

UNIVERSITY OF HOUSTON

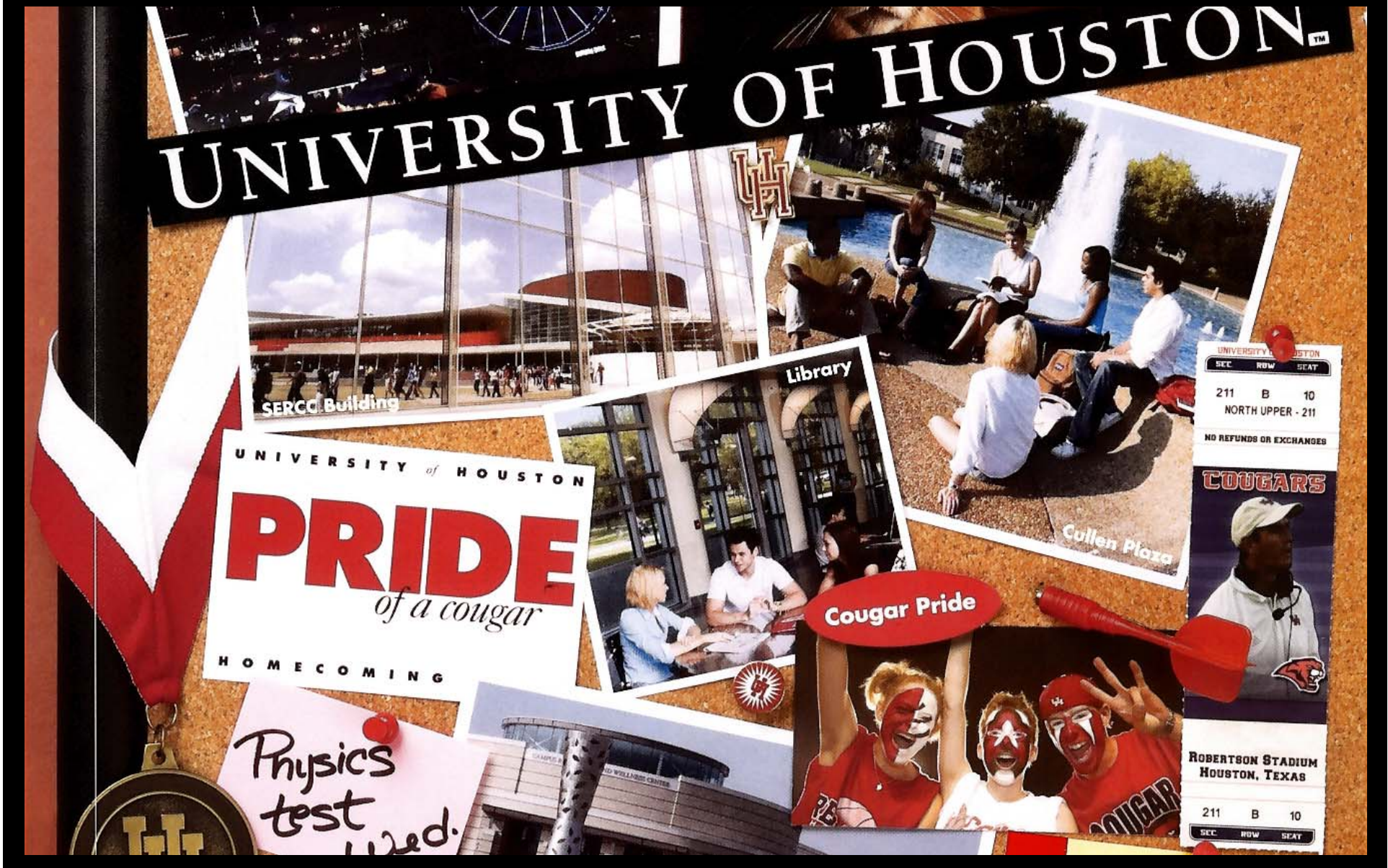
Master Plan for the University Center Complex and UC Satellite

"Through our provisions we create and perpetuate an environment that engages human connections, empowers holistic development, embodies multicultural awareness, that when taken together enriches the campus life experience."



HOLZMAN MOSS
ARCHITECTURE

Understanding the Assignment



Team Organization

University of Houston

HOLZMAN MOSS ARCHITECTURE



Brad Lukanic, AIA, LEED AP
Principal - Project Manager



Debbi Waters
Principal - Programmer & Planner

*HUB
firm



MEP Engineering
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Food Service
Rob White / Peg Rodger

Envision Strategies

Bookstore Consultant

Campus Bookstore
Consulting Corporation

Market Analysis
& Financial Analysis

Brailsford & Dunlavey

Cost Estimating

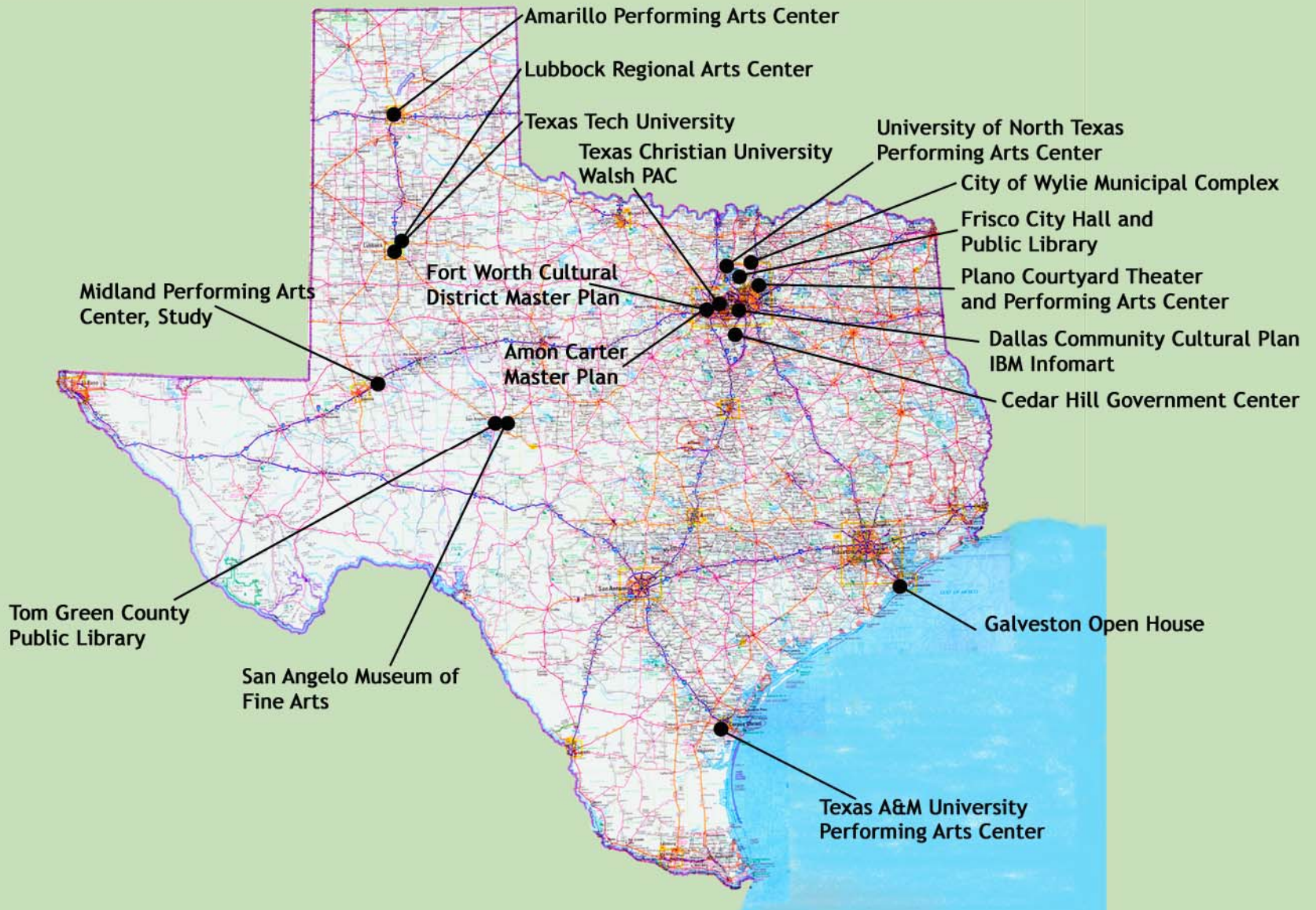
Halford Busby, LLC*

Academic Experience

Holzman Moss has worked on more than 150 campuses



Texas Experience



Texas Experience

A map of Texas is the central focus, with various locations marked by black dots. Lines connect these dots to circular inset images and text labels. The labels include:

- Amarillo Performing Arts Center
- Lubbock Regional Arts Center
- Texas Tech University
- Texas Christian University
- Walsh PAC
- University of North Texas Performing Arts Center
- City of Wylie Municipal Center
- Frisco City Hall and Public Library
- Plano Courtyard Theater and Performing Arts Center
- Dallas Community Center
- IBM Infomart
- Cedar Hill Government Center
- Galveston Open House
- Texas A&M University Performing Arts Center
- San Angelo Museum of Fine Arts
- Tom Green County Public Library
- Midland Performing Arts Center, Study
- Worth Cultural District Master Plan
- Amon Carter Master Plan

The map also features a circular inset showing a detailed view of a specific area in the Dallas/Fort Worth region, marked with colored dots. Several circular inset images show interior views of theaters, libraries, and public spaces, as well as exterior views of modern buildings.

University Centers

STUDENT CENTERS

	SF
Borough of Manhattan Community College, Fiterman Hall	80,000
Bowdoin College, David Saul Smith Union	43,000
Central Connecticut State University, Student Center	86,000
Delaware State University, Student Center	73,000
Middlebury College, McCullough Student Center	45,000
Rutgers, The State University of New Jersey, Livingston Student Center	54,000
St. Joseph's College, Student Union and Academic Building	17,500
Texas Tech University, Student Union	175,250
University of Missouri-Columbia, Student Union	220,000
University of Otago, Student Union Link	40,000
University of Southern Indiana, University Center	170,000
Soka University, University Center	117,000
	<hr/>
	1,120,750

PROGRAM/PLANNING

Barnard College, Nexus Mixed-use Building, Program/Plan	171,000
Colgate University, Student Union and Campus Center, Study	60,000
Northwestern University, Norris University Center, Study	160,000
North Carolina State University, Student Life Master Plan	496,000
Oklahoma State University, Strategic Consulting Services for Student Union	340,000
San Diego State University - Aztec Center Replacement Study	312,000
University of California, Riverside, Student Commons, Program/Plan	175,000
University of the Pacific, University Center, Program/Plan	68,600
	<hr/>
	1,782,600

TOTAL SQUARE FEET

2,903,350

University of Houston

History of Growth

1927
The University is founded



1936
Acreage is acquired for a permanent campus

1939
First classes are held at current site; 2,067 students attend all classes in Roy G. Cullen Building

1945
UH separates from the Houston Independent School District and operates as a private university



1963
UH becomes a state-supported institution



1967
The University Center opens its doors

1973
University Center Underground and the UC Satellite open

1977
State law officially establishes the UH System

2001
Complete Renovation of The University Center Underground following Tropical Storm Allison



2006
UH unveils a Master Plan for growth over the next twenty years, including five distinct districts



2007
UH enrolls 34,334 students and is the largest and most comprehensive component of the UH System

Understanding the University of Houston

University Center, UC Underground and UC Satellite - Diversity of Programs and Locations

- Bookstore
- Campus Activities
- Cougar 1 Card
- Cougar Byte
- Cougar Den
- Council of Ethnic Organizations
- Dean of Students Office
- Food Court
- Frontier Fiesta Association
- Jonorr's Salon
- Meeting Rooms
- Metropolitan Volunteer Program
- Shasta's Cones and More
- Student Government Association
- Student Legal Services
- Student Program Board
- Student Video Network
- Study Lounge
- TV Lounge
- UC Administrative Services
- UC Business Office
- UC CARS Office (Reservations)
- UC Creation Station
- UC Forensics
- UC Game Room
- UC Marketing and Programs
- UH Dining Services
- UH Wellness
- University Copy Center
- Veterans' Services Office
- Woodforest National Bank
- World Affairs Lounge



Approach to the Work - Centers for Student Life



Approach to the Work

Working in Partnership with a Multitude of Stakeholders

Interviews

- In-depth interviews of relevant key stakeholders regarding perceptions of current programs and services, as well as anticipated staff growth, departmental space needs and qualitative preferences
- Intercept Interviews

Focus Groups

- Focus groups with University community members (on-campus students, commuter students, faculty, and staff)
 - qualitative perception of the current services
 - desires pertaining to future services and programs



Approach to the Work

Working in Partnership with a Multitude of Stakeholders

Programming Workshops

- Forum to define expectations and establish common frame of reference
- Presentation of programming concepts using charts, diagrams, models and program data
- Discussion of specific goals and objectives, project needs, square footage requirements for all of the program spaces, architectural and system requirements, desired adjacencies, functional efficiency, and cost implications
- Collective evaluation of options in terms of their ability to achieve the program, design objectives, budget and schedule



Approach to the Work

Working in Partnership with a Multitude of Stakeholders

Campus Wide Presentations

- Presentation of design concepts at discreet intervals to interested campus constituents
 - non-University Center administrators
 - faculty
 - University Center tenants and staff
 - student body



Approach to the Work

Our Expectations: The Role of the Client

We expect from our clients:

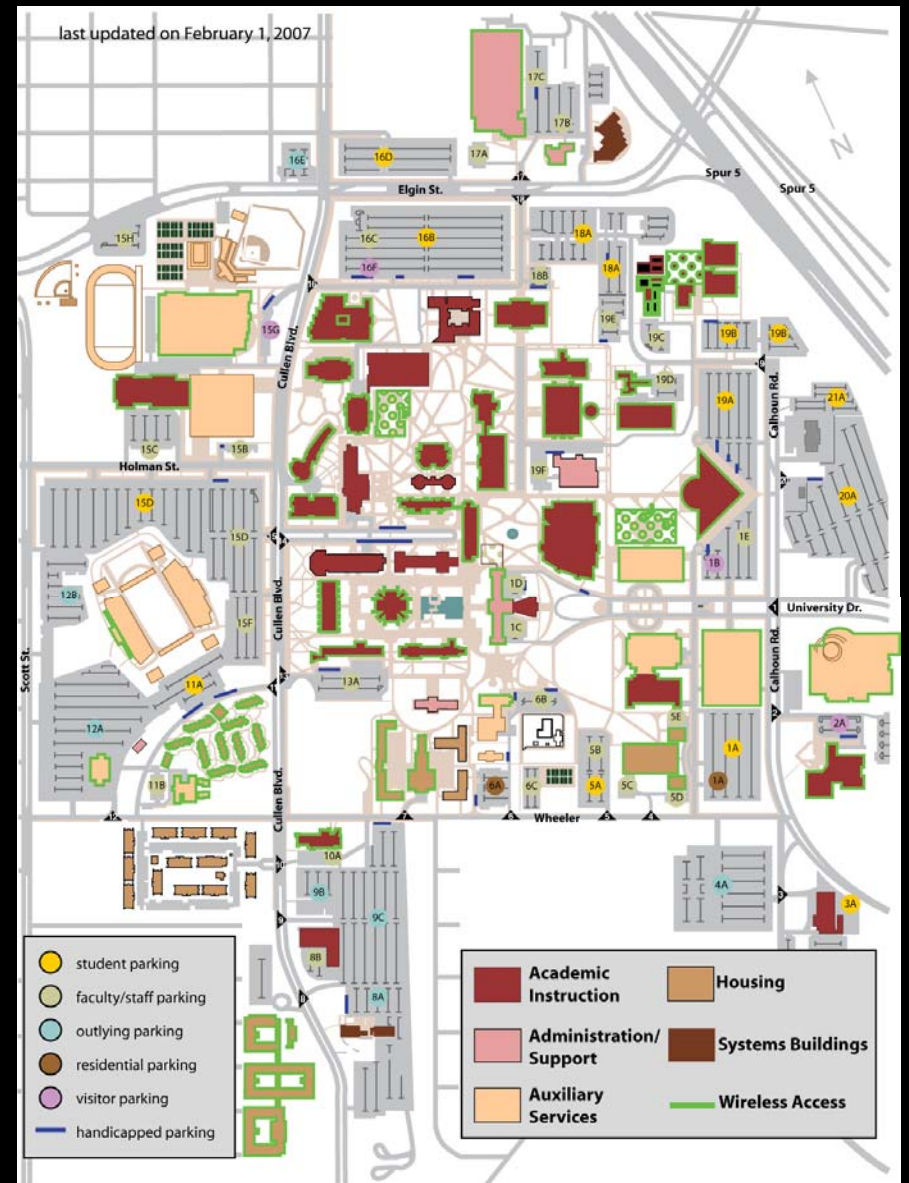
- Active participation to ensure work progresses with a full understanding of the project objectives, schedule and budget
- Attendance at workshops, team meetings and design reviews so that we can collaborate on the development of options and gain consensus
- A willingness to engage in an open design conversation, an ability to provide direction, and as importantly, a conviction in decisions made
- A continuity of key client personnel to insure the successful completion of the Master Plan
- A willingness to exchange ideas and balance priorities, and do so within an established schedule
- Responsibility for defining the project's parameters, whether cost, quality, or quantity, and staying consistent throughout the process



Approach to the Work

Establishing the Project Criteria

- Get to Know the Project Participants
- Define all Requirements of Master Plan
- Discuss Goals and Objectives with Key Stakeholders
- Confirm the Scope of Work that has Been Outlined
- Confirm the Project Deliverables and Schedule for Completion
- Obtain all Maps, Surveys, etc. of Campus and Site
- Collect Information Concerning Previous Studies
- Collect and Analyze all Relevant Program Data
- Discuss Sustainability Goals



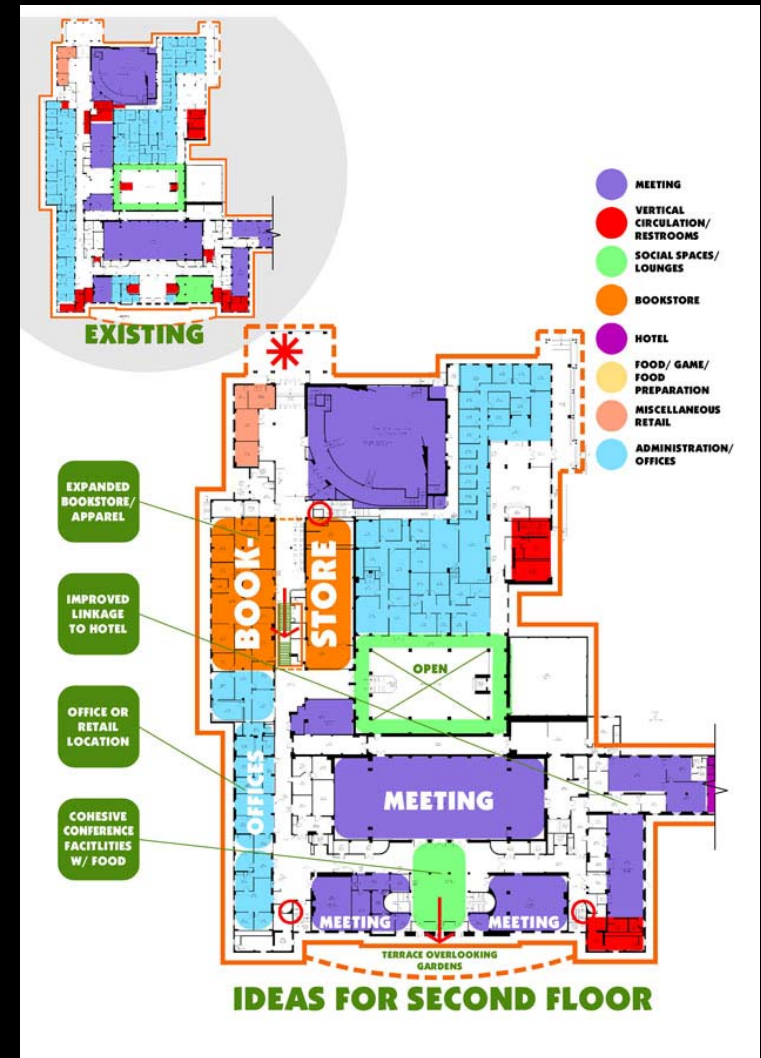
Approach to the Work

Existing Buildings / Sites / Campus Analysis

- Review Sites/Buildings Evaluations and Context
- Conduct Existing Buildings Assessment to Determine Potential for Housing Desired Programs
- Establish Priorities for Building Improvements
- Establish Priorities for Site Development
- Explore Renovation Options
- Explore New Construction Options
- Establish Entrance Locations
- Address Parking/Pedestrian Traffic and Circulation



Site Analysis Workshop



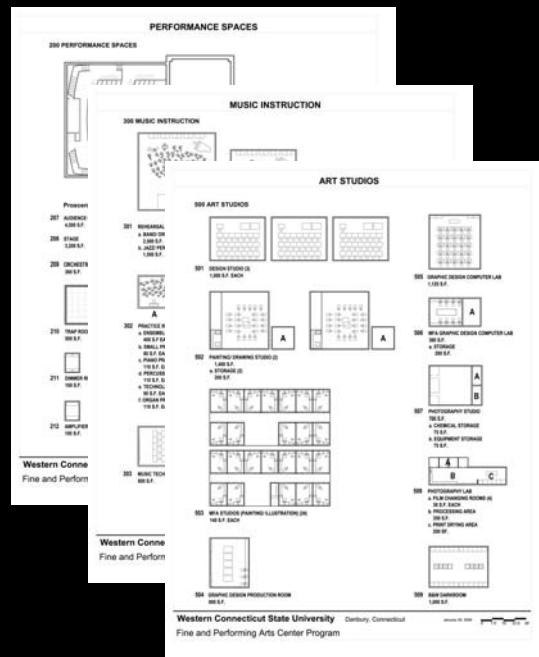
Existing Building Analysis

Approach to the Work Programming

- Conduct User Interviews, Focus Groups and Workshops
- Develop Written Program
- Define General Area Dimensions of Spaces
- Establish Total Project Square Footage
- Discuss Specific Technology Needs
- Develop Cost Model

Western Connecticut State University
Fine and Performing Arts Center

Developing a Program



Room Diagrams

Western Connecticut State University
Fine and Performing Arts Center Program

Room Characteristics

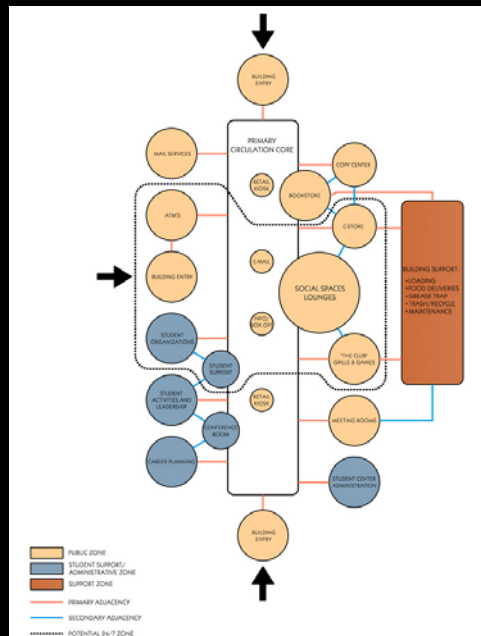
Approach to the Work

Project Development

- Illustrate Space Planning, Internal Functions of Building
- Prepare Levels Models Illustrating Adjacency and Stacking Requirements
- Develop Building Options
- Prepare Massing Models of Building
- Prepare Conceptual Project Cost Estimates
- Evaluate Options and Select Most Desirable



Levels Models



Adjacency Diagrams

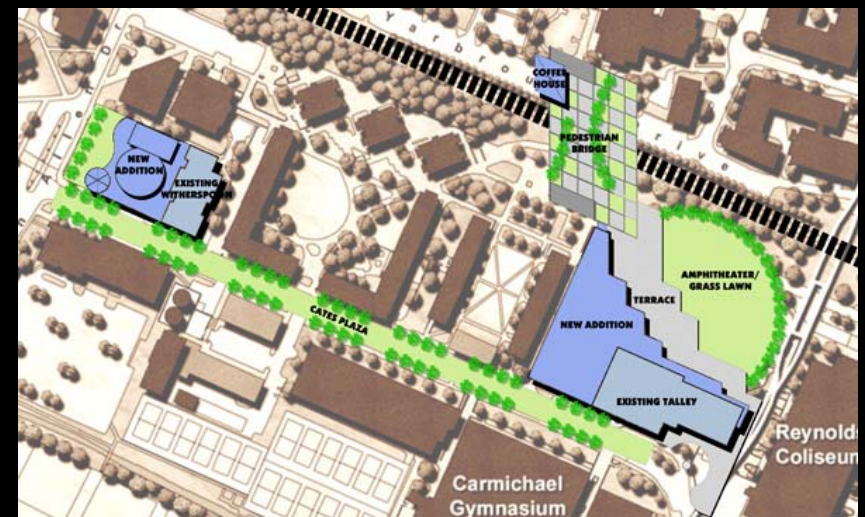
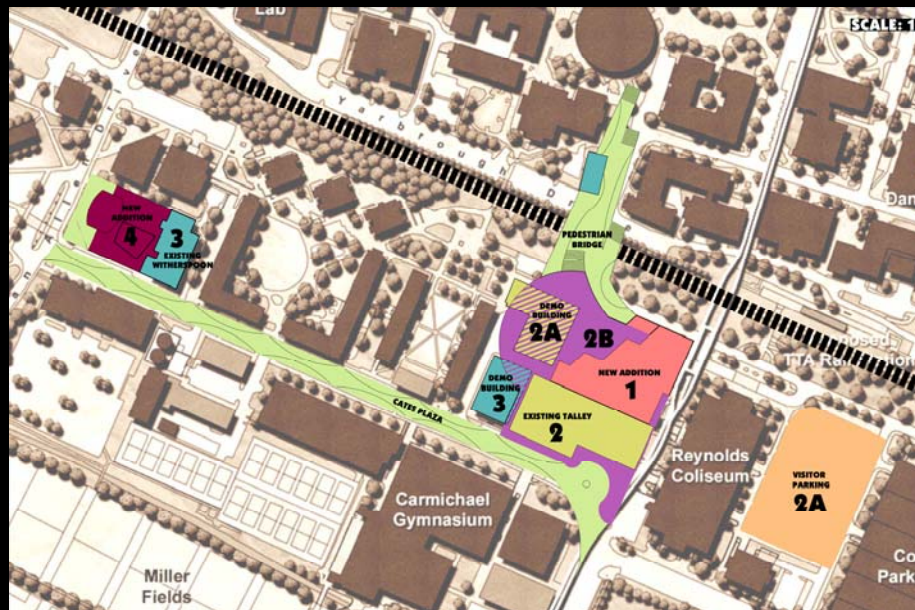


Diagram of Potential New Construction

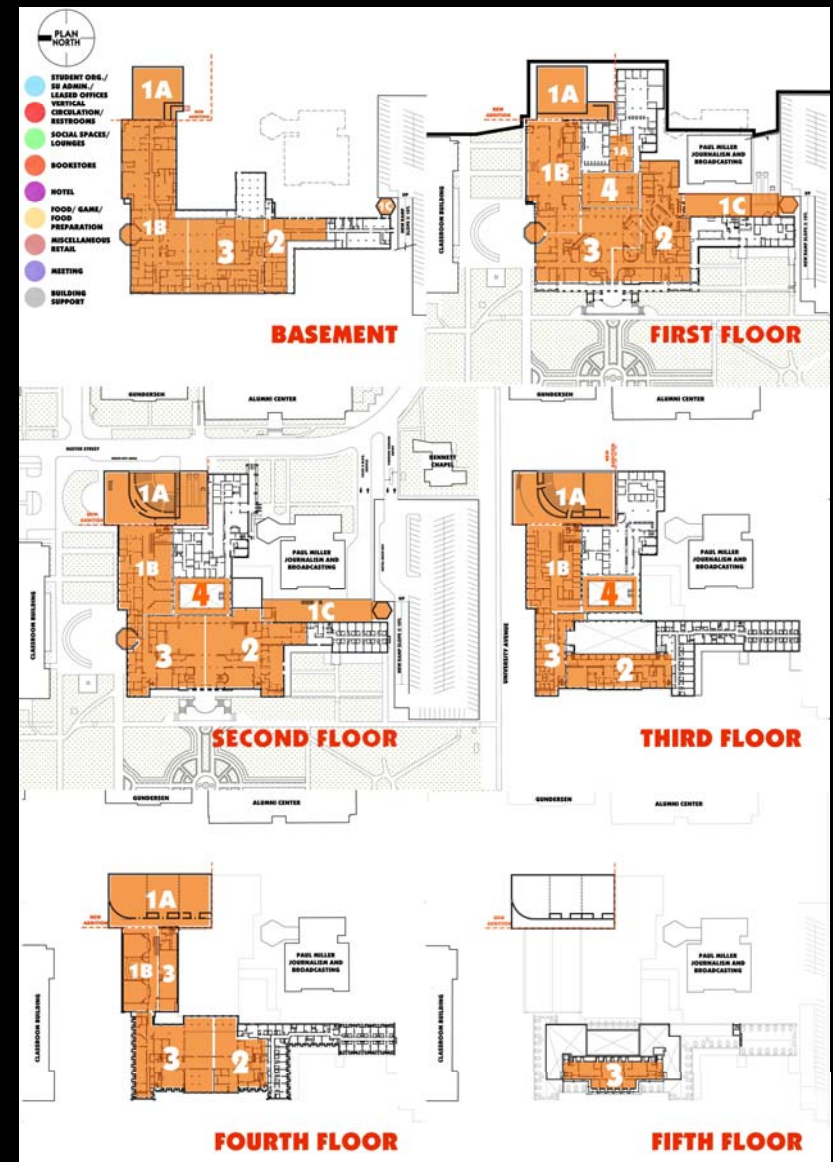
Approach to the Work

Project Development

- Prepare Total Project Cost Model Framework
- Prepare Initial Project Budget
- Establish Realistic Project Schedule
- Determine Phasing Options



Phasing Diagrams



Approach to the Work

Peer Comparisons

NEW ENGLAND

Sakowich Campus Center
Merrimack College, North Andover, Mass.



Construction Type: New
Cost: _____
Square Footage: 130,000
Architect: Sasaki Associates
Opened: _____

Main Dining Hall and Warrior's Den retail dining, Informatics Recreation Complex, Fireplace Lounge, Bookstore, Diversi Center, Post Office, Game Room, Cyberlounge, Student Ori Resource Center, Computer Store, Shine Lounge, Student A Career Services and Cooperative Education, Chapel of St. A Campus Ministry Center, Residence Life, Stevens Service Le Center

Smith College, Northampton, Mass.



Construction Type: New
Cost: \$23-million
Square Footage: 56,000
Architect: Weiss/Manfredi Architects
Opened: 2003

A light-filled building shoehorned into a long site that is n end and wide at the other, this three-level facility is organ a curving, street-like atrium. A skylight tracks the atrium's illuminate the two upper levels, while light floods into the floor because the site was excavated to allow windows in wise would have been a basement. The facility houses lou areas, a cafe, a multipurpose room, offices, and a booksto Chronicle, March 26, 2004).

Blanchard Campus Center
Mount Holyoke College, South Hadley, Mass.



Construction Type: Renovation
Cost: \$15.9-million
Gross Square Footage: 49,000
Architect: Miller Dyer Spears
Opened: 2003

The newly renovated and expanded Blanchard Campus Ce meeting place for the entire Mount Holyoke community. T central atrium with it's a 60-foot skylight, is home to the Store, Information Desk, student mail box area, and Stud Gallery, public Lounge, and Uncommon Grounds Cafe. The harbors the Day Students' Lounge, the Student Programs O Health Educator's Office, as well as several student organi

SITE VISIT ANALYSIS

EXTERIOR / CAMPUS

	RANKING				
	LOW	MEDIUM	HIGH		
- Do you like the building?	1	2	3	4	5
- Do visitors seem welcome?	1	2	3	4	5
- Was it easy to find the front door?	1	2	3	4	5
- Are there convenient secondary building entries?	1	2	3	4	5
- Can you tell where the OLD and New begins and end?	1	2	3	4	5
- Does the building feel part of the campus fabric? Should it?	1	2	3	4	5
- Can you see activities within the building?	1	2	3	4	5
- Is there outdoor space associated with the building's activity?	1	2	3	4	5
- Does it make a good first impression?	1	2	3	4	5

PARKING

- How is visitor parking handled?
- Is it easy to find the building entry from the parking?
- Is it costly to park?
- Is it welcoming to park?
- Is there a vehicular drop-off?

INTERIOR

- Do visitors seem welcome?
- Can you find a building directory easily?
- Can you orient yourself in the building?
- Do you get lost as you travel through the building?
- Is the spirit of the campus reflected in the interior?
- Do the spaces feel academic? Should they?
- Do the spaces reflect campus tradition? Should they?
- Do the students using the space look comfortable?
- Are there places for "people watching"?
- Are the light levels comfortable (too dark, too bright)?
- Is there an adequate amount of natural light?
- Are the acoustic levels comfortable (too loud)?
- Is it easy to access all areas of the building?
- Does the building look well maintained?
- Are there opportunities for impromptu encounters?
- Is there an adequate amount of technology?
- Is there a nice quality of material finishes? (carpet, fabric)

LOUNGE / ACTIVITY SPACES

- Is there adequate lounge and hang-out space?
- Are the spaces for large amounts of students to gather?
- Are students enjoying these spaces? Ask them!
- Is the furniture comfortable?
- Is the furniture easily movable?
- Is there choice in seating options?
- Do you feel connected to the outdoors? (Are there views t
- Are there spaces for entertainment?
- Are there spaces for parties and dinners?
- Are there spaces for meetings?

	RANKING				
	LOW	MEDIUM	HIGH		
FOOD					
- Is there adequate variety for food choices?	1	2	3	4	5
- Is catering handled appropriately?	1	2	3	4	5
- Do they have adequate space for catering?	1	2	3	4	5
- Can some establishments be open without opening the entire building?	1	2	3	4	5
- Do students look like they are enjoying the food? Ask them!	1	2	3	4	5
- Is the food cheap (economical)?	1	2	3	4	5
RETAIL					
- Do they have cool shops?	1	2	3	4	5
- Are their some that should be repeated at USI?	1	2	3	4	5
- Do you like the bookstore?	1	2	3	4	5
- Are the textbooks easy to find?	1	2	3	4	5
- Is it a comfortable space?	1	2	3	4	5
- Are their multiple entries to the bookstore?	1	2	3	4	5
STUDENT ORGANIZATIONS					
- Can you easily tell where the student organizations are located?	1	2	3	4	5
- Does it look like students are important to the Student Union?	1	2	3	4	5
- Are the offices accessible 24/7 for student leaders?	1	2	3	4	5
- Would you want to be a student leader in this space?	1	2	3	4	5
MEETING AND CONFERENCE SPACES					
- Do you like them?	1	2	3	4	5
- Are they easy to find?	1	2	3	4	5
- Are they "special places" like your Ballroom?	1	2	3	4	5
- Can catering easily occur?	1	2	3	4	5

STUDENT UNION COMPARISON

- Based on what you have seen, how does this union compare to v

OVERALL COMMENTS

- What are the positive features?

- What are the negative features?

Selection of Peer Comparisons

Site Visit Analysis

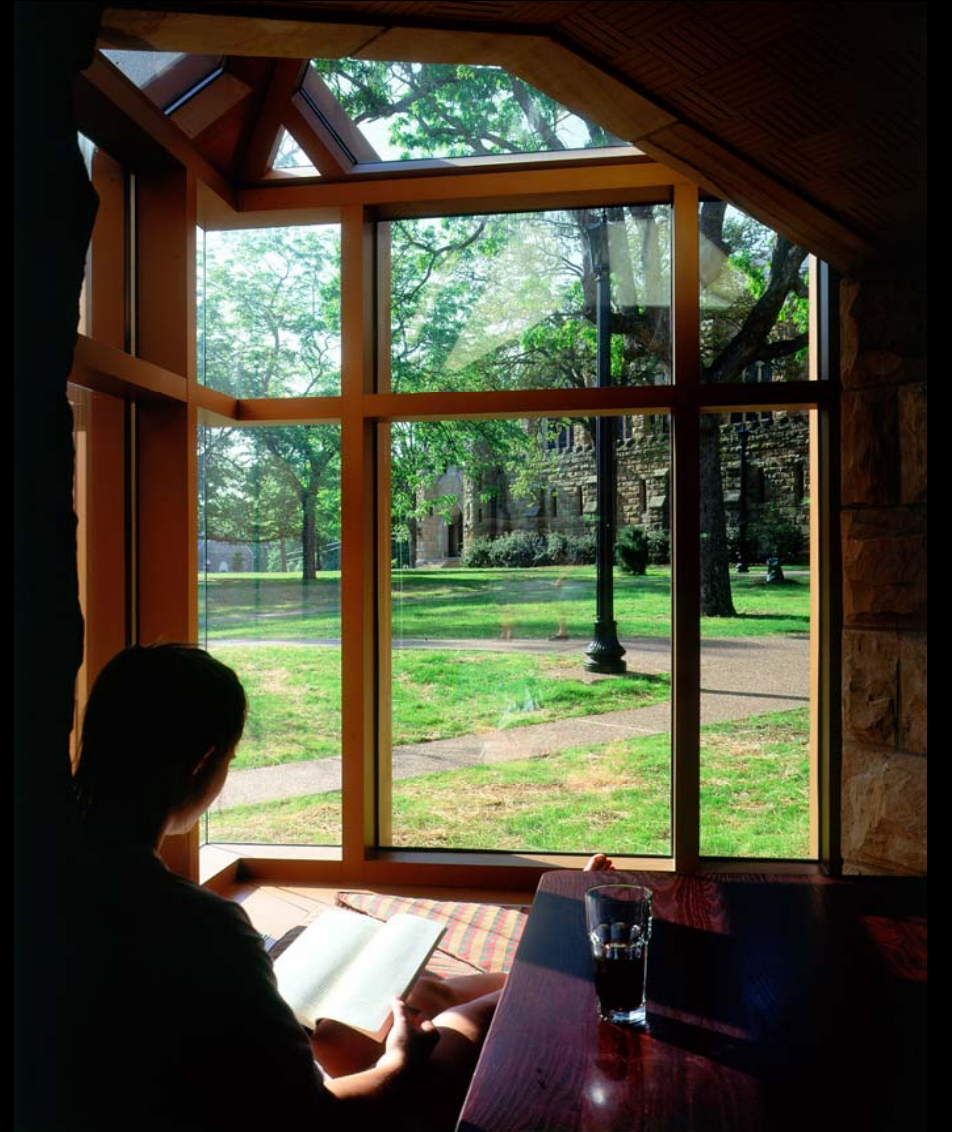


Tour with Oklahoma State University Client

Extraordinary Experience

Listening to Students

- Welcoming Place
- Character Specific to the University
- Choice in Levels of Participation: Campus-wide Events, Small Group Gatherings, Solitary Activity
- Encourage Social Interaction: Students, Faculty, Staff, Alumni, Visitors
- A Variety of Gathering Spaces: Large and Small, Active and Tranquil
- A Variety of Meeting Spaces: Student Group Meetings, Study Groups
- Multipurpose / Conference Rooms
- Access to Convenience Services: Marketplace Activities - Bookstore, Post Office, Copy Center
- Food: Flexible Food Format, Specialty Concessions, Variety of Seating, Coffee Bar
- Views In and Out
- Outdoor Space
- Technology Throughout



Managing the Process

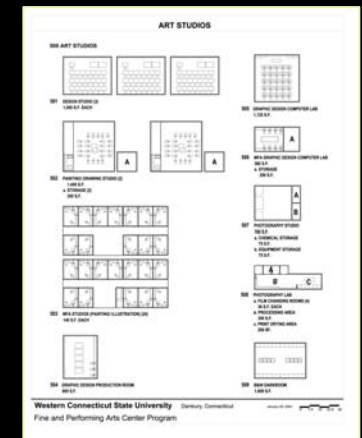


Methodology

	YEAR		2008											
	MONTH		JAN				FEB				MAR			
	WEEK		1	2	3	4	1	2	3	4	1	2	3	4
PRE-PROGRAM ANALYSIS AND SITE ANALYSIS (2 WEEKS)														
1 Workshop #1-Information Gathering (2-3 Days)														
2 Review Previous Programs and Studies														
3 Existing Conditions Survey														
a. Assemble Existing Conditions Documentation														
b. Meet with Facility Staff, Organizations Users & Staff														
c. Conduct Student, Faculty, Staff and Alumni Focus Groups														
d. Evaluate Current Program and Potential Deficiencies														
4 Examine Existing Organizations and Adjacencies														
5 Undertake Site and Context Analysis														
6 Project Engineers to Evaluate Current Building Systems and Infrastructure														
7 Evaluate Current Bookstore Operations and Layout														
8 Evaluate Foodservice Operations and Layout														
9 Evaluate Pedestrian Circulation Patterns and Adjacent Building Pathways														
10 Review Vehicular Access, Building Services, and Parking Considerations														
11 Develop Peer List for Comparison (Competitive Context Analysis)														
12 Develop Customer Survey														
PROGRAM DEVELOPMENT & ASSESSMENT (6 WEEKS)														
1 Workshop #2 - Initial Findings & Student Surveys														
2 Facility Improvement Options Conditions Survey														
a. Determine (if Any) Student Life Program Deficiencies														
b. Review and Provide Strategies to Improve Building Services														
c. Review and Provide Options for Bookstore														
d. Review and Provide Options for Foodservice														
3 Conduct Customer Survey														
4 Determine Renovation/Expansion Potential of UC and UC Satellite														
5 Explore Interior/Plan Organization and Adjacency Options														
6 Propose Building Systems and Infrastructure Improvements														
7 Conduct Competitive Context Analysis														
8 Conduct Competitive Market Analysis														
9 Prepare New Program Summary & Cost to Benefit Analysis														
10 Prepare Preliminary Cost Model Identifying Hard and Soft Costs														



#1



#2

Legend

- Duration of Phase
- Workshop Meetings
- Action

Methodology

	YEAR															
	MONTH				MONTH				MONTH				MONTH			
	MAR				APR				MAY				JUNE			
WEEK	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
PROGRAM CONFIRMATION AND CONCEPT DESIGN (2.5 MONTHS)																
1 Workshop #3 - Report of Advanced Findings & Concept Approaches								●								
2 Refine and Develop Program Data			-	-												
a. Define all Project Requirements - AV, Telecom, Acoustical, Etc.			-	-												
3 Interior/Plan Organization and Adjacencies			-	-												
a. Establish Room and Activity Adjacency Requirements			-	-												
b. Develop Space Utilization and Stacking Diagrams			-	-												
4 Develop Concept Program Options							-	-								
a. Develop Building Activity Zones and Organization							-	-								
b. Identify Level of Furnishings and Equipment							-	-								
5 Workshop #4 - Concept Approaches and Recommendations																●
6 Develop Preliminary Concepts							-	-								
a. Alternative Massing Schemes							-	-								
b. Alternative Circulation Schemes							-	-								
c. Site Layout							-	-								
d. Spatial Relationships							-	-								
7 Elaborate on Selected Options										-	-	-				
8 Evaluate Sustainable Design Strategies										-	-	-				
9 Update Cost Model Based on Additional Findings and Recommendations										-	-	-				
CONCLUSIONS OF REPORT AND DIRECTIONS PROVIDED (2 WEEKS)																
1 Workshop #5 - Report of Findings and Recommendations																●
3 Develop Project Report for University														-	-	-
4 List Project Data and Provide Recommendations														-	-	-
5 Provide Schedule and Final Cost Scenarios														-	-	-
6 Submit Deliverables															-	-

Legend

- Duration of Phase
- Workshop Meetings
- Action



#3



#4

Best Practices

Exploring Multiple Options and Alternatives



Concept Models

Site Comparisons												
Site Number	Description/Location	Size	Topography	Wetlands Impact	Impact on Wooded Areas	Utilities	Parking	Visibility	Relationship to Other Campus Functions	Cost Considerations	Recommended Ranking	Comments
1	South Entry	Adequate. Approximately 200,000 SF.	Two levels; each mostly flat.	None.	Reduction of some wooded areas along the entry drive. Parking can be located on cleared area.	Readily available at entry drive.	New parking required. Land available; playing fields will need to be relocated.	Very visible from entry drive.	Distant from current academic functions and student center.	Some additional cost for locating on two grade levels.	2	Best site for highly visible location and limited impact to other campus functions.
2	West	Adequate. Approximately 200,000 SF.	Very steep	Substantial.	Reduction of wooded areas over entire site for building and parking.	Harder for sanitary lines.	New parking required. Difficult and costly on steep grade.	Good visibility from campus drive.	Close to current academic functions and student center.	Substantial costs for building on steep site.	5	Costly site on which to build and would require acquisition of the land by WCSU.
3	Academic Center	Adequate. Approximately 180,000 SF.	Two levels; each mostly flat.	None.	None.	Potential relocation of electrical line.	Relocation of parking required.	Good visibility from West Road.	Next to current academic functions and student center.	Some additional cost for locating on two grade levels. Cost of relocating parking.	1	Good location for integration with other campus activities but would require reworking of existing campus facilities.
4	North Ives	Adequate. Approximately 250,000 SF.	Mostly flat.	Substantial. Agency approval required.	Reduction of wooded areas over entire site for building and parking.	Extension required for sanitary sewer (significant cost).	New parking required. Space available.	Not visible from entry drive.	Distant from current academic functions and student center.	Substantial cost for extending utilities.	3	Not recommended due to difficulty of wetlands approval, cost of extending utilities, and distance from academic activities.
5/5a	Ives Entry	Adequate. Approximately 200,000 SF.	Varies.	Substantial.	Reduction of wooded areas over entire site for building and parking.	Some extension required (additional cost).	New parking required. Space available.	Not visible from entry drive.	Close to current academic functions and student center.	Limited additional costs. Requires environmental permits.	4	Desirable for proximity to existing Ives Center but may adversely affect existing Ives Center.
6	Prow	Too small. Approximately 60,000 SF.	Steep.	None.	Limited.	Readily available.	New parking required.	Good visibility from West Road.	Next to current academic functions and student center.	Substantial costs for building on steep site. Lots of rock.	Too small.	Site is too small for proposed building.

Site Options

Best Practices

Balancing Program and Budget

HOLZMAN MOSS
ARCHITECTURE

5/31/2006

Delaware State University
Wellness Center and Student Center
Dover, Delaware

Student Center Program Draft

	SCENARIO #1 Based on Budget Area					SCENARIO #2 W / Optional Program Amenities					Remarks	Existing Total NSF
	Qty	Area NSF	Total NSF	Element Cost/SF	Cost	Qty	Area NSF	Total NSF	Element Cost/SF	Cost		
100 Social Spaces												
Lounges												
Electronic Information Board	1	10		\$170	\$1,700	1	10	10	\$170	\$1,700		
E-Mail Stations	10	24	24	\$170	\$40,800	10	24	240	\$170	\$40,800		
Active Lounge	1	2,000	2,000	\$190	\$380,000	1	4,500	4,500	\$190	\$855,000		
Television Lounge	1	500	500	\$190	\$95,000	1	500	500	\$190	\$95,000		
Study Lounge/Quiet Area	1	500	500	\$190	\$95,000	1	500	500	\$190	\$95,000		
Spiritual Center	1	450	450	\$190	\$85,500	1	450	450	\$190	\$85,500		
<i>Subtotal</i>			3,700		\$698,000			6,200		\$1,173,000		
200 Food Service												
Vending	1	90	90	\$170	\$15,300	1	90	90	\$170	\$15,300		
"The Club" (Grill/Dance/Games)												
Kitchen	1	800	800	\$215	\$172,000	1	800	800	\$215	\$172,000		
Seating	100	30	3,000	\$190	\$570,000	100	30	3,000	\$190	\$570,000		
Billiards/Video/Pinball/DDR/	1	2,200	2,200	\$175	\$385,000	1	2,200	2,200	\$175	\$385,000	Playstation/X-Box	
Coffee Bar												
Service Counter	1	300	300	\$215	\$64,500	1	300	300	\$215	\$64,500		
Seating	20	30	600	\$190	\$114,000	20	30	600	\$190	\$114,000		
<i>Subtotal</i>			6,990		\$1,320,800			6,990		\$1,320,800		
300 Retail Services												
Student Mail Services												
Student Mail Boxes	1	900	900	\$190	\$171,000	1	900	900	\$190	\$171,000	3,500 Boxes	
Package/Mail Room	1	300	300	\$170	\$51,000	1	300	300	\$170	\$51,000		
Mailroom Office	1	120	120	\$170	\$20,400	1	120	120	\$170	\$20,400		

Best Practices

Planning for Sustainable Environments

An Intelligent Use of Resources

- A Building For the Students of UH
- A chance to be environmentally and socially responsible
- A strategy for maximizing a sustainable approach
- A sustainable approach beyond building systems and day lighting

Health

- Quality Indoor Environments improve working and learning

Educational

- Providing learning Environments within the building

Environmental

- Reducing pollution and protecting the ecosystem

Economic

- Creating long-term operational and maintenance savings

Public Relations

- Sending a positive message to students, alumni, and the community about sustainability commitment



Approach to the Bookstore



Approach to the Bookstore

Ensuring the Financial Stability for the Future

Exploring Key Indicators for the Future

- Sales trend
- Gross margin trend
- Personnel expense ratio trend
- Financial contribution trend
- Sales mix trend
- Used textbook ratio trend
- Sales per FTE student trend
- Textbook sales per FTE student trend
- Sales per square foot trend
- Square feet per FTE student trend



Assessment of Food Service



Assessment of Food Service

Methodology - A Four-Phase Approach

Phase 1 - Assessment of the Current Condition

Phase 2 - Market Research

Phase 3 - Operational Evaluation & Assessment

Phase 4 - Dining Services Master Plan



Assessment of Food Service

Phase 1: Assessment of the Current Condition

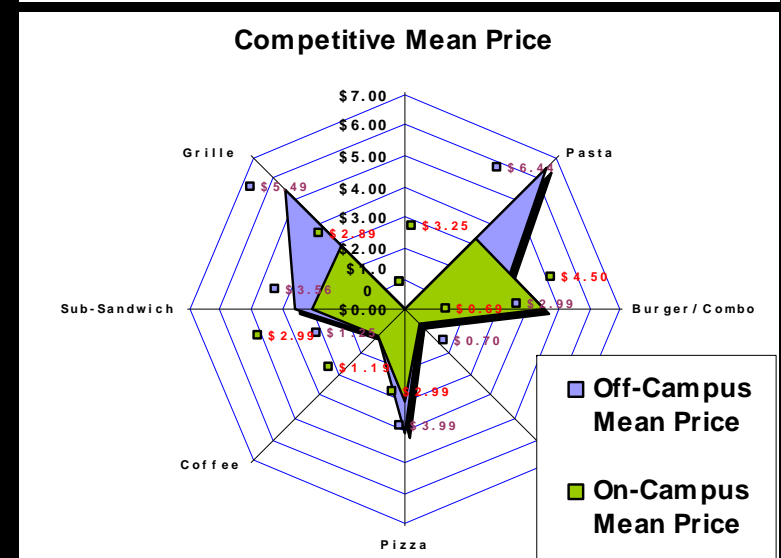
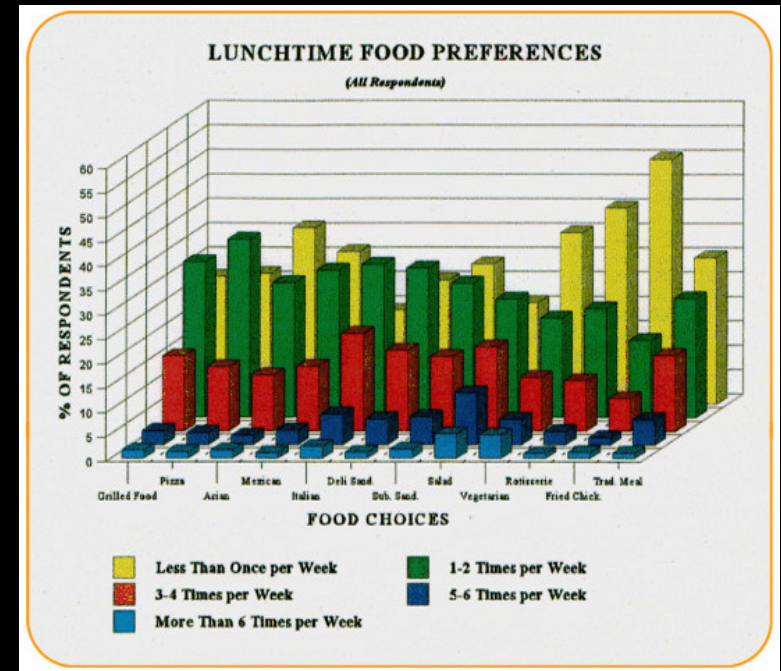
- Confirm Goals and Objectives
- Institutional & Operational Data Gathering
- Assessment of Existing Operations
 - Including review of Residential Dining Program & other Retail Venues on Campus
 - Mix of Concepts
 - Traffic Patterns & Locations
 - Meal Plans
 - Revenue & Capture
 - Catering / Conferencing
- Assessment of Existing Facilities



Assessment of Food Service

Phase 2: Market Research

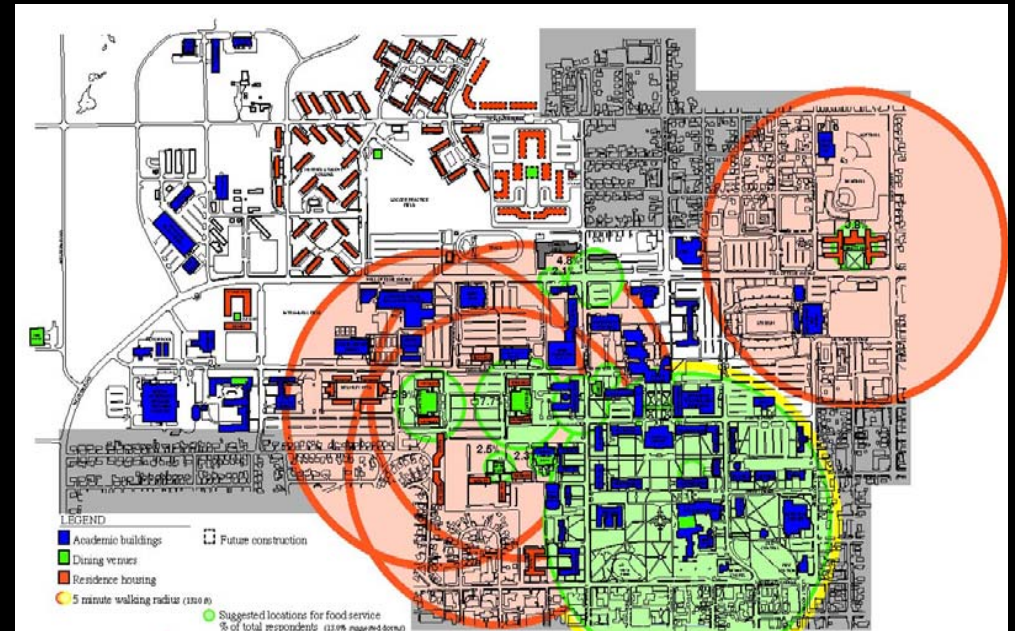
- Interviews and Focus Groups
 - Administrators
 - Students
 - Faculty & Staff
- Web-Based Quantitative Survey
 - Real-Time Data Collection
 - Advanced Statistical Applications
 - Results Interpretation and Presentation
- Local Area Competitive Assessment
- Peer Institution Benchmarking
- Presentation of Phase 2 Findings



Assessment of Food Service

Phase 3: Operations Evaluation and Assessment

- Evaluation of Programs & Services
 - Relative to Best Practices
 - Relative to Customer Expectations
 - Relative to University Center Mission / Goals
- Develop / Evaluate Alternative Scenarios
- Present Findings in Working Session Format
- Integrate Feedback into Summary Assessment



Oklahoma State University, Stillwater

Assessment of Food Service

Phase 4: Dining Services Master Plan

- Dining Services Plan
 - Type and Distribution
 - Dining Concepts
 - Meal Plan Recommendations
 - Marketing Strategies
- Implementation Strategies
 - Demand Analyses / Space Programs
 - Project Cost Estimates
 - Design Concept Studies
 - Phasing Plan
- Present Findings in Working Session Format
- Financial Modeling
- Present Prior to Report Completion
- Presentation of Final Dining Services Plan



University of Washington, Seattle



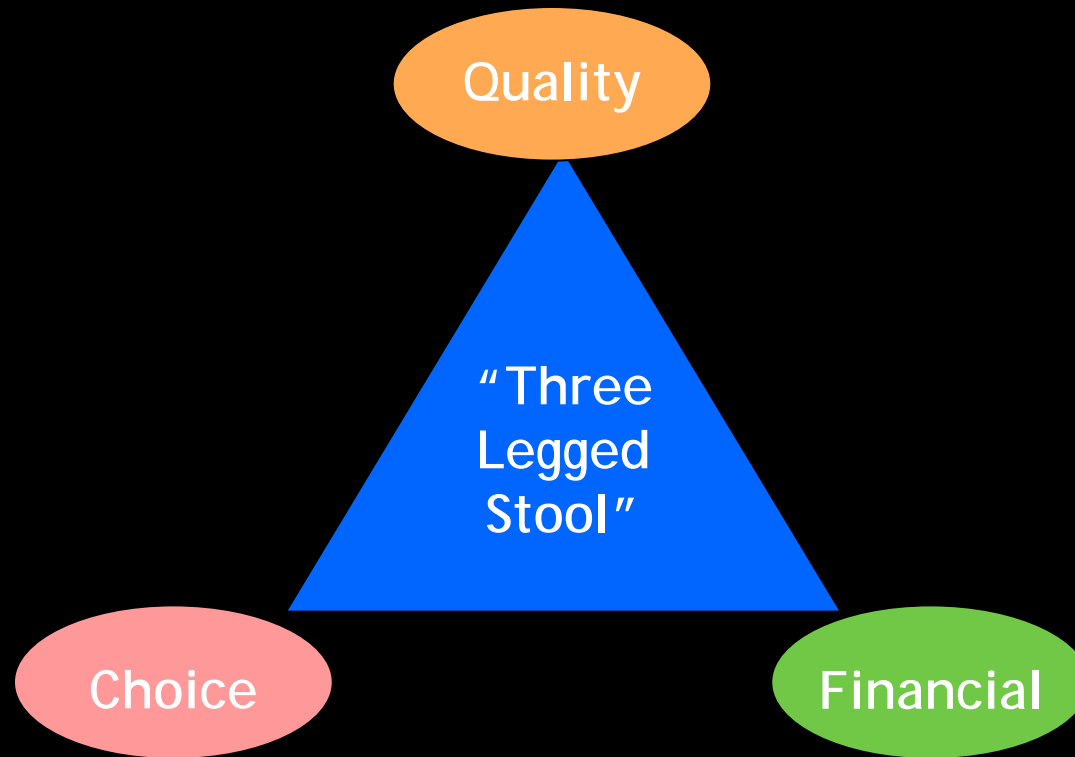
Virginia Commonwealth University, Richmond

Assessment of Food Service

Our Planning Philosophy

The Planning Paradigm

A creative balance between ...



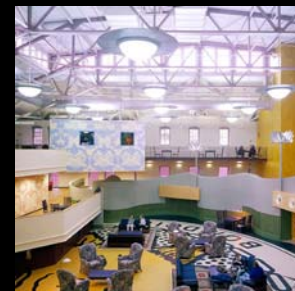
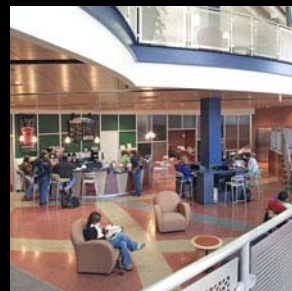
... is unique to every client!

Conducting the Facility Assessment

- Review Available Drawings
- Meet with Physical Plant Personnel to Assess
 - Maintenance and Operational issues
 - Planned Deferred Maintenance
 - Adequacy of Capacity from Campus Systems
- Field Investigate
 - Physical Condition of Equipment
 - Compliance with Present Codes and Standards
 - Opportunities for Energy Conservation
 - Maintenance and Operational Improvements
- Planning/Recommendations
 - Code Compliance
 - Identify Compliance with State of Texas Energy Code
 - Impact on Campus Systems due to New Demand
 - Energy Conservation
 - Replacement/Reconditioning of Equipment
 - Indoor Air Quality



Case Studies



Case Studies

Master Plan Implementation - Transformation of a College Union/University Center

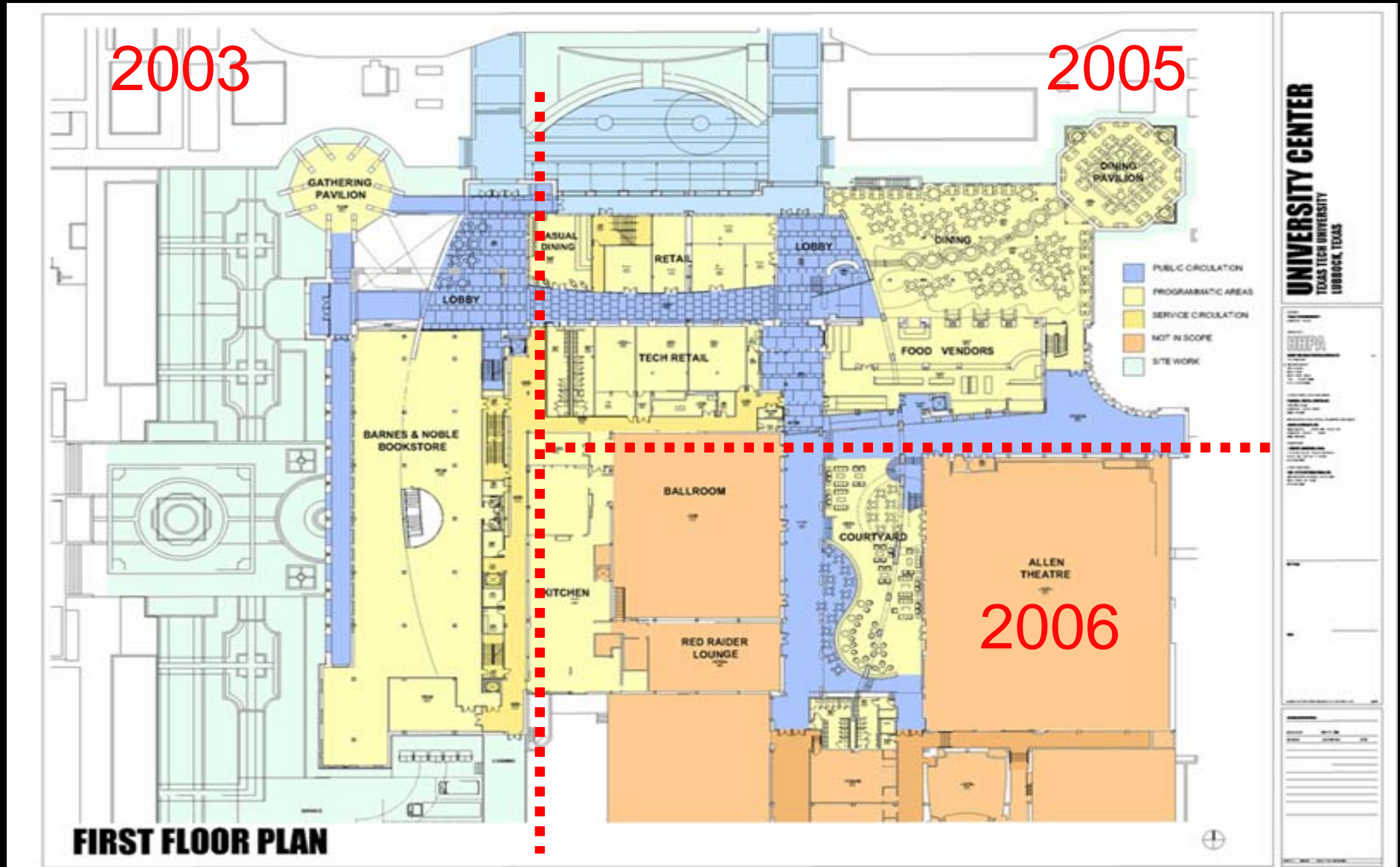
Texas Tech University, Student Union Building



Case Studies

Master Plan Implementation - Transformation of a College Union/University Center

Texas Tech University, Student Union Building



Case Studies

Master Plan Implementation - Transformation of a College Union/University Center

Texas Tech University, Student Union Building



Case Studies

Master Plan Implementation - Transformation of a College Union/University Center

Texas Tech University, Student Union Building



Before



Case Studies

Similar Master Plan for a College Union/University Center

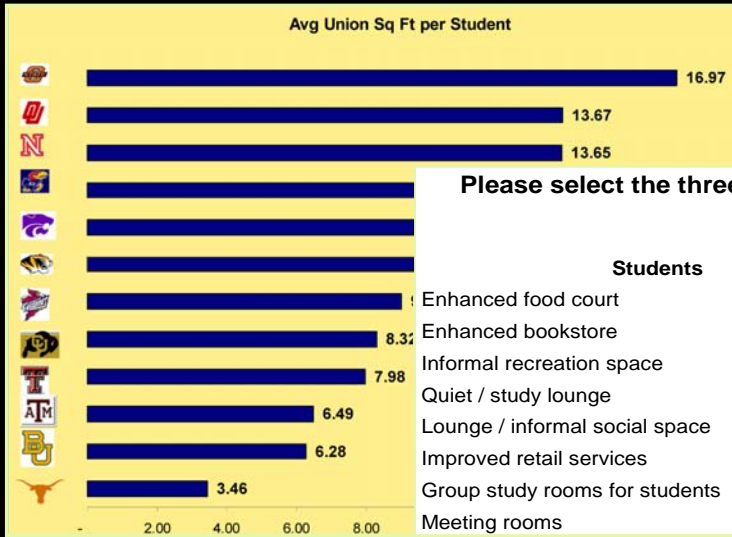
Oklahoma State University, Student Union



Case Studies

Similar Master Plan for a College Union/University Center

Oklahoma State University, Student Union



Please select the three most important types of space to be included in any Union project.

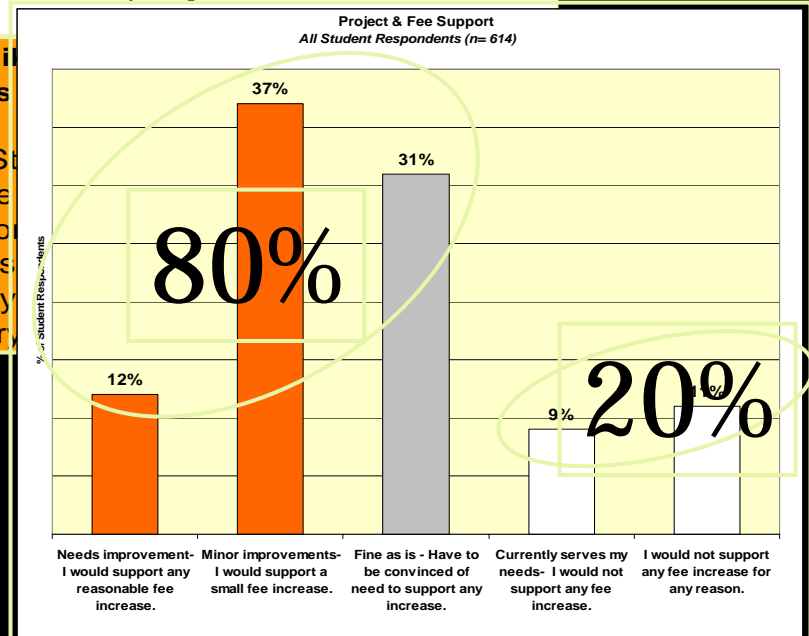
All Respondents (n= 1107)

	Students	Faculty / Staff
Enhanced food court	69%	67%
Enhanced bookstore	45%	50%
Informal recreation space	34%	37%
Quiet / study lounge	31%	28%
Lounge / informal social space	29%	20%
Improved retail services	28%	18%
Group study rooms for students	21%	
Meeting rooms	9%	17%

Big XII Comparison

Top retail programs / services that would likely be used by students
Identified by students

- Clothing Store
- Convenience Store
- Drug Store
- Event ticket store
- Office Supply Store
- Small Grocery Store



Case Studies

Similar Master Plan for a College Union/University Center

Oklahoma State University, Student Union



View of Campus Plaza

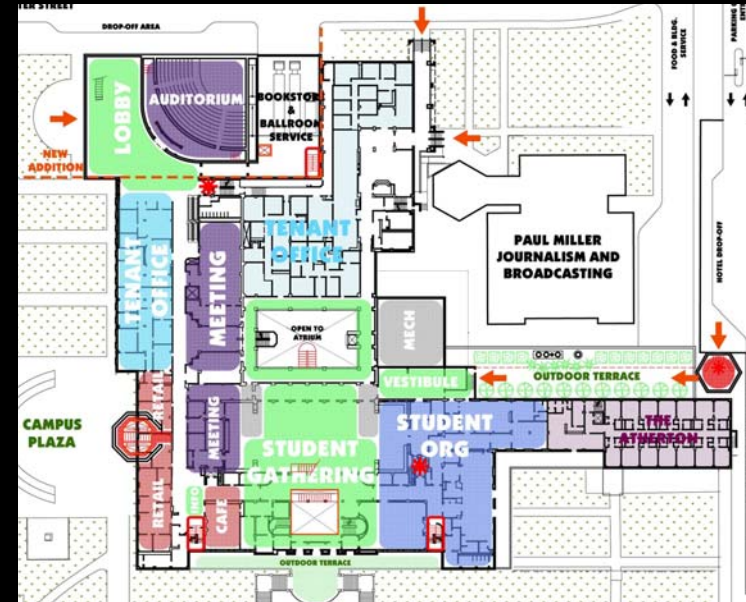
Case Studies

Similar Master Plan for a College Union/University Center

Oklahoma State University, Student Union



View from North West



Reorganized Floor Plan



Student Gathering

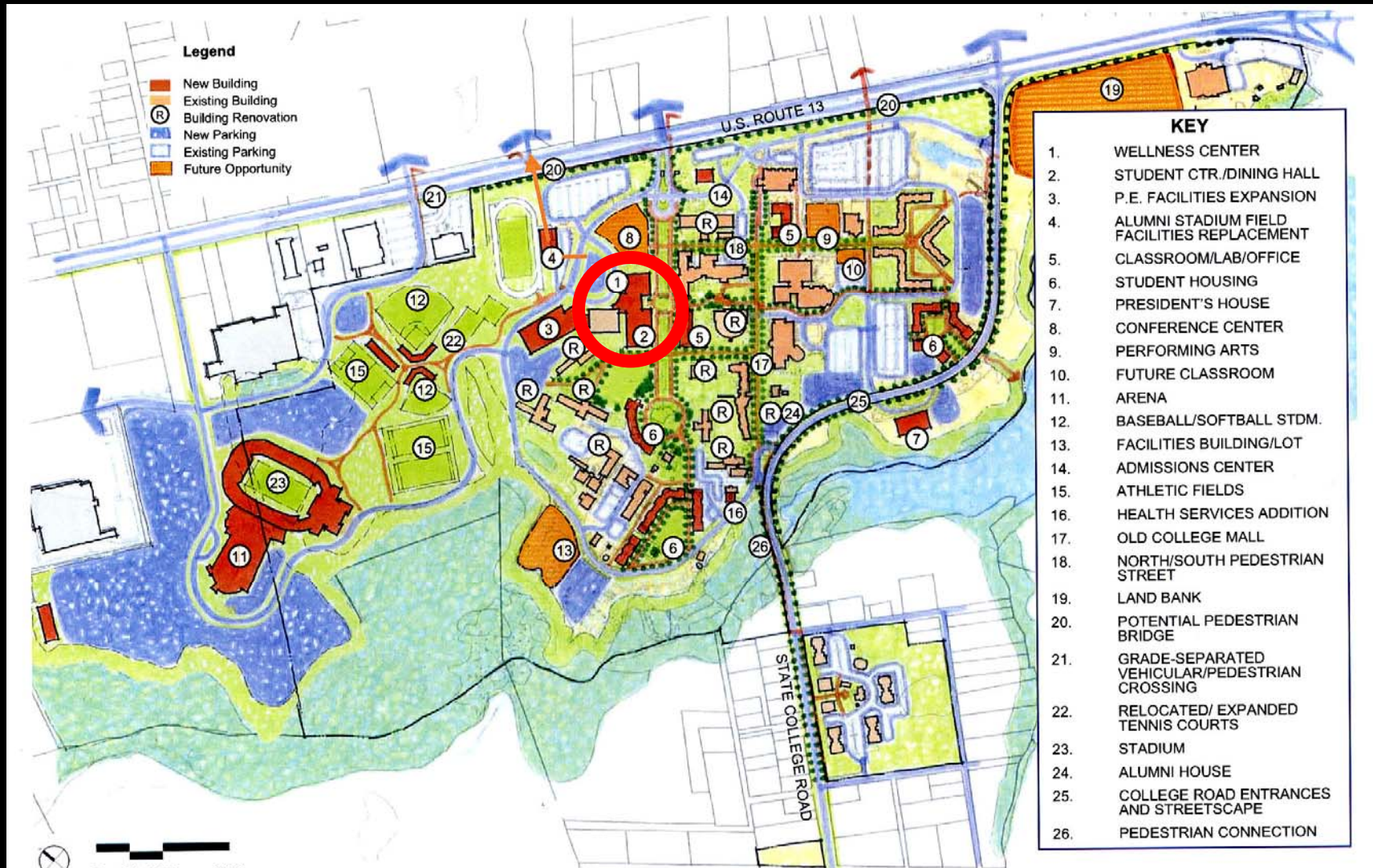


Ballroom

Case Studies

Master Plan for a College Union/University Center that Aligns with Campus-wide Master Plan

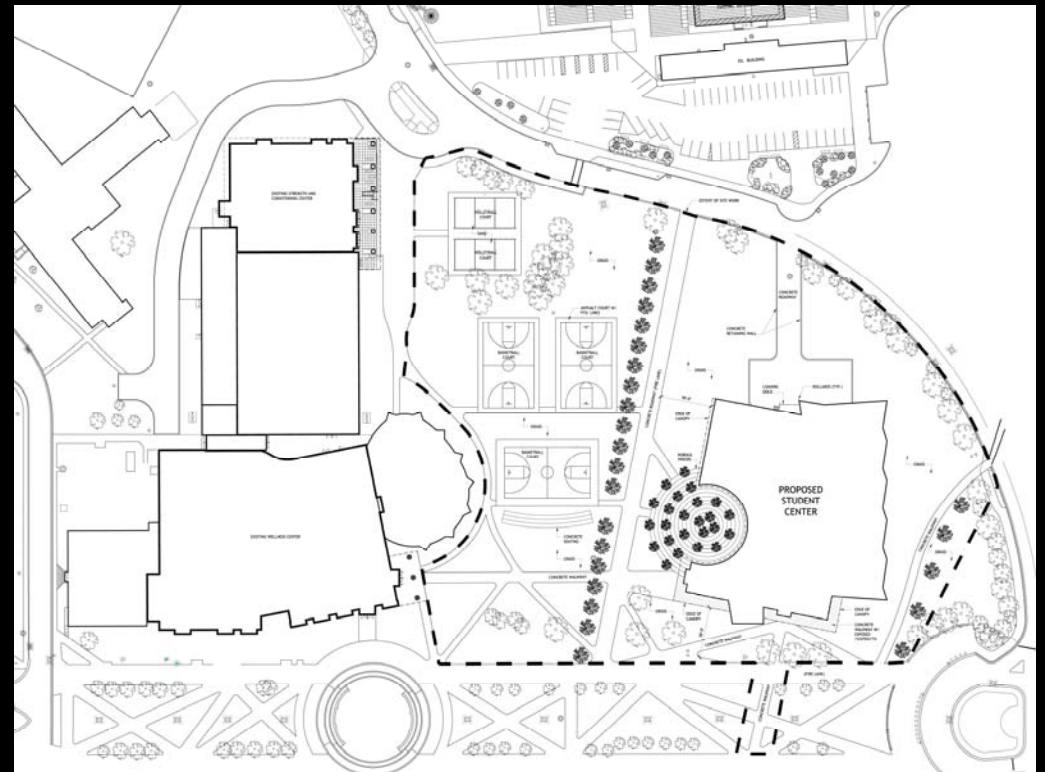
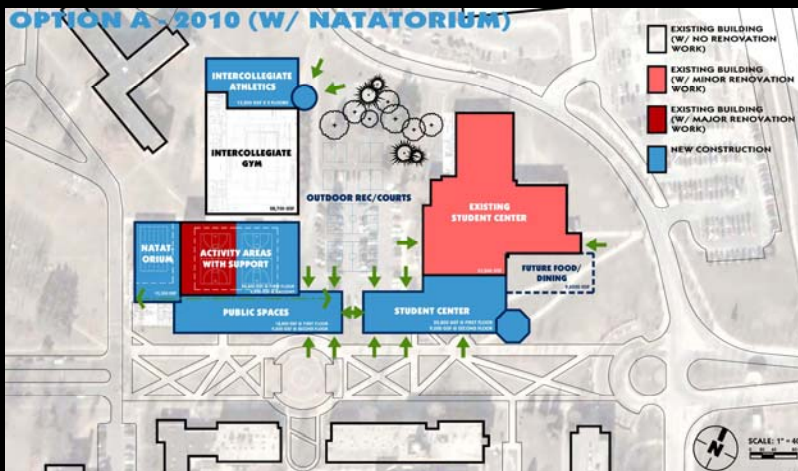
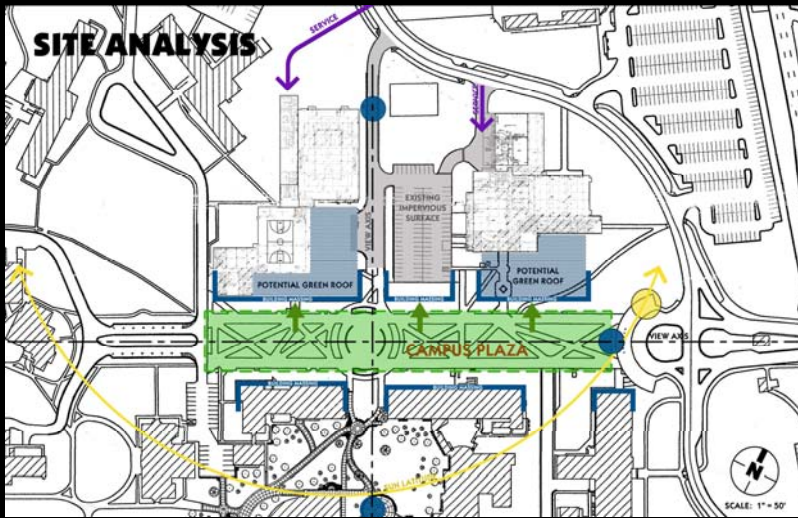
Delaware State University, Student Union and Wellness Center



Case Studies

Master Plan for a College Union/University Center that Aligns with Campus-wide Master Plan

Delaware State University, Student Union and Wellness Center



Case Studies

Master Plan for a College Union/University Center that Aligns with Campus-wide Master Plan

Delaware State University, Student Union and Wellness Center



Case Studies

Master Plan for a College Union/University Center that Aligns with Campus-wide Master Plan

Delaware State University, Student Union and Wellness Center



Case Studies

Master Plan for a College Union/University Center that Aligns with Campus-wide Master Plan

Delaware State University, Student Union and Wellness Center



Case Studies

Master Plan for a College Union/University Center that Involves Multiple Buildings

North Carolina State University, Student Life Master Plan



Case Studies

Master Plan for a College Union/University Center that Involves Multiple Buildings

North Carolina State University, Student Life Master Plan

1 UNION / LIBRARY

- Lounge / Gathering
- Food Service / Dining
- Modified C-Store
- Engineering Student Organizations
- Outdoor Covered Terrace
 - Lounge
 - Dining
 - Food Venues

2 CATES PLAZA

- Closed Street for Pedestrians
- Seating
- Street Lighting
- Program Areas
- Landscaping
- Limited Services Vehicles
- Accessible for Emergency Vehicles

3 ARTS / UNION

- Lounge / Gathering
- African American Cultural Center
- Gallery
- Lecture / Chamber Music (300-Seat)
- Concert Hall (500-Seat)
- Black Box Theater (100-Seat)
- Flexible Performance Space
- Dance
- Music

4 CENTRAL UNION

- Lounge / Gathering
- Recreation
- Food Service / Dining
- Coffee / Juice Bar
- Bookstore / Retail
- Student Affairs
- Student Organizations
- Student Media

- Administration
- Career Services
- Meeting Rooms
- Ballroom
- Cinema
- Stewart Theater (800-Seat)

5 WOLFPACK

- Lounge / Gathering
- Partial Food Service
- Modified C-Store
- Outdoor Covered Terrace
 - Lounge
 - Dining
 - Food Venues
 - Information Kiosks

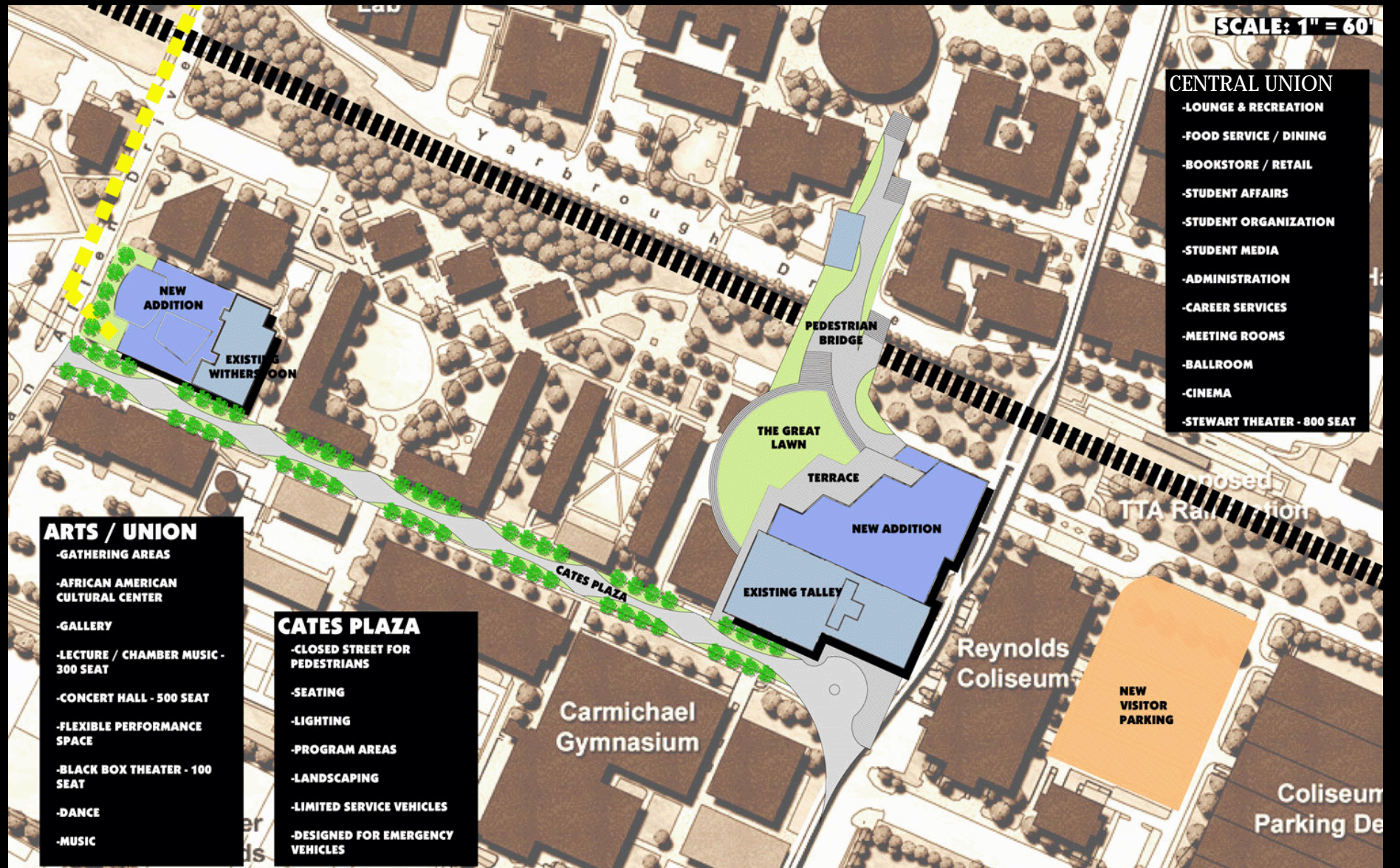


STUDENT LIFE MASTER PLAN

Case Studies

Master Plan for a College Union/University Center that Involves Multiple Buildings

North Carolina State University, Student Life Master Plan



Case Studies

Master Plan for a College Union/University Center that Involves Multiple Buildings

North Carolina State University, Student Life Master Plan

CENTRAL CAMPUS PRECINCT

1 PEDESTRIAN BRIDGE

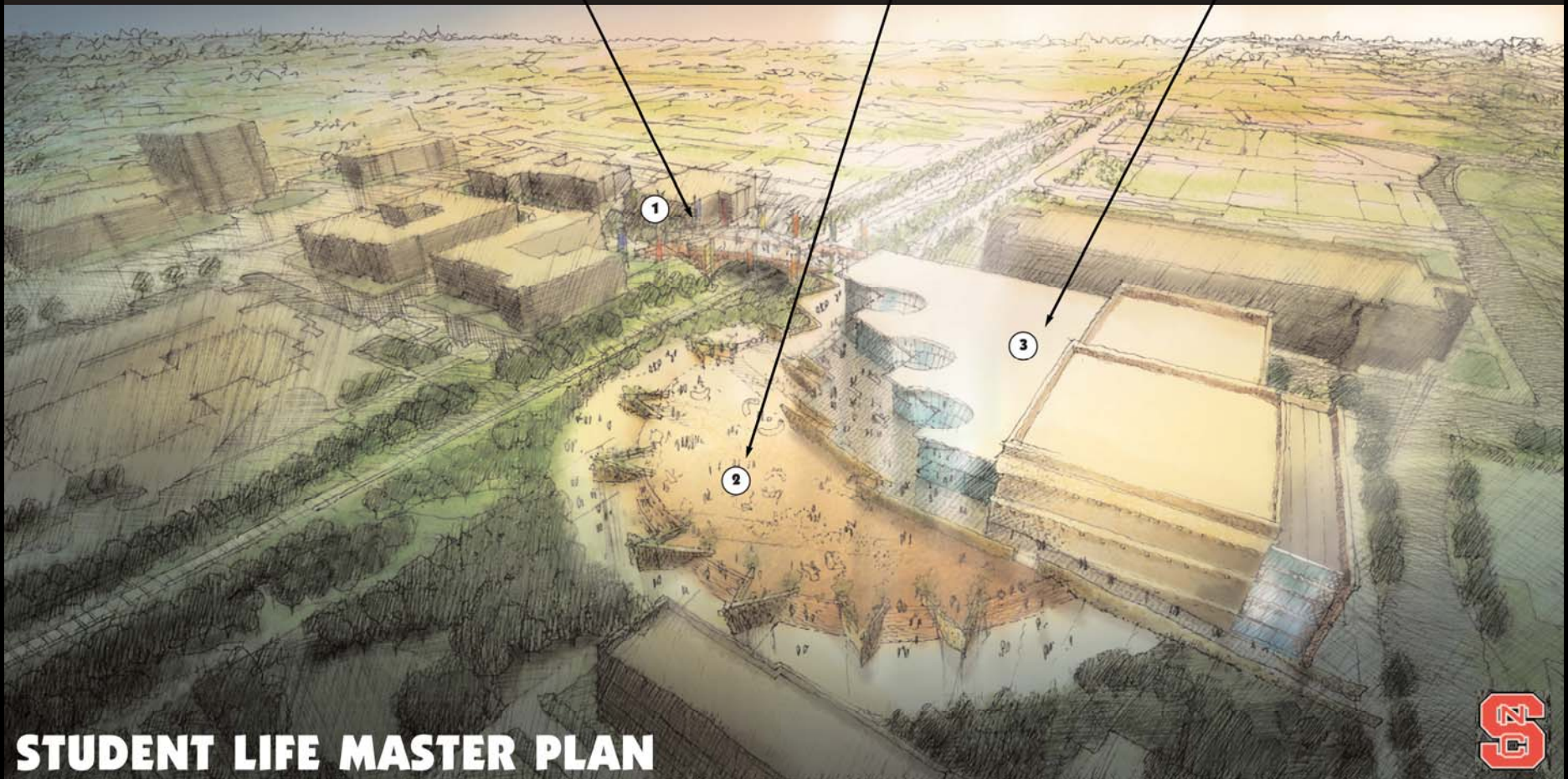
- Spans Railroad Tracks, Linking North and Central Precincts
- Seating
- Lighting
- Program Areas
- Hardscape
- Landscaping

2 GREAT LAWN

- Multilevel Plaza
- Outdoor Terrace
 - Lounge
 - Dining
- Seating
- Lighting
- Program Areas
- Landscaping

3 CENTRAL UNION - RENOVATION AND ADDITION

- Lounge / Gathering
- Recreation
- Food Service / Dining
- Coffee / Juice Bar
- Bookstore / Retail
- Student Affairs
- Student Organizations
- Student Media
- Administration
- Career Services
- Meeting Rooms
- Ballroom
- Cinema
- Stewart Theater (800-Seat)



STUDENT LIFE MASTER PLAN



Case Studies

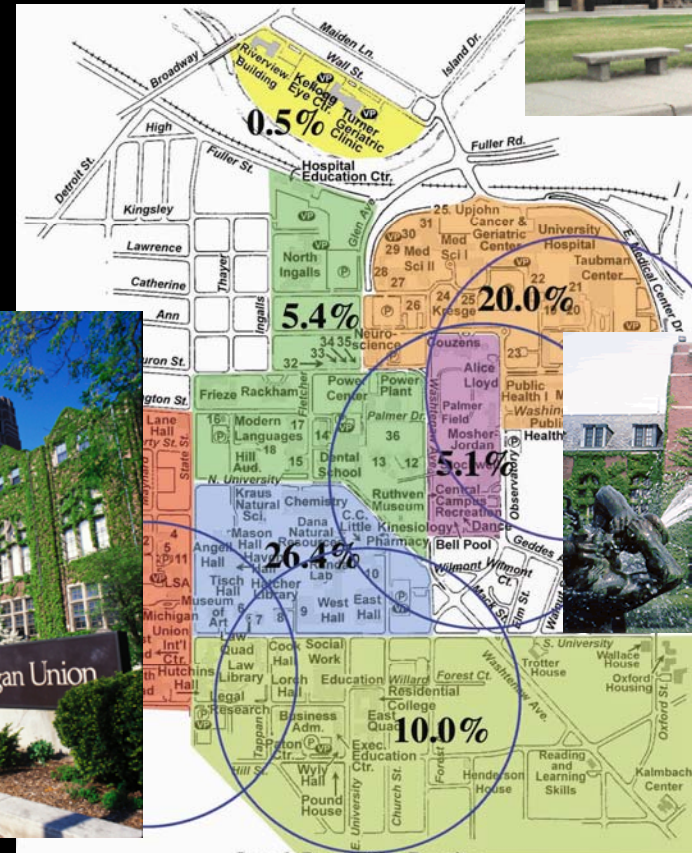
Master Plan for Food Service that Involves Multiple College Union/University Center Buildings

University of Michigan

- Three Unions on Campus
 - Michigan Union - Central
 - Michigan League - Central
 - Pierpont Commons - North
 - Plus Multiple Retail Locations
- Multiple Operators
 - Self-Operated Venues
 - Contracted Venues
 - Tenant Operators
- Three Catering Departments
- Alignment with Residential Dining



Pierpont Commons



Michigan Union



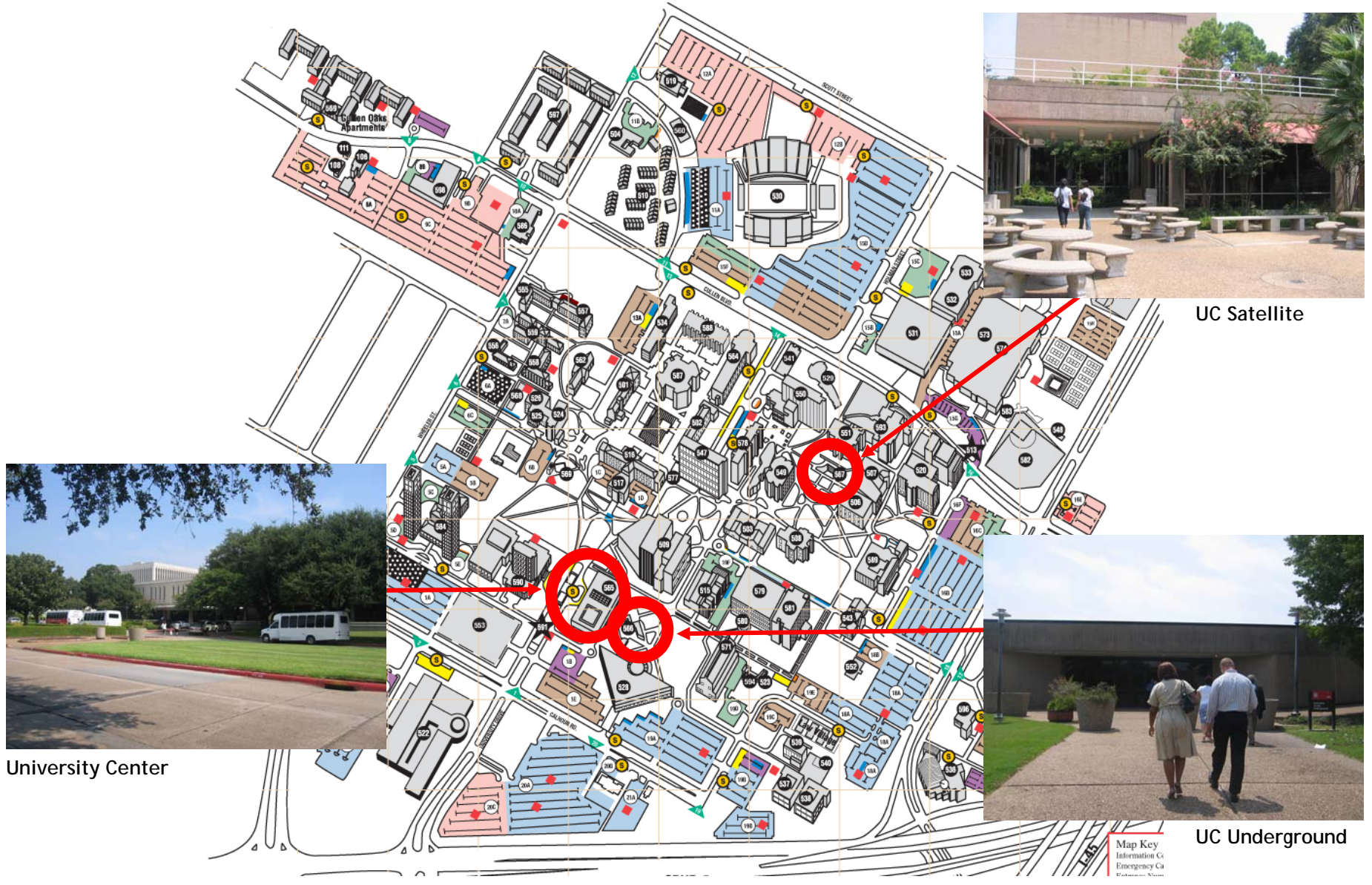
Michigan League

Lunch Population Density

Understanding the Your Project

University Center, UC Underground and UC Satellite - Diversity of Programs and Locations

UNIVERSITY of HOUSTON



University Center



UC Satellite

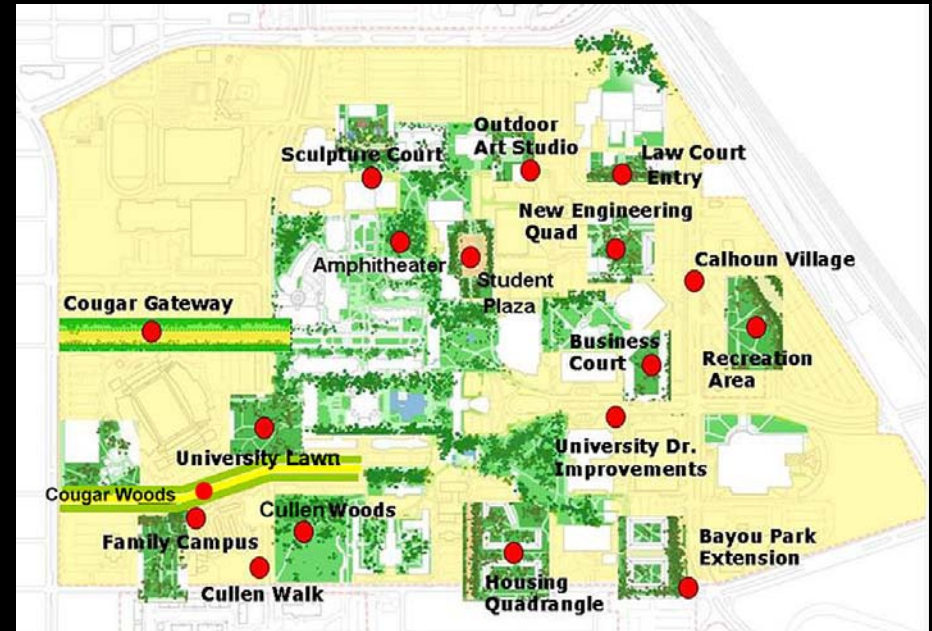


UC Underground

Understanding the University of Houston

Campus Framework Plan

- Increase on-campus residential population to 24% and distribute across campus
- Allow for growth to 41,000 students and 12.2 million square feet
- Provide limited infill opportunities integrated in the inner campus core
- Develop four perimeter precincts for current and future initiatives
- Construct mixed use development unique to each precinct

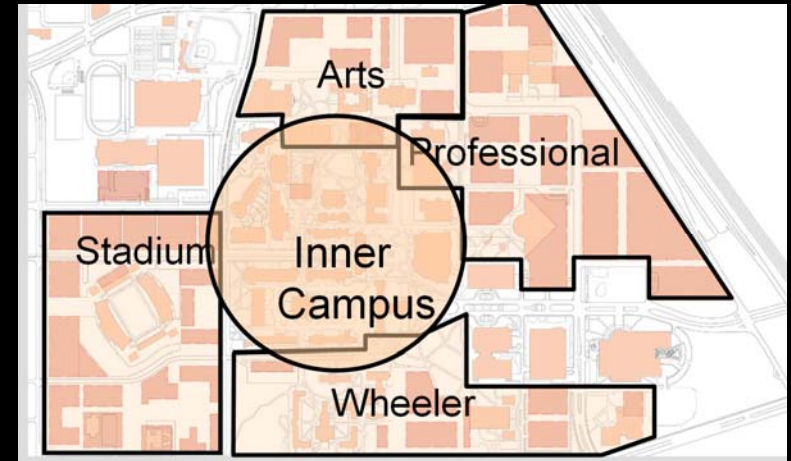


Campus Framework Plan

University of Houston

A Campus of Transformation

- Shifting from a commuter school to a Tier 1 institution
- Continuing to maintain diversity and accessibility in enrollment while attracting best and brightest
- Implementing the 2006 Campus Framework Plan of which the University Center is a key part
- Growing from close to 35,000 students today, to 45,000 as projected in the Framework Plan
- Transforming from a campus of 4,200 residential students today to an estimated 11,000 (25% increase) in the future
- Initiating mixed-use development projects throughout campus
- Focusing on the creation of new green spaces that extend to the campus borders, connecting to the neighborhood in a series of lawns and greens



Campus Framework Plan

STUDENT UNION BUILDING, ADDITION AND RENOVATION

TEXAS TECH UNIVERSITY, Lubbock, Texas



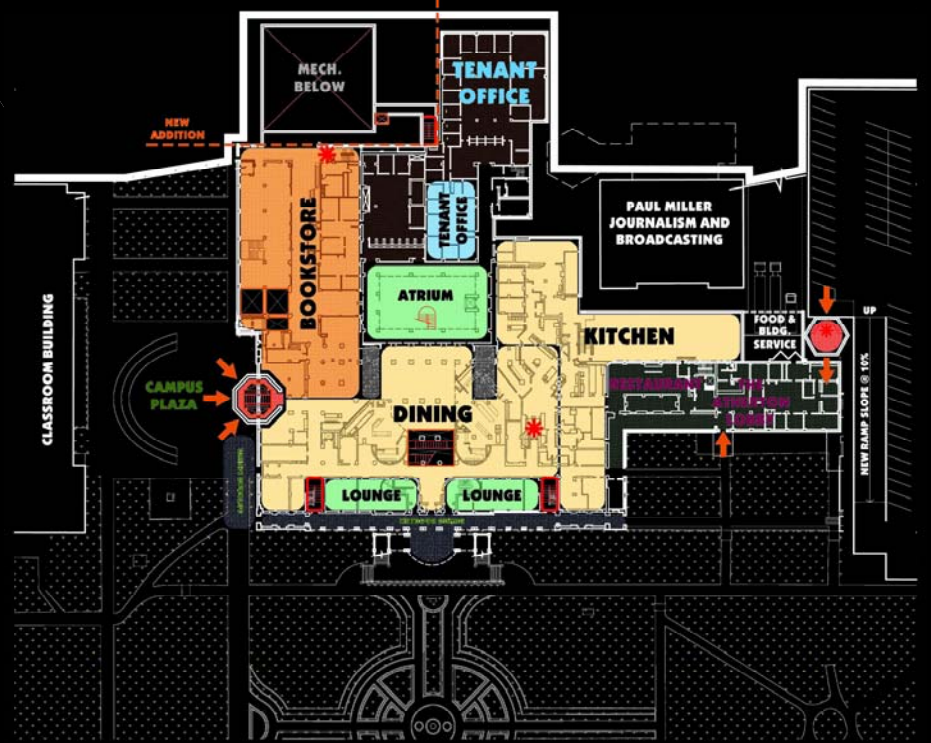
Date: 2003 (PH 1), 2005 (PH 2), 2006 (PH 3)
Size: 95,250 s.f. addition; 106,000 s.f. renovation
Cost: \$34.5 million



"It's beautiful. It is really student-oriented. It totally caters to students."
- Jeremy Brown, Student Body President. Lubbock Avalanche Journal, October 2, 2003

STUDENT UNION MASTER PLAN

OKLAHOMA STATE UNIVERSITY, Stillwater, Oklahoma



PROPOSED PLAN

Date: 2007
 Size: 365,000 s.f.

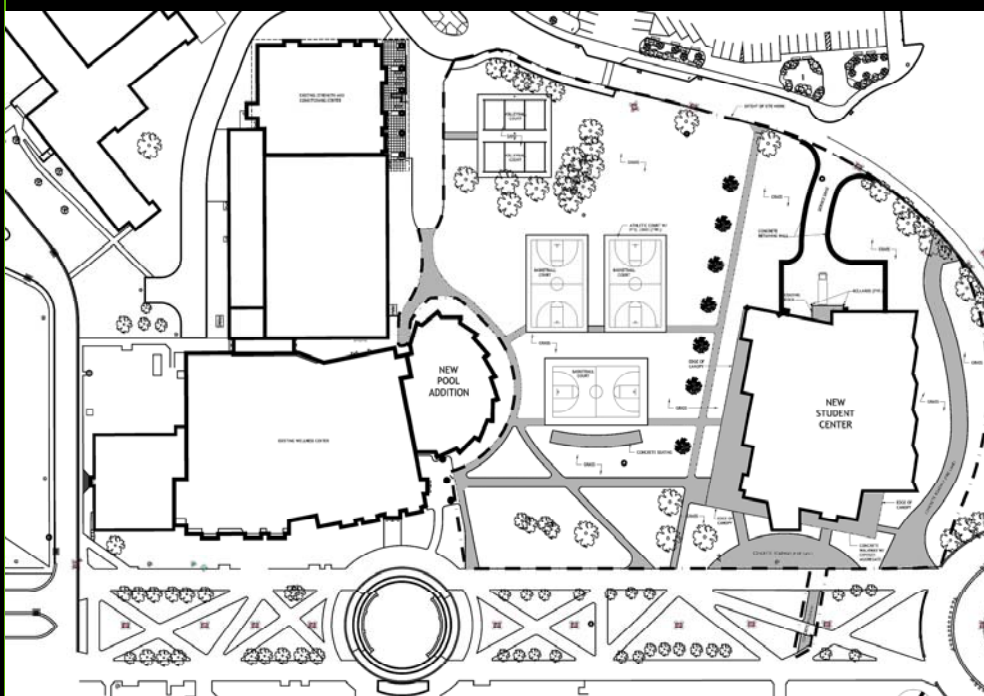


MARTIN LUTHER KING, JR. STUDENT CENTER

DELAWARE STATE UNIVERSITY, Dover, Delaware



Date: 2009
Size: 73,000 s.f.



STUDENT LIFE MASTER PLAN

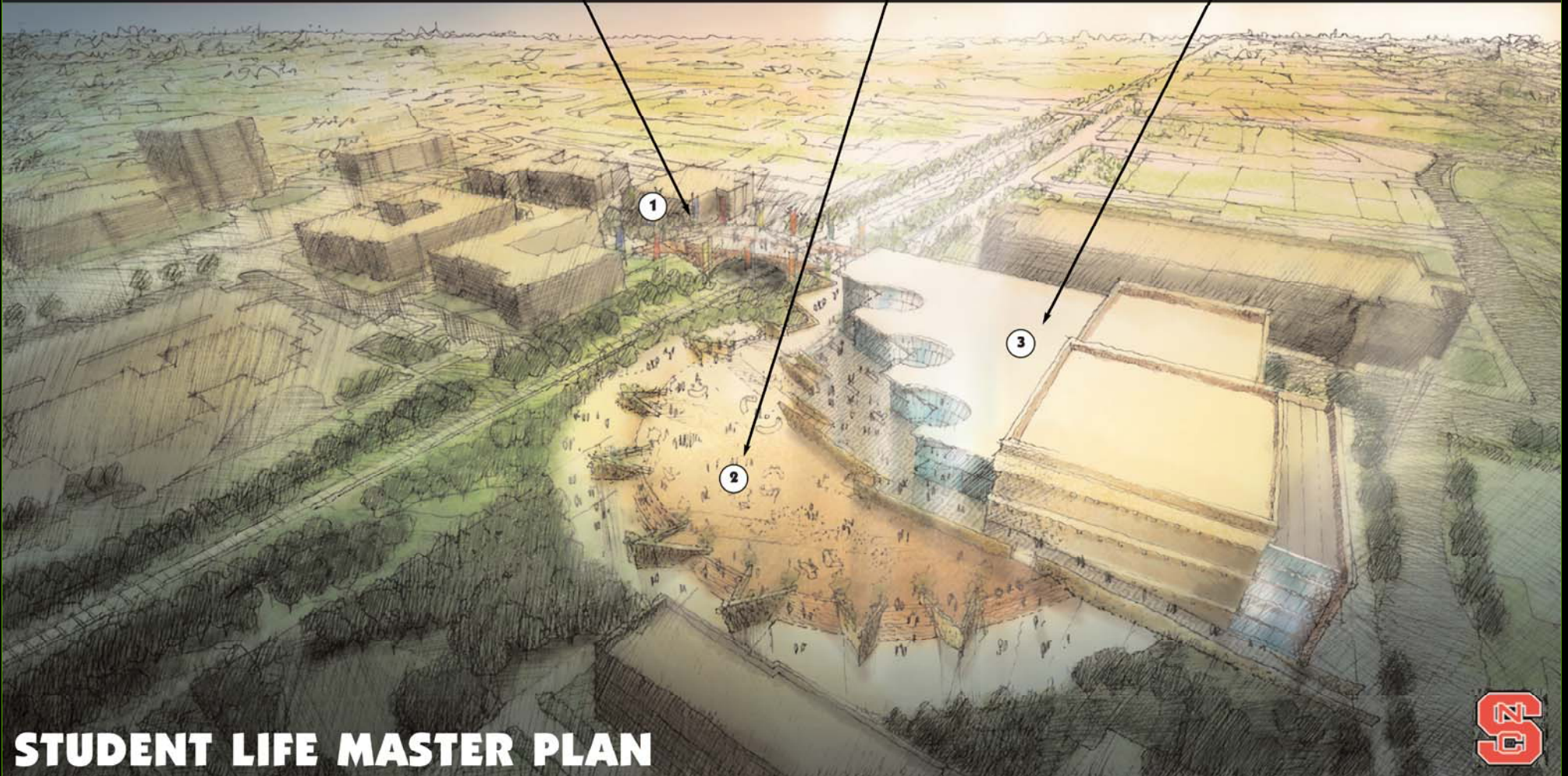
NORTH CAROLINA STATE UNIVERSITY, Raleigh, North Carolina

CENTRAL CAMPUS PRECINCT

- 1 PEDESTRIAN BRIDGE**
- Spans Railroad Tracks, Linking North and Central Precincts
 - Seating
 - Lighting
 - Program Areas
 - Hardscape
 - Landscaping

- 2 GREAT LAWN**
- Multilevel Plaza
 - Outdoor Terrace
 - Lounge
 - Dining
 - Seating
 - Lighting
 - Program Areas
 - Landscaping

- 3 CENTRAL UNION - RENOVATION AND ADDITION**
- Lounge / Gathering
 - Recreation
 - Food Service / Dining
 - Coffee / Juice Bar
 - Bookstore / Retail
 - Student Affairs
 - Student Organizations
 - Student Media
 - Administration
 - Career Services
 - Meeting Rooms
 - Ballroom
 - Cinema
 - Stewart Theater (800-Seat)



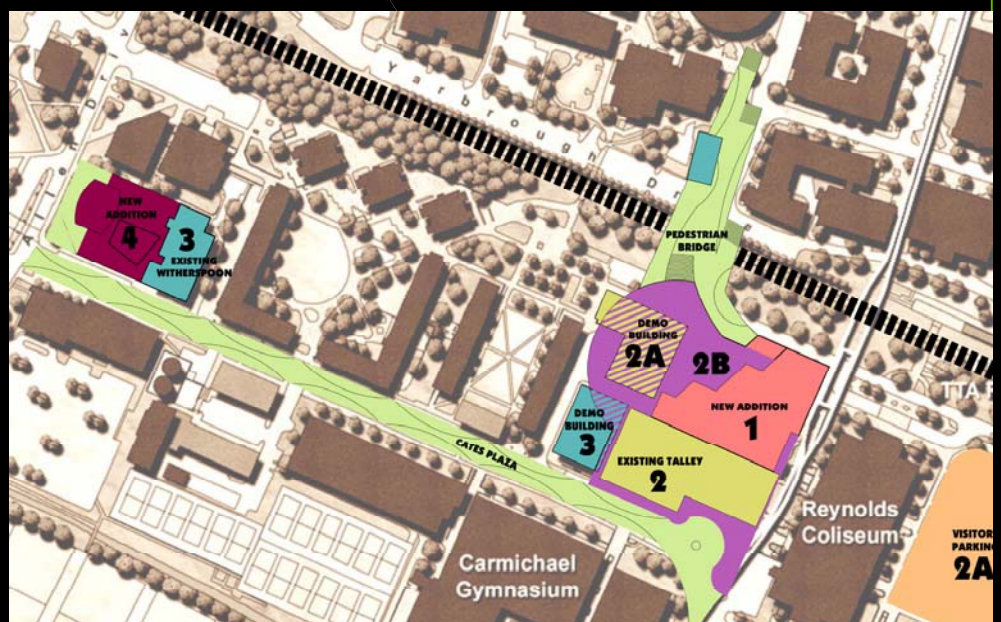
STUDENT LIFE MASTER PLAN



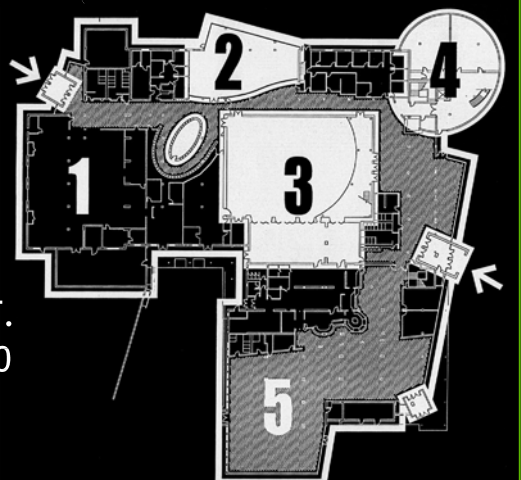
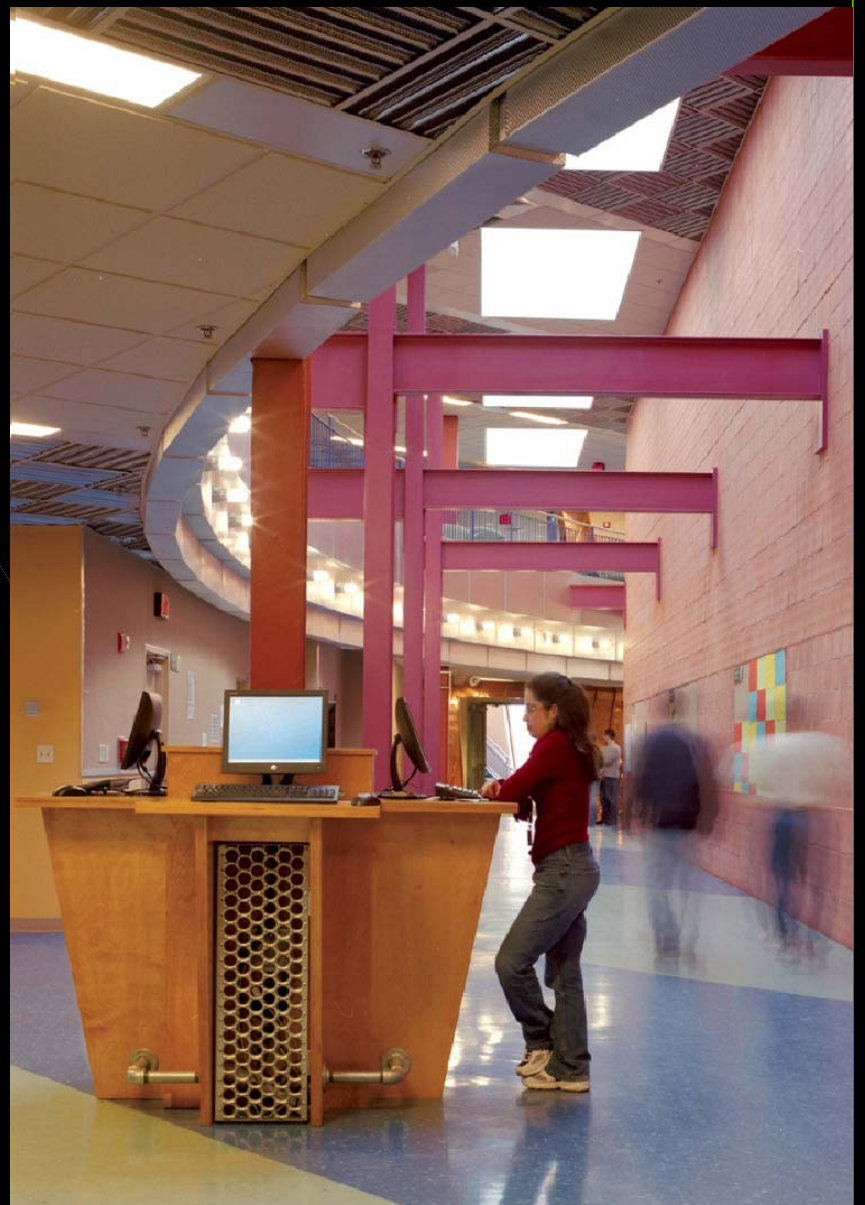
STUDENT LIFE MASTER PLAN



Date: 2007
Size: 2,000 acres



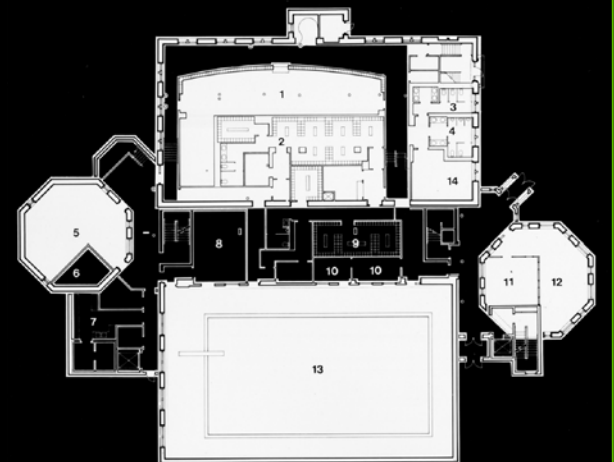
STUDENT UNION, ADDITION AND RENOVATION
CENTRAL CONNECTICUT STATE UNIVERSITY, NEW BRITAIN, CONNECTICUT



Date: 2002
 Size: 86,000 S.F.
 Cost: \$9,200,000
 Students: 11,646

"It's not just another new building on campus. It's a revolution. ...Take a minute to admire the flying staircases, the skylights, ...It was definitely worth the wait."
 - Leslie Porter, Central Focus Summer 2002

MCCULLOUGH STUDENT ACTIVITIES CENTER MIDDLEBURY COLLEGE, MIDDLEBURY, VERMONT



Date: 1991
Size: 45,000 S.F.

INFORMATION SERVICES BUILDING, ADDITION AND RENOVATION UNIVERSITY OF OTAGO, DUNEDIN, NEW ZEALAND



Date: 2001
Size: 200,000 s.f.



"Lit up like a passenger liner, its sleek shape announces there's a new blockbuster in town...A showcase, it is filled with an ambient glow, allowing passers - by to look directly into the interior."

NEW CAMPUS, MASTER PLAN & FIRST PHASE FACILITIES

SOKA UNIVERSITY OF AMERICA, ALISO VIEJO, CALIFORNIA



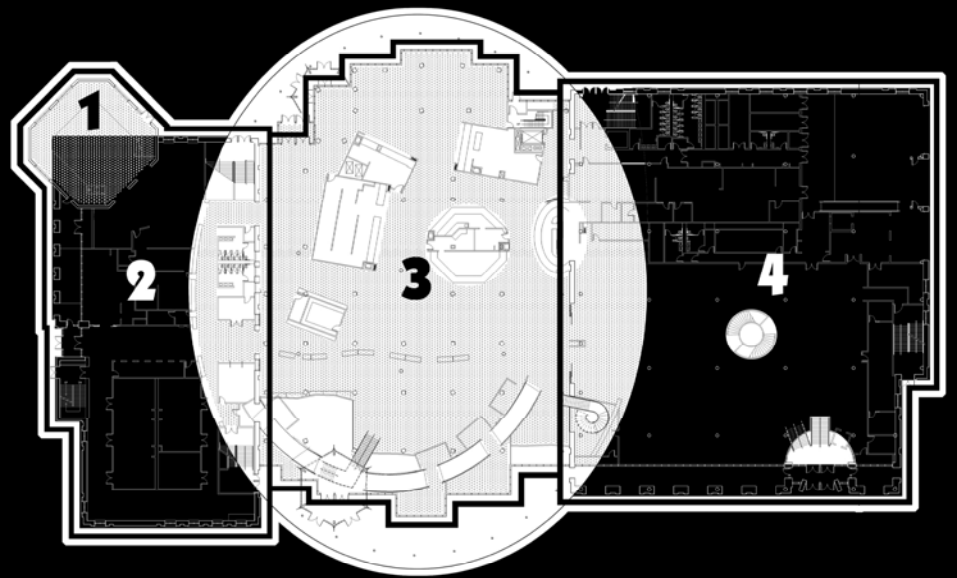
Date: 2001 (Phase I)
Size: 52,000 s.f. (Phase I); 117,000 s.f. (complete)



"Soka's central outdoor space, bounded by the library, student center, and academic halls, feels simultaneously enclosed and open, with airy breezeways and a high wall of windows on the first floor of the student center. It is the kind of place where students have always gone."

- Dan Halpern, Architecture, December 2001

STUDENT CENTER ADDITION AND RENOVATION UNIVERSITY OF MISSOURI AT COLUMBIA, COLUMBIA, MISSOURI



1. Mort's 2. Retail 3. Brady Commons 4. Bookstore
PROPOSED PLAN

Date: 2008 PH1, 2009 PH2
Size: 236,000 s.f.

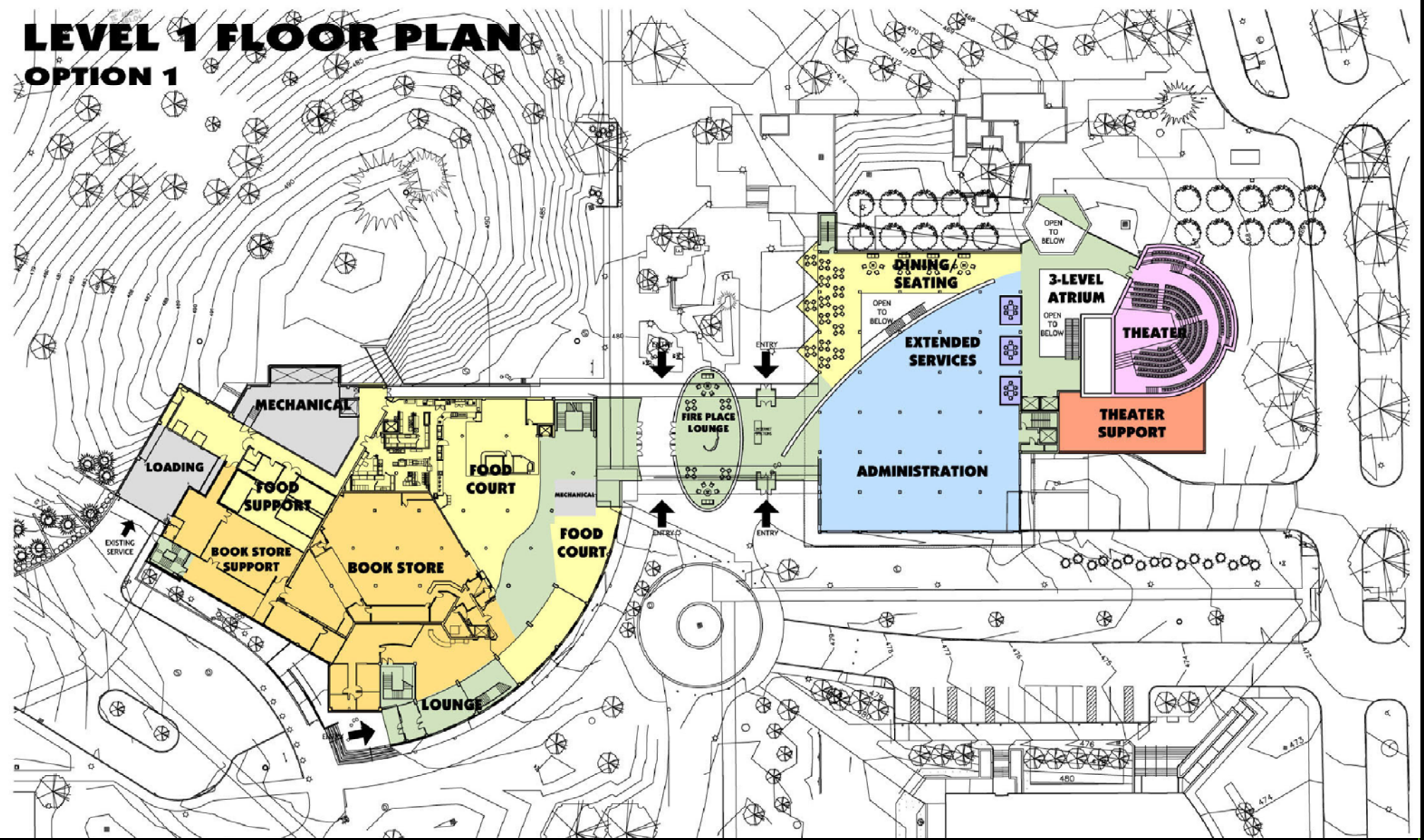


"Holzman Moss Architecture's skill in weaving new and old together into a cohesive whole is a relief to the University of Missouri staff who have wondered whether to raze or renovate the buildings."

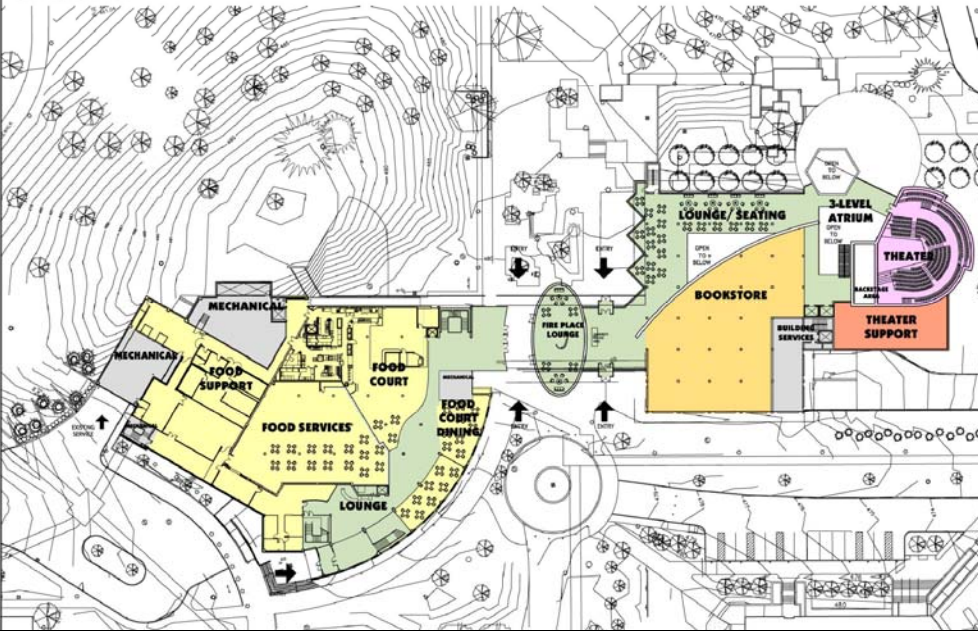
- Clarissa Easton AIA, University Architect

UNIVERSITY CENTER EXPANSION
 UNIVERSITY OF SOUTHERN INDIANA, Evansville, Indiana

LEVEL 1 FLOOR PLAN
OPTION 1



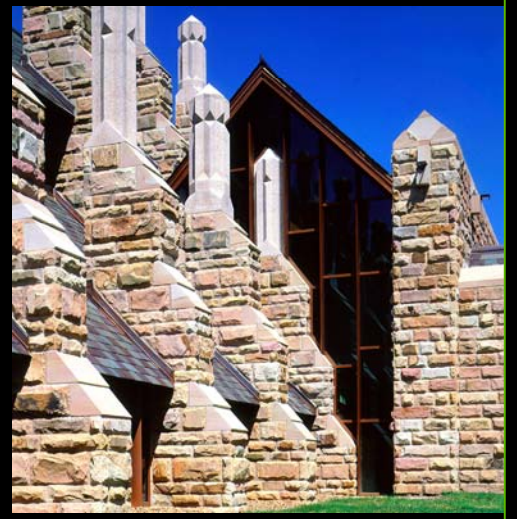
LEVEL 1 FLOOR PLAN
OPTION 2



Date: 2009
 Size: 227,000 s.f. (Total); 57,000 s.f. (Phase 1)



McCLURG HALL
UNIVERSITY OF THE SOUTH, SEWANEE, TENNESSEE



Date: 2001
Size: 43,000 s.f.