. The only funding beyond student fees for this project being requested would come from Barnes and Noble and/or the Division of Administration and Finance for the fixtures, furnishing, and equipment for the store.

Given the nature of the student-centric University Center Complex, it seems appropriate that student fee dollars not be used excessively to support revenue generation for a for-profit operation. **The University Center Transformation Project, in addition to updating SFAC on progress to date, is requesting that SFAC strongly urge the University of Houston to support the UC Transformation Project in its revised scope, and *strongly* encourage UH to pursue contributions from the UH Bookstore, Barnes and Noble, and/or the Division of Administration and Finance to complete this portion of the University Center Transformation Project related to the Bookstore portion of the Addition.**

Appendix A

Full Text of the University Center Fee Referendum

The Transformation Project of the University Center will provide:

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

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

Sample Referendum E-Ballot

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

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

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

Appendix B

Original Text of Texas Education Code §54.526

§ 54.526. STUDENT FEES FOR UNIVERSITY CENTERS; THE UNIVERSITY OF HOUSTON.

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

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

Appendix C

Full Text of HB2961 and Updated Text of TEC §54.526

H.B. No. 2961

AN ACT

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

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

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

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

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

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

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

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

Chief Clerk of the House

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

Secretary of the Senate

AN ACT

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

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

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

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

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

majority vote of the students voting in an election called for that purpose or by a majority vote of the student government. Expenditures from "The University of Houston Center Fee Account" shall be made solely for the purposes set forth in this section, and in compliance with the budget approved by the board of regents.

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

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

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

David Newkurt
President of the Senate

Joe Strano
Speaker of the House

APPROVED: 6/19/2009

Date

Rick Perry
Governor

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Appendix D

Current Tentative Cost Models and Fee Implications

Full text of the cost models and fee implications follow on the next two pages. Below is a list of definitions and explanations of the terminology used throughout the cost models.

Site Improvements and Demolition

The cost covers the replacement for the area(s) surrounding the project which will be disturbed as a result of construction activities or staging of building materials including but not limited to the new exterior amenities.

Building Construction in 2008 Dollars

The project construction cost if the UC Transformation Project were to be bid in the calendar year indicated (2008). The main construction cost for the areas that would be physically moved within the UC [\$234.75/sq ft. for 84,962 (Item A) and \$169.75/sq. ft. for 24,885 (Item B)] are very consistent with other University Center/Student Union projects in the State of Texas. You can find comparable information at: <http://www.theccb.state.tx.us/>

Site Work

This is the cost for the development and improvement of the area(s) surrounding the University Center as a result of construction activities or staging of building materials.

General Conditions, Overhead and Profit

This includes the contractors bid, performance and material bonds, insurance, staff operating costs and the construction profit anticipated for the project. The 13.2% in the UC Transformation Project is fairly consistent with other like projects.

Escalation

Cost escalation is defined as changes in the cost or price of specific goods or services in a given economy over a period of time. Think of this as inflation in the industry.

Phasing Premium

The cost attributed to a project if after hours or special work is necessary as either a precautionary measure or an owner request as a result of increased labor and/or materials used when performing work.

Phasing

The cost attributed to a renovation (or in the case of the UC, a Transformation) project for temporary protection or systems which allows the construction work to be separated from owner controlled areas of a project.

Program and Architecture Contingency

Project Estimates are developed based on project parameters and major cost elements that become more defined over time. At the onset of a project where all parameters are not fully defined, a percentage of construction costs are established to be used for additional unanticipated project parameters.

Building and Owner Contingency

Construction contingency is a set percentage of the construction contract amount budgeted for unforeseen emergencies or design shortfalls identified *after* a construction project commences.

FF&E (Furniture, Fixtures and Equipment)

This includes the movable furniture, fixtures or other equipment that have no permanent connection to the structure of a building or utilities but are needed for the functioning of the building after it opens.

% for the Arts

One percent (1%) of the budget for funded construction projects be spent on artwork for University facilities. This cost at UH is fairly consistent/standard with what other universities do.

UH Project Management Fee

Three percent (3%) of the project cost is assessed by the UH Facilities Planning and Construction group to provide oversight and supervision of the capital project.

Review Fees

This cost is attributed to an independent agency review for the project documentation to ensure all codes are followed (life, safety, etc.).

Abatement Costs

This is a cost for an agency to remove and/or reduce an undesirable item. It includes, but is not limited to, asbestos and lead paint from a renovation project

DEBT CAPACITY WORKSHEET-ALTERNATE

5.25% debt service for first installment, 5.5% debt service for second, 1% annual enrollment increase

Fiscal Year	FY11	FY12	FY13
Enrollment for Summer	10100	10201	10303
Enrollment for Fall	37370	37473	38501
Enrollment for Spring	35501	35856	36576

Fiscal Year	FY11	FY12	FY13	TOTAL
Increase in UC Fee	\$ 50.00	\$ -	\$ 50.00	\$ 100.00
Total UC Fee Charged to Students	\$ 85.00	\$ 85.00	\$ 135.00	\$ 135.00
UC Income for Additional Debt	\$ 4,148,550.00	\$ -	\$ 4,269,000.00	\$ 8,417,550.00
Sustainable Debt Capacity	\$ 57,032,066.61	\$ -	\$ 57,264,078.51	\$ 114,296,145.12
	PHASE 1		PHASE 2	
Construction Costs for Transformation	\$ 25,888,848.98		\$ 66,680,807.11	\$ 92,569,656.09
Other Project Costs for Transformation	\$ 4,981,365.22		\$ 16,654,696.99	\$ 21,636,062.21
Total Cost for Transformation Project	\$ 30,870,214.20		\$ 83,335,504.09	\$ 114,205,718.30
Annual Payment	\$ (4,148,550.00)		\$ (4,165,426.70)	\$ (8,313,976.70)
Surplus Cash-On-Hand	\$ 26,161,852.41	\$ 26,161,852.41	\$ 90,426.82	





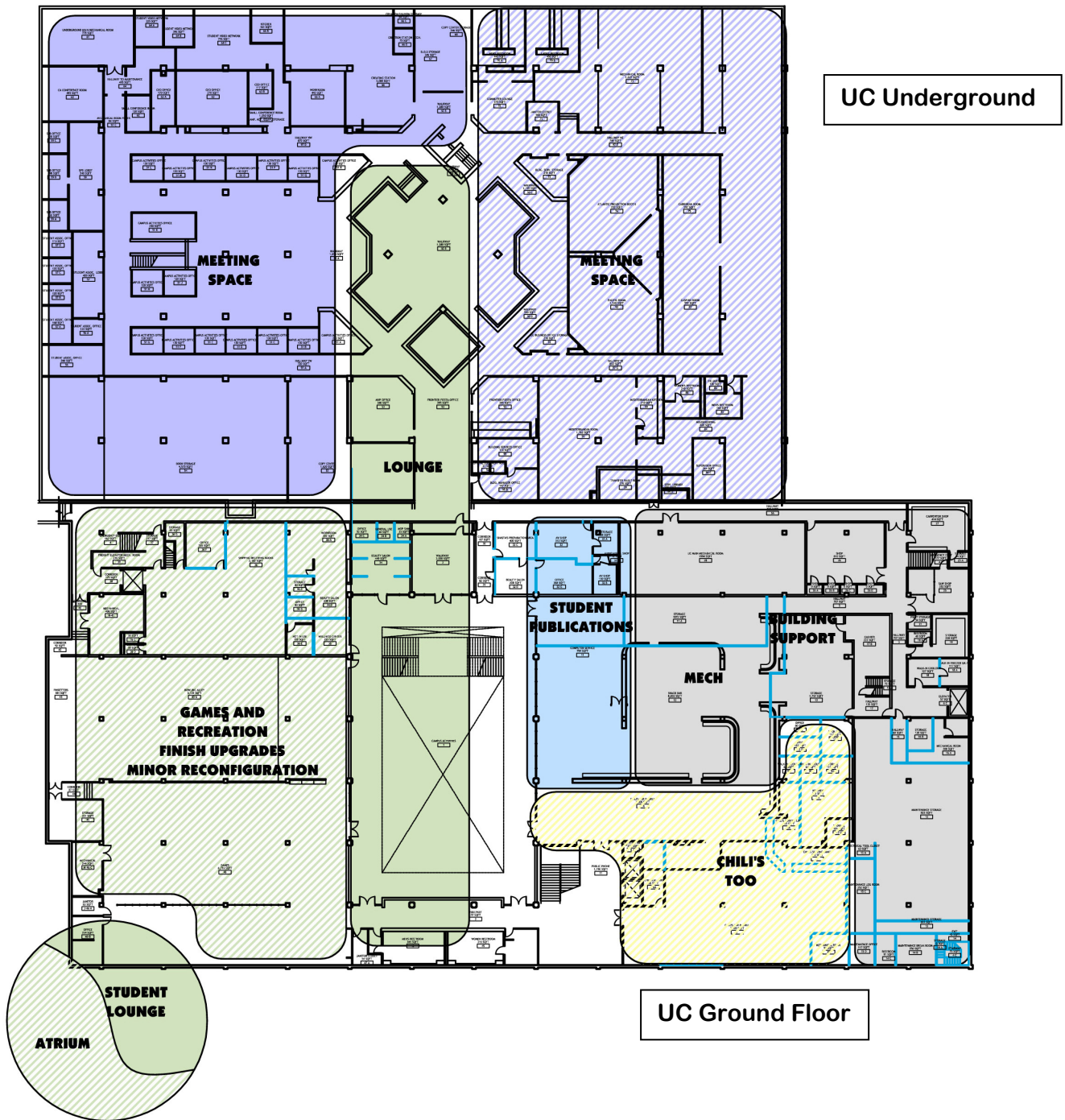
PHASE 1	Unit	Unit Cost	Subtotal
Site Improvement and Demolition			
Site Preparation	20000	\$ 4.50	\$ 90,000.00
Hazardous Materials			Inc. Below
Select Demolition	0	\$ 5.25	\$ -
Demo of UC/UG HVAC	0	\$ 2.50	\$ -
SUBTOTAL			\$ 90,000.00
Building Construction in 2008 Dollars			
Renovation of UC	0	\$ 234.75	\$ -
Renovation of UC UG	0	\$ 169.75	\$ -
UC Satellite Upgrades	40837	\$ 25.00	\$ 1,020,925.00
UC New Construction	25844	\$ 345.00	\$ 8,916,180.00
Bookstore Vanilla Box	46250	\$ 175.00	\$ 8,093,750.00
SUBTOTAL	112931		\$ 18,030,855.00
Site Work			
Landscape and Hardscape	30000	\$ 15.00	\$ 450,000.00
Subtotal			\$ 450,000.00
SUBTOTAL ALL CONSTRUCTION			\$ 18,570,855.00
Overhead and Profit			
Escalation to FY09		13.20%	\$ 2,451,352.86
Escalation to FY10		0.00%	\$ -
Escalation to FY11		3.00%	\$ 630,666.24
Escalation to FY12		5.00%	\$ 1,082,643.70
Escalation to FY13		N/A	
Phasing-Phase 1		N/A	
Phasing-Phase 2			\$ -
Program Contingency		5.00%	\$ 1,051,110.39
Builder/Owner Reserve		10.00%	\$ 2,102,220.79
SUBTOTAL			\$ 7,317,993.98
TOTAL CONSTRUCTION COSTS			\$ 25,888,848.98
Other Project Costs			
Furniture - (NSF)	20000	\$ 21.00	\$ 420,000.00
Fixtures/Equipment	20000	\$ 5.00	\$ 100,000.00
Moveable Fd. Sv. Equip.			\$ 250,000.00
FFE Design, Bid, Oversight		10.00%	\$ 52,000.00
Escalation (FFE)-2 Years		8.00%	\$ 65,760.00
SUBTOTAL			\$ 887,760.00
Professional Fees			
Architecture and Engineering		9.00%	\$ 2,329,996.41
Special Consultants		1.50%	\$ 388,332.73
Project Reimbursable Exp.			\$ 120,000.00
Professional Fees Subtotal			\$ 2,838,329.14
Misc. Costs			
% for the arts		1.00%	\$ 258,888.49
UH Project Management Fee		3.00%	\$ 776,665.47
Printing Photo Costs		0.25%	\$ 64,722.12
Moving Expenses			\$ 125,000.00
Review Fees			\$ 15,000.00
Surveys and Testing			\$ 15,000.00
HazMat Abatement			\$ -
SUBTOTAL MISC. COSTS			\$ 1,255,276.08
SUBTOTAL SOFT COSTS			\$ 4,981,365.22
SUBTOTAL CONST. COSTS			\$ 25,888,848.98
TOTAL PROJECT COST			\$ 30,870,214.20

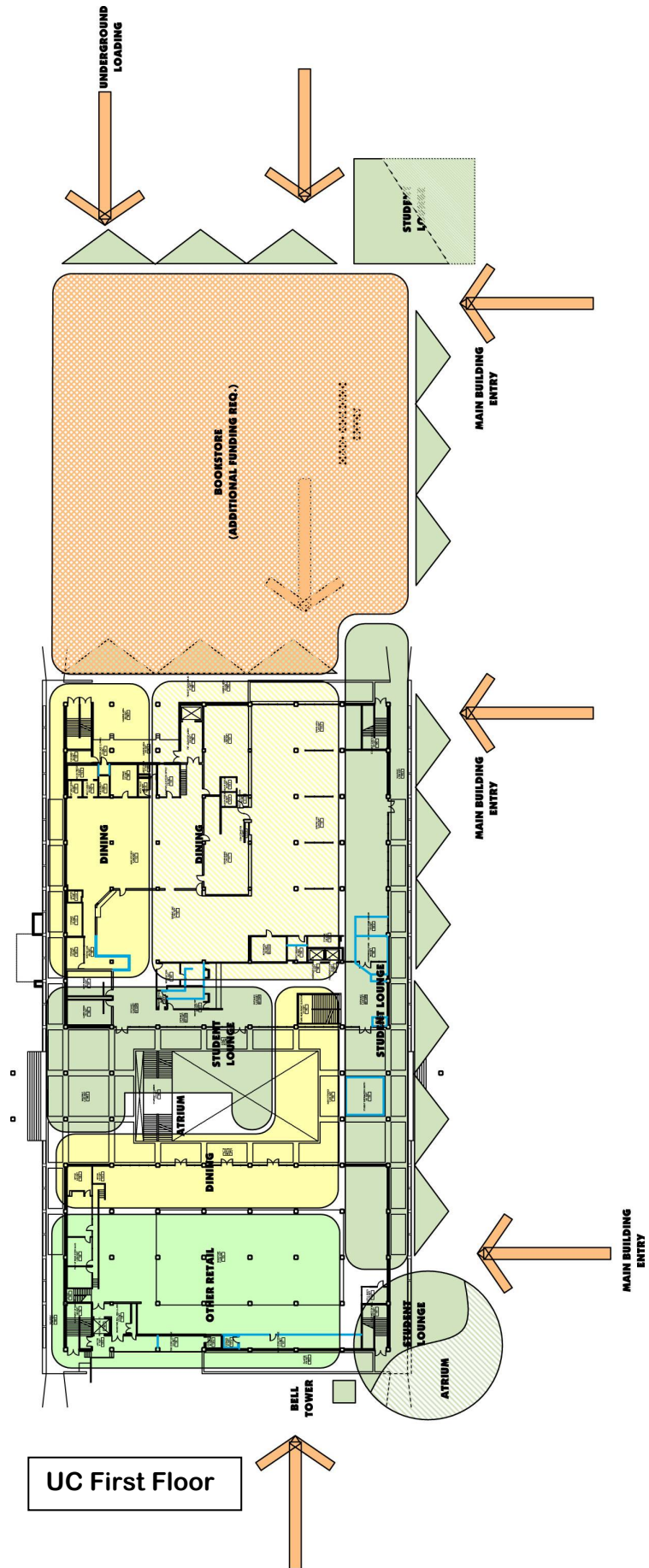


PHASE 2	Unit	Unit Cost	Subtotal
Site Improvement and Demolition			
Site Preparation	20000	\$ 4.50	\$ 90,000.00
Hazardous Materials			Inc. Below
Select Demolition	109868	\$ 5.25	\$ 576,807.00
Demo of UC/UG HVAC	244150	\$ 2.50	\$ 610,375.00
SUBTOTAL			\$ 1,277,182.00
Building Construction in 2008 Dollars			
Renovation of UC	84962	\$ 234.75	\$ 19,944,829.50
Renovation of UC UG	24885	\$ 169.75	\$ 4,224,228.75
UC Satellite Upgrades	0	\$ -	\$ -
Mech/Finish Upgrades	134303	\$ 130.00	\$ 17,459,390.00
New Construction*		\$ 285.75	\$ -
SUBTOTAL	244150		\$ 41,628,448.25
Site Work			
Landscape and Hardscape	30000	\$ 15.00	\$ 450,000.00
Subtotal			\$ 450,000.00
SUBTOTAL ALL CONSTRUCTION			\$ 43,355,630.25
Overhead and Profit			
		13.20%	\$ 5,722,943.19
Escalation to FY09		0.00%	\$ -
Escalation to FY10		3.00%	\$ 1,472,357.20
Escalation to FY11		5.00%	\$ 2,527,546.53
Escalation to FY12		5.00%	\$ 2,653,923.86
Escalation to FY13		5.00%	\$ 2,786,620.05
Phasing-Phase 1			\$ 400,000.00
Phasing-Phase 2			\$ 400,000.00
Program Contingency		5.00%	\$ 2,453,928.67
Builder/Owner Reserve		10.00%	\$ 4,907,857.34
SUBTOTAL			\$ 23,325,176.86
TOTAL CONSTRUCTION COSTS			\$ 66,680,807.11
Other Project Costs			
Furniture - (NSF)	170905	\$ 21.00	\$ 3,589,005.00
Fixtures/Equipment	170905	\$ 5.00	\$ 854,525.00
Moveable Fd. Sv. Equip.			\$ 250,000.00
FFE Design, Bid, Oversight		10.00%	\$ 444,353.00
Escalation (FFE)-5 Years		18.00%	\$ 924,818.94
SUBTOTAL			\$ 6,062,701.94
Professional Fees			
Architecture and Engineering		9.00%	\$ 6,001,272.64
Special Consultants		1.50%	\$ 1,000,212.11
Project Reimbursable Exp.			\$ 420,000.00
Professional Fees Subtotal			\$ 7,421,484.75
Misc. Costs			
% for the arts		1.00%	\$ 666,808.07
UH Project Management Fee		3.00%	\$ 2,000,424.21
Printing Photo Costs		0.25%	\$ 166,702.02
Moving Expenses			\$ 125,000.00
Review Fees			\$ 30,000.00
Surveys and Testing			\$ 35,000.00
HazMat Abatement			\$ 146,576.00
SUBTOTAL MISC. COSTS			\$ 3,170,510.30
SUBTOTAL SOFT COSTS			\$ 16,654,696.99
SUBTOTAL CONST. COSTS			\$ 66,680,807.11
TOTAL PROJECT COST			\$ 83,335,504.09

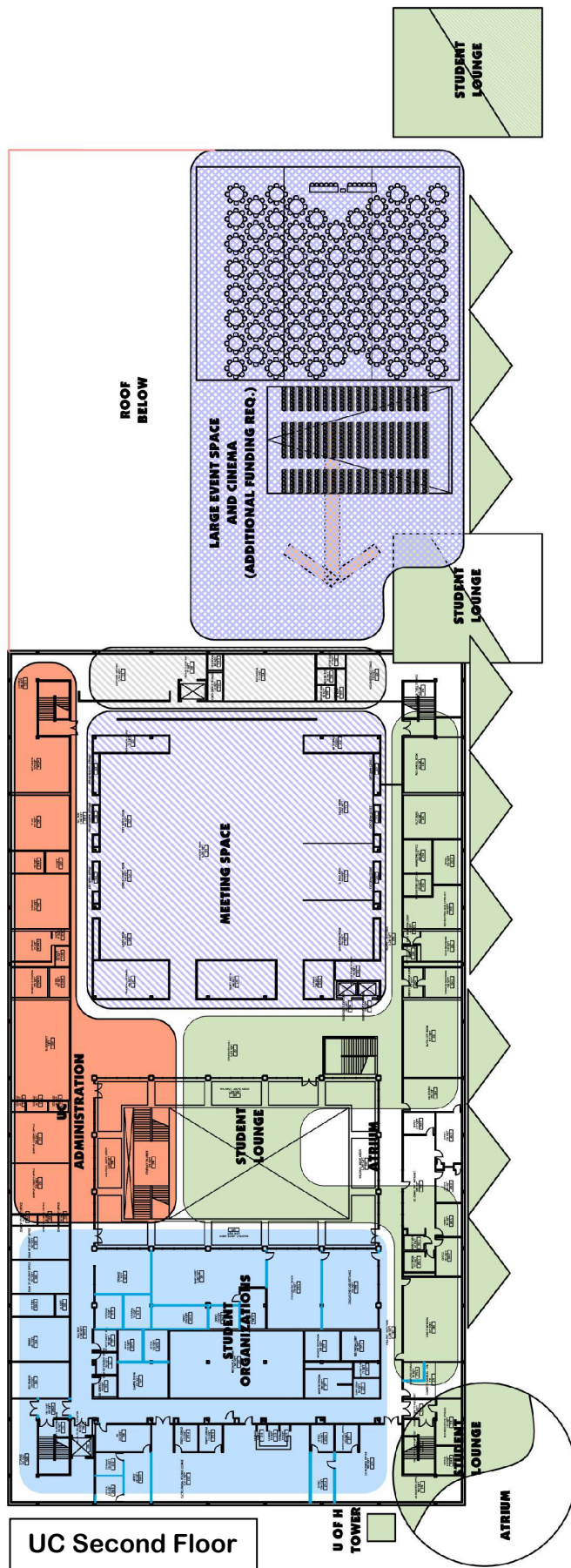
Appendix E

Current Tentative Floor Plans for The New UC





UC First Floor



Appendix F

Current **TENTATIVE** Timetable for UC Transformation

Aug./Sept. 2008	Completed the UC Complex and UC Satellite Master Plan
Nov. 18-19, 2008	Completed the Successful Student Referendum in Support of the UC Transformation Project and an Increase to the UC Fee
April/May 2009	Testimony to the Texas Legislature (Bill to Increase UC Fee Ceiling or Remove Ceiling with SGA as the approval body)
-----Current Date-----	
January 27, 2010	Consideration and Approval from the Student Government Association for an increase in the UC Fee to \$85/ Fall and Spring Semesters and \$42.50 for Summer Semesters as of FY2011
February 9/10, 2010	Consideration and Approval from UH Board of Regents Committee(s) for FY2011 University Center Fee Increase
February 16, 2010	Consideration and Approval from UH Board of Regents for FY2011 University Center Fee Increase
February 19, 2010	Review Addition and Transformation Plan with FP&C Liaison Revised Plan, Cost Model, Process
February 19, 2010	Review Addition and Transformation Plan with A&F/Barnes and Noble to determine Financial Investment potential for the finish out of the new Bookstore location
February 22, 2010	Review Addition and Transformation Plan with Treasurer's Office to confirm debt capacity for both phases of the UC Transformation Project
April 9, 2010	Consideration and Approval from the UH Facilities Committee
May 11/12, 2010	Consideration and Approval from UH Board of Regents Committee(s) for University Center Transformation Project Phase 1
May 18, 2010	Consideration and Approval from UH Board of Regents for University Center Transformation Project Phase 1
June 4, 2010	Advertise for Professional Design Team – <u>Phase 1 and 2</u> **
July 29, 2010	Consideration and Approval from the Texas Higher Education Coordinating Board (THECB)
August 6, 2010	Select Professional Architecture and Design Team**
Fall 2010	Program Confirmation and Concept Design for Phase 1**
October 22, 2010	Advertise for Construction Team for Expansion **
January 14, 2011	Select Construction Team for Expansion**

Spring 2011	Design Documents for Construction of Expansion**
April 2011	Consideration and Approval from the UH Facilities Committee
May 2011	Consideration and Approval from UH Board of Regents Committee(s) for University Center Transformation Project Phase 2
May 2011	Consideration and Approval from UH Board of Regents for University Center Transformation Project Phase 2
June 2011-March 2012	Construction of Expansion – 9 months**
March 2012	Substantial Completion – Phase 1**
March 2012-June 2012	Barnes & Noble Finish Out Bookstore Interior
July or Fall 2012	Grand Opening – UC Transformation Project Addition
Fall 2011-Spring 2012	Program Confirmation and Concept Design for Phase 2**
November 2011	Review Phase 2 Transformation Plan with FP&C Liaison
November 2011	Review Phase 2 Transformation Plan with Treasurer's Office
January/February, 2012	Consideration and Approval from the Student Government Association for an increase in the UC Fee to be \$135/Fall and Spring Semesters and \$67.50 for Sumer Semesters as of FY2013
February 2012	Consideration and Approval from UH Board of Regents Committee(s) for FY2013University Center Fee Increase
February 2012	Consideration and Approval from UH Board of Regents for FY2013University Center Fee Increase
April 2012	Consideration and Approval from the UH Facilities Committee
May 2012	Consideration and Approval from UH Board of Regents Committee(s) for University Center Transformation Project Phase 2
May 2012	Consideration and Approval from UH Board of Regents for University Center Transformation Project Phase 2
Summer 2012	Consideration and Approval from the Texas Higher Education Coordinating Board (THECB)
August 2012	Advertise for Construction Team for Transformation Project – Phase 2**
November 2012	Select Construction Team for Transformation Project-Phase 2**
Spring 2013	Design Documents for Transformation Project-Phase 2**
April 2013	Consideration and Approval from the UH Facilities Committee
May 2013	Consideration and Approval from UH Board of Regents Committee(s) for University Center Transformation Project Phase 2

May 2013	Consideration and Approval from UH Board of Regents for University Center Transformation Project Phase 2
May 2013-May 2014	Construction of Transformation Phase 2A—12 Months**
May 2014-May 2015	Construction of Transformation Phase 2B—12 Months**
May 2015	Substantial Completion**
July or Fall 2015	Grand Opening – The <u>new</u> University Center Complex

***These dates are based on receiving approvals from the UH Student Government Association, the UH Board of Regents and the THECB.*



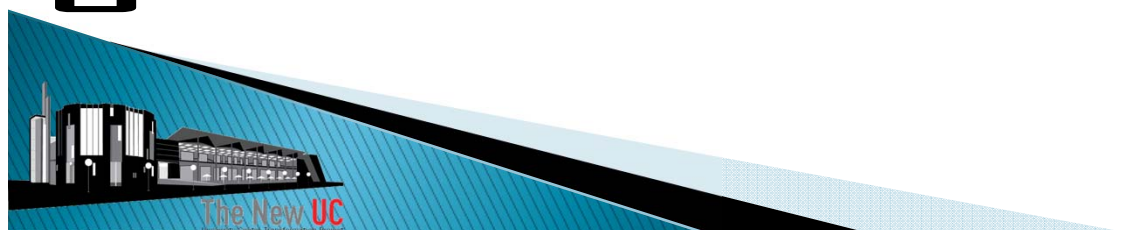
The New UC

University Center Transformation Project



The UC Transformation Project: A Brief History

- ▶ In response to student feedback about the state of the facilities
- ▶ Worked with Holzman Moss Architecture on a Master Plan Report assessing the needs of the facility and the campus
- ▶ Included site visits to other universities, meetings with stakeholders, multiple surveys, and focus groups



The UC Transformation Project: A Brief History

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030

DINING SPACES



HOLZMAN MOSS
 ARCHITECTURE

UC 2010 INITIATIVE
 BUILDING OUR
 FUTURE TOGETHER

LOUNGE SPACES



HOLZMAN MOSS
 ARCHITECTURE

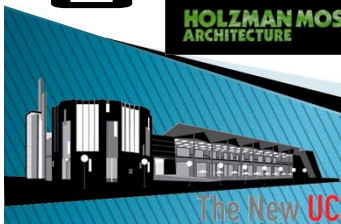
UC 2010 INITIATIVE
 BUILDING OUR
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EXTERIOR SPACES



HOLZMAN MOSS
 ARCHITECTURE

UC 2010 INITIATIVE
 BUILDING OUR
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The UC Transformation Project: A Brief History

2008-2010

STUDENT ORGANIZATIONS



HOLZMAN MOSS
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LOUNGE SPACES



HOLZMAN MOSS
 ARCHITECTURE

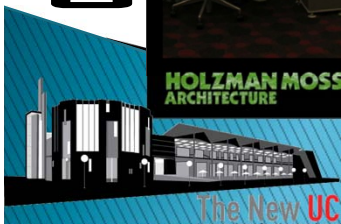
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 BUILDING OUR
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The UC Transformation Project: A Brief History

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► The UC2010 Initiative

- A group of students, faculty, and staff dedicated to making the transformed UC a reality
- Worked extensively to inform students about the transformation project and ultimately secure support for a referendum to increase the UC Fee

► Second Survey

- Of the four options available, students showed strong preference toward an option that would transform the existing University Center into an update facility
- Supported a fee of up to a \$125.00 increase.



The UC Transformation Project: A Brief History

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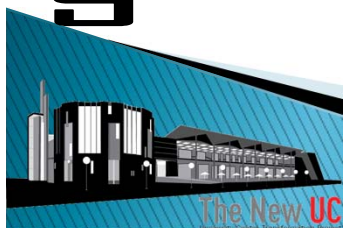
- ▶ The UC2010 Referendum
(November 18 and 19, 2008)
 - Over 4,000 students voted during the 2 day voting period
 - 77% of student ballots in favor of a referendum that would raise the UC Fee to \$160 per fall and spring semester in order to finance a comprehensive transformation of the existing University Center



The UC Transformation Project: A Brief History

- ▶ Since November
 - University Center Staff and the UC2010 Initiative met with university administrators to discuss the future of the UC Referendum
 - Dr. Lee obtained sponsors for a bill to increase the University Center Fee Ceiling to \$150
 - House Bill 2961, relating to authorizing an increase in the student union fee at the University of Houston sent to the Texas Legislature

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The UC Transformation Project: A Brief History

- ▶ Texas House of Representatives
 - HB2961 sponsored by Rep. Garnet Coleman
 - On Wednesday, April 1st, a group of students and staff travelled to Austin to provide testimony before the Congressional Higher Education Committee
 - Gained the support of committee and the bill was released from committee a few weeks later
 - Passed the House with no dissent: 144 in favor, 1 absent

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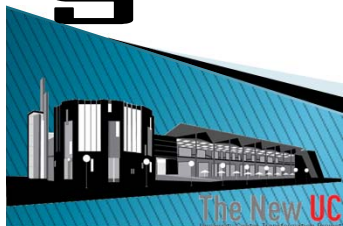


The UC Transformation Project: A Brief History

► Texas House of Representatives

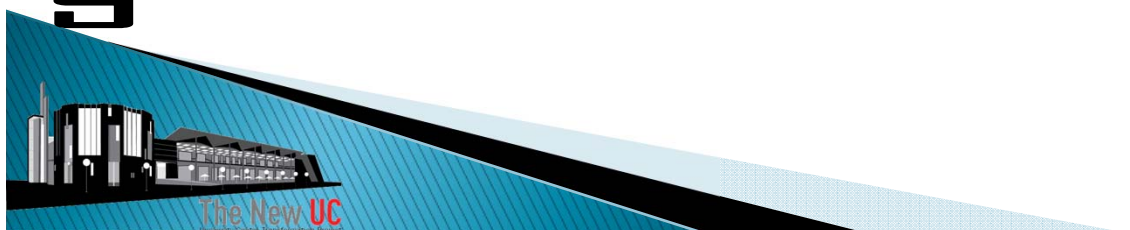


2009-2010



The UC Transformation Project: A Brief History

- ▶ Texas Senate
 - Testified to the Senate Higher Education Committee on Wednesday, May 20th
 - Released from committee, and passed the Senate unanimously
- ▶ Governor's Office
 - Signed into law by Governor Perry on June 19th 2009.



The UC Transformation Project: A Brief History

► Texas Senate



2009



The UC Transformation Project: Recent Developments

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- ▶ In October of 2009, the student leaders behind the UC Transformation project rebranding the UC2010 Initiative to something more appropriate given the immanence of a transformed University Center

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- ▶ “The New UC” brand was launched at the start of November 2009, with signs emblazoned with “I Support The New UC” being distributed across campus to students, faculty, and staff.



The UC Transformation Project: Recent Developments

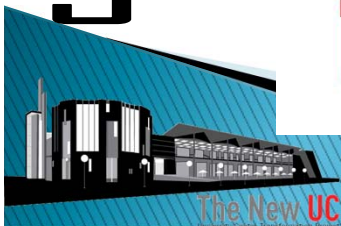
We Support **The New UC**



University Center – Southwest Corner Exterior View

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The UC Transformation Project: Recent Developments

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- ▶ In November 2009, New UC leadership met with Vice President/Vice Chancellor for Student Affairs Dr. Elwyn Lee and Vice President/Vice Chancellor for Administration and Finance Dr. Carl Carlucci to discuss the future of the UC Transformation Project
- ▶ As a result of the insights gained from this meeting, New UC Leadership began to examine ways to stretch the increase to the UC Fee even farther to provide more value to students



The UC Transformation Project: Recent Developments

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- ▶ New 2-phase fee increase model would raise UC Fee only twice instead of five times in original implementation (\$50 increase in FY11 and \$50 increase in FY13 to grand total of \$135 per spring and fall semester and \$67.50 per summer semester)
- ▶ This saves \$15 per long semester and \$7.50 per summer semester off total UC fee for students
- ▶ By financing significant portion of project in FY11, financial savings allow for a larger project than originally conceived that would include a 72,000 square foot expansion



The UC Transformation Project: Recent Developments

- ▶ On January 27th, 2010, the Student Government Association approved a fee increase of \$50 for the UC per long semester and \$25 per short semester, paving the way for the University Center Transformation Project to begin phase 1 of 2-phase transformation model
- ▶ Board of Regents considers this fee increase on February 10th and 17th

2010



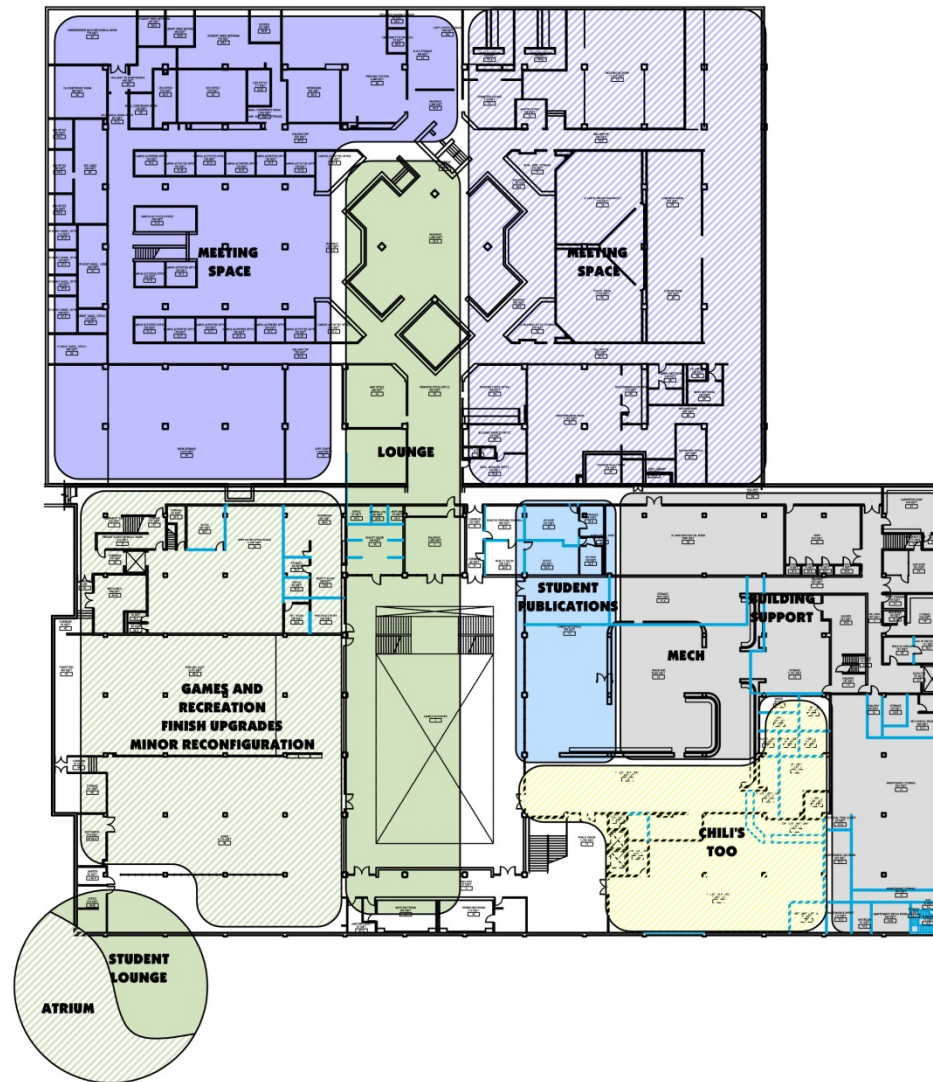
The UC Transformation Project: The New Scope of The New UC

- ▶ The 2-phase model accommodates a large bookstore expansion as well as a second ballroom/mixed use space and a 500 seat theater
- ▶ The Transformed University Center Complex would still feature key elements of the original design, including a cohesive Center for Student Involvement on the second floor of the University Center as well as expanded dining, an enclosed arbor, and a comprehensive retail corridor.

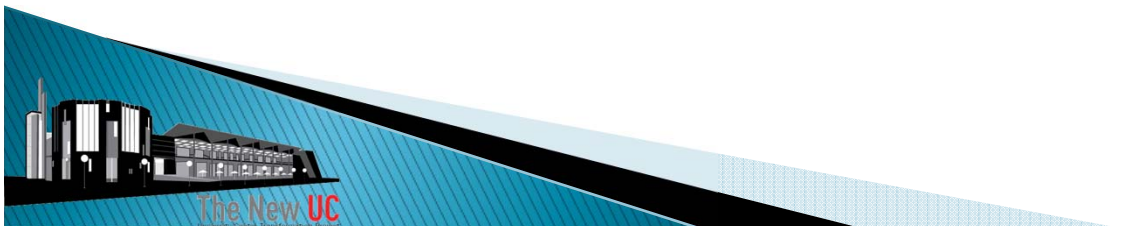
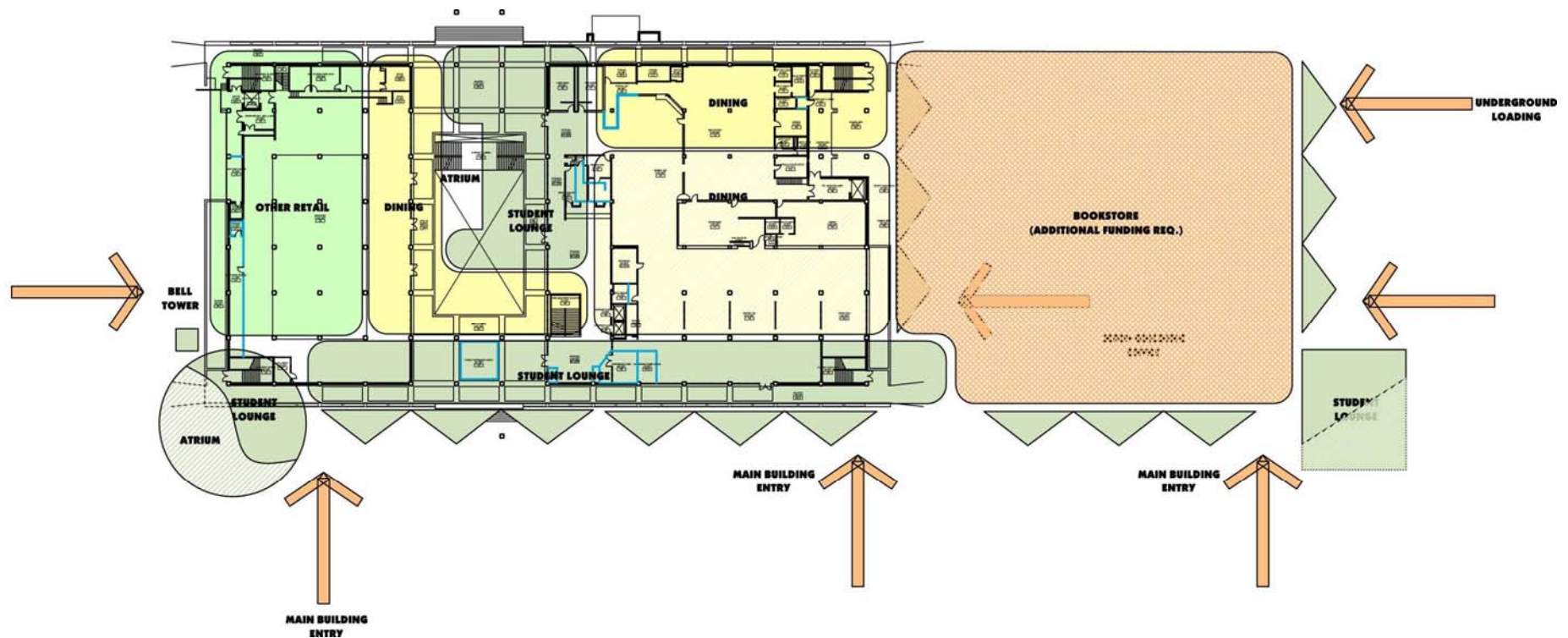
2010



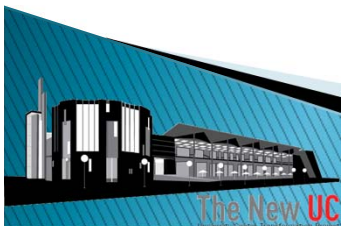
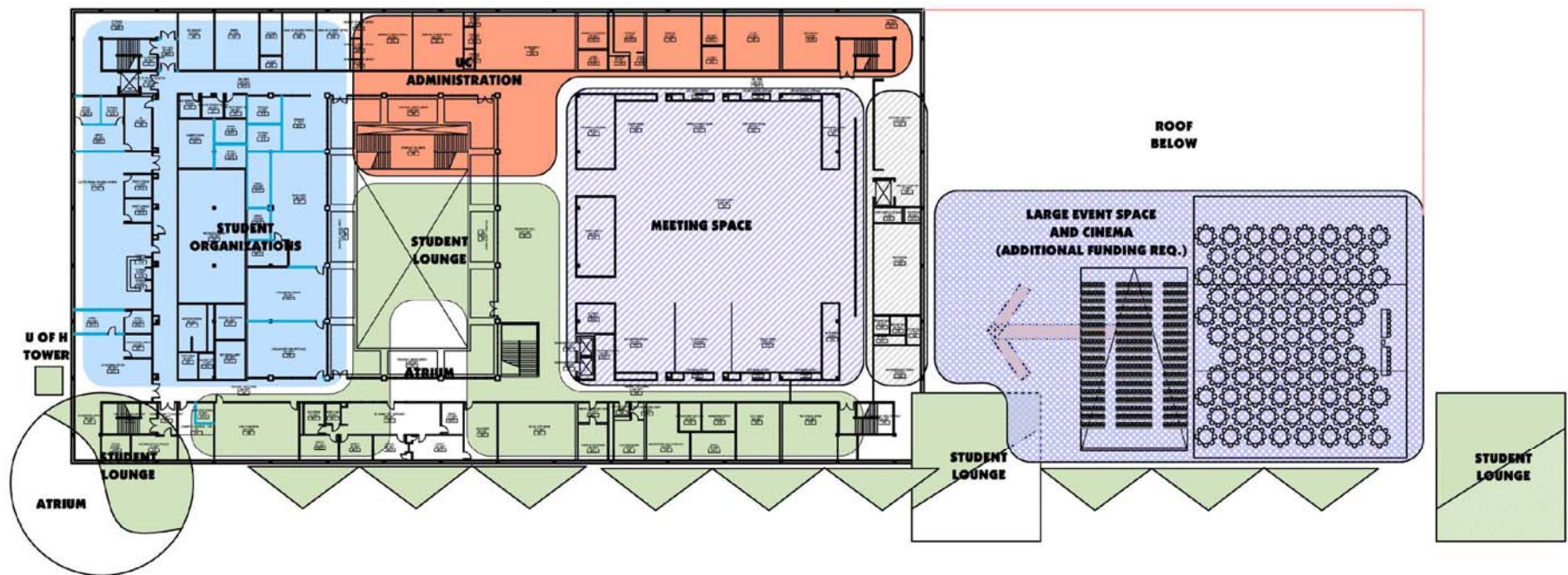
The UC Transformation Project: The New Scope of The New UC



The UC Transformation Project: The New Scope of The New UC

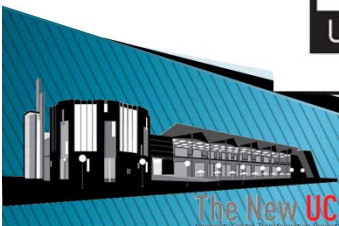
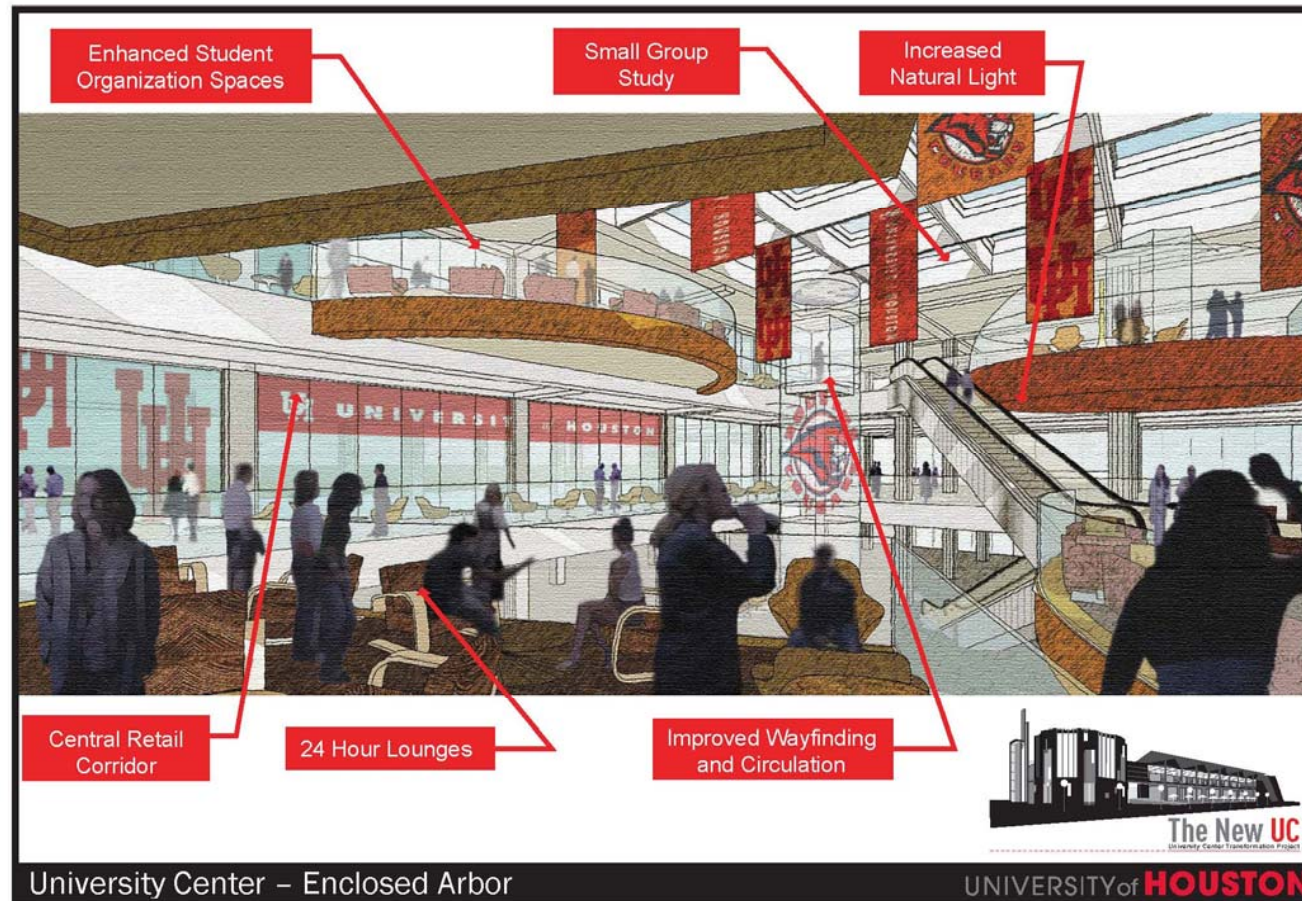


The UC Transformation Project: The New Scope of The New UC



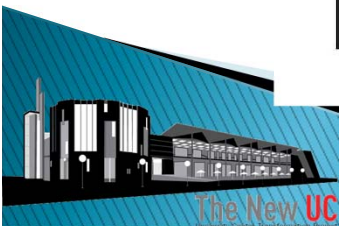
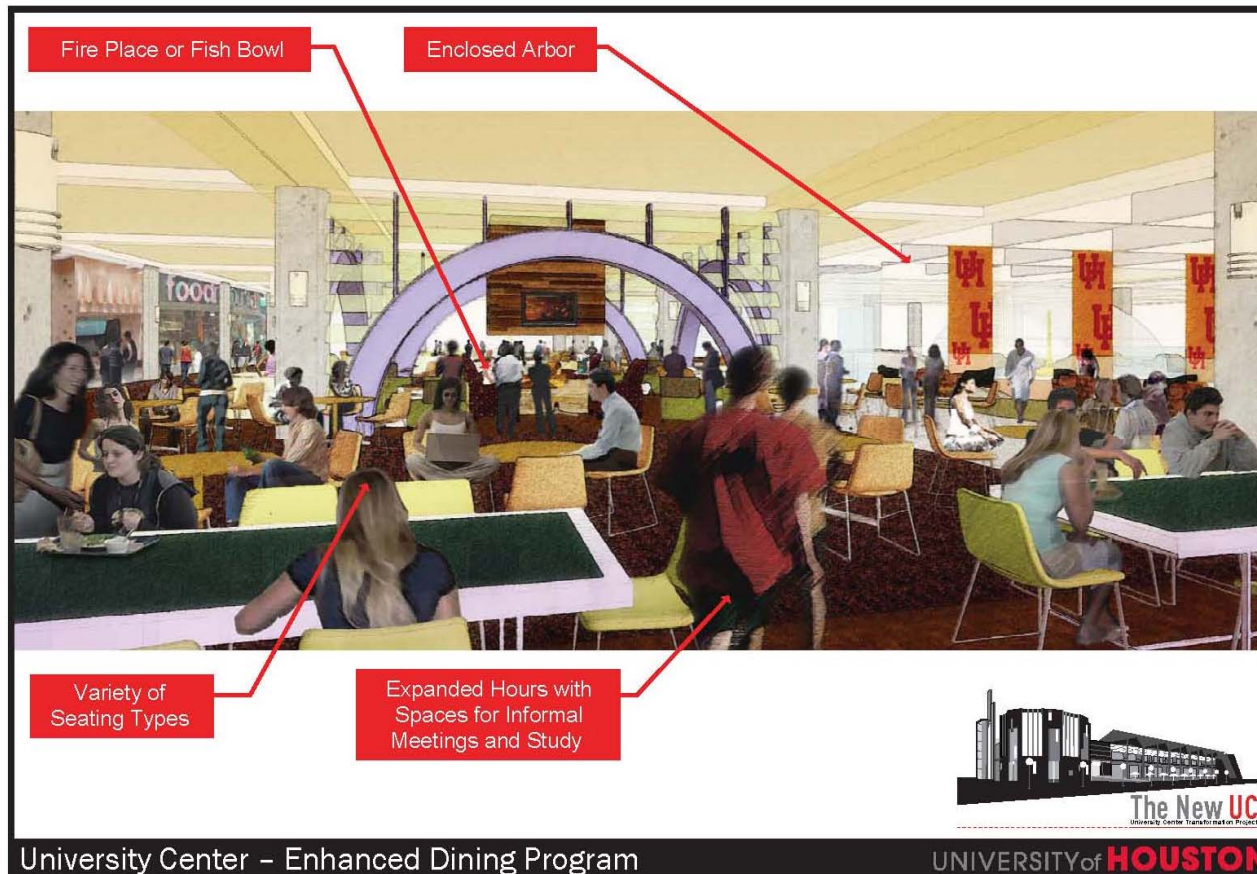
The UC Transformation Project

Concept Renderings – UC Arbor



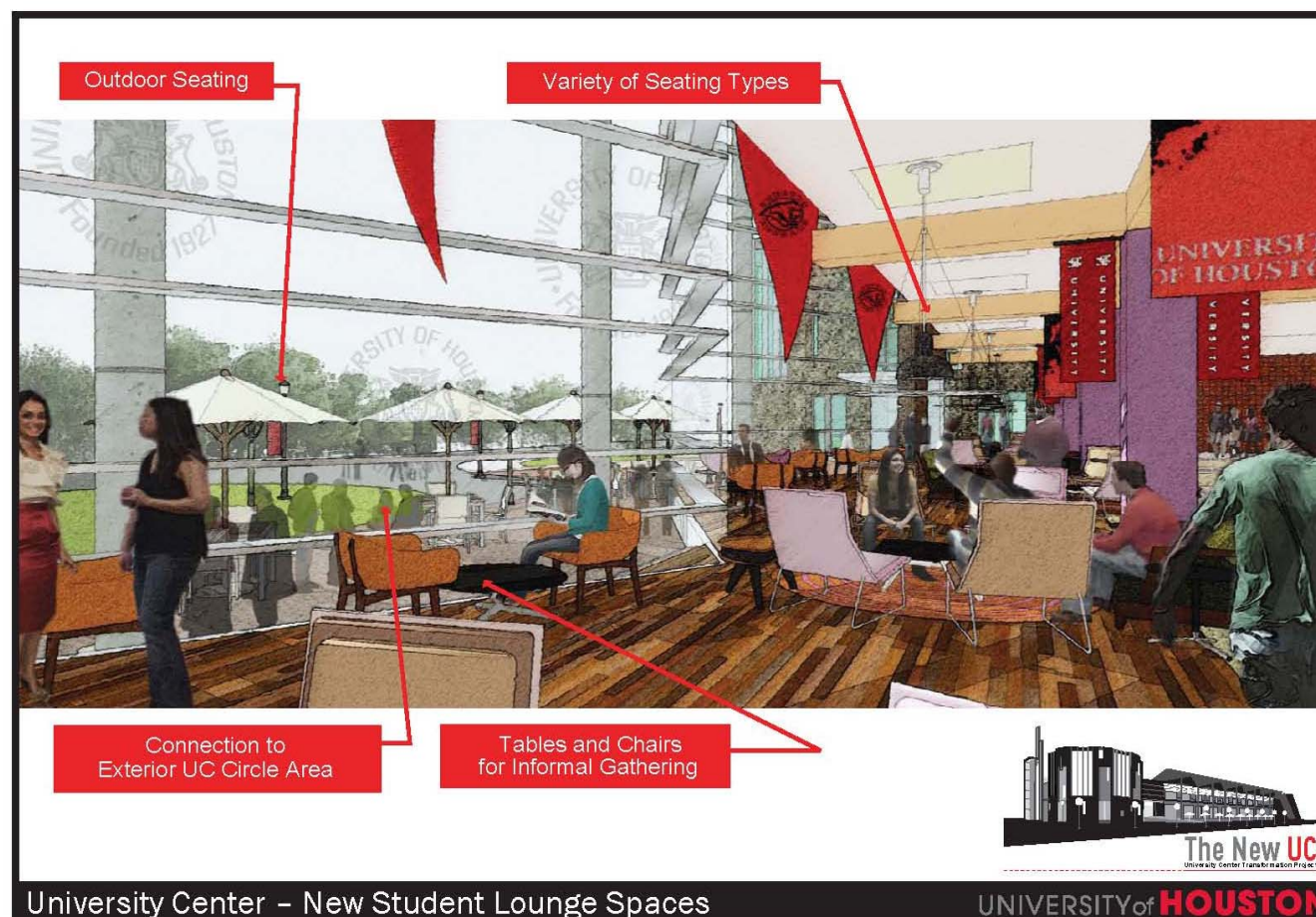
The UC Transformation Project

Concept Renderings – UC Food Court



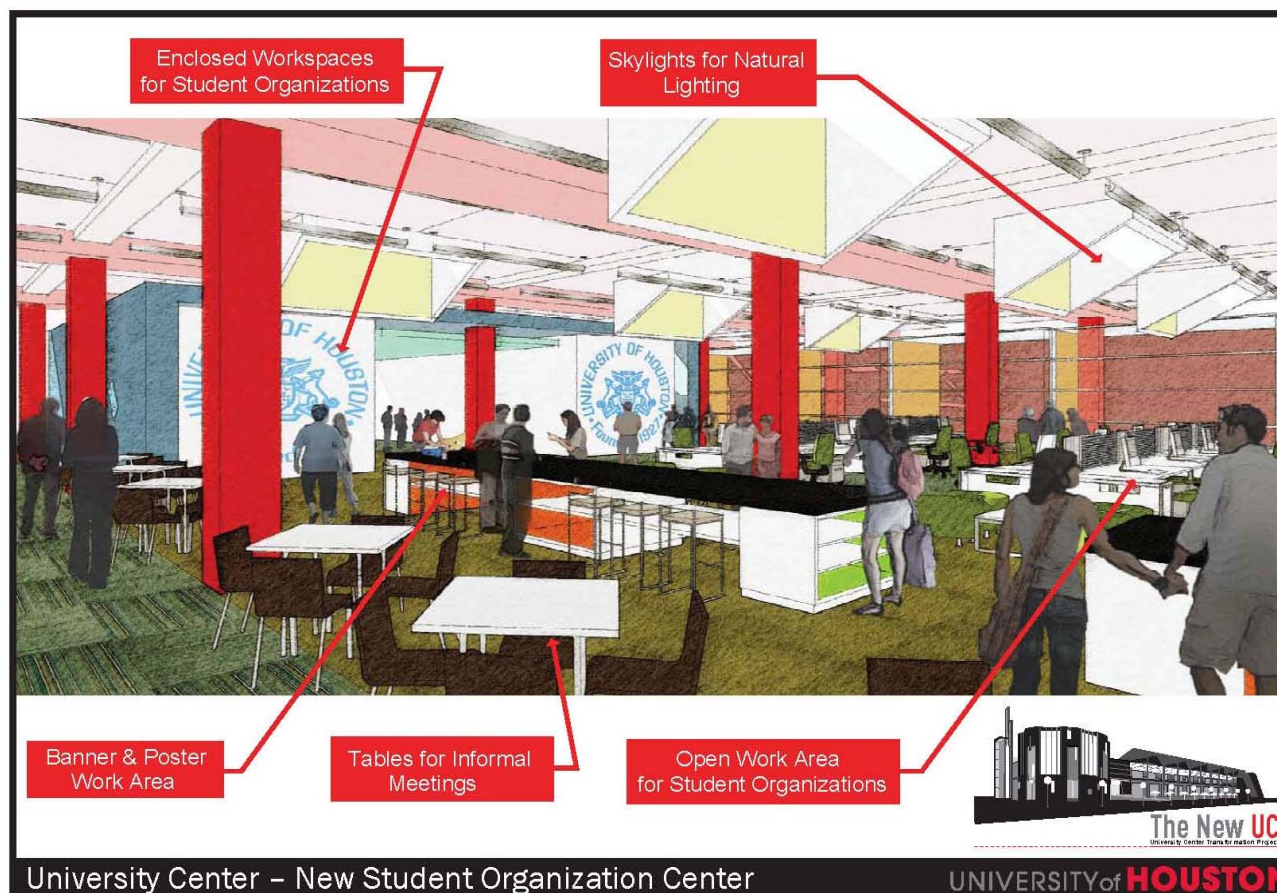
The UC Transformation Project

Concept Renderings – New Lounge Spaces



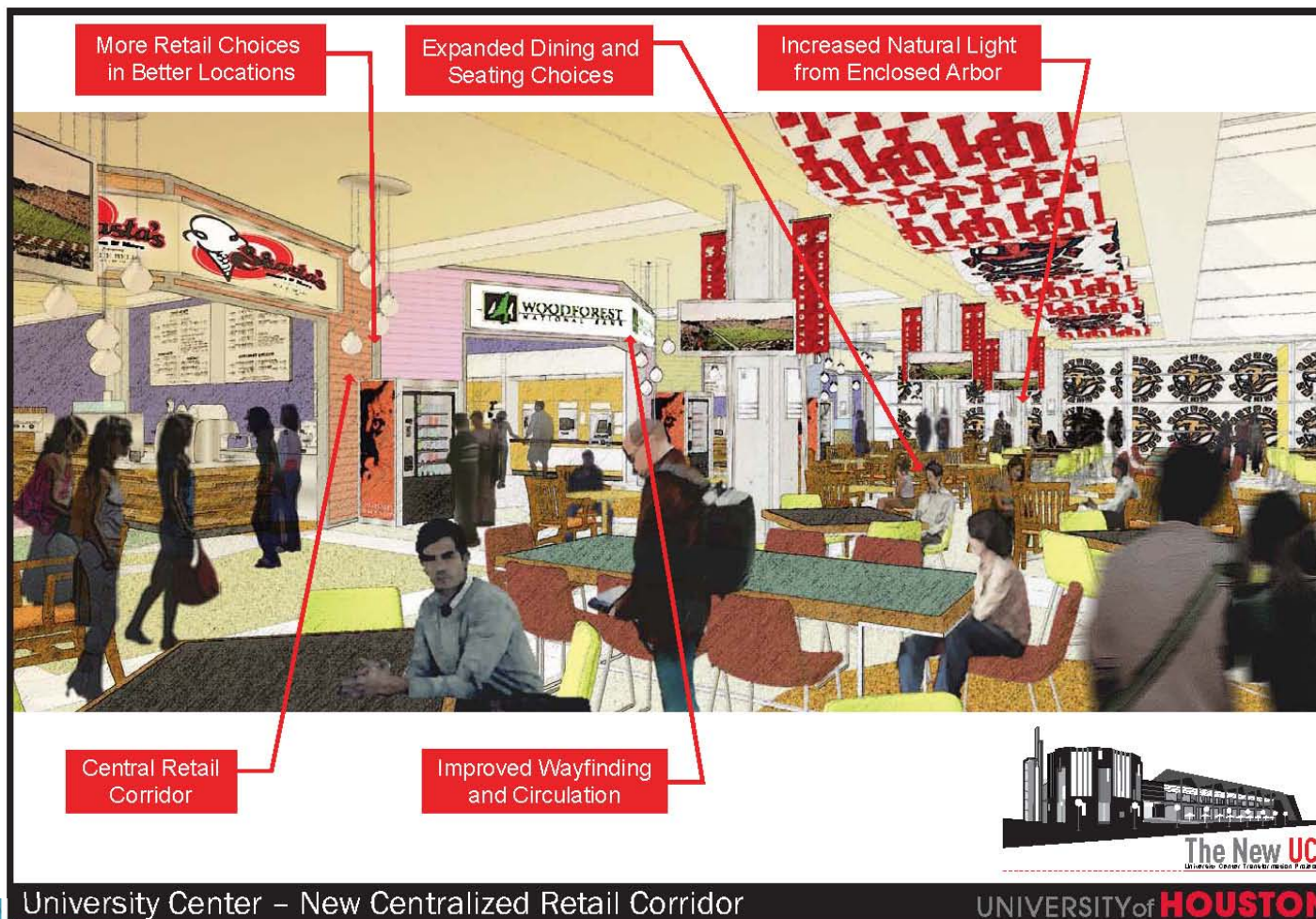
The UC Transformation Project

Concept Renderings – Center for Student Involvement



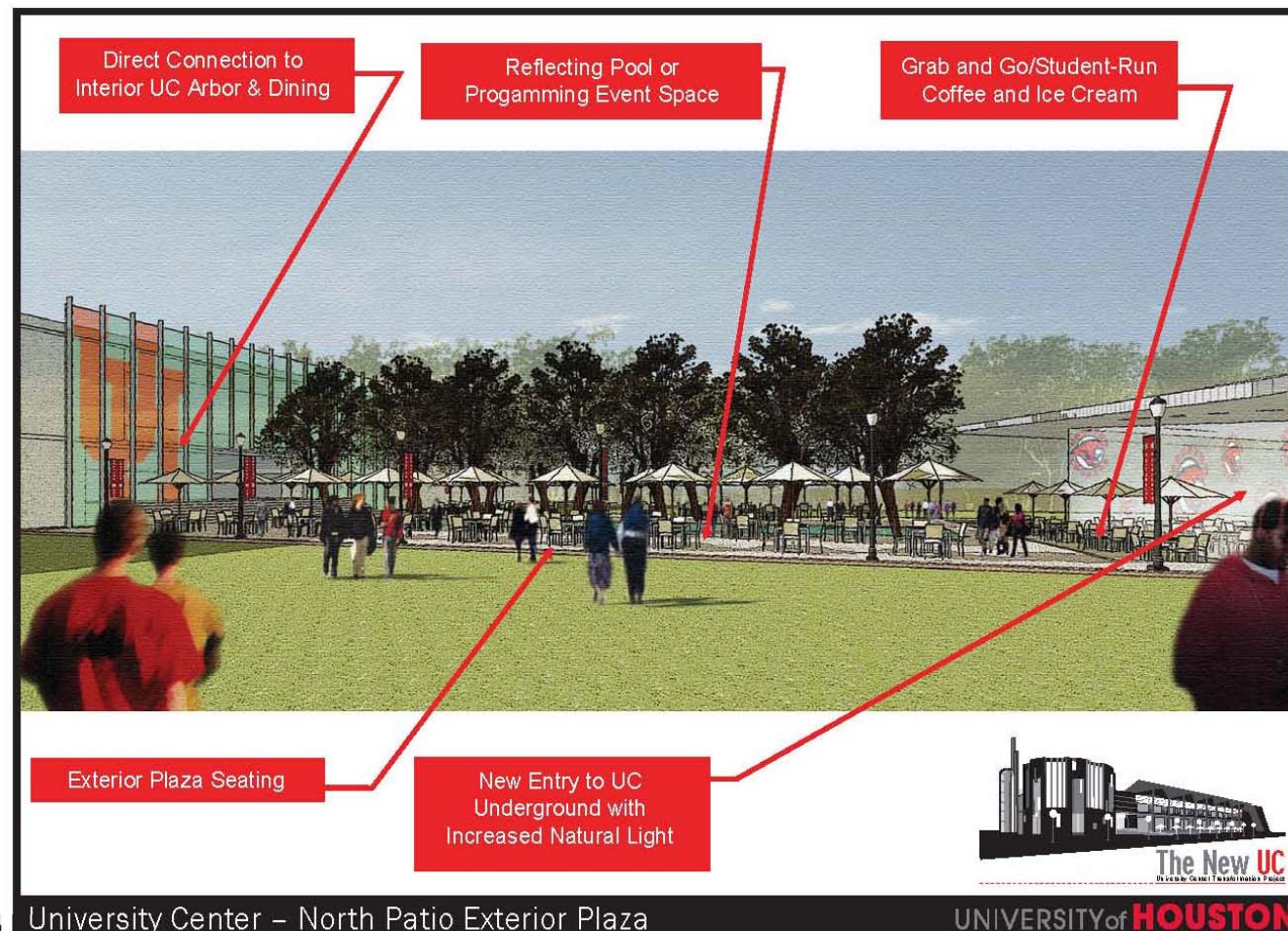
The UC Transformation Project

Concept Renderings – Centralized Retail Corridor



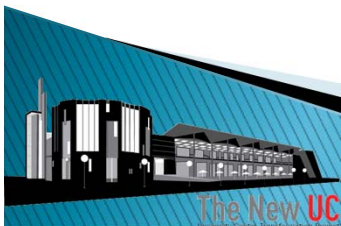
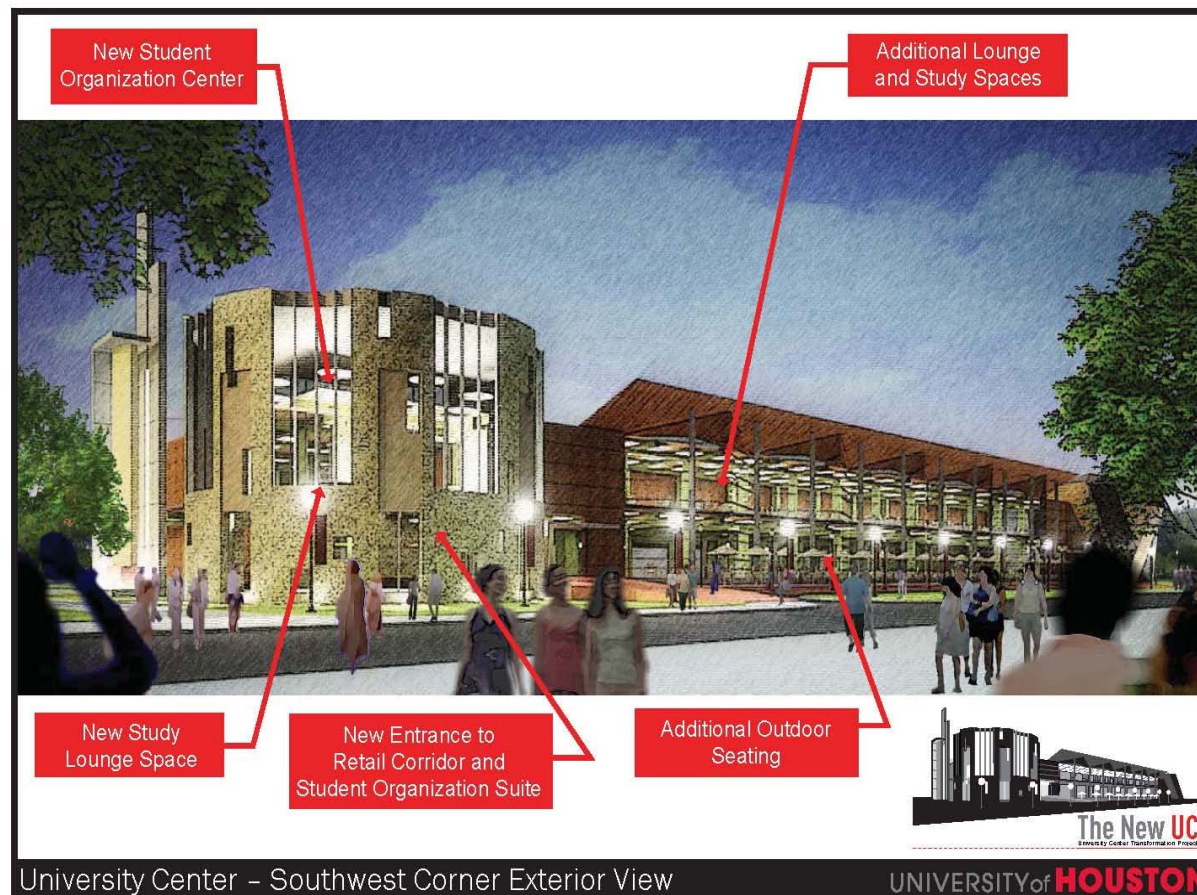
The UC Transformation Project

Concept Renderings – UC North Patio



The UC Transformation Project

Concept Renderings – UC Southwest Entrance



UC Transformation Schedule



Next Steps

Aug./Sept. 2008
Nov. 18-19, 2008

Completed the UC Complex and UC Satellite Master Plan
Completed the Successful Student Referendum in Support of the UC Transformation Project and an Increase to the UC Fee

April/May 2009

Testimony to the Texas Legislature (Bill to Increase UC Fee Ceiling or Remove Ceiling with SGA as the approval body)

Fall 2009/Spring 2010

Receive approval and support from SGA for two phase fee implementation

-----Current Date-----

Spring 2010

Internal Approvals (Cabinet, UH Facilities Committee, Board of Regents) for Fee Increase

Spring 2010

Advertise for Professional Design Team**

Spring 2010

Select Professional Architecture and Design Team **

Spring and Fall 2010

Program Confirmation and Concept Design for Phase 1**

Summer 2010

Advertise for Construction Team for Phase 1**

Fall 2010

Select Construction Team for Phase 1**

Fall 2010–Spring 2011

Design Documents**

Consideration and Approval from UH Board of Regents for Phase 1**

Consideration and Approval from the Texas Higher Education Coordinating Board (THECB) for Phase 1

***These dates are based on receiving approvals from the UH Board of Regents and the THECB.*



UC Transformation Schedule

Next Steps



Spring 2011
Fall 2011

Construction of Phase 1 (Expansion, 10 months)**
Design documents for Phase 2 of Construction**
Receive approval from SGA for second phase of UC Fee to bring UC Fee to \$135 per fall and spring semester and \$67.50 per summer semester

Spring 2012

Grand Opening of Phase 1 (Expansion)
Receive Internal Approvals (Cabinet, UH Facilities Committee, and Board of Regents) for Phase 2**

Summer 2012

Advertise for Construction Team for Phase 2**

Fall 2012

Select Construction Team for Phase 2**

Fall 2012–Spring 2013

Consideration and Approval from UH Board of Regents for Phase 2**

Consideration and Approval from the Texas Higher Education Coordinating Board (THECB) for Phase 2

May 2013-May 2015

Construction – 32 months**

March 2015

Substantial Completion

*****These dates are based on receiving approvals from the UH Board of Regents and the THECB.***



The UC Transformation Project: Request to SFAC

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- ▶ Support for the \$50 fee increase required in FY11 in order to facilitate accelerated transformation timetable
- ▶ Support for the two-phase fee implementation model and the bookstore, ballroom, and theatre expansion it finances
- ▶ Support for Barnes and Noble and/or the Division of Administration and Finance to fund “finish out” of the expanded bookstore in order to pass savings on to students





The New UC
University Center Transformation Project



Questions & Answers

