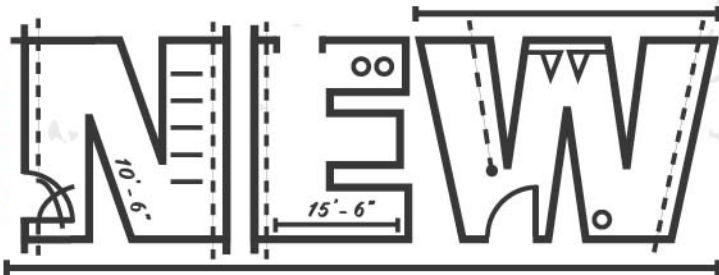


University Center Transformation Project

UNIVERSITY of **HOUSTON**



**THE NEW UC**

The word 'NEW' is rendered in a stylized, architectural font. It features various technical details such as dashed lines, circles, and triangles. Dimensions are indicated: '10'-6"' for the height of the 'N' and '15'-6"' for the width of the 'E'. The word 'THE' is in red, and 'UC' is in a large, bold red font.

**SFAC SPECIAL REPORT**

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# University Center Transformation Project History

## *Introduction*

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 over 40,000. UH is today the largest and most comprehensive institution in the University of Houston System. The evolution of the campus has not paralleled an equal transformation and growth in student life facilities over time. Since opening in 1967, the University Center has benefited only from selective renovation efforts; as a result the facility shows significant signs of wear. The UC Satellite, though fully renovated in 2002, has not been able to keep up with the demands of a growing population in the academic core.

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

As an emerging Tier One institution with a growing residential population, the UC especially needs to evolve and grow to support 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 process described below shows the continued efforts of the University Center Transformation Project to meet the needs of both the current and future student body.

## ***2008: Project Inception***

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



*An example of the engaging outdoor space at UC San Diego*

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, and enhanced and upgraded dining.

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 survey sent out around this time to the student body indicated that the largest majority of students supported a fee increase of up to \$125 (bringing the UC Fee to \$160) in order to finance the project.

On November 18<sup>th</sup> and 19<sup>th</sup> 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, and floor plans for this original design are available as Appendix E. Before this strong student support could lead to other on-campus approvals, however, the legislative cap for the UC Fee needed to be raised. The next step was to seek legislative approval for an increase in the UC Fee from the Texas House of Representatives and the Texas Senate.

## ***2009: Legislative Approval and the 2-Phase Model***

At the time of the referendum, 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 current statute is attached as Appendix B. In early 2009, the UC2010 Initiative approached Dr. Elwyn C. Lee, then-current Vice Chancellor 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 10<sup>th</sup>, 2009, and was referred to the Higher Education committee on March 17<sup>th</sup>. Testimony was provided to both the House and Senate Higher Education Committees, leading ultimately to its passage through both chambers of the Texas Legislature with no dissent.

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 19<sup>th</sup>, 2009, increasing the legislative cap on the fee ceiling immediately. The finalized HB2961 is located in Appendix C of this document. 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. Two of the most noteworthy accomplishments during the Fall Semester of 2009 were maintaining SGA Approval and rebranding the UC2010 Initiative into something more fitting the pace of the project.

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 through a bill 'certifying the results' of the referendum. 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.



During this time, The 'UC2010 Initiative' rebranded itself as 'The New UC,' and began a concerted effort across campus to retain much of the energy that had surrounded the UC Transformation Project during the referendum process. Presentations to Faculty Senate and Staff Council were very well received, and in concert with the SGA approval, helped to keep the project in the public eye.

A lingering question that had not been resolved by this point 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 2009, the leadership of The New UC met with Vice Chancellor/Vice President for Administration and Finance Dr. Carl Carlucci and Vice Chancellor/Vice President for Student Affairs Dr. Elwyn C. Lee 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 student "more for less" through the construction of an addition containing a number of amenities that would not necessarily be able to be placed in a transformed University Center footprint. At this juncture, the addition proposed would contain an updates, modern bookstore as well as

several meeting rooms and potentially a 500-seat theater. The floor plans for this model are available in Appendix F.

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

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

## ***2010: Revisions and Approvals***

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

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

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

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

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

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

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

This plan was brought to the Campus Facilities and Planning Committee on August 6<sup>th</sup>, 2010, and received approval from the group with no dissent—and with a sense of excitement for further plans to be delivered to future meetings. With this approval in hand, the scope and business plans for the first phase of the UC Transformation Project were brought to the Board of Regents Committees on Administration and Finance and Facilities, Construction, and Master Planning the week of August 9<sup>th</sup> 2010, and received approvals from both entities with some notes of concern regarding the extensive amount of renovation involved in the project. The UC Transformation Project was presented to the full Board of Regents on August 17<sup>th</sup>. The full board echoed the concerns of the committee and urged the involved staff on the project to be as risk-averse as possible when planning the project. They also indicated a desire to be kept updated throughout the course of the project as it developed.

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

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



## ***2011: From Final Scope to Schematic Design***

At the start of 2011, a plan was formulated that would build two additions—one to the east, and one to the north over the UC Underground (located in Appendix H for your convenience). During the first phase of construction, half the first floor of the UC Footprint and the UC Underground would be taken off-line, and would be renovated concurrently with the construction of two additions to the building. The current student organization space in the UC Underground would be converted to offices for other components in the Division of Student Affairs and Student Publications, while student organizations would be moved to an addition over the existing North Patio. On the east side of the UC, the current food court area would be converted to lounge space and a retail corridor as dining moved into the first floor of the east addition.

The second floor of the east addition would include an SGA Senate Chamber, a 400-seat theater, and a smaller ballroom-style large-scale meeting space. This plan was sent out for design proposals in Spring 2011, during the bid review process for the architecture firm and the construction firm.

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

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

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

Over the summer, WHR and WTW conducted the “Program Confirmation” process to review and revise the original space program from Holzman Moss Architecture assembled in 2008. A series of meetings with building stakeholders helped expand and revise the program to reflect current needs.

With the finalized program in hand, the architecture firms began to design “block drawings” in order to take the rough sketches updated throughout the project and turn them into a solid foundation for the schematic design process of construction. These plans have been revised since their original rough conception, and the latest version is available as Appendix I. One of the key design considerations changed between the previous concept and this concept is that the UC Underground is being taken off-line and additional space is being built over the UC North Patio. During the summer, staff from Tellepsen discovered that renovating the UC Underground would actually cost more than building a completely new building on top of it. All told, this led to a design the committee appreciated even more than previous iterations.

The last major approval of the project to date occurred on Tuesday, September 20<sup>th</sup>, 2011, when the Texas Higher Education Coordinating Board approved the UC Transformation Project without dissent.

THECB members were uniformly impressed with the project as well as New UC Co-Chair Jared Gogets' testimony. This was essentially the last major approval required for the project. Over the course of the rest of the fall semester, several site plans and building layouts were generated as the final shape of the New UC began to take form. At the last meeting of the year, on December 14, 2011, 3D CAD models of the building were presented to the group for the first time, finally providing a picture of what The New UC would resemble.

## ***2012: Final Programmatic Revisions***

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

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

The end of May 2012 brought the final closure of the UC Underground. After several months of preparation for phasing, student organization and staff offices were relocated to former meeting rooms on the second floor of the UC. By mid-June, construction fences had been erected, and the entire former site of Parking Lot 1A was completely demolished before the end of June.

The summer months of 2012 were filled with fine-tuning of the construction documents for each of the three phases as well as identifying bids from subcontractors for the majority of the project's scope of work. Final cost projections based off these bids are available in Appendix D.

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

## ***2013: From Concept to Concrete***

Construction has continued on pace throughout 2013, and despite some minor setbacks due to inclement weather and other unforeseen circumstances. Minor changes and schedule modifications have been made to fit new staffing changes and other considerations.

Early in the Spring semester, submissions were collected from the student body for words that embody the University of Houston Experience to integrate into a word cloud, a new key feature of the UC Arbor and a veritable embodiment of Cougar Spirit. The final list of words included, as well as a mockup of the word cloud itself, is available as Appendix M.

Throughout the Spring semester, the architecture firm worked with staff from the University Center to host open houses/test drives for furniture in the New UC. These selections were made after extensive consultation with student leaders and the university community at large. A full list of the selections is available as Appendix O.

Just as realistic external renderings were made available in spring of 2012 for use in our marketing and generation of vision, so too were renderings of the internal space within the University Center created in spring of 2013. These are made available as Appendix K, and represent the excitement surrounding the grand opening of Phase 1.

In April, the Student Government Association (SGA) and University Center Policy Board (UCPB) collaborated on a proposal to rename the University Center to the Student Center at the end of Phase 2 of the project, effective January 1, 2015. Given the significant financial contributions by the student body in actualizing the transformation, SGA and the UCPB felt very strongly that renaming the building would be appropriate. In September and October, SGA President Cedric Bandoh, in conjunction with Keith T. Kowalka, spoke to Faculty Senate and Staff Council to evaluate their support for this change. With their feedback in hand, the proposal to formally change the University Center to the Student Center has been submitted to President Khator.

During the Spring semester, the UC Policy Board also considered proposals for new meeting room names for the renovated facility. Though the Houston Room and its perimeter rooms are keeping their current names, the majority of the existing rooms and all the new rooms are receiving new names to fit a new building. The UCPB selected names largely based around a theme of the Houston area, saluting the city and its legacy by naming areas in UC south after landmarks, vital neighborhoods, and other ties to the pride of Houston. A full list of these names is available as Appendix L.

August through October has also been filled with a whirlwind of final confirmations, orders placed for office furniture, and preparation for a phased transition for new offices to move into the new University Center. A final shift in nomenclature has been solidified for the building as well, with the current ground floor being renamed to the basement.

Currently, the University Center Policy Board is working to identify and solidify the student organizations who will be occupying the Registered Student Organization Carrel and Locker Spaces on the first floor of UC North. The first tranche of applications was due on October 18<sup>th</sup>.

Phase 1 construction is scheduled to be completed in early December, with a series of office moves occurring around this time (schedule tentative as of 10-28-2013):

- In November, UC staff offices will be relocating to a number of spaces, primarily located in the UC East Addition's Medium Event Space.
- In December, the following groups are moving:
  - Creation Station, from UC South 2<sup>nd</sup> Floor to UC South Basement
  - Veterans' Services Office, from UC South 2<sup>nd</sup> Floor to UC South Basement
  - International Student and Scholar Services Office, from Student Services I Building to UC North 2<sup>nd</sup> Floor

- Student Publications, from UC Satellite to UC North 2<sup>nd</sup> Floor – Center for Student Media Suite.
  - Dean of Students Office, from UC South 2<sup>nd</sup> Floor to Student Services I Building
- Over winter break, the following groups are moving:
  - The UH Bookstore, from its current space on the UC 1<sup>st</sup> Floor to the new space on the UC 1<sup>st</sup> Floor and Basement
  - Woodforest National Bank, from UC South 2<sup>nd</sup> Floor to UC South 1<sup>st</sup> Floor
- In January, the following moves will occur:
  - Coog Radio and Student Video Network, from UC South 2<sup>nd</sup> Floor to UC North 2<sup>nd</sup> Floor – Center for Student Media Suite
  - Council of Ethnic Organizations, Frontier Fiesta Association, Homecoming Board, Metropolitan Volunteer Program, and Student Program Board, from UC South 2<sup>nd</sup> Floor to UC North 1<sup>st</sup> Floor
  - Center for Student Involvement and Center for Fraternity and Sorority Life, from UC South 2<sup>nd</sup> Floor to UC North 1<sup>st</sup> Floor

# **The Current Scope of the New UC**

## ***Phase 1***

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

The UC Transformation Project is planned as a 2-phase project. The first phase, which broke ground in June of 2012 and completes in December 2014, will consist of heavy new construction on the north and east additions as well as significant renovation to the east side of the ground and first floors of the existing UC. Spread across the first and ground floor, the bookstore will move to a new two-story home located near the food court. Creation Station and the Veteran's Services Office will also be moved to higher-profile locations on the ground floor. A full-service Starbucks Coffee location and the renovated UC Games Room will also provide exciting and dynamic draws to bring people down to the lower level.

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

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

## ***Phase 2***

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

By the next SFAC update in fall semester, 2014, all of the Phase 1 construction as well as the majority of the Phase 2 construction will be completed. The project is scheduled to be completed by December 2014 with a grand opening occurring in early 2015.

## Appendices

### Appendix A: Full Text of the University Center Fee Referendum

The Transformation Project of the University Center will provide:

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

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

#### Sample Referendum E-Ballot

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

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

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

## ***Appendix B: Current Text of Texas Education Code §54.526***

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

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

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



## ***Appendix C: Full Text of HB2961***

AN ACT

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

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

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

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

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

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

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

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

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

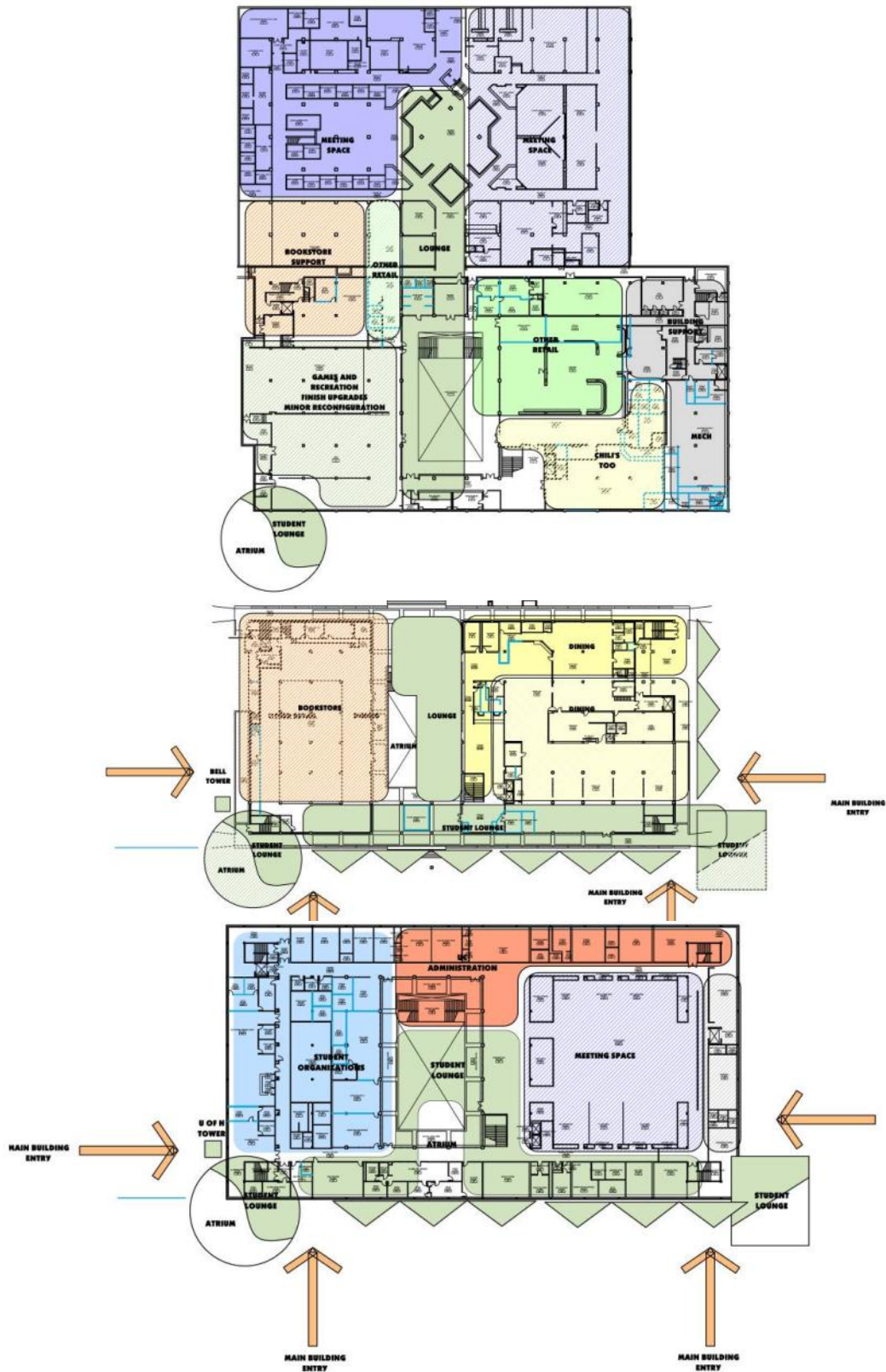
I certify that H.B. No. 2961 was passed by the Senate on May 26, 2009, by the following vote: Yeas 31, Nays 0.  
Secretary of the Senate

## Appendix D: Tentative Cost Model

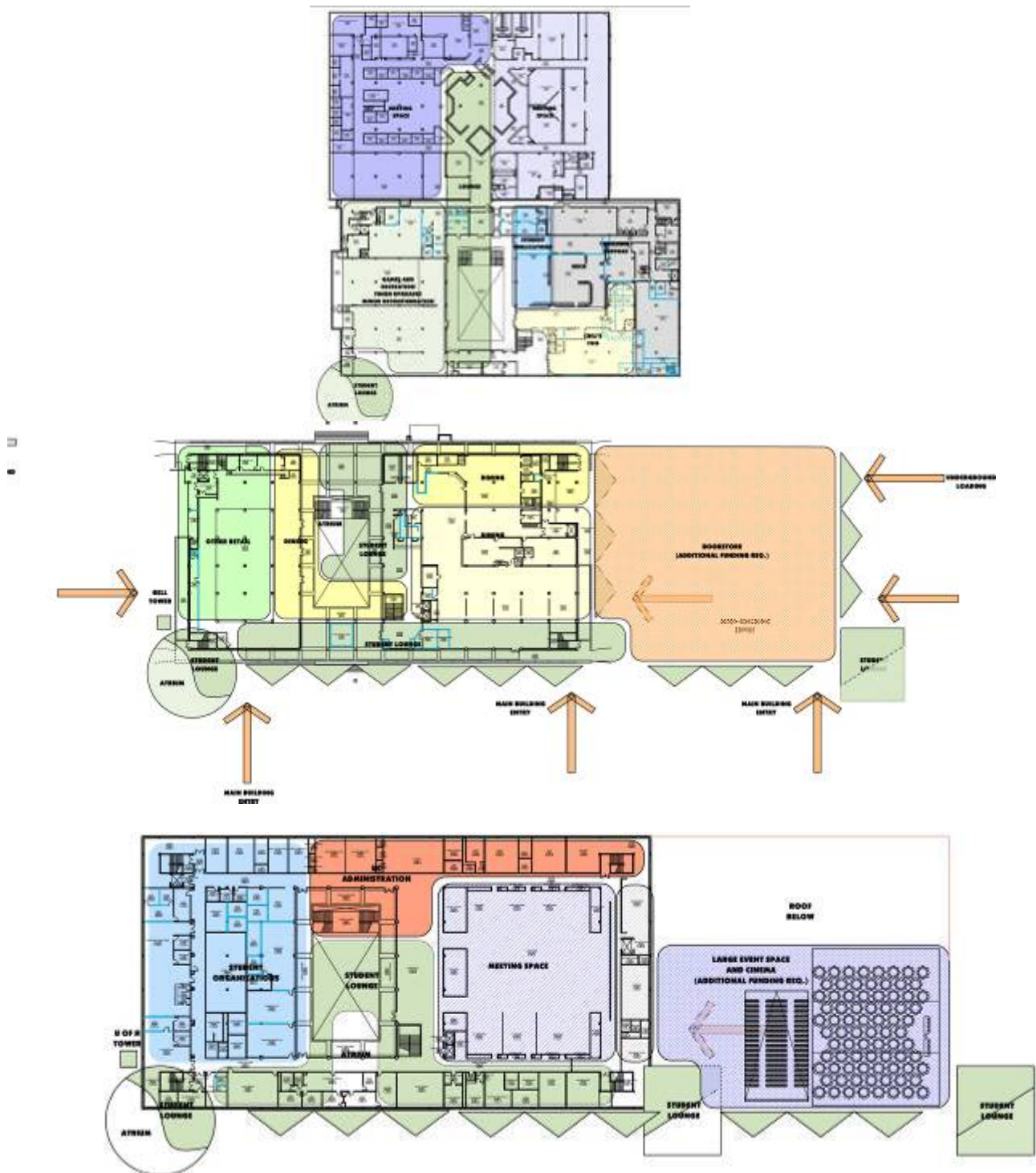
### UC TRANSFORMATION PROJECT COST BREAKDOWN

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

## Appendix E: New UC Floor Plans – 2008 Referendum Concept



## Appendix F: New UC Floor Plans - 2009-10 Bookstore Concept



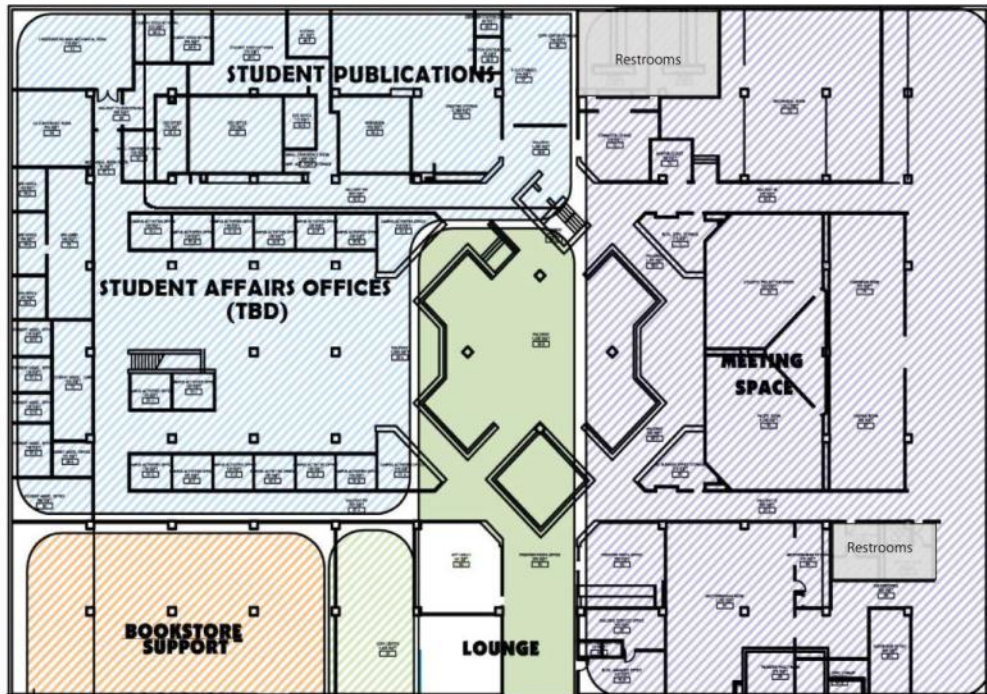


## Appendix G: New UC Floor Plans – 2010 Health Center Concept

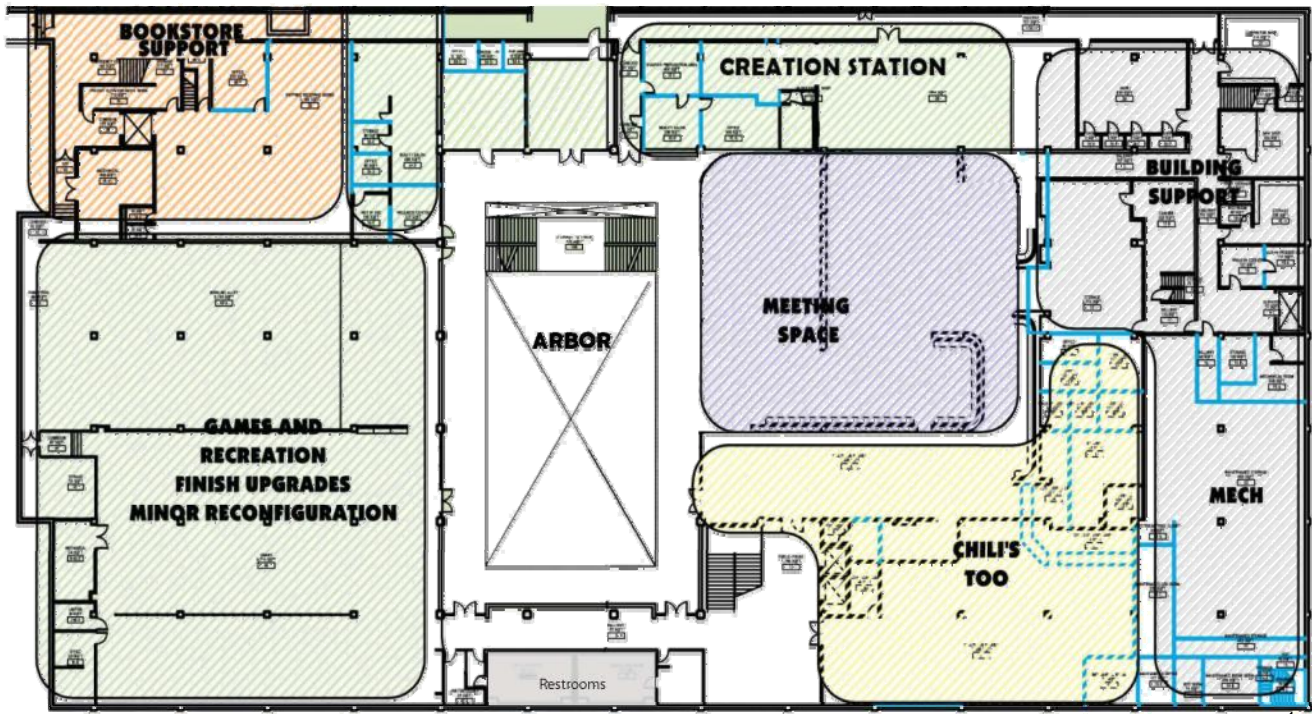


*Appendix H: New UC Floor Plans – 2010 North Addition Concept (Pre-Design Documents)*

UC Underground  
Phase 1

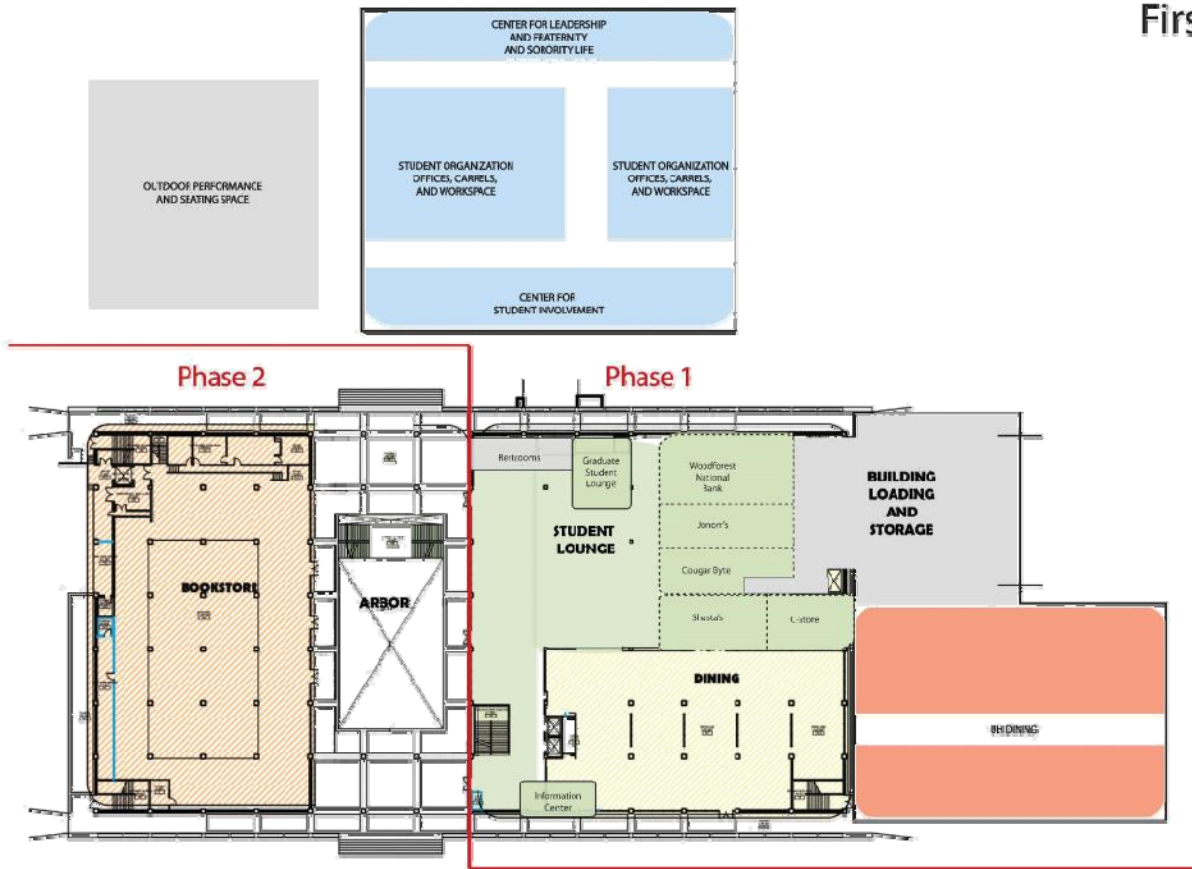


Ground Floor  
Phase 2

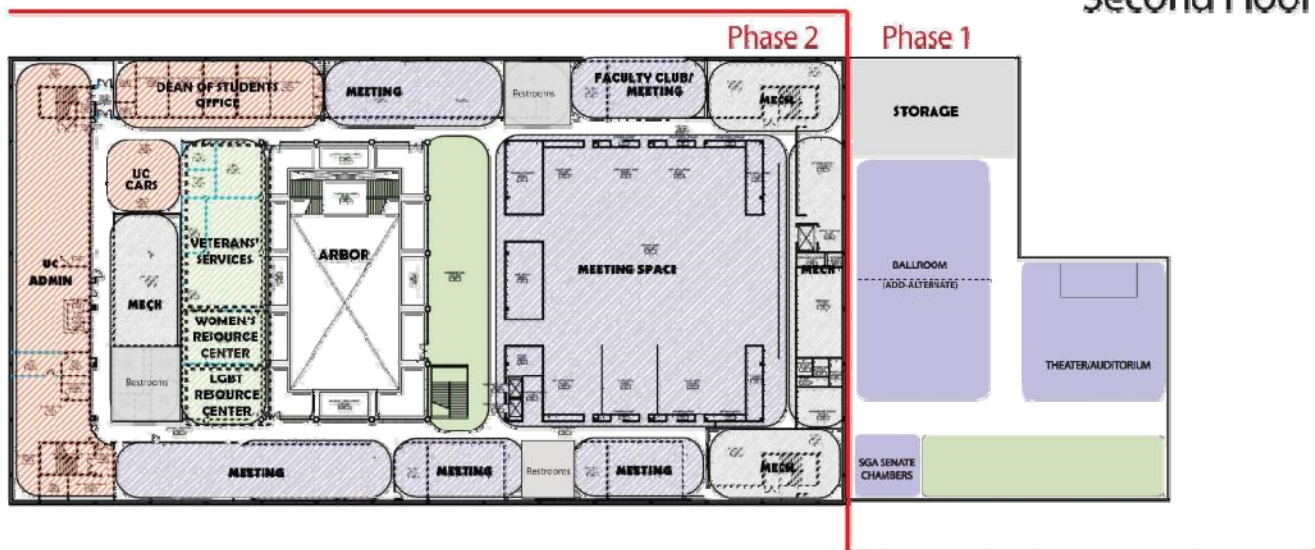




## First Floor



## Second Floor



Appendix I: New UC Floor Plans – Current Concept









***Appendix J: Exterior Renderings of the New University Center***



UC Southwest Corner



UC South Exterior



UC South Exterior (Corner Illuminated)





UC Exterior Plaza



UC North Addition



## ***Appendix K: Interior Renderings of the New University Center***



UC Food Court



Transformed UC Arbor



UC North – Collaborative Lounge

## ***Appendix L: List of New Meeting Room Names in The New UC***

### **Level 1**

- UC North
  - Impact

### **Level 2**

- UC North
  - Synergy
  - Student Government Association Senate Chamber
- UC South
  - Meeting Rooms
    - Skyline
    - Heights
    - Washington
    - River Oaks
    - Montrose District
    - Museum District
    - West University
    - Space City
    - Bayou City
    - Medical Center
    - Astrodome
    - Downtown
    - Midtown
    - Uptown
  - Event Spaces
    - Multipurpose Event Space
    - Ballroom
    - Houston Room
    - Theater

### Appendix M: List of Words Included in UC Arbor Word Cloud



- Academics
  - Achievement
  - Alumni
  - Ambition
  - Art
  - Aspirational
  - Athletics
  - Believe
  - Build
  - City
  - Community
  - Connections
  - Coogs
  - Cougars
  - Courage
  - Creativity
  - Culture
  - Cutting Edge
  - Develop
  - Different
  - Diversity
  - Dynamic
  - Education
  - Energy
  - Engagement
  - Fabulous
  - Family
  - Fierce
  - Flawless
  - Friendship
  - Fun
  - Future
  - Focus
  - Graduation
  - History
  - Home
  - Honors
  - Hope
  - Houston
  - Inclusive
  - Innovative
  - Inspire
  - Involvement
  - Knowledge
  - Leaders
  - Life
  - Love
  - Opportunity
  - Perseverance
  - Practical
  - Prestigious
  - Pride
  - Progress
  - Red and White
  - Shasta
  - Strong
  - Student Success
  - Tier One
  - Transformational
  - Trendsetters
  - Unity
  - University of Houston
  - Urban

## ***Appendix N: Comprehensive History and Timetable for UC Transformation***

### **2007**

- I. August 6, 2007 – RFQ for UC Master Plan posted to Texas marketplace
- II. August 14, 2007 – RFQ for UC Master Plan Pre-Proposal Meeting
- III. September 4, 2007 – Due date for statements of qualifications
- IV. November 19, 2007 – Presentation/Interview phase for RFQ
- V. November 26, 2007 – Meeting to Discuss and Select Contractor; Recommendation to Select Holzman Moss

### **2008**

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



- XIII. July 11, 2008 – Sixth Holzman Moss Visit to UH Campus
  - Presentation of Full Master Plan Report Including Recommendations
- XIV. August 2008 – UC2010 Initiative Founded to Pursue Student Fee Increase to Finance Transformed University Center
- XV. September 24, 2008 – SGA Authorizes Student Referendum
- XVI. September 26, 2008 – Site Visit to University of South Florida
- XVII. October 16, 2008 – Second Survey Goes Live
- XVIII. October 24, 2008 – Second Survey Closes
  - Response Rate
    - 5302 Respondents, Only Students
  - Results
    - Highest % (32.28%) of student population selected “Option C” (transformation project) as their favorite
    - 70.4% of students also indicated likely to support Option C and fee increase through referendum
- XIX. November 18 and 19, 2008 – UC2010 Student Referendum
  - 4161 Votes
    - 3204 (77%) In Support of Referendum
    - 957 (23%) Not In Support of Referendum

## 2009

- I. February 2009 – UC Student Fee Increase Endorsed by SFAC
- II. April 1, 2009 – Testimony to Texas Congressional Higher Education Subcommittee in support of HB2961, Relating to an increase in the Student Union Fee at the University of Houston
- III. May 20, 2009 – Testimony to Texas Senate Higher Education Subcommittee in support of HB2961
- IV. June 19, 2009 – HB2961 Signed into law by Governor Perry, takes effect immediately
- V. August 31, 2009 – UC2010 Student Leaders present project plan and scope to Provost Antel
- VI. September 16 and 30, 2009 – SGA Certifies Results of Referendum, Supports \$25 Fee Increase Effective FY11
- VII. October 1, 2009 – UC2010 Leadership presents UC Transformation plan and scope to Staff Council
- VIII. October 21, 2009 – UC2010 Leadership presents UC Transformation project plan and scope to Faculty Senate; Faculty Senate Strongly Endorses It ([http://www.uh.edu/fs/minutes/102109\\_mins.html](http://www.uh.edu/fs/minutes/102109_mins.html))
- IX. November 2, 2009 – Student meeting with Dr. Carlucci and Dr. Lee. Dr. Carlucci proposes 2-phase implementation of UC Transformation Project and 2-Phase Fee Model
- X. November 2, 2009 – Launch of “New UC” brand

## 2010

- I. January 27, 2010 – SGA Updates Previous UC Fee Recommendation; Approves Increase of \$50 effective FY2011.
- II. February 8, 2010 – The New UC Student Leadership Team presents progress to SFAC
- III. February 10, 2010 -- \$50 UC Fee Increase Effective FY11 approved by Board of Regents Administration and Finance Committee Unanimously
- IV. February 17, 2010 -- \$50 UC Fee Increase Effective FY11 approved by full Board of Regents Unanimously
- V. April 5, 2010 – Meeting with Administration and Finance staff to discuss UC Project; UC staff informed that the UH Bookstore is no longer able to financially support a space in UC Addition.
- VI. April 6-16, 2010 – Formulation of new design for 3-floor addition featuring retail and Health Center on first floor instead of bookstore.
- VII. Summer 2010 – Formulation of new design for 2-floor addition containing essential services with a 3<sup>rd</sup> floor add-alternate ballroom and terrace.
- VIII. August 2010 - Consideration and Approval from the UH Facilities Committee
- IX. August 2010 - Consideration and Approval from UH Board of Regents for University Center Transformation Project Phase 1 Scope
- X. September-December 2010 - Comprehensive assessment of MEP, HVAC, and Structural Systems

## 2011

- I. Spring 2011 - Advertise for Professional Architecture and Design Team – Phase 1 and 2
- II. Spring 2011 - Advertise for Construction Team – Phase 1 and 2
- III. May 2011 - Consideration and Approval from the Student Government Association for an increase in the UC Fee to be \$135/Fall and Spring Semesters and \$67.50 for Summer Semesters as of FY2013\*\*
- IV. June 2011 - Select Professional Architecture and Design Team
- V. June 2011 - Select Project Construction Team
- VI. June 2011 - Consideration and Approval from UH Board of Regents Committee(s) for
- VII. University Center Transformation Project Amended Site and Scope
- VIII. June 2011 - Consideration and Approval from UH Board of Regents for University Center Transformation Project Amended Site and Scope
- IX. August 2011 - Consideration and Approval from UH Board of Regents Committee(s) for FY2013 University Center Fee Increase
- X. August 2011 - Consideration and Approval from UH Board of Regents for FY2013 University Center Fee Increase
- XI. Summer/Fall 2011 - Program Confirmation and Concept Design for UC Transformation
- XII. Summer/Fall 2011 - Design Documents for UC Transformation
- XIII. Fall 2011 - Consideration and Approval from the Texas Higher Education Coordinating Board (THECB)

## 2012

- I. *June 2012-December 2013 – Construction—Phase 1\*\**

## 2013

- II. February 2013 – Cornerstone Dedication, North Addition
- III. April 2013 – Topping Ceremony, North Addition
- IV. *December 2013 - Substantial Completion – Phase 1\*\**

## 2014

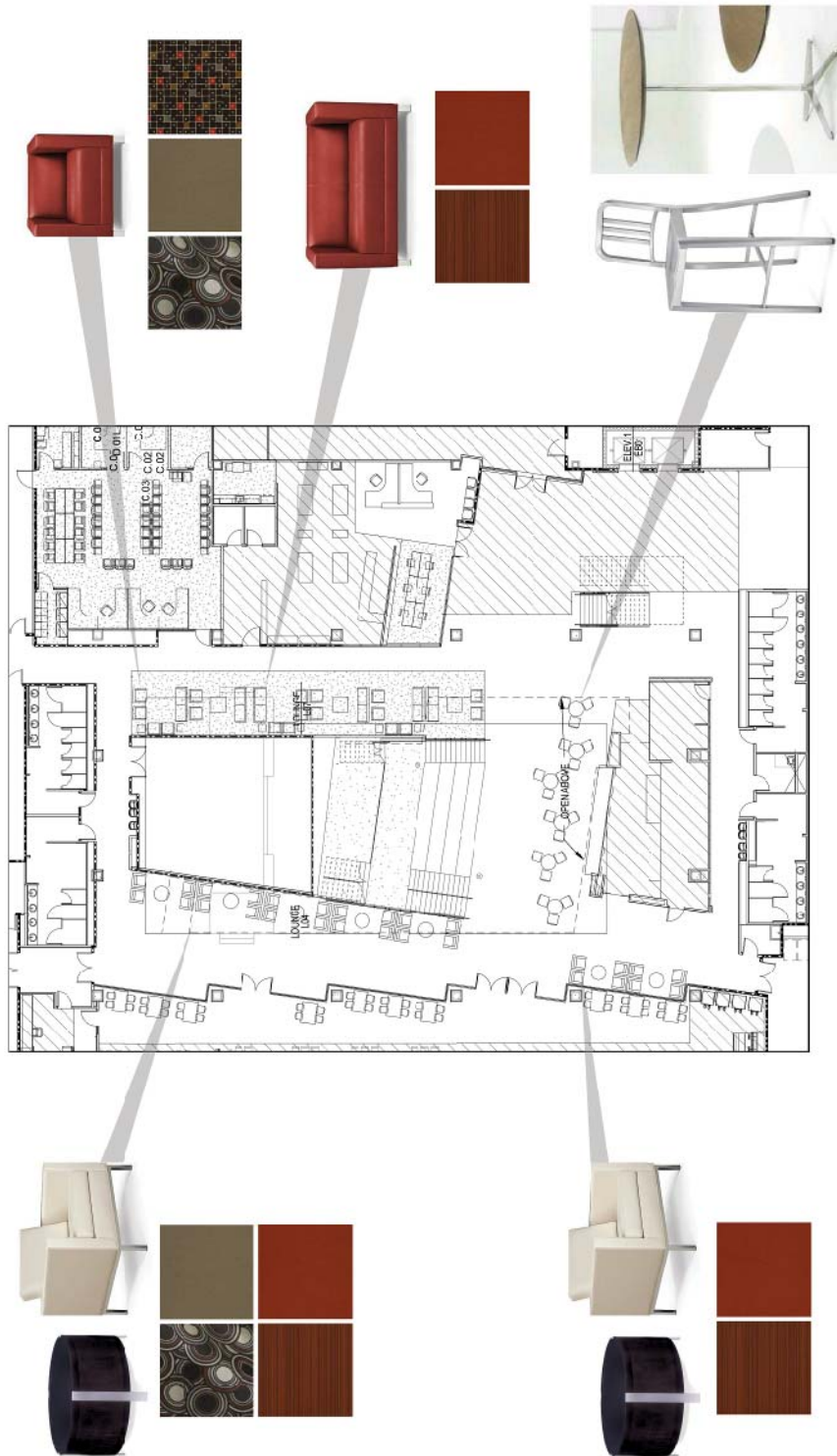
- I. *Monday, 1/6/14 - Move-In Begins for UC North Offices\*\**
- II. *Wednesday, 1/15/14 - Cat's Back 2014 \*\**
- III. *Wednesday, 1/22/14 - UC North Ribbon Cutting \*\**
- IV. *Wednesday, 1/22/14 - WTC Artifact Dedication Ceremony \*\**
- V. *Monday, 1/27/14 - UC North Open Houses \*\**
- VI. *Tuesday, 1/28/14 - Bookstore Grand Opening \*\**
- VII. *Tuesday, 1/28/14 - CFSL Open House (Evening) \*\**
- VIII. *Wednesday, 1/29/14 - UH Dining Services (Daytime) \*\**
- IX. *Thursday, 1/30/14 - UC Theatre Opening Event (Evening) \*\**
- X. *January 2014 - Aaron Parazette Art Opening – "Remembering Next Summer" \*\**
- XI. *January 2014 - Mario Gonzales Art Re-opening – "La Marcha Por La Humanidad"\*\*\**
- XII. *January 2014-December 2014 – Construction—Phase 2\*\**

## 2015

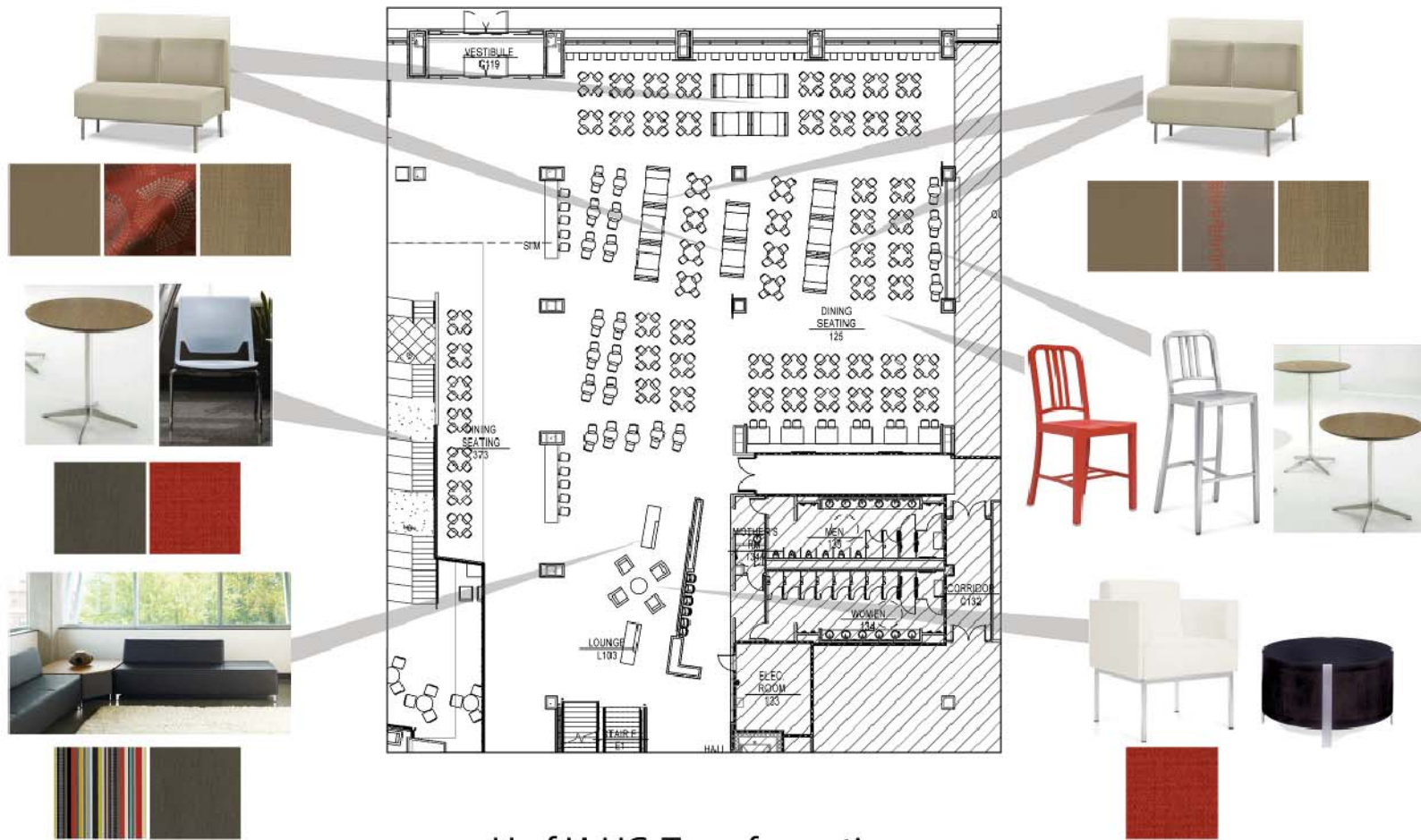
- I. *February 2015 - Grand Opening – The NEW University Center Complex\*\**

*\*\*Schedule tentative as of 10-23-2013*

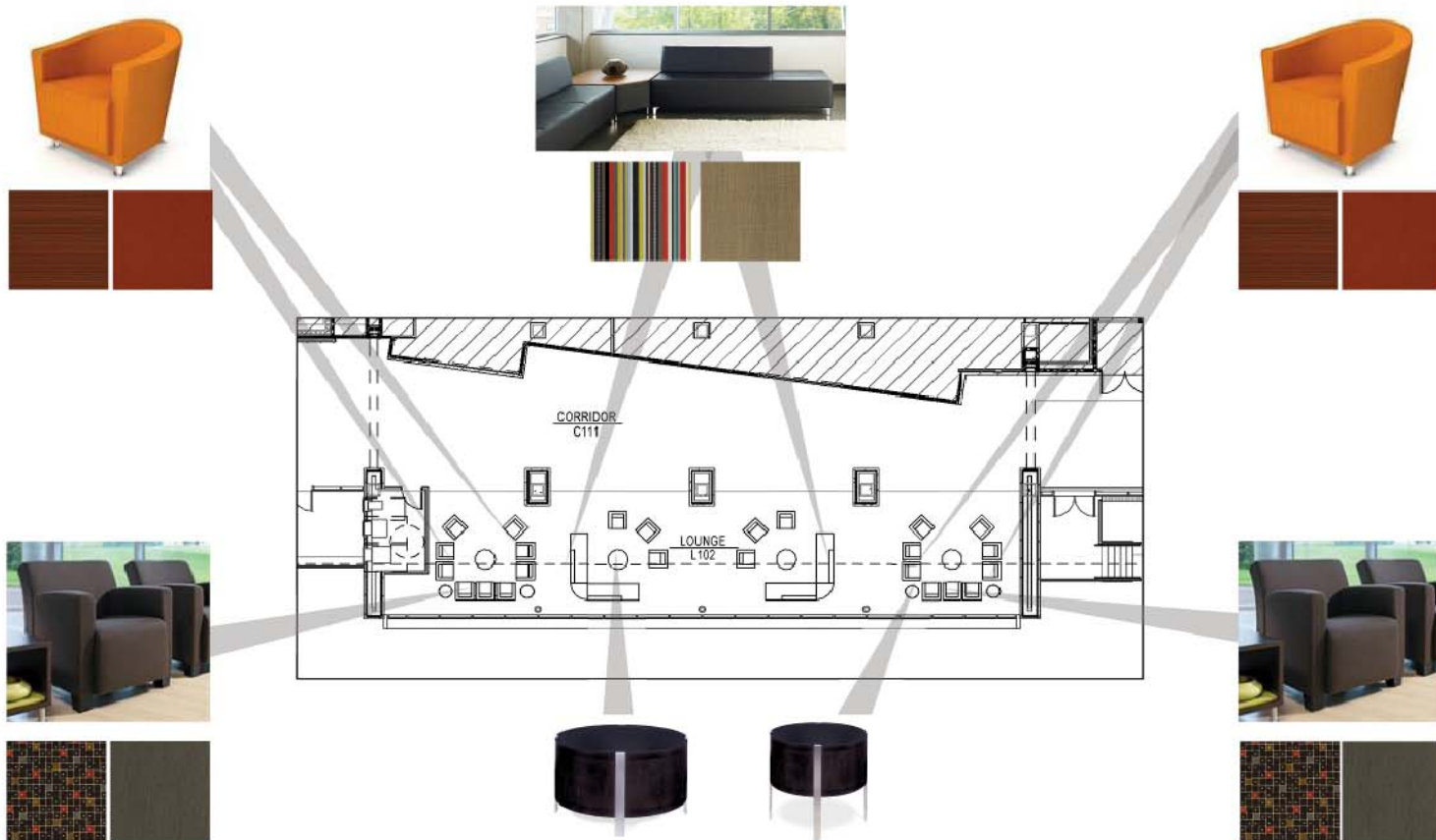
## Appendix O: Lounge Furniture Selections for The New UC



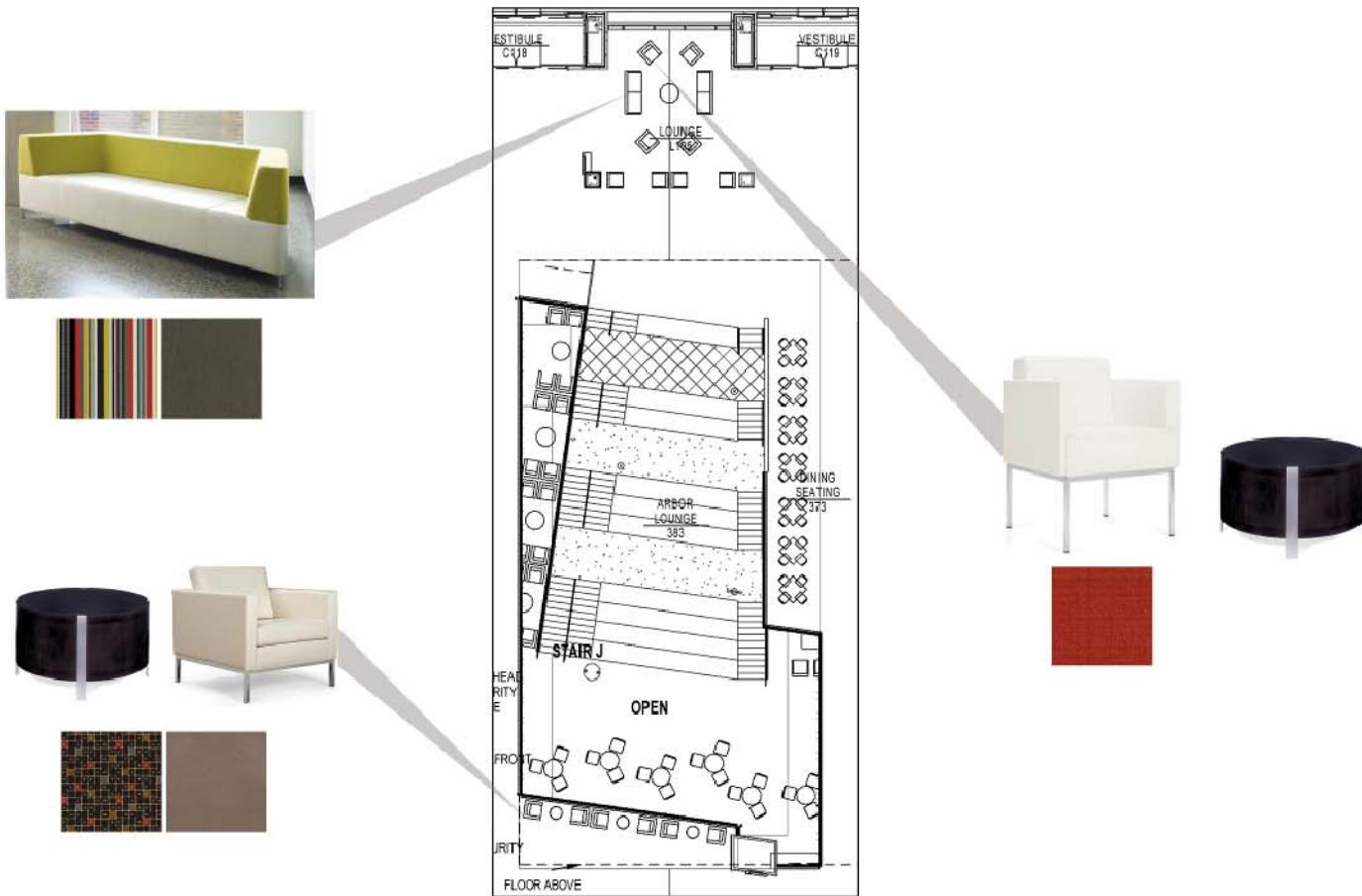
U of H-UC Transformation  
Level 0 Lounge



U of H-UC Transformation  
Level 1 Dining

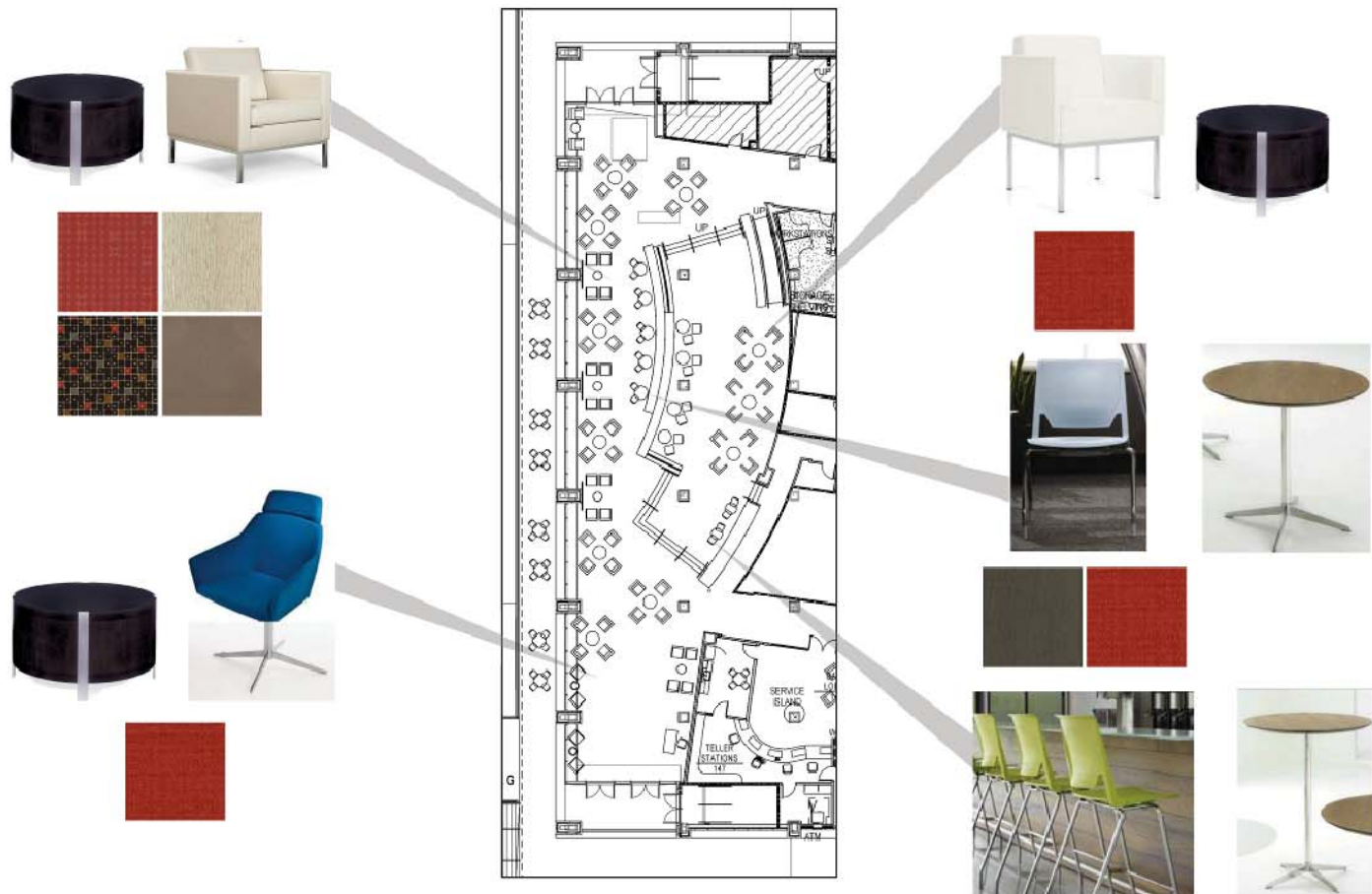


U of H-UC Transformation  
Level 1 Lounge L102

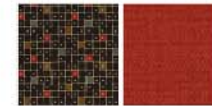
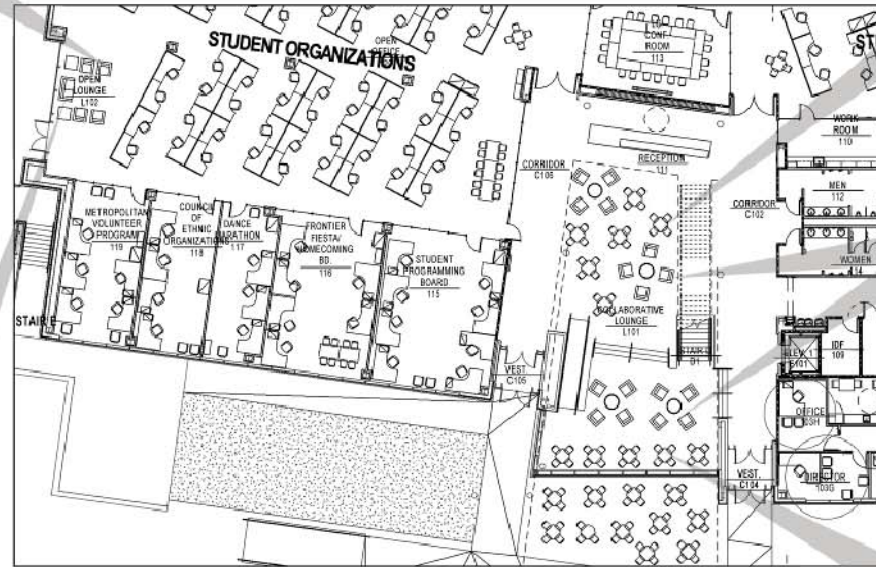


U of H-UC Transformation  
Level 1 Arbor Lounge



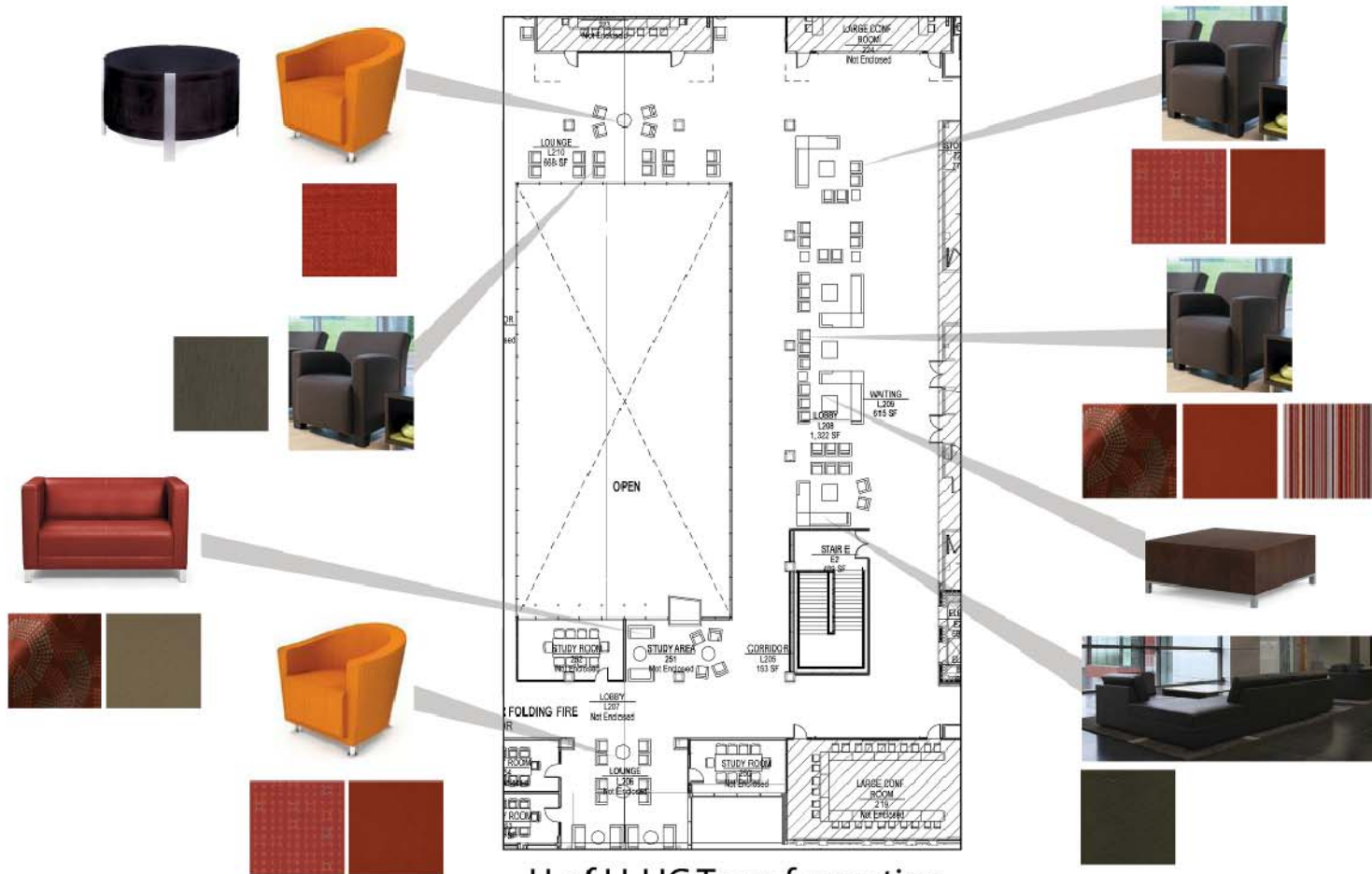


U of H-UC Transformation  
Level 1 West Lobby

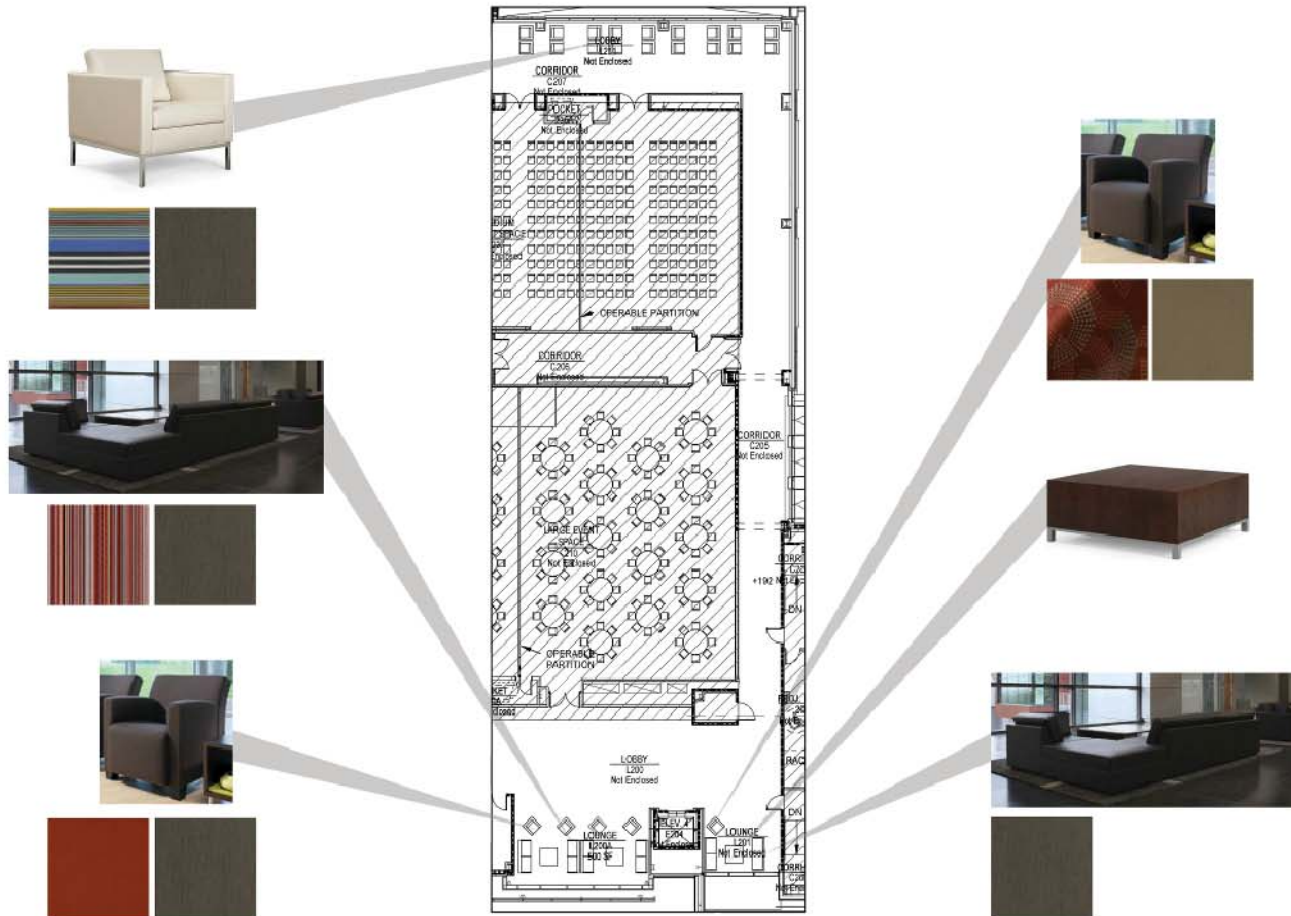


U of H-UC Transformation  
Level 1 Collaborative Lounge

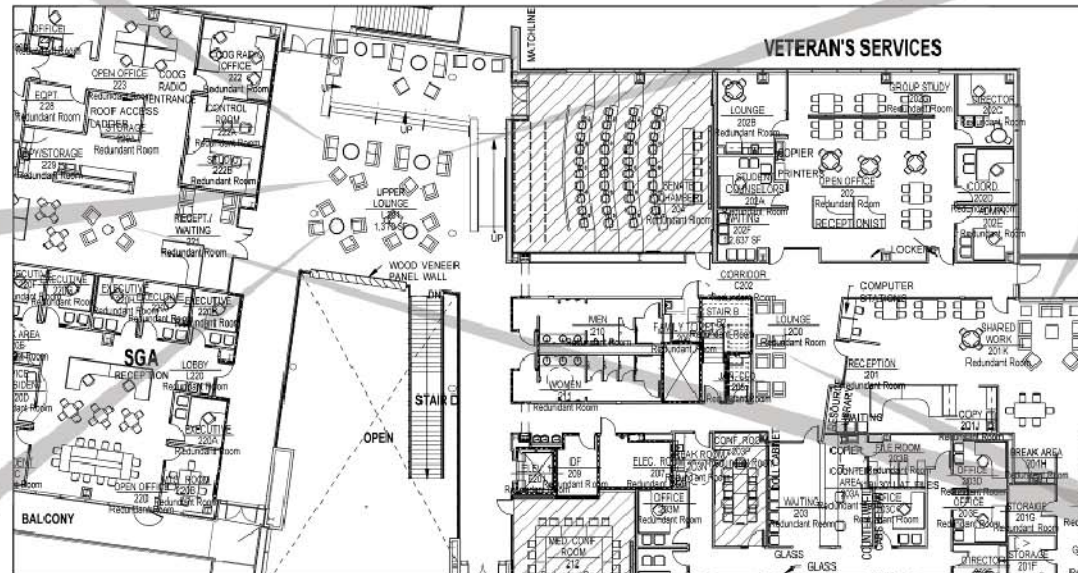
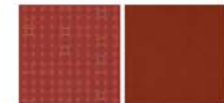




U of H-UC Transformation  
Level 2 Lobby, Lounge, Study Area



U of H-UC Transformation  
Level 2 Corridor Lounge



U of H-UC Transformation  
Level 2 Upper Lounge