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University of South Carolina
BOARD OF TRUSTEES

Buildings and Grounds Committee

April 25, 2014

The Buildings and Grounds Committee of the University of South Carolina Board of Trustees met at 10:00 a.m. on Friday, April 25, 2014, in the 1600 Hampton Street Board Room.

Members present were: Mr. William C. Hubbard, Presiding Chairman; Mr. Mark W. Buyck, Jr.; Mr. Thomas C. Cofield; Mr. Toney J. Lister; Mr. Miles Loadholt; Ms. Leah B. Moody; Mr. Charles H. Williams; Mr. Eugene P. Warr, Board Chairman; and Mr. John C. von Lehe, Jr., Board Vice Chairman. Mr. William W. Jones, Jr. was absent.

Other Trustees present were: Mr. Chuck Allen; Mr. Robert E. "Eddie" Brown; Mr. J. Egerton Burroughs; Dr. C. Edward Floyd; Mr. Hubert F. Mobley; Dr. C. Dorn Smith III; Mr. Thad Westbrook; Mr. Mack I. Whittle, Jr.; and Dr. Mitchell J. Zais.

Also present were faculty representative Dr. James H. Knapp and student representative Lindsay Richardson.

Others present were: President Harris Pastides; Secretary Amy E. Stone; General Counsel Walter "Terry" H. Parham; Provost Michael D. Amiridis; Chief Operating Officer Edward L. Walton; Chief Financial Officer Leslie Brunelli; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Information Technology William F. Hogue; Vice President for Human Resources Chris Byrd; Vice President for Development and Alumni Relations Jancy Houck; Vice President for Facilities and Transportation Derrick Huggins; Chief Communications Officer Wes Hickman; Athletics Director Ray Tanner; Associate Vice President for Business Affairs, Division of Administration and Finance, Helen T. Zeigler; Executive Director for the Office of Economic Engagement William D. "Bill" Kirkland; Executive Director of Internal Audit Pam Doran; College of Arts and Sciences Dean Mary Anne Fitzpatrick; Associate Director of Strategic Planning and Assessment Cameron Howell; Director of Facilities Planning and Programming and University Architect Derek S. Gruner; University Foundations Executive Director Russell H. Meekins; Executive Associate Athletics Director Kevin O'Connell;

University Controller Jennifer Muir; Director of Facilities Design and Construction Jeffrey D. Lamberson; Director of Capital Budgets and Financing, Division of Administration and Finance, Charlie Fitzsimons; Director of State Relations Trey Walker; Director of Governmental and Community Relations and Legislative Liaison Shirley D. Mills; Senior Project Manager, Facilities Design and Construction, Thomas Opal; Manager of Energy Plant Funds and Data Supervisor, Controller's Office, Deborah Crews; Chief of Staff, President's Office, J. Cantey Heath, Jr.; Executive Vice Chancellor for Academic Affairs, USC Aiken, Dr. Jeff Priest; Cumming Corporation USA Vice President David Lindsay; USC Columbia Student Government Senator Tatiana Chin; Secretary of Environmental Affairs, USC Columbia Student Government Executive Cabinet, Jessica Parker; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Terri Saxon.

Mr. Hubbard called the meeting to order and welcomed everyone. Mr. Hickman introduced a member of the media in attendance: Rodney Welch with *Free Times*.

Mr. Hubbard stated that notice of the meeting had been posted and the press notified as required by the Freedom of Information Act; the agenda and supporting materials had been provided for the committee; and a quorum was present to conduct business.

Mr. Hubbard stated that there were proposed contractual matters related to gift namings that were appropriate for discussion in Executive Session. Mr. Lister moved to enter Executive Session and Mr. Buyck seconded the motion. The vote was taken and the motion carried.

The following persons were invited to remain: Trustees, President Pastides, Secretary Stone, the Faculty Representative and Student Representative to the Board, and Members of the President's Executive Council.

Return to Open Session

Mr. Hubbard called on Secretary Stone to read the following statement: “The University hereby declares its official intent, pursuant to federal regulations, to reimburse itself from the amount of proceeds of the tax-exempt bond issue.” She stated that it would be inserted into the record where appropriate.

I. Project Approvals

Mr. Hubbard called on Mr. Gruner, who presented the projects for which approvals were being sought.

A. Phase II Approval: Rutledge College and Legare/Pinckney Comprehensive Renovation

This project is a comprehensive renovation of the Rutledge College and Legare/Pinckney buildings. Rutledge College was constructed in 1805 as the University’s first building. The building was destroyed by fire in 1855 and rebuilt containing 25,481 gross square feet. The last comprehensive renovation of Rutledge College was in 1978. Rutledge College is a residence hall containing 47 beds, a Chapel, and 2,296 square feet of faculty office and support space associated with the Department of Religious Studies.

Legare/Pinckney was constructed in two phases in 1837 and 1848 and comprises 23,980 gross square feet. It is a residence hall containing 48 beds, the Fellowships & Scholarships Program, Office of Undergraduate Research, and International Programs for Students. The last comprehensive renovation of this facility was in 1979.

Exterior renovation will include replacement of all exterior wood windows, doors and frames. Exterior stucco will be repaired and the exterior will be painted. The replacement windows and all exterior work will be in accordance with recommendations by the South Carolina Department of Archives and History and the Historic Preservation Office of the City of Columbia.

Interior renovations in the residential portions of the buildings will include minor demolition and spatial modifications to suite layouts, fixture and finish replacements, replacement of the HVAC system to include an energy recovery system, new plumbing and electrical systems and upgrades to the fire protection systems. Renovations also will include the installation of new cabinets, new doors and frames and solid surface window sills and wood window blinds. Electronic card access will be added to all exterior and apartment entry doors. New flooring will be installed and all walls and ceilings will be painted. In the stairwells, the flooring and exterior and interior doors and frames will be replaced. New code compliant

stair rails with vertical pickets will be installed and trim will be added at base, door frames, wainscot and picture rail.

Interior renovations in the chapel and academic areas will include upgrades to the mechanical system and the fire protection systems.

Soil containing asbestos will be removed from the crawl spaces and a slab provided over the entire area. Insulation will be placed between the floor joists. The attics will be insulated and will also become more accessible and safer for service staff by installing walkways and fall protection. In the mechanical rooms all equipment, pumps, electrical panels, etc., will be replaced in the HVAC and electrical scope of work. At Legare/Pinckney, the existing mechanical space will be expanded and a new exterior concrete stair access added.

Construction for Rutledge College will occur from May 2015 through December 2015.

Construction for Legare/Pinckney will occur from January 2016 through July 31, 2016.

Mr. Hubbard called for a motion to recommend full Board approval to fund Phase II design and construction for a total project budget of \$15,800,000 funded with \$7,150,000 Housing Revenue Bonds, \$7,150,000 Housing Maintenance Reserve and \$1,500,000 of Institutional funds. Mr. Buyck so moved and Mr. Loadholt seconded the motion.

Following questions and discussion, Secretary Stone read a statement from Mr. Fennell, who was unable to be present, about the Rutledge College and Legare/Pinckney building renovations.

I have read the Phase II discussion regarding the Rutledge College and Legare/Pinckney building renovations and I have talked with Derek Gruner. I have several concerns about these two projects that I hope the group will discuss in detail before voting on Phase II. This will be the only review of this project, since it does not go to the Design Review Committee due to the exterior not changing. My concerns are as follows:

1) Phase I was approved less than two years ago at an estimated cost of approximately \$11+ million. It has now grown to a total project cost of \$15.8 million (\$4.5 million or 40 percent increase) and it includes a 20 percent contingency due to potential problems that could arise due to renovating an old building.

2) Based on the information provided, the total project cost is \$319 per square foot (\$15,800,000 divided by 49,461 square feet for both buildings). There are only 95 beds in the two buildings which, I estimate, would cost over \$100,000 per bed after taking out the renovation costs for the chapel and office space. For comparison, the Women's Quad's three buildings were gutted, rebuilt and enlarged with 600 "new" beds for approximately \$200 per square foot per Mr. Gruner.

3) I realize that these buildings are on the Historic Horseshoe and are on the National Historic Register (The Women's Quad was not!), but I feel we need to

consider the minimum interior walls, floors, etc, that we have to maintain to satisfy their requirements. Then, we should gut the maximum we can based on the guidelines to get as much "new" construction to modernize both of these buildings as much as possible. The more walls, floors and ceilings we remove, the more we can be assured of the condition of the original studs and load bearing walls underneath! This should decrease "surprises" that a "renovation" project requires having a 20 percent contingency. Any new construction could also potentially decrease our future maintenance on these buildings, as well as help get the total project cost back closer to the original \$11 million budget approved previously!

Thank you for your consideration.

Following Secretary Stone's reading of Mr. Fennell's statement, the vote was taken and the motion carried.

The University hereby declares its official intent, pursuant to federal regulations, to reimburse itself from the amount of proceeds of the tax-exempt bond issue.

B. Other Approval: Wardlaw/Drayton Hall Fire Alarm System Replacement

Wardlaw College, containing 88,835 gross square feet, and Drayton Hall, containing 20,829 gross square feet are connected buildings erected in 1930. Cumulatively they comprise 109,664 gross square feet. Wardlaw houses the College of Education and Drayton Hall is a theater containing 412 seats assigned to the Department of Theater and Dance.

This project will remove the existing fire alarm systems in Wardlaw College and Drayton Hall and replace them with a new fire alarm system that meets current standards of the National Fire Protection Association (NFPA). The existing systems are believed to originate from the late 1960s or early 1970s and can no longer be repaired or upgraded by the manufacturer. New addressable fire alarm devices will be provided that include analog/addressable spot-type smoke detectors, addressable duct-type smoke detectors, addressable heat detectors, addressable pull stations, speakers for audible notification, visible notification (strobe) alarm units, and fireman's phone jacks. Smoke detectors will be provided in all egress corridors, stairwells, lobbies, storage rooms, equipment rooms, and elevator machine rooms. The existing systems will remain in service until the new system is installed and tested. The new fire alarm system will be specified to be compatible with the fire alarm systems currently installed on the Columbia Campus and will interface with the campus emergency notification system.

This project is a component of the Columbia Campus Life Safety Project that anticipates fire alarm replacements in approximately 21 buildings. Individual projects from this list that exceed \$250,000 require Board approval.

Mr. Hubbard called for a motion to recommend full Board approval to establish and fully fund this project with a budget of \$300,000 to be funded with Institutional Capital Project Funds. Mr. Cofield so moved and Mr. Williams seconded the motion. The vote was taken and the motion carried.

The University hereby declares its official intent, pursuant to federal regulations, to reimburse itself from the amount of proceeds of the tax-exempt bond issue.

II. Planning Update: Five-Year Capital Improvement Plan

Mr. Gruner began by noting the beauty of the campus. He reported that there had been a 15 percent increase in visitors to the campus in the last year, and an 89 percent increase in the number of people taking University tours in the past six years.

- Darla Moore School of Business (DMSB) – Mr. Gruner called on Mr. Lamberson, who reported that Darla Moore and Rafael Vinoly, architect of the DMSB, were recently in town and had been very pleased with the project construction. Mr. Gruner introduced David Lindsay, Cumming Corporation USA Vice President, and a member of the DMSB Construction Management Team. The University contracted with Cumming/Gilbane to act as the University's Construction Manager for the DMSB project. Mr. Lindsay showed slides of the construction progression and responded to questions.

Mr. Lamberson reported that the Construction Management Team was confident that the DMSB building will achieve the Leadership in Energy & Environmental Design (LEED) Green Building Certification, Platinum Status. A total of 80 LEED points are required to meet this highest standard and the DMSB project is tracking toward the attainment of 97 points.

In addition, Mr. Lamberson explained that South Carolina Electric & Gas Company (SCE&G) offers rebates to new buildings that utilize Energy Wise equipment in the mechanical systems that reduce energy consumption above and beyond similar buildings without Energy Wise equipment. The DMSB Construction Management team applied for this rebate at the beginning of the project and SCE&G calculated a \$489,000 rebate to the University. At the completion of the project, the University will receive a check in this amount.

Secretary Stone noted that the Board of Trustees and the Board of Visitors are scheduled to have a joint lunch and tour of the new DMSB on June 20. The building is scheduled to be ready for the start of the Fall Semester in August 2014, with the grand opening planned for September 12, 2014.

- Women's Quad Renovation – Mr. Lamberson stated that the \$27 million Women's Quad renovation project, which began less than a year ago, is expected to be completed by the end of

Summer 2014. The project will internally connect three women's dorms (Wade Hampton, McClintock, and Sims). The renovation will also add an additional 50 beds and provide 15 handicap accessible rooms. This project will accomplish \$13 million of deferred maintenance.

- New Law School – The design development is 100 percent complete and the architect is working on the construction drawings. The project will conform to the University's Master Plan by Sasaki. The construction foundations and structures are expected to be in place by May 2015.
- West Campus Development – Housing – This is a public/private partnership. Mr. Gruner stated that the project had already received three reviews in the past three months by the University's Design Review Committee (DRC). The final review is scheduled for the Summer of 2014. The project will conform to the University's Master Plan. Phase I work began on schedule, in mid-April. By January 2015, the actual structure should be in place. Phase I construction, which includes 582 beds, is scheduled to be substantially complete by Fall 2015.

The office component of the project is on five floors and encompasses 110,000 gross square feet. The exterior will match the Horizon I Building, with accessibility from Assembly Street, Blossom Street, and the courtyard between the buildings. The University will lease the first and second floors.

Mr. Whittle asked Mr. Walton for clarity related to the project being on hold, pending confirmation of leased tenants. Mr. Walton responded that the commercial portion of the project was contractually required to happen by Spring 2017. He added that, currently, the University did not have enough tenants on board to prepare financing for this portion of the project.

- College of Mass Communications and Information Studies Renovation (Health Sciences Renovation) – Mr. Gruner reported that the interior demolition and the hazardous material abatement of the building had been completed. In addition, the historic windows had been removed for refurbishment; the exterior masonry repair and site utility work was ongoing; and preparation for the new roof was underway.

The project began in January 2014, and was on schedule to be substantially complete by June 2015. The project bid came in 23 percent under the estimated construction cost and has remained within the budget.

- Hamilton College Renovation – The project will be bid in May 2014. Construction is expected to commence in June, and is scheduled to be completed and the building occupied by the start of the 2015 Fall Semester.

- Sumwalt Instructional Labs Renovation – Three instructional labs will be created as a result of this renovation, with each lab providing seating for up to 24 students. The project is scheduled to be completed by the start of the 2014 Fall Semester. The project bid came in 20 percent under the estimated construction cost and remains within the budget.

- Horizon I – Ground and Fourth Floor Upfit – The Horizon I upfit is nearing completion. The project is scheduled to be completed and the space occupied, by August 2014. This project bid came in 13 percent under the estimated construction cost and remains within the budget.

- Greene Street Pedestrian Safety Project – This project, and others in the vicinity, are scheduled to be complete in late July prior to the 2014 Fall Semester and the student move-in. The project bid is at the estimated construction cost and is within the budget.

- Athletics Projects in Construction

- Outdoor Practice Fields – The site grading and sub-surface mitigation are underway. The construction began in mid-March and the fields are scheduled to be substantially complete by September and usable by October 2014.

- Indoor Practice Facility – The construction contract is being executed; and the contractor is expected to mobilize onsite May 1, 2014.

- Athletics Projects in Design – The State Joint Bond Review Committee Phase II approval was received on April 8, 2014, for the Williams-Brice Stadium Plaza Site Upgrade and the Athletics Village Improvements (the new Soccer Building, the Field House Renovation, and the Outdoor Track and Field Renovation). These projects are all scheduled to go before the Budget and Control Board (B&CB) on April 30, 2014.

Each project has undergone one DRC review, and future meetings will be scheduled in 2014, following Phase II approval.

The Williams-Brice Stadium Plaza Site Upgrade is scheduled for construction from December 2014 until August 2015. Construction timelines vary for the Athletics Village projects. However, the projects generally are scheduled to begin in the first quarter of 2015, with completion expected by the first quarter of 2016.

Mr. Gruner noted that he, Mr. Walton and Ms. Zeigler had discussed and agreed to recommend to the Board, moving the majority of project approvals and the comprehensive Five-Year Capital Improvement Plan update from the February Buildings and Grounds Committee and the full Board

meetings, to the November Buildings and Grounds Committee and the December full Board meetings. This change will provide the advantage of receiving projects approvals two months earlier, which will enable small projects to be designed, bid, and constructed the following summer.

Mr. Whittle asked when the last time the University's master planner, Sasaki, had been on campus. Mr. Gruner responded that Mr. Galehouse of Sasaki, had visited the campus in January 2014, in regards to a book that he is contemplating writing based on his experience with the development of the University's Master Plan. Mr. Whittle suggested the Board consider having Sasaki revisit the University's Master Plan.

Mr. Gruner listed projects scheduled to go before the University's DRC by the end of 2014:

- New School of Law (Final Approval)
- Student Health Center (following Phase II approval by the B&CB)
- Broadcast Studio (College of Mass Communications and Information Studies)
- Williams-Brice Stadium Plaza Site Upgrades
- Athletics Village Improvements
- Cocky Sculpture
- Greene Street Improvements (Assembly to Huger Street)

In conclusion, Mr. Gruner said that he was especially proud of the beautiful new Desegregation Commemorative Garden on the side of the Osborne building. A well-attended dedication ceremony was held on April 11, 2014. The garden was established to commemorate the fiftieth anniversary of desegregation at the University of South Carolina. Mr. Gruner invited USC Columbia Student Government President Lindsay Richardson to read the poem written by USC Poet Nikky Finney, which is inscribed on a granite plaque in the garden.

THE IRRESISTIBLE ONES

ROBERT ANDERSON HENRIE MONTEITH JAMES SOLOMON

They arrive knocking at Osborne's great garnet door. They want to study mathematics, join the debate team, and sing in the choir. They are three in a sea of six thousand. With each step they pole vault shards of doubt, sticks of dynamite, and stubborn hate mail. With them arrives the bright peppermint of change. The new laws of the new day can no longer resist these three irresistible ones, in a sea of six thousand, stepping through a door now garnet and black.

Mr. Burroughs said that, although he was not on the committee, he thought it had been awhile since an update on the University's deferred maintenance had been provided, and he asked that a report including deferred maintenance on all system campuses be scheduled at a future meeting. Mr. Gruner responded that he would prepare a report for a committee meeting in the Fall.

Mr. Buyck asked if there were plans to address the neglected garden behind the Barringer House (Old Alumni House). Mr. Gruner said that a renovation of the house and garden was planned once Social Work vacated the house in the summer of 2015.

Mr. Williams said that a federal judge had asked him how the University planned to handle federal cutbacks that could affect the University's agreement with the National Advocacy Center (NAC). Mr. Walton responded that it was now a matter of public record that in response to federal cutbacks, the Department of Justice (DOJ) will not bring the Palmetto Project to Columbia. The project would have brought 300 jobs to Columbia. However, he said, the DOJ would renovate the Close-Hipp Building as planned and will consolidate local federal agencies in the renovated building.

Mr. Williams expressed his concern that the Inn at USC was dependent on the NAC attendees. Mr. Walton responded that initially NAC guests were considered to be potentially vital to the success of the Inn; however, since the Inn obtained a national reservation system through the Wyndham Garden Hotels franchise, its bookings had thrived. Mr. Meekins clarified that the NAC had only contributed to approximately 10 percent of the Inn's occupancy rate. He added that 2013 had been the Inn's most successful.

Mr. Whittle asked if the lease agreement with DOJ for the Close-Hipp building would be honored in light of the Federal cutbacks. Mr. Walton said that it would.

Mr. Cofield asked Mr. Gruner to explain the parking plan to address the loss of parking spaces due to the West Campus Development project. Mr. Gruner responded that parking would be created for the residents of the West Campus Development, and additional parking would be added to support the retail and dining portions of the project. Some of the parking spaces eliminated in Phase I of the project would be replaced with parking in the area near the facilities building behind the Colonial Life Arena. Mr. Gruner explained that he and Mr. Huggins currently were working on a University Transportation Master Plan with Sasaki, which would focus on making the University less dependent upon surface parking and more dependent upon peripheral parking and shuttles than core campus parking.

Dr. Floyd asked about a problem he had learned of whereby students pass their garage permits to others, which creates overcrowding in the garages and impedes paying students from finding a space. Mr. Huggins said that the University had just purchased new software to address this problem.

Dr. Knapp asked if faculty, staff, and students would be included in the development of the Transportation Master Plan. Mr. Huggins responded yes.

Mr. Hubbard stated that this update was received as information.

III. Gift Naming Opportunities

Mr. Hubbard called on Ms. Jancy Houck, who explained that the following gift naming opportunities were presented in Executive Session without objection:

- A. Department of Athletics
 - “The Sparrow Family Gamecock Club Suite”
- B. The Darla Moore School of Business
 - “The Michael R. and Julie C. Brenan Group Study Room”
- C. USC School of Law
 - “The Andrew N. Poliakoff Student Organization Meeting Room”
- D. USC Lancaster
 - 1. “The David Blackwell Office”
 - 2. “The Nancy Eunice Davidson Bradley Office”
 - 3. “The Margaret Jackson Bundy Office”
 - 4. “The Ken and Amelia Davis Office”
 - 5. “The Scientia Potentia Est Office”
 - 6. “The Elizabeth and Chauncey Gregory, Jr. Office”
 - 7. “The Town of Heath Springs Office”
 - 8. “The Dr. William L. McDow Office”
 - 9. “The Laney and Brenda Purser Office”
 - 10. “The J.C. and Libby Rainey Office”
 - 11. “The Dr. and Mrs. D. A. Rucker Office”
 - 12. “The Bruce and Michelle Brumfield Classroom”
 - 13. “The Margaret J. Edwards Classroom”
 - 14. “The Robert H. Edwards Classroom”

15. “The Julia J. Emanuel Memorial Classroom”
16. “The William Henry Ward Classroom”
17. “The Henry L. Johnson Classroom”
18. “The Odell and Betsy Steele Classroom”
19. “The Wells Fargo Classroom”
20. “The Frankie and Michelle Faile Classroom”
21. “The Stan and Dianne Johnson Classroom”
22. “The Lancaster County Partners for Youth, Inc. Classroom”
23. “The Procter & Gamble-Duracell Manufacturing Classroom”
24. “The John T. Stevens Foundation Classroom”
25. “The Comporium Classroom”
26. “The First Citizens Foundation Classroom”
27. “The Springs Memorial Hospital Classroom”
28. “The Palmetto Conference Room”
29. “The Lancaster County Natural Gas Authority Atrium”
30. “The Anne Springs Close Outdoor Classroom”

Mr. Hubbard called for a motion to recommend that the full Board approve these gift naming opportunities as presented. Mr. Williams so moved and Mr. Loadholt seconded the motion. The vote was taken and the motion carried.

IV. Other Matters

Mr. Hubbard called for any other matters to come before the committee. Mr. Buyck requested the committee enter into Executive Session to discuss a contractual matter. Mr. Hubbard called for a motion to enter into Executive Session to discuss a contractual matter; Mr. Buyck so moved and Mr. von Lehe seconded the motion. The vote was taken and the motion carried.

Mr. Hubbard stated there would be no action taken, as a result of the Executive Session discussion and that the committee would adjourn at the conclusion of the discussion.

The following persons were invited to remain: Trustees, President Pastides, Secretary Stone, the Faculty Representative and Student Representative to the Board, and the Members of the President’s Executive Council.

Adjournment

At the conclusion of the Executive Session at 11:25 a.m., Mr. Hubbard declared the meeting adjourned.

Respectfully submitted,

A handwritten signature in blue ink that reads "Amy E. Stone". The signature is written in a cursive style with a large initial "A".

Amy E. Stone
Secretary