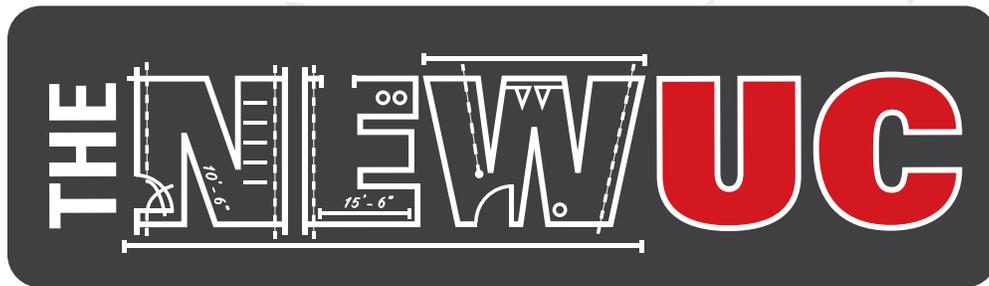


University Center Transformation Project

UNIVERSITY of **HOUSTON**



2011 SFAC SPECIAL REPORT

UC Complex and UC Satellite Transformation Project History

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 36,000. UH is today the largest and most comprehensive institution in the University of Houston System. The evolution of the campus has not paralleled an equal transformation and growth in student life facilities over time. Since opening in 1967, the University Center has benefited only from selective renovation efforts; as a result the facility shows significant signs of wear. The UC Satellite, though fully renovated in 2002, has not been able to keep up with the demands of a growing population in the academic core.

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

With plans for continued enrollment growth, residential growth, and physical development, the UC and UC Satellite will struggle to meet future demands. Already, the programs and departments within these facilities are limited in their ability to meet the needs of today's students due to existing space constraints, outdated environments, and/or organizational inefficiencies.

The 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.

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, 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 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, and floor plans for this original design are available as Appendix E. 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 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 Fee 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.

FROM SFAC 2009 TO SFAC 2010

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 current statute 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.

In early 2009, the UC2010 Initiative approached Dr. Elwyn C. Lee, 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 10th, 2009, and was referred to the Higher Education committee on March 17th. 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 19th, 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. 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. 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 re-launched 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.

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 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 update, 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.

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

Approvals and Design Consideration, 2010

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

With the financing for the first phase of the project approved, UC Staff worked in partnership with staff from the Division of Student Affairs and Division of Administration and Finance to finalize a plan for the University Center Addition, Phase 1 of the Transformation Project. At this juncture, an addition containing the bookstore and a few meeting rooms was planned, with the expectation 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).

This plan changed, however, in the wake of a meeting with representatives from the Division of Administration and Finance and the Division of Student Affairs on March 31st, 2010. At this meeting, UC staff was informed that Barnes and Noble was unwilling to provide any financial contribution to the UC Transformation Project, so their presence in an addition would no longer be feasible. As a direct result of this decision, a new plan placing the retail corridor intended for the UC Ground Floor as well as the UH Health Center and a collection of student services in the addition was proposed and analyzed. 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.

During this time, the physical shape of a potential UC addition was also being reconsidered. The original shape, a “box” with the same depth and half the width of the current UC footprint, proved logistically difficult. A revised plan, developed in conjunction with Facilities Planning and Construction, took the two-floor model with 37,000 square feet on its first floor and shifted it to a 3-floor model featuring three floors of 24,000 square feet each. 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 the summer, 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 re-skinned 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 6th, 2010, and received approval from the group with no dissent—and with a sense of excitement for further plans to be delivered to future meetings. With this approval in hand, the scope and business plans for the first phase of the UC Transformation Project were brought to the Board of Regents Committees on Administration and Finance and Facilities, Construction, and Master Planning the week of August 9th. At the Facilities, Planning, and Construction Committee meeting, the committee members generally approved of the scope of the addition and the goal of the project as a whole—provide students with better University Center facility. There was some disagreement, however, regarding the planned second phase of the University Center Transformation Project, which would update and renovate the UC Footprint itself. Given recent difficulties the University of Houston System has faced with renovation and rehab projects, the committee indicated a certain reticence to approve the full scope of the project with its significant investment in a rehabilitation project.

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

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

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

The Current Scope of the New UC

With the possibility of additional revenue at a lower point for fees as well as much lower escalation figures than the original budget contained, the leadership of The New UC has a tentative project scope that keep student fees lower than the legislative cap and is able to provide the University community with even more than was thought possible during the 2008 UC Fee Referendum. What follows is a description of what the University Center Transformation Project aims to finalize as *the* transformed University Center in 2011 as well as the immediate next steps for The New UC.

THE TRANSFORMED UNIVERSITY CENTER

At this stage, the UC Transformation Project is still planned as a 2-phase project. The first phase, ideally breaking ground by late next year, will be a three floor building. On the first floor, UH Dining (including catering and a food court) will be joined to the existing UC Footprint through the existing dining seating area. Past the food court, a retail corridor featuring Shasta's Cones and More, Woodforest National Bank, Jonorr's Hair Salon, Cougar Byte, and the C-Store will provide all the UC's retail services a single one-stop-shop. On the second floor, the Center for Student Involvement, the Center for Leadership and Fraternity & Sorority Life, and student organization office space will anchor the addition and provide a new home for arguably the most important part of the UC. Additionally, a 400-seat theater and an SGA Senate Chamber Area is currently planned to fill out the floor. On the third floor, an add-alternate, a second ballroom will join either a rooftop terrace or a series of meeting rooms to provide unparalleled event services for the UC Addition.

The scope of the footprint renovation remains in flux, but the current plan still includes a full replacement of the HVAC and MEP systems for the UC Footprint as well as selective transformation on the first floor in the food court area and in the underground in the former home of CSI/CLFSL.

Please consult Appendix H for full floor plans for the current scope of The New UC and Appendix D for current space program and cost models.

WHAT'S NEXT IN 2011

Moving forward, the UC Transformation Project has contracted with an outside firm to re-assess the conditions of the mechanical, electrical, plumbing, and HVAC systems for the University Center. When this assessment is completed, a finalized scope will be put out to bid and the design both phases of the project as a whole. Ideally, having both phases designed will limit overall project cost and will ensure students get the best "bang for their buck" from a student fee perspective. After the necessary approvals process, the University Center would seek to break ground on the UC Addition by fall of 2011. A tentative timetable for the UC Transformation Project is available under Appendix F.

IN CLOSING

The New UC is currently seeking to finalize the scope of renovation and new construction. While the project currently faces significant ambiguity, by January of 2011 the scope should be finalized and the project will be able to move forward only slightly behind the ambitious schedule originally laid out for it. Student involvement remains a cornerstone of the UC Transformation Project, and the goal is to provide a University Center complex that meets the spirit of students' needs in its program, if not the exact layout originally conceived.

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

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

Appendix D

Current Tentative Cost Models, Program, and Fee Pro Forma

A summary of the cost models, program, and fee implications follow on the next few pages. Below is a list of definitions and explanations of the terminology used throughout the cost models. All numbers are currently tentative.

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.

Site Costs

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.

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.

Administrative/Soft Costs

A category including several categories of cost, including:

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.

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

**University Center Cost Model
UC Addition, Base + Add Ons**

PROGRAM BASE COST BY SPACE TYPE

Project Cost	Cost
SGA Chambers and 400 Seat Theater	\$ 1,195,250
Retail Corridor	\$ 345,000
Dining Space (Less Equipment)	\$ 2,034,158
Center for Student Involvement/Leadership & Greek Life	\$ 1,326,432
Site Costs	\$ 1,334,000
Building Loading	\$ 250,000
Core and Shell Costs, Floors 1 and 2	\$ 13,300,000
Escalation	\$ 3,274,764
Administrative/Soft Costs	\$ 7,306,511
Bond Costs	\$ 285,316
Total Base Project Cost	\$ 30,651,431

PROGRAM ADD-ON COST BY SPACE TYPE

Project Cost	Cost
Food Service Equipment	\$ 500,000
3rd Floor Shell Construction + Ballroom Finish Out	\$ 5,528,000
UC North Patio Refresh / Amphitheater / UC North Entrance	\$ 1,310,400
UC Footprint Dining Transformation	\$ 1,380,000
UC Footprint Reskin and Arbor Enclosure	\$ 4,034,480
Escalation (applied to Construction Only)	\$ 735,173
Administrative/Soft Costs	\$ 3,379,378
Bond Costs	\$ 163,674
Total Add-On Project Cost	\$ 17,031,105
Total Combined Project Cost	\$ 47,682,536

PROGRAM BY SPACE ALLOCATION

Space Type	Square Footage	
Retail Corridor 1	6,900	1st Floor
Dining Space	18,981	
Center for Student Involvement/Leadership & Greek Life	20,087	2nd Floor
SGA Chambers and Theater	7,950	
Ballroom and Pre-Function Space	15,820	3rd Floor
Total Square Footage	69,738	
<i>Square Footage Available</i>	105,000	
<i>Square Footage Surplus for Egress and Restrooms</i>	35,262	

TOTAL SPACE ALLOCATION PER FLOOR

Space Type	Square Footage	Available
1st Floor Addition	25,881	35,000
2nd Floor Addition	28,037	35,000
3rd Floor Addition	15,820	35,000
Net Square Footage	69,738	
<i>Square Footage Available</i>	105,000	
<i>Square Footage Surplus for Egress and Restrooms</i>	35,262	

1) C-Store, Cougar Byte, Shasta's Cones and More, Woodforest National Bank and Jonorr's Hair Salon

**University Center Program and Cost Model
UC HVAC Replacement**

BASE PROGRAM COST BY SPACE TYPE

Project Cost	Cost
1st Floor Dining, Lounge, and Graduate Lounge**	\$ 1,330,000
TBD Division of Student Affairs Office Space	\$ 754,900
Student Publications	\$ 276,464
UC North Patio Landscape, Amphitheatre, and UG Entrance**	\$ 1,310,400
Other Site Costs	\$ 1,603,000
Total Core and Shell Costs	\$ 18,709,700
UC Infrastructure Replacement	\$ 14,675,220
Arbor Enclosure**	\$ 1,700,000
Exterior Reskin**	\$ 2,334,480
Escalation and Phasing	\$ 5,402,281
FF&E and Soft Costs	\$ 12,232,160
Bond Costs	\$ 427,613
Total Base Project Cost	\$ 42,046,518

ADD-ON PROGRAM COST BY SPACE TYPE

Project Cost	Cost
Games Room (4 Additional Bowling Lanes)	\$ 270,000
UC Service Corridor	\$ 400,000
UC Admin Office Suite	\$ 462,825
Total Add-On Project Cost	\$ 1,132,825
Total Combined Project Cost	\$ 43,179,343

PROGRAM BY SPACE ALLOCATION

Space Type	Square Footage	
TBD Student Affairs Space	15,098	Underground
Student Publications	4,134	
Meeting Rooms	6,578	
Lounge Space	4,484	
Bookstore Storage	4,570	
Games Room (4 additional bowling lanes add-on)	14,487	Ground Floor
Cougar Den	4,134	
Dining Space 1	8,562	
Creation Station	2,400	
Bookstore Storage	3,258	First Floor
Bookstore	16,742	
Dining /Lounge Space	20,000	
Information Desk	400	
University Center Administration Space (add-on)	8,728	
Other Office Space (DOS, Service Corridor (add-on), etc)	8,000	
Houston Room 2	12,311	
Meeting Rooms	11,262	Second Floor
Net Square Footage	145,148	

TOTAL SPACE ALLOCATION PER FLOOR

Space Type	Square Footage
UC Underground	34,864
Ground Floor	32,841
1st Floor	37,142
2nd Floor	40,301
Net Square Footage	145,148

- 1) Chili's Too + back of house pantries, catering, and offices
- 2) Includes perimeter rooms

**Component also listed within the UC Addition Add-On list

University of Houston
 University Center Addition and Transformation Project
 Financial Pro Forma based on New Student Fee Only
 6.10% Debt Service, 25 Years

	Revenue			Expenses				Coverage		Debt Coverage Ratio	
	Phase 1 UC Fee	Phase 2 UC Fee	Total Fees	Less Reserve for Design, etc.	Net Cash Flow Available for Debt Service	Phase 1 Debt Service	Phase 2 Debt Service	Total Debt Service	Net Cash Flow After Debt Service		Cumulative Cash Surplus
FY2011	\$ 3,896,050	\$ -	\$ 3,896,050	\$ (3,896,050)	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ -	1.13
FY2012	3,896,050	-	3,896,050	11,838	3,907,888	(3,457,888)	-	(3,457,888)	962,253	450,000	1.15
FY2013	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	1,412,253	1.15
FY2014	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	2,374,506	1.15
FY2015	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	3,336,760	1.15
FY2016	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	4,299,013	1.15
FY2017	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	5,261,266	1.15
FY2018	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	6,223,519	1.15
FY2019	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	7,185,773	1.15
FY2020	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	8,148,026	1.15
FY2021	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	9,110,279	1.15
FY2022	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	10,072,532	1.15
FY2023	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	11,034,786	1.15
FY2024	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	11,997,039	1.15
FY2025	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	12,959,292	1.15
FY2026	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	13,921,545	1.15
FY2027	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	14,883,799	1.15
FY2028	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	15,846,052	1.15
FY2029	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	16,808,305	1.15
FY2030	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	17,770,558	1.15
FY2031	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	18,732,812	1.15
FY2032	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	19,695,065	1.15
FY2033	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	20,657,318	1.15
FY2034	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	21,619,571	1.15
FY2035	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	22,581,825	1.15
FY2036	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	23,544,078	1.15
FY2037	3,896,050	3,896,050	7,792,100	-	7,416,723	(3,457,888)	(2,996,582)	(6,454,470)	962,253	27,964,219	2.48
Total	\$ 105,193,350	\$ 97,401,250	\$ 202,594,600	\$ (3,884,212)	\$ 189,325,963	\$ (86,447,197)	\$ (74,914,546)	\$ (161,361,744)	\$ 27,964,219	\$ 27,964,219	

Financing Assumptions:

Bond Amount \$ 81,731,553
 Term (years) 25
 Rate 6.10%
 Min. Debt Coverage Ratio 1.15

Cost Assumptions:

Core & Shell - phase 1 \$ 18,828,000 reduced during VE
 Core & Shell - phase 2 \$ 18,709,700 no change during VE
 P&E Costs - phase 1 \$ 3,814,603 8% of TPC
 P&E Costs - phase 2 \$ 3,034,658 8% of TPC

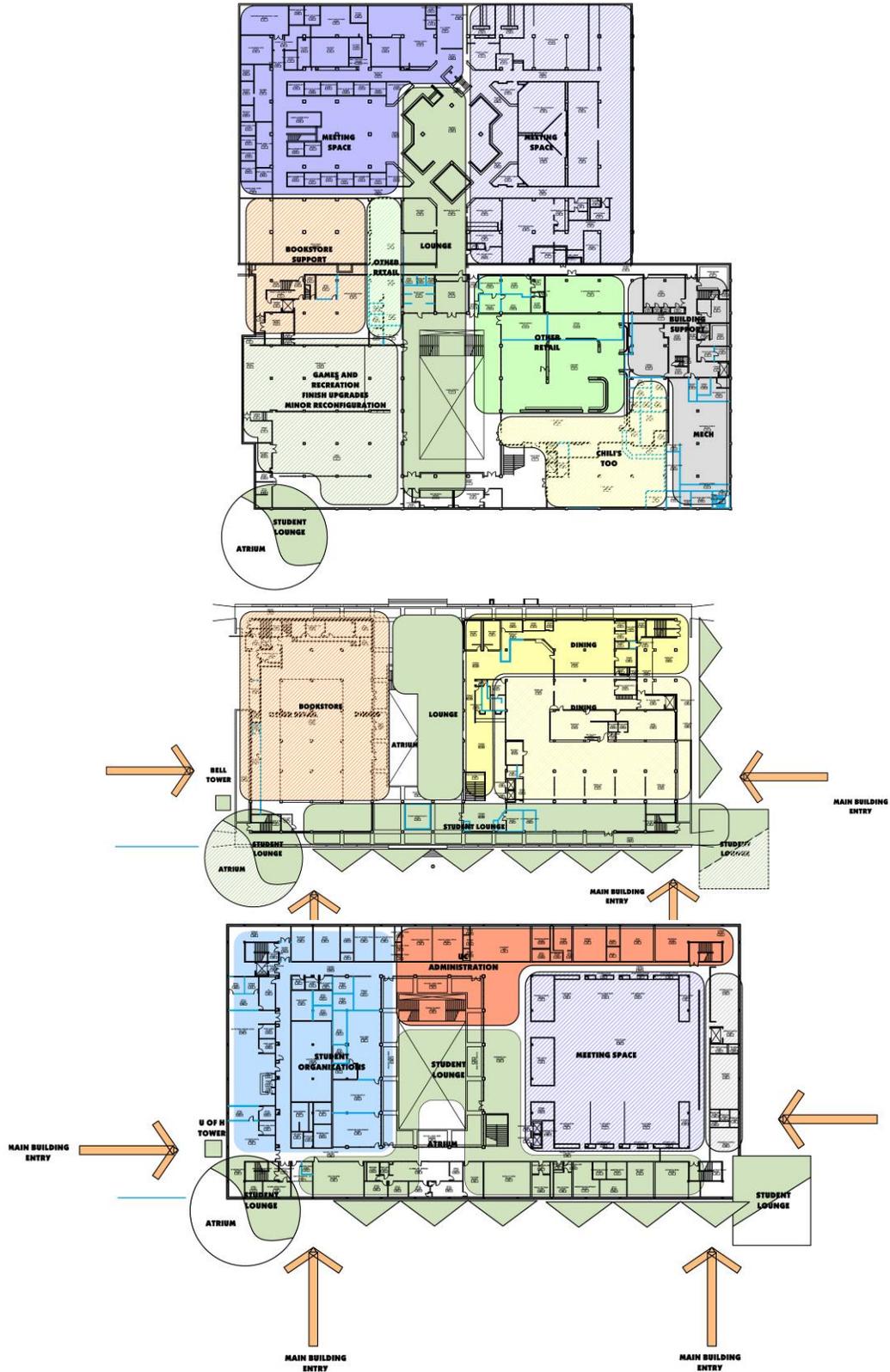
Revenue Assumptions:

Fiscal Year 2011 (Phase 1) Fee increase per long semester \$ 50 Fee increase per short semester \$ 25
 Fiscal Year 2013 (Phase 2) \$ 50 \$ 25
 Total UC Fee Increase \$ 100 \$ 50

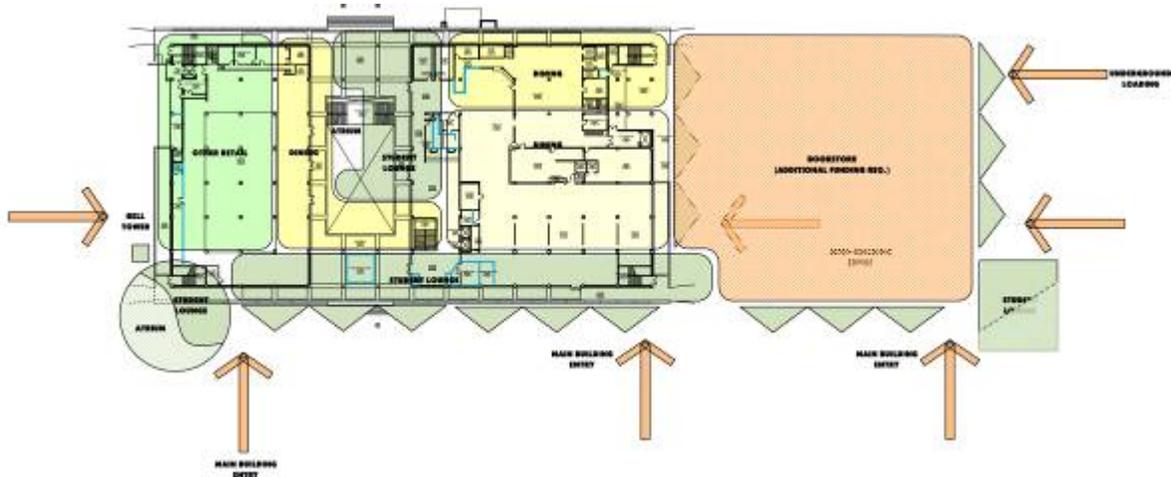
Fiscal Year	FY11	FY12	FY13	FY14	FY15
Enrollment for Summer	10,100	10,100	10,100	10,100	10,100
Enrollment for Fall	37,370	37,370	37,370	37,370	37,370
Enrollment for Spring	35,501	35,501	35,501	35,501	35,501

Appendix E

New UC Floor Plans – Referendum Option



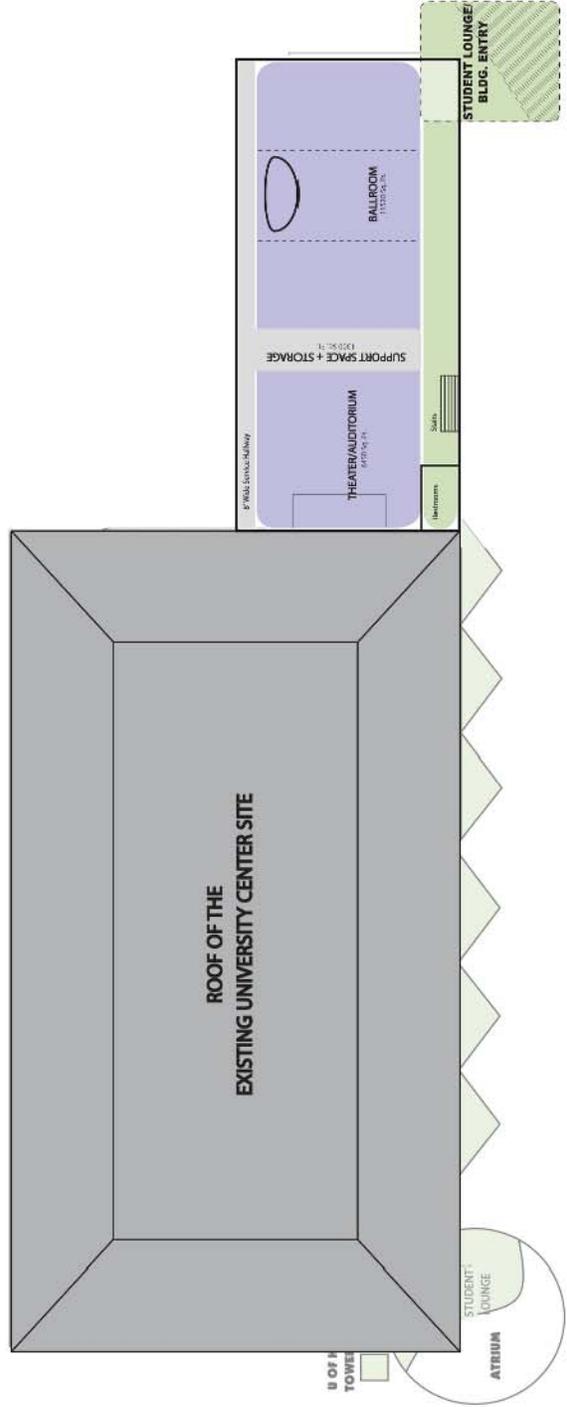
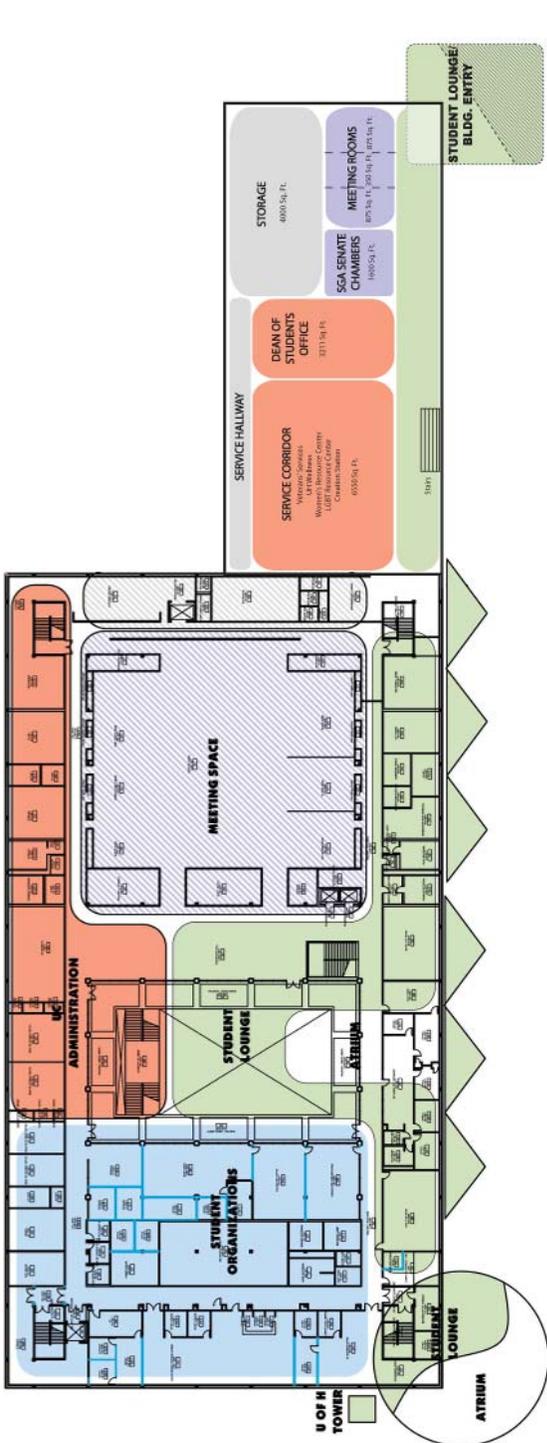
Appendix F New UC Floor Plans – Bookstore Option



Appendix G

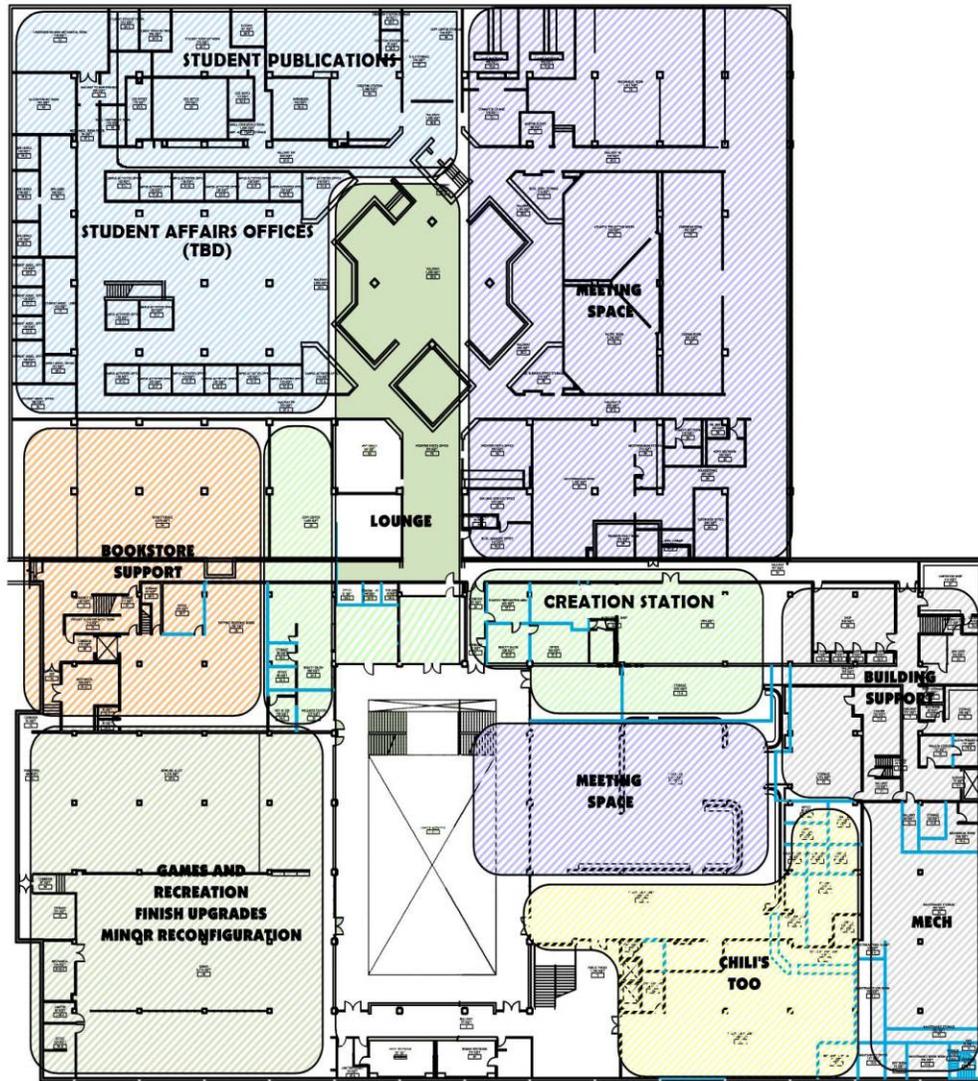
New UC Floor Plans – Health Center Option



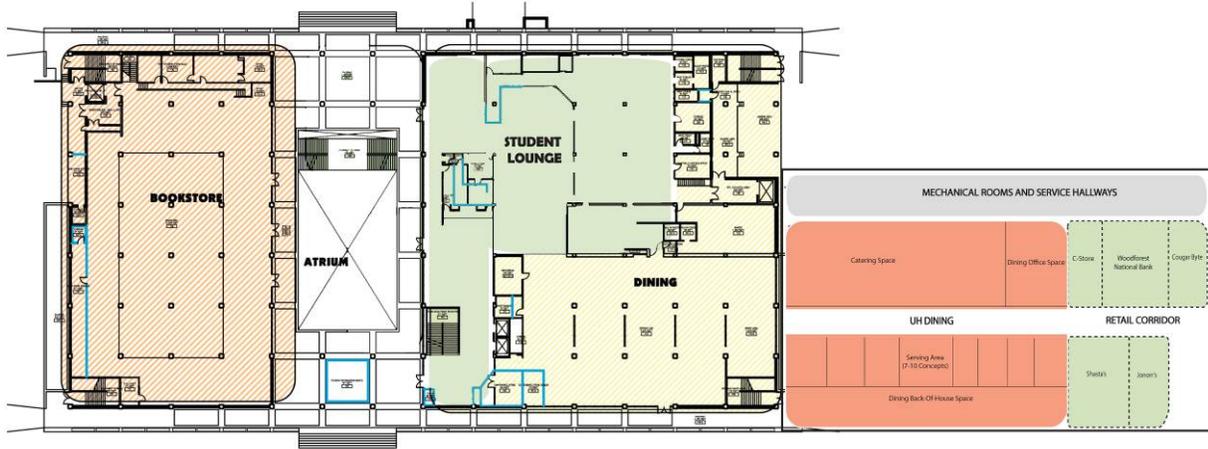


Appendix H New UC Floor Plans – Current Option

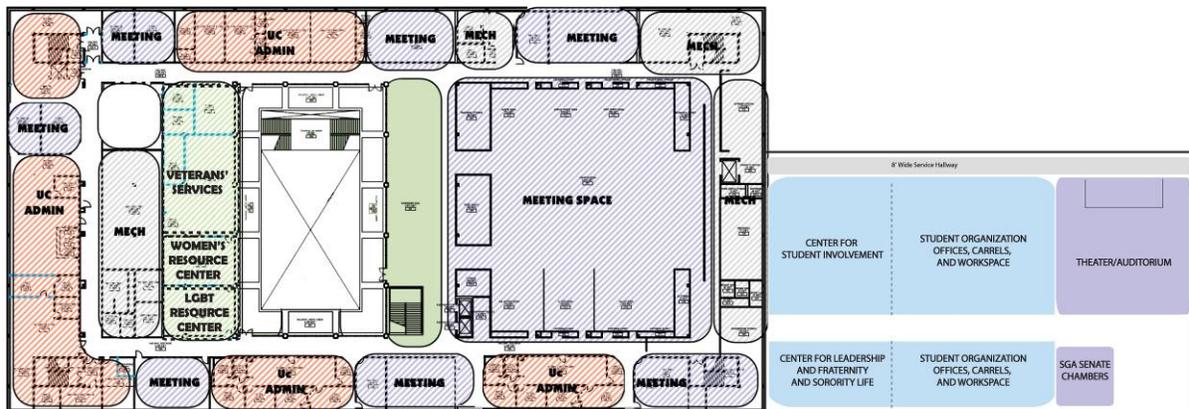
UC Lower Level



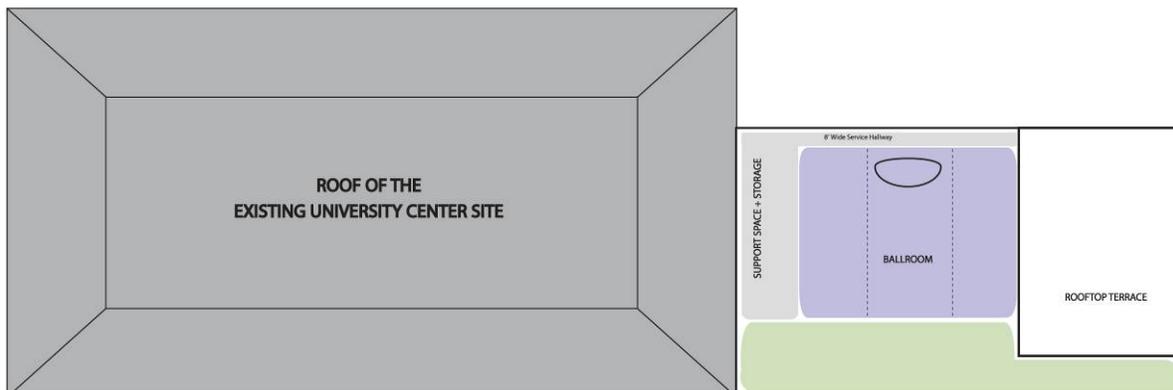
First Floor



Second Floor



Third Floor (Add Alternate)



Appendix I

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

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

- XVII. June 13, 2008 – Fifth Holzman Moss Visit to UH Campus
 - a. Presentation of MEP Report
 - b. Presentation of Existing Conditions Assessment
 - c. Formulation of University Center site options (Including a third University Center facility located by Robertson Stadium)
- XVIII. July 11, 2008 – Sixth Holzman Moss Visit to UH Campus
 - a. Presentation of Full Master Plan Report Including Recommendations
- XIX. August 2008 – UC2010 Initiative Founded to Pursue Student Fee Increase to Finance Transformed University Center
- XX. September 24, 2008 – SGA Authorizes Student Referendum
- XXI. September 26, 2008 – Site Visit to University of South Florida
- XXII. October 16, 2008 – Second Survey Goes Live
- XXIII. October 24, 2008 – Second Survey Closes
 - a. Response Rate
 - i. 5302 Respondents, Only Students
 - b. Results
 - i. Highest % (32.28%) of student population selected “Option C” (transformation project) as their favorite
 - ii. 70.4% of students also indicated likely to support Option C and fee increase through referendum
- XXIV. November 18 and 19, 2008 – UC2010 Student Referendum
 - a. 4161 Votes
 - b. 3204 (77%) In Support of Referendum
 - c. 957 (23%) Not In Support of Referendum
- XXV. February 2009 – UC Student Fee Increase Endorsed by SFAC
- XXVI. April 1, 2009 – Testimony to Texas Congressional Higher Education Subcommittee in support of HB2961, Relating to an increase in the Student Union Fee at the University of Houston
- XXVII. May 20, 2009 – Testimony to Texas Senate Higher Education Subcommittee in support of HB2961
- XXVIII. June 19, 2009 – HB2961 Signed into law by Governor Perry, takes effect immediately
- XXIX. August 31, 2009 – UC2010 Student Leaders present project plan and scope to Provost Antel
- XXX. September 16 and 30, 2009 – SGA Certifies Results of Referendum, Supports \$25 Fee Increase Effective FY11
- XXXI. October 1, 2009 – UC2010 Leadership presents UC Transformation project plan and scope to Staff Council
- XXXII. October 21, 2009 – UC2010 Leadership presents UC Transformation project plan and scope to Faculty Senate; Faculty Senate Strongly Endorses It (http://www.uh.edu/fs/minutes/102109_mins.html)
- XXXIII. November 2, 2009 – Student meeting with Dr. Carlucci and Dr. Lee. Dr. Carlucci proposes 2-phase implementation of UC Transformation Project and 2-Phase Fee Model
- XXXIV. November 2, 2009 – Launch of “New UC” brand
- XXXV. January 27, 2010 – SGA Updates Previous UC Fee Recommendation; Approves Increase of \$50 effective FY2011.
- XXXVI. February 8, 2010 – The New UC Student Leadership Team presents progress to SFAC
- XXXVII. February 10, 2010 -- \$50 UC Fee Increase Effective FY11 approved by Board of Regents Administration and Finance Committee Unanimously
- XXXVIII. February 17, 2010 -- \$50 UC Fee Increase Effective FY11 approved by full Board of Regents Unanimously

- XXXIX. April 5, 2010 – Meeting with Administration and Finance staff to discuss UC Project; UC staff informed that the UH Bookstore is no longer able to financially support a space in UC Addition.
- XL. April 6-16, 2010 – Formulation of new design for 3-floor addition featuring retail and Health Center on first floor instead of bookstore.
- XLI. Summer 2010 – Formulation of new design for 2-floor addition containing essential services with a 3rd floor add-alternate ballroom and terrace.
- XLII. August 2010 - Consideration and Approval from the UH Facilities Committee
- XLIII. August 2010 - Consideration and Approval from UH Board of Regents Committee(s) for University Center Transformation Project Phase 1
- XLIV. August 2010 - Consideration and Approval from UH Board of Regents for University Center Transformation Project Phase 1
- XLV. September-December 2010 - Comprehensive assessment of MEP, HVAC, and Structural Systems
- XLVI. *January 2011 - Advertise for Professional Design Team – **Phase 1 and 2*****
- XLVII. *January/February 2011 - Select Professional Architecture and Design Team***
- XLVIII. *Spring 2011 - Program Confirmation and Concept Design for Phase 1***
- XLIX. *Spring 2011 - Advertise for Construction Team for Addition ***
- L. *Spring 2011 - Select Construction Team for Addition***
- LI. *Spring 2011 - Design Documents for Construction of Addition***
- LII. *Summer 2011 - Consideration and Approval from the Texas Higher Education Coordinating Board (THECB)***
- LIII. *August 2011 - Consideration and Approval from the UH Facilities Committee for Phase 1*
- LIV. *October 2011 - Consideration and Approval from UH Board of Regents Committee(s) for University Center Transformation Project Phase 2***
- LV. *October 2011 - Consideration and Approval from UH Board of Regents for University Center Transformation Project Phase 2***
- LVI. *October 2011-December 2012 – Construction of Addition – 14 months***
- LVII. *Fall 2011-Spring 2012 Program Confirmation and Concept Design for Phase 2***
- LVIII. *November 2011 - Review Phase 2 Transformation Plan with FP&C Liaison***
- LIX. *November 2011 - Review Phase 2 Transformation Plan with Treasurer’s Office***
- LX. *October/November 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***
- LXI. *February 2012 - Consideration and Approval from UH Board of Regents Committee(s) for FY2013 University Center Fee Increase***
- LXII. *February 2012 - Consideration and Approval from UH Board of Regents for FY2013 University Center Fee Increase***
- LXIII. *April 2012 - Consideration and Approval from the UH Facilities Committee for Phase 2***
- LXIV. *May 2012 - Consideration and Approval from UH Board of Regents Committee(s) for University Center Transformation Project Phase 2***
- LXV. *May 2012 - Consideration and Approval from UH Board of Regents for University Center Transformation Project Phase 2***
- LXVI. *Summer 2012 - Advertise for Construction Team for Transformation Project – Phase 2***
- LXVII. *Summer 2012 - Select Construction Team for Transformation Project-Phase 2***
- LXVIII. *Summer 2012 - Consideration and Approval from the Texas Higher Education Coordinating Board (THECB) for Phase 2***
- LXIX. *Fall 2012 - Design Documents for Transformation Project-Phase 2***
- LXX. *Fall 2012 - Consideration and Approval from the UH Facilities Committee – Phase 2***

- LXXI. *November 2013 - Consideration and Approval from UH Board of Regents Committee(s) for University Center Transformation Project Phase 2***
- LXXII. *November 2013 - Consideration and Approval from UH Board of Regents for University Center Transformation Project Phase 2***
- LXXIII. *December 2012 - Substantial Completion – Phase 1***
- LXXIV. **January 2013 - Grand Opening – UC Transformation Project Addition****
- LXXV. *February 2013-February 2014 – Renovation of UC Footprint—12 months***
- LXXVI. **February 2015 Grand Opening – The new University Center Complex****

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