

University of South Carolina
BOARD OF TRUSTEES

Finance and Infrastructure Committee
In Person, Floyd Boardroom, Pastides Alumni Center
and By Microsoft Teams
September 16, 2022

OPEN SESSION

I. Call to Order

Board Chair Westbrook called the meeting to order at 11:22 a.m. Secretary Howell confirmed Trustees attending in person and by Microsoft Teams audio and video conference.

Trustee members of the Committee in attendance:

C. Dan Adams
Alex English
C. Edward Floyd
Brian C. Harlan
Miles Loadholt (online)
Mack I. Whittle Jr.
Charles H. Williams
Rose Buyck Newton, *Board Vice Chair*
Thad H. Westbrook, *Board Chair*

Absent Committee Members:

J. Egerton Burroughs

Other Trustees in attendance:

Richard A. Jones Jr.
Toney J. Lister
Hubert F. Mobley
E. Scott Moise
Leah B. Moody
Emma W. Morris
C. Dorn Smith III
Molly M. Spearman
John C. von Lehe Jr. (online)

Others in attendance:

Audrey Korsgaard, USC Columbia Faculty Senate Chair
Reedy Newton, USC Columbia Student Government President
Robin D. Roberts, Expert Advisor to the Advancement, Engagement and Communications Committee (online)
David Seaton, Expert Advisor to the Governance Committee

Special Guest:

Belle Wheelan, President of the Southern Association of Colleges and Schools Commission on Colleges

Administrators in attendance:

Michael Amiridis, President

Cameron Howell, University Secretary and Secretary of the Board of Trustees

Donna Arnett, Executive Vice President and Provost

Terry Parham, General Counsel

Ed Walton, Executive Vice President and Chief Financial Officer

Media in attendance:

Caleb Bozard, the *Daily Gamecock*

Jessica Holdman, the *Post and Courier*

Alexa Jurado, the *State*

Notice:

Board Chair Westbrook stated notice of the meeting and agenda had been posted and the press notified as required by the Freedom of Information Act; the agenda and supporting materials had been circulated to the Committee; and a quorum was present to conduct business.

II. Election of Committee Chair

Board Chair Westbrook stated the floor was open for a nomination and second for a Committee Chair. Mr. Adams nominated Mr. Mack Whittle; Dr. Smith seconded the nomination. Board Chair Westbrook asked if there were any other nominations. There were none. Ms. Moody moved that Mr. Whittle be elected by acclamation.

Board Chair Westbrook called for a vote; the vote was unanimous. Board Chair Westbrook welcomed Mr. Whittle as the Chair of the Finance and Infrastructure Committee and turned the meeting over to the Committee Chair.

MOTION FOR EXECUTIVE SESSION

Chair Whittle stated there was a need for an Executive Session for the discussion of personnel matters regarding compensation of employees, proposed contractual matters pertaining to gift naming opportunities, a matter involving cybersecurity for the System, a proposed contractual matter regarding a campus sculpture, and the receipt of legal advice covered by attorney-client privilege.

Mr. Adams made a motion to enter Executive Session; Dr. Floyd seconded the motion. A vote was taken, and the motion carried unanimously.

Chair Whittle invited the following to remain: Trustees, President Amiridis, Secretary Howell, Dr. Korsgaard, Ms. Reedy Newton, Mr. Seaton, Mr. Roberts, Dr. McNaughton, Dr. Kirwan, Chancellors, Mr. Parham, Mr. Walton, Dr. Arnett, Ms. Dodenhoff, Ms. Dunleavy, Ms. Agardy,

Mr. Perkins, Ms. Epting, Mr. Sobieralski, Mr. Gruner, Mr. Foster, and Board of Trustees support staff.

EXECUTIVE SESSION

– Executive Session Removed

RETURN TO OPEN SESSION

Chair Whittle suspended the meeting for lunch and the Committee reconvened at 1:15 p.m.

III. Approval of Gift Naming Opportunities

Chair Whittle stated three gift naming opportunities were presented in Executive Session without objection. Mr. Adams made a motion to approve the three gift naming opportunities as presented in Executive Session and posted to the Board portal. Mr. Harlan seconded the motion. A vote was taken, and the motion was approved. The following gifts were approved: the USC School of Law Moore Bradley Study Room, the USC Upstate Hawkins Field at Cyrill Stadium, and the USC Upstate Spartanburg Regional Sports Medicine Services agreement. [FIC 091622 OS III]

IV. Introductory Comments from the Executive Vice President and Chief Financial Officer

Mr. Walton introduced speakers for agenda items V through VII.

V. Human Resources Update

Vice President for Human Resources Caroline Agardy presented highlights and recommendations from the classification and compensation study, which was posted to the Board portal. [FIC 091622 OS V]

Chair Whittle stated the update was received as information.

VI. Project Updates

University Architect Derek Gruner and Chief Operations Officer Jeff Perkins presented the following project updates, which were posted to the Board portal.

- A. Capital Renewal and Utility Master Plan Update [FIC 091622 OS VI A]
- B. Campus Village [FIC 091622 OS VI B]
- C. Jones PSC Biology Lab Renovation [FIC 091622 OS VI C]
- D. LeConte College Renovation [FIC 091622 OS VI D]
- E. South Caroliniana Library [FIC 091622 OS VI E]
- F. Celia Dial Saxon Naming (Signage) Update [FIC 091622 OS VI F]
- G. Health Sciences Campus Update

Chair Whittle stated the updates were received as information.

VII. Project/Infrastructure Approvals

A. Large Institutional Funded Project Approvals

Mr. Gruner presented six large institutionally funded projects for approval; the details of each were posted to the Board portal.

1. Woodrow College Renovation (Phase I) [FIC 091622 OS VII A 1]
2. Wellness Center Pool Pack Replacement [FIC 091622 OS VII A 2]
3. East Energy Plant Equipment Replacements [FIC 091622 OS VII A 3]
4. USC Aiken Center for Student Success Renovation [FIC 091622 OS VII A 4]
5. USC Aiken Recreation and Athletic Field Sitework Infrastructure [FIC 091622 OS VII A 5]
6. USC Aiken Softball Field Development [FIC 091622 OS VII A 6]

Dr. Floyd made a motion to approve the six large institutionally funded projects as presented and posted to the Board portal. Mr. Adams seconded the motion. A vote was taken and the motion was approved.

Chair Whittle stated these items would be included on the Committee's written consent agenda for consideration by the full Board.

B. Approval of FY23 Maintenance, Renovation, and Replacement Projects
(State Funded)

Mr. Gruner presented the following eight State funded FY23 maintenance, renovation, and replacement projects for approval.

1. FY23 USC Columbia Maintenance, Renovation and Replacement [FIC 091622 OS VII B 1]
2. FY23 USC Aiken Maintenance, Renovation and Replacement [FIC 091622 OS VII B 2]
3. FY23 USC Beaufort Maintenance, Renovation and Replacement [FIC 091622 OS VII B 3]
4. FY23 USC Upstate Maintenance, Renovation and Replacement [FIC 091622 OS VII B 4]
5. FY23 USC Lancaster Maintenance, Renovation and Replacement [FIC 091622 OS VII B 5]
6. FY23 USC Salkehatchie Maintenance, Renovation and Replacement [FIC 091622 OS VII B 6]
7. FY23 USC Sumter Maintenance, Renovation and Replacement [FIC 091622 OS VII B 7]
8. FY23 USC Union Maintenance, Renovation and Replacement [FIC 091622 OS VII B 8]

Mr. English made a motion to approve the eight State funded FY23 maintenance, renovation, and replacement projects as presented and posted to the Board portal. Mr. Williams seconded the motion. A vote was taken, and the motion was approved.

Chair Whittle stated these items would be included on the Committee's written consent agenda for consideration by the full Board.

C. Other Project Approvals

Mr. Gruner presented the following seven other projects for approval.

1. USC Aiken Pedestrian Walkway [FIC 091622 OS VII C 1]
2. USC Aiken Penland Entrance Sitework Renovation [FIC 091622 OS VII C 2]
3. USC Aiken Student Activity Center HVAC Replacement [FIC 091622 OS VII C 3]
4. USC Upstate Palmetto House HVAC Equipment Replacement [FIC 091622 OS VII C 4]
5. Project Budget Increase – Wardlaw Roof [FIC 091622 OS VII C 5]
6. Project Budget Increase – Booker T. Washington Window Renovation [FIC 091622 OS VII C 6]
7. Project Budget Increase – West Energy Chiller Replacement [FIC 091622 OS VII C 7]

Mr. Harlan made a motion to approve the seven other projects as presented and posted to the Board portal. Mr. Williams seconded the motion. A vote was taken, and the motion was approved.

Chair Whittle stated these items would be included on the Committee's written consent agenda for consideration by the full Board.

D. Approval of Building Name Change – 1220 Catawba Street

Mr. Gruner presented a building name change for approval. [FIC 091622 OS VII D]

Mr. Harlan made a motion to approve the 1220 Catawba Street building name change as presented and posted to the Board portal. Mr. English seconded the motion. A vote was taken, and the motion was approved.

Chair Whittle stated this item would be included on the Committee's written consent agenda for consideration by the full Board.

VIII. IT Updates

Vice President of Information Technology and Chief Information Officer Doug Foster presented an IT update. [FIC 091622 OS VIII]

Chair Whittle stated the update was received as information.

IX. Other Matters

Chair Whittle called for any other matters to come before the Committee. There were none.

X. Adjournment

Chair Whittle declared the meeting adjourned at 1:54 p.m.

Respectfully submitted,

Cameron Howell
Secretary



August 18, 2022

Finance and Infrastructure Committee
(The Honorable Mack I. Whittle, Jr., Chairman)

Dear Committee Members,

The Gift Naming Opportunities Committee met on Wednesday, August 10, 2022, and approved the following specific naming opportunities:

School of Law

Moore Bradley Myers Study Room

USC Upstate

Hawkins Field at Cyrill Stadium

Spartanburg Regional Sports Medicine Services Agreement

These naming opportunities are requested in conjunction with an appropriate donation as provided in the Board Bylaws. These naming opportunities will be presented for consideration during the Executive and Open Sessions of the Finance and Infrastructure Committee on Friday, September 16, 2022 and the Board of Trustees on Friday, October 14, 2022.

Sincerely,

A handwritten signature in blue ink that reads "Stacey Bradley".

Stacey Bradley, Chairman
Gift Naming Opportunities Committee

Cc: Michael Amiridis, President
Cameron Howell, Secretary, Board of Trustees

HUMAN RESOURCES UPDATE

CLASSIFICATION AND COMPENSATION STUDY INSTITUTIONAL MINIMUM WAGE

Caroline Agardy

September 16, 2022



TODAY'S WORKFORCE CHALLENGES

The Great Resignation

Quiet Quitting

Remote Work

Work/Life Balance

Mental Health

Child Care

Flexible Work Arrangements

Talent Shortage

Equity

Resilience at Work

Inflation Out Paces Wage Increases

Reproduction Rights

Millennials Turn 40

Increased ADA Accommodations

TODAY'S WORKFORCE CHALLENGES

The Great Resignation

Quiet Quitting

Remote Work

Work/Life Balance

Mental Health

Child Care

Flexible Work Arrangements

Talent Shortage

Equity

Resilience at Work

Inflation Out Paces Wage Increases

Reproduction Rights

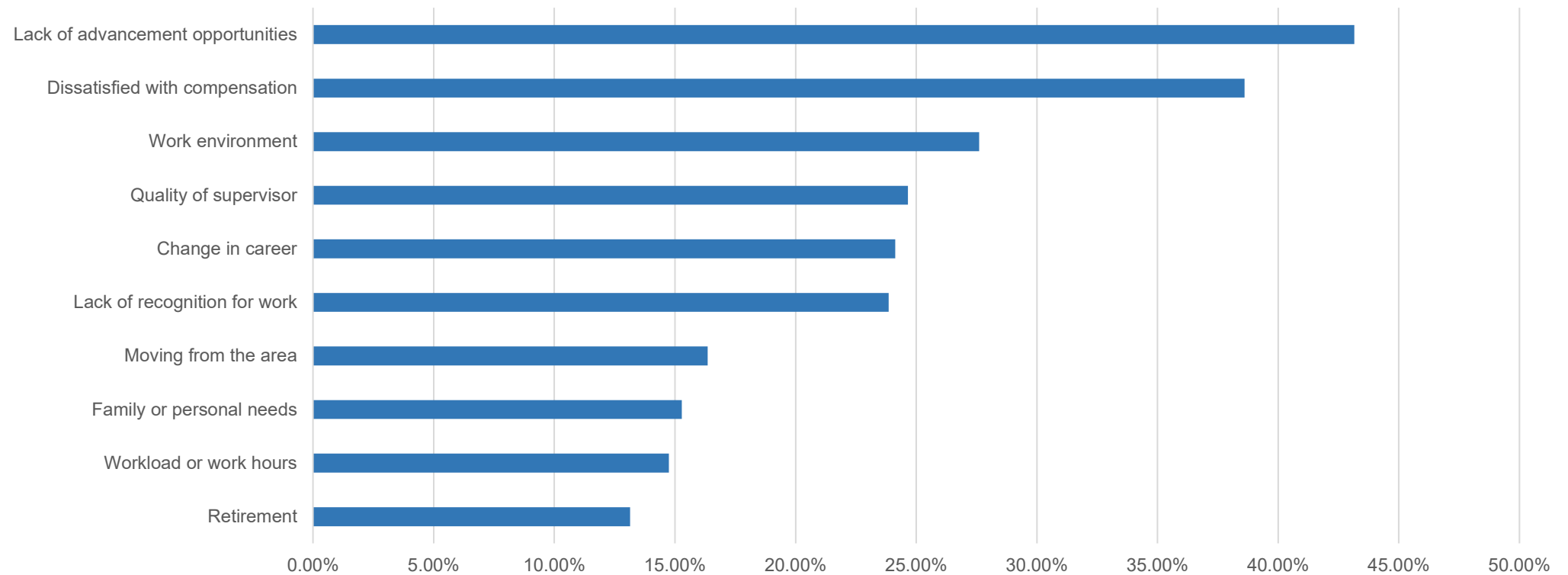
Millennials Turn 40

Increased ADA Accommodations

REASONS FOR LEAVING A USC JOB

FY 2021-2022

482 out of 955 responses; 50.47% completion rate



CLASSIFICATION AND COMPENSATION STUDY

Expected Results?

- Externally Competitive
- Market Driven Structure
- Equitable and Fair Pay
- Create More Career Paths
- Create Efficiencies in our Processes
- Compliance with federal requirements

MARKET ANALYSIS

- **Market Pricing** – benchmarking jobs with those in the market
- **Market Ranges** – creating more narrow pay ranges
- **Minimum Qualifications** – revising our job requirements to be more in line with the market so we can have expanded applicant pools

COMPARISON OF STRUCTURES

Current

- 10 Pay Bands
- 85% wide
- Broad Classifications

New

- 20+ Pay Ranges
- 50% wide
- Job Specific Titles
- Midpoint is 90% of market

IMPLEMENTATION – PHASED APPROACH

- **October -Move employees to the new job titles**
- **Update advertised vacancies to reflect the broader minimum qualifications**
- **January 2023- Implement new ranges and increase salaries of employees below the new market ranges to the minimum of the range**

CONSIDERATIONS FOR PRIORITIZING A PHASED-IN APPROACH TO OTHER EMPLOYEE RAISES

- **Based on turnover and critical need of different occupational groups**
- **Individual adjustments based on performance and percent behind market**
- **Availability of funding**

COST

- Number employees below minimum: 686
- Total cost to Minimum: \$3,258,301
- Total increased fringe (31.04%) \$1,011,377
- Total Annual Cost: \$4,239,678

COST BY INSTITUTION

• USC Aiken	\$ 164,235
• USC Beaufort	\$ 129,715
• USC Columbia	\$3,469,219
• USC Upstate	\$ 189,510
• Lancaster	\$ 81,946
• Salkahatchie	\$ 86,498
• Sumter	\$ 75,584
• Union	\$ 189,510
• Total Cost	\$4,239,678

INSTITUTIONAL WAGE INCREASE

- UofSC increased the institutional wage of employees to \$12.00 per hour as of January 1, 2022 (\$24,960)
- Plan to increase institutional wages to \$14.00 per hour as of January 1, 2023 (\$29,120)

INSTITUTIONAL WAGE INCREASE

Employee Type	Total Salary Cost to \$14	Number of Employees
Temporary Faculty	\$16,317	12
Temporary Staff*	<u>\$1,022,124</u>	<u>369</u>
Total	\$1,038,441	381

* Does not include student employees

QUESTIONS ?

THANK YOU

Caroline Agardy

Vice President for Human Resources

General Capital Renewal and Maintenance Standards

- **CHE and Industry Standards**
 - Maintain physical plant in “good to fair” condition = as a broad average outstanding maintenance at 20%-30% of an asset replacement value.
- **Capital Renewal and Maintenance may be deferred for reasons such as:**
 - Alignment with institutional priorities, strategic plans, and availability of swing space
 - Achieve maximum benefit through a future comprehensive renovation
 - Inadequacy of available funding
- **Priorities for Capital Renewal and Maintenance Projects for deferred maintenance:**
 - Life and safety
 - Building envelope
 - Mechanical, plumbing, electrical systems and underground utilities
 - Accessibility
 - Interior finishes

Capital Renewal and Maintenance Funding

- **Monitoring of Capital Renewal and Maintenance priorities is achieved through:**
 - Strategic master planning
 - Specific building condition assessments by external architects and engineers
 - Knowledge of maintenance needs by internal staff and building occupant reports
- **Annual Maintenance Need to meet CHE and Industry Standards**
 - \$50 million annually (~3% of \$1.5 billion E&G Building Replacement Cost plus needed funding to eliminate existing maintenance needs over 20 years)*
- **Annual funding for USC Columbia Capital Renewal and Maintenance**
 - Institutional Capital Project Funds (ICPF/Institutional) \$15.0 million**
 - Education and General Maintenance Reserve Varies
 - State Capital Appropriations Varies
 - \$10.0 million Capital Reserve Funds received in FY22-23 (Columbia Campus)
 - \$20.35 million Capital Reserve Funds received in FY21-22 (Columbia Campus)

*SOURCE: 2019 CHE Building Condition Survey – Replacement Value - \$1.6 billion (Includes School of Medicine)

** Approximate annual maintenance spending per year scheduled in the Five-Year Plan

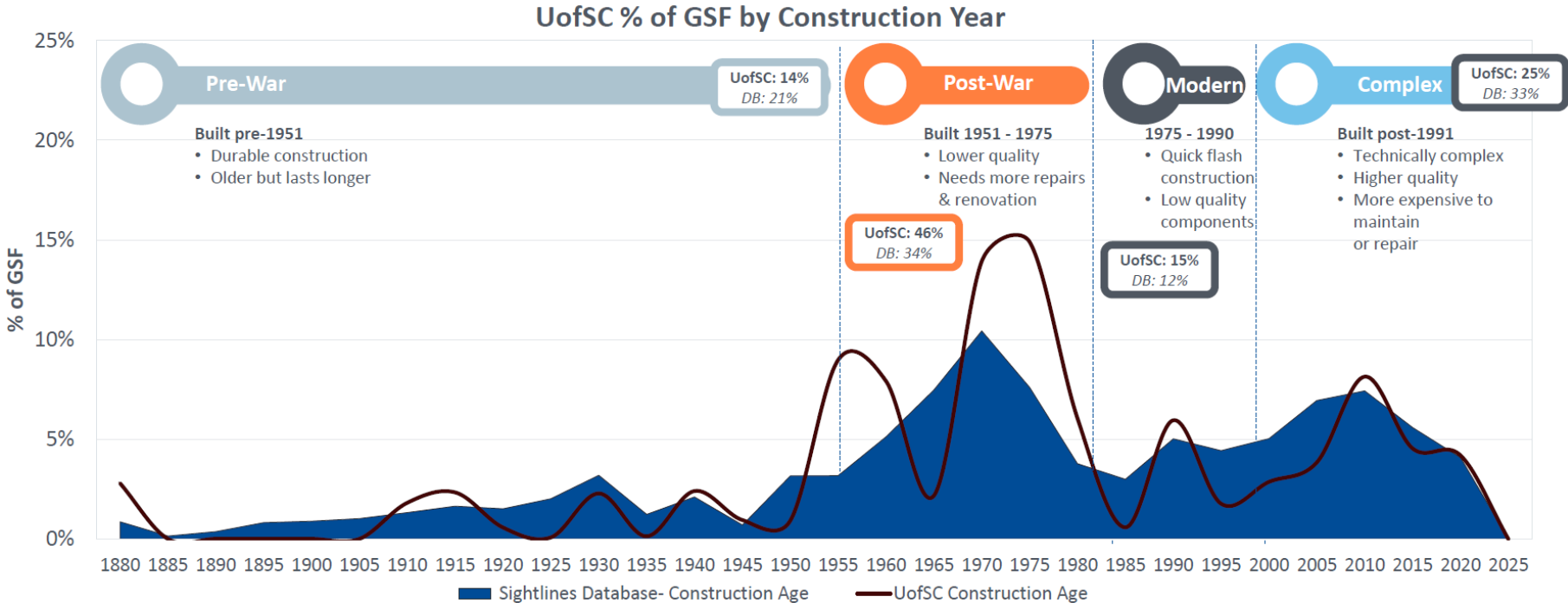
Upcoming Significant Comprehensive Capital Projects in the Five-Year Plan

FY22 Maintenance, Renovation and Replacement Projects	\$19 million
Wardlaw College Envelope Maintenance Renovation	\$4.4 million
War Memorial Renovation	\$4.5 million
Swearingen Infrastructure Replacement Renovation	\$9 million
FY23 Maintenance, Renovation and Replacement Projects	\$10 million
Osborne Maintenance Renovation	\$4 million
300 Main Street HVAC System Replacement	\$5 million
Blatt PE Center Roof Replacement	\$2.6 million

General Capital Renewal and Maintenance Benchmarking

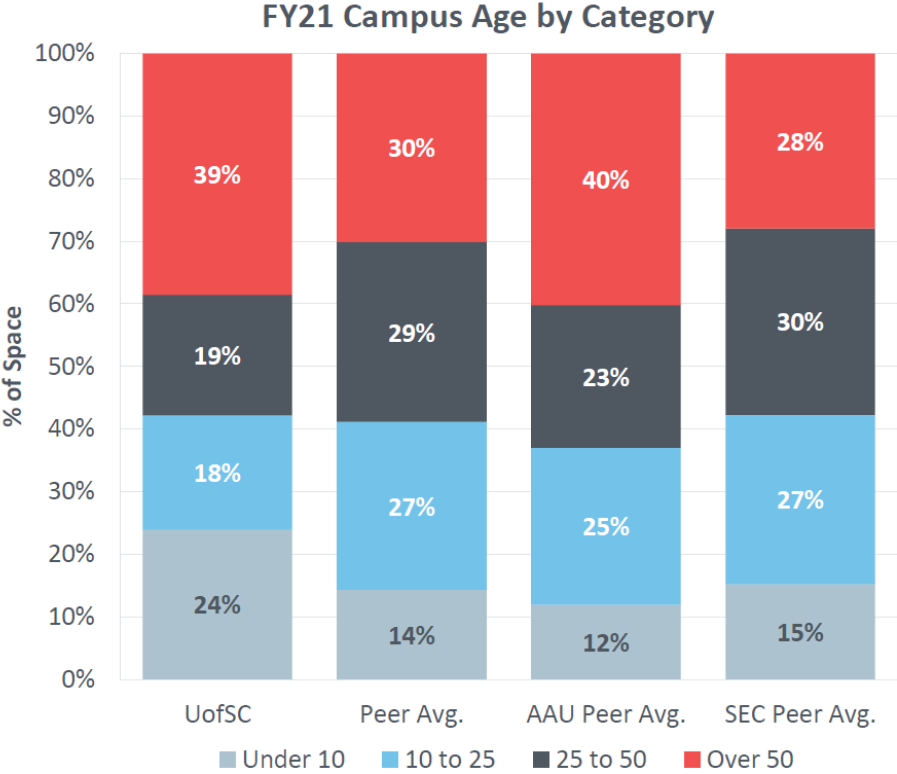
Waves of Construction

Campus age drives the overall risk profile



General Capital Renewal and Maintenance Benchmarking

Campus Renovation Age Profile



Buildings Over 50
 Life cycles of major building components are past due. Failures are possible. Core modernization cycles are missed.
 Highest risk

Buildings 25 to 50
 Major envelope and mechanical life cycles come due. Functional obsolescence prevalent.
 Higher Risk

Buildings 10 to 25
 Short life-cycle needs; primarily space renewal.
 Medium Risk

Buildings Under 10
 Little work. "Honeymoon" period.
 Low Risk

COLUMBIA CAMPUS ENERGY INITIATIVE UTILITY MASTER PLAN (“UMP”) UPDATE

Key Points

- Per our external engineering consultants, inflation is expected to increase 14%+ as a base increase for utility related projects *(Inflation impact will be assessed at point of formal project capital requests)*
- Consistent with the general manufacturing sector, there has been an increase in supplies and workforce problems causing widespread interruptions, shortages, higher prices and longer lead times for manufactured electrical/utility goods
- Electrical and utility sector has also seen large increases in project costs and time to complete due to a lack in available workforce for installing and performing utility capital projects
- There is approximately **\$21.7 million** of UMP projects currently authorized and or in process (with \$14.9 coming to the Board September 2022), with more projects to be submitted for approval/authorization in the Spring 23)
- UofSC will continue to explore support through Federal, State and other funding sources to compliment internal funds
- UofSC will continue to explore opportunities for strategic partnerships and arrangements



COLUMBIA CAMPUS ENERGY INITIATIVE UTILITY MASTER PLAN UPDATE ROLLFORWARD FROM MARCH 2021 TO SEPTEMBER 2022 (IN MILLIONS)

UMP COMPLETED AND WIP AT
SEPTEMBER 31, 2022 = \$21.7M*

SYSTEM	BOARD REVIEWED [MARCH 2021] (A)	SCOPE/NEED REDUCTION (B)	NEW ITEMS OR IN ADDITION TO ORIGINAL REPORT (C)	TOTAL ITEMS FOR BOARD REPORT AT SEPT., 2022 (A+B+C=D)	COMPLETED PROJECTS (E)	WORK IN PROCESS (F)	TOTAL COMPLETED AND WORK IN PROCESS (E+F=G)	TOTAL COMPLETED AND WIP TO TOTAL FOR BOARD AT SEPT., 2022 (G/D=H)
PLANTS	\$ 98.1	\$ (0.5)	\$ -	\$ 97.6	\$ 0.1	\$ 18.9	\$ 19.0	19.5%
MECH AND ELEC. MANHOLES	\$ 19.9	\$ -	\$ -	\$ 19.9	\$ -	\$ 2.3	\$ 2.3	11.4%
TUNNELS	\$ 5.0	\$ -	\$ -	\$ 5.0	\$ -	\$ -	\$ -	0.0%
15Kv CABLES	\$ 4.6	\$ -	\$ -	\$ 4.6	\$ -	\$ -	\$ -	0.0%
TRANSFORMERS	\$ 7.5	\$ -	\$ -	\$ 7.5	\$ -	\$ -	\$ -	0.0%
SUBSTATIONS	\$ 16.2	\$ -	\$ -	\$ 16.2	\$ -	\$ -	\$ -	0.0%
TOTAL	\$ 151.3	\$ (0.5)	\$ -	\$ 150.8	\$ 0.1	\$ 21.2	\$ 21.3	14.3%

*Includes \$10M of Fall 22 State Deferred Maintenance Funded and \$4.9M Funding from Operations for Total of \$14.9M for Board Review and Approval at this September 22 Meeting.

COLUMBIA CAMPUS ENERGY INITIATIVE UTILITY MASTER PLAN UPDATE TOTALS BY TARGET PROJECT YEARS (IN MILLIONS)

BOARD UPDATE – GROSS BALANCE – SEPTEMBER 2022

SYSTEM	0-5 YRS	6-10 YRS	11+ YRS	TOTAL
PLANTS	\$ 64.7	\$ 18.5	\$ 14.5	\$ 97.6
MECH AND ELEC.				
MANHOLES	\$ 14.8	\$ 3.6	\$ 1.5	\$ 19.9
TUNNELS	\$ 3.6	\$ 1.4	\$ -	\$ 5.0
15Kv CABLES	\$ 1.4	\$ 1.9	\$ 1.3	\$ 4.6
TRANSFORMERS	\$ 4.0	\$ 3.5	\$ -	\$ 7.5
SUBSTATIONS	\$ 16.2	\$ -	\$ -	\$ 16.2
TOTAL	\$ 104.7	\$ 28.8	\$ 17.2	\$ 150.8
	0-5 YRS	6-10 YRS	11+ YRS	TOTAL
CHANGE FROM MARCH 2022				
NET INCREASE				
(DECREASE) PROJ.	\$ (0.0)	\$ (0.2)	\$ 0.0	\$ (0.2)
TOTAL CHANGE	\$ (0.0)	\$ (0.2)	\$ 0.0	\$ (0.2)

BOARD UPDATE – AUGUST 2021

SYSTEM	0-5 YRS	6-10 YRS	11+ YRS	TOTAL
PLANTS	\$ 64.8	\$ 18.7	\$ 14.5	\$ 98.0
MECH AND ELEC.				
MANHOLES	14.9	3.5	1.5	19.9
TUNNELS	3.6	1.4	-	5.0
15Kv CABLES	1.4	1.9	1.3	4.6
TRANSFORMERS	4.0	3.5	-	7.5
SUBSTATIONS	16.2	-	-	16.2
TOTAL	\$ 104.9	\$ 29.0	\$ 17.3	\$ 151.2
	0-5 YRS	6-10 YRS	11+ YRS	TOTAL
CHANGE FROM MARCH 2021				
NET INCREASE				
(DECREASE) PROJ.	-	(0.1)	-	(0.1)
TOTAL CHANGE	\$ -	\$ (0.1)	\$ -	\$ (0.1)

BOARD PRESENTED – MARCH 2021

SYSTEM	0-5 YRS	6-10 YRS	11+ YRS	TOTAL
PLANTS	\$ 64.8	\$ 18.8	\$ 14.5	\$ 98.1
MECH AND ELEC.				
MANHOLES	14.9	3.5	1.5	19.9
TUNNELS	3.6	1.4	-	5.0
15Kv CABLES	1.4	1.9	1.3	4.6
TRANSFORMERS	4.0	3.5	-	7.5
SUBSTATIONS	16.2	-	-	16.2
TOTAL	\$ 104.9	\$ 29.1	\$ 17.3	\$ 151.3

Campus Village



Current view from Bates House. All buildings “dried-in”, masonry veneer ongoing.

UPDATE Item VI.B

- 4 Residential buildings
- 1808 new beds
- Transportation hub
- New dining facility
- \$210M Project Budget
- Fall 2023 Completion



Campus Village

UPDATE Item VI.B



Above: Building 1, south and west facades. Transportation Hub foundations in the foreground.

Left: Building 3, north façade, exterior masonry progressing.

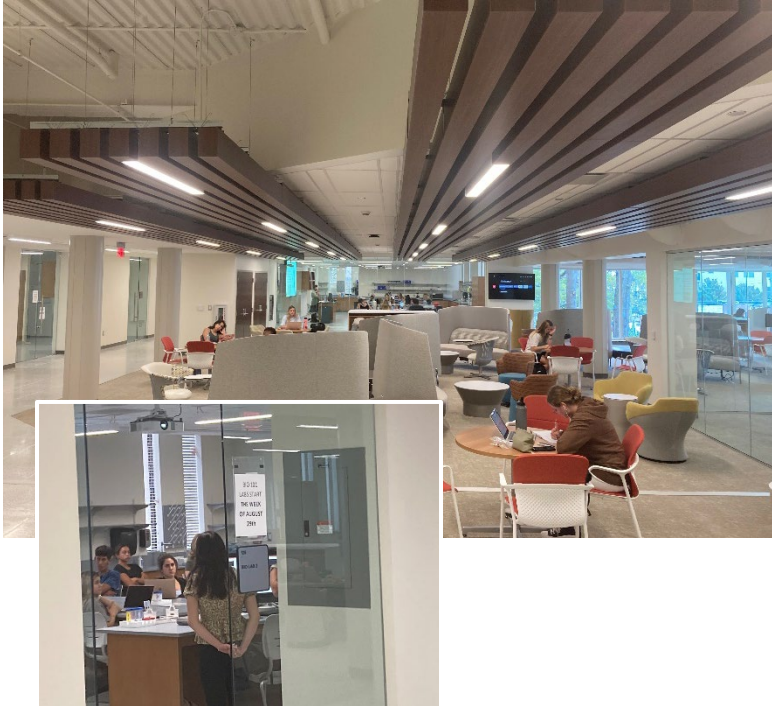
Current work underway and near-term future work:

- The project is progressing in accordance with the construction schedule.
- The project remains within budget and contingency funding remains sufficient.
- Exterior masonry is progressing on all buildings.
- Interior gypsum wallboard is ongoing in all buildings.
- Mechanical and electrical work is ongoing in all buildings.
- As of the August Pay Application, \$104,851,201 of work has been completed equal to 54% of the project.

Capital Renewal Renovations

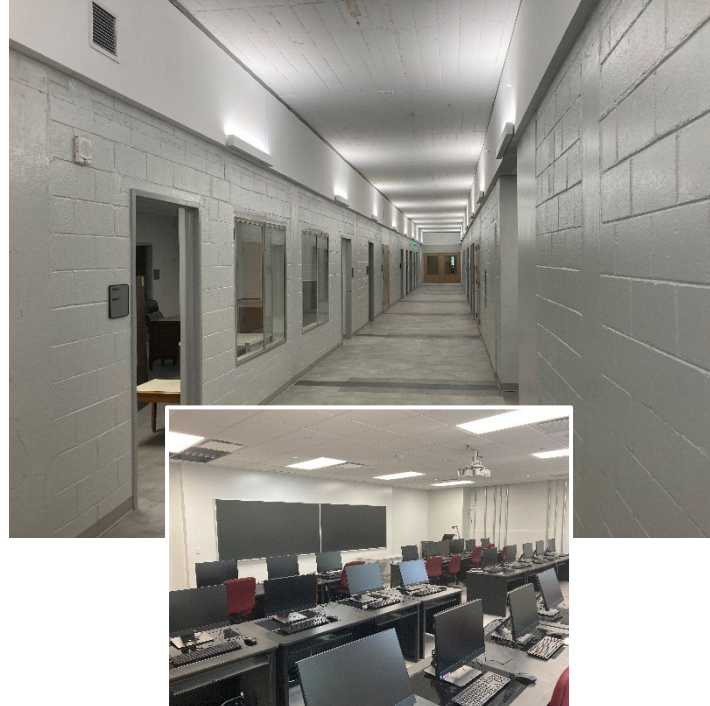
UPDATE Item VI.C-E

Jones PSC Biology Lab Renovation



- Completed in August
- Project completed within budget
- 4 Biology Labs
- 1 Classroom
- Study spaces
- Restrooms

LeConte College Renovation



- Occupancy on September 6th
- Project completed within budget
- New finishes and restrooms
- 11 Classrooms
- 6 Math/Stat Computer Labs
- Exterior Envelope Repair

South Caroliniana Library Renovation



- To be complete fall 2022
- Exhibits being installed
- Final construction nearly completed

Remarkable Three Sculpture

UPDATE Item VI.F&G



Project Timeline

- April 11th RFQ issued
- June 30th Responses shortlisted to four sculptors
- July 22nd RFP issued
- September 2 RFP responses received
- September 8th Responses reviewed by Campus Art Advisory Committee
- TBD Brief BOT and Henrie Monteith Treadwell and James Solomon Jr.
- TBD Notification to successful sculptor
- October Begin work confirming design and sculpture location
- November/December Review by Design Review Committee and Board of Trustees

Celia Dial Saxon Hall Signage



Project Timeline

- July Approved by DRC
- October (TBD) Installation (timing must be confirmed by vendor)

Woodrow College Renovation

ACTION ITEM:
Phase I Approval
Item VII.A.1



South façade with fire escapes



North facade

Project Description:

The project will comprehensively renovate the interior of the residential building to include replacement of mechanical and electrical infrastructure and replacement of interior finishes. The Phase I effort will evaluate the practicality and cost associated with converting the building to a suite-style configuration which would include a new central corridor to access egress stairs and enable the removal of the non-historic and aesthetically detrimental fire escapes at the south façade.

Action Requested: Approval is requested to establish this project for Phase I design with a budget of \$225,000 funded with Housing Maintenance Reserve.

SUBJECT: Woodrow College Renovation

Intention: In accordance with the Five-Year Capital Improvement Plan, the Comprehensive Permanent Improvement Plan (CPIP), and the Housing Asset Management Plan (AMP), establish a project to begin Phase I design for the comprehensive renovation of Woodrow College for University Housing.

Site Information: Woodrow College was constructed in 1914 and contains 33,700 gross square feet. The three-story building provides 102 student beds in an apartment-style configuration. The building is a contributing resource to the historic Old Campus District.

Project Description: The project will comprehensively renovate the interior of the residential building to include replacement of mechanical and electrical infrastructure and replacement of interior finishes. Electronic access door hardware will be added to unit entrances to match university housing standards. The Phase I effort will evaluate the practicality and cost associated with converting the building to a suite-style configuration which would include a new central corridor to access egress stairs and enable the removal of the non-historic and aesthetically detrimental fire escapes at the south façade. The scope is envisioned to be similar to the recently approved Thornwell College renovation.

Project Justification: The residence hall has not been renovated in decades and requires systems replacement and replaced finishes to be consistent with the quality of other university housing.

Project Budget: The project budget is estimated at \$15,000,000 and will be funded with Housing Maintenance Reserve; however, this budget will be evaluated during Phase I design.

Project Schedule: The project must receive subsequent Phase I approvals from the Commission on Higher Education (CHE), and the Joint Bond Review Committee (JBRC), and the State Fiscal Accountability Authority (SFAA) in December or January. Phase I design will occur in the spring and summer of 2023 and the project is expected to return to the Board of Trustees in September of 2023 for Phase II review. Construction work is expected to begin in May of 2025 and be complete for Fall semester in 2026.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish this project for Phase I design with a budget of \$225,000 funded with Housing Maintenance Reserve.

Wellness Center Natatorium Mechanical System Replacement

ACTION ITEM:
Full Approval
Item VII.A.2



Project Description:

The project will replace an aged and poorly-functioning mechanical unit, referred to as a “PoolPak” to control humidity and temperature. Mechanical units serving indoor pools are specialized and critically important to control the interior humidity level to avoid mold and mildew and to exchange air to exhaust chemical smells in the air. The existing mechanical system has not been operating properly and must be replaced due to its age. This has caused serious problems with humidity and the quality of the air in the space.

Action Requested: Approval is requested to establish and fully fund this project with a budget of \$2,500,000 funded with Wellness Center Reserve.

SUBJECT: Wellness Center Natatorium Mechanical System Replacement

Intention: In accordance with the Five-Year Capital Improvement Plan, establish a project to replace the mechanical equipment that serves the natatorium portion of the Strom Thurmond Wellness Center.

Site Information: The Strom Thurmond Wellness and Fitness Center was constructed in 2003 and contains 193,600 gross square feet. The natatorium is in the northwest portion of the building.

Project Description: The project will replace an aged and non-functional mechanical unit, referred to as a “PoolPak” to control humidity and temperature. Mechanical units serving indoor pools are specialized and critically important to control the interior humidity level to avoid mold and mildew and to exchange air to exhaust chemical smells in the air.

Project Justification: The existing mechanical system has not been operating properly and must be replaced due to its age. This has caused serious problems with humidity and the quality of the air in the space.

Project Budget: The estimated project budget is \$2,500,000 and will be funded with Wellness Center Reserve.

Project Schedule: Engineering design will begin in late 2022 and the project is expected to bid in the spring of 2023. Manufacturing schedules will dictate when the mechanical unit can be installed, but project completion is anticipated by the end of 2023.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$2,500,000 funded with Wellness Center Reserve.

East Energy Plant Equipment Replacements

ACTION ITEM:
Full Approval
Item VII.A.3



Equipment on roof

Project Description:

In accordance with the Utility Master Plan (UMP), the project will replace the aged chiller #4 and cooling tower #4 at the East Energy Plant. The existing 1600-ton equipment will be replaced with 2400-ton equipment to expand capacity. Other benefits of new equipment include cost savings resulting from improved energy efficiency, improved reliability, and a significant reduction of the frequent and costly maintenance and repairs to service the existing old units.

Action Requested: Approval is requested to establish and fully fund this project with a budget of \$4,900,000 funded with Institutional Funds.

SUBJECT: East Energy Plant Equipment Replacements

Intention: In accordance with the Utility Master Plan (UMP), establish a project to replace equipment at the East Energy Plant.

Building Information: The East Energy Plant was constructed in 1967 and serves the eastern district of campus with chilled water and steam.

Project Description: The project will replace the aged #4 chiller and #4 cooling tower at the East Energy Plant.

Project Justification: The priority to replace this equipment is coordinated with capital renewal needs sourced from the recent Utility Master Plan (UMP). Replacement of this equipment will produce operational cost savings resulting from improved energy efficiency. New equipment will also enhance reliability, increase system capacity, and reduce costly maintenance and replacement parts which are becoming difficult to procure for the older equipment.

Project Budget: This project budget has been established at \$4,900,000 and will be funded with Institutional Funds.

Project Schedule: Large complex mechanical equipment such as what will be replaced with this project require extended manufacturing times of about one year following the professional engineering design analysis and contractor bidding. The project is expected to be designed in early 2023 and competitively bid in the spring. Manufacturing durations will delay installation until the winter or spring of 2024 and the precise timing of the replacement must be coordinated with other equipment replacements at other plants. Chiller and cooling tower replacements must ideally occur during the colder months when heating, and not cooling, is in greater demand to serve the campus.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$4,900,000 funded with Institutional Funds.

USC Aiken Center for Student Success Renovation

ACTION ITEM:
Full Approval
Item VII.A.4



Project Description:

The project will renovate approximately 6000 square feet within the Gregg-Graniteville Library for use as a Student Success Center. The Center will include classrooms, tutoring space, a computer help desk, and offices for academic counseling. The Center will emphasize assisting and tracking students who are at risk to not graduate on schedule. The work will replace mechanical and electrical infrastructure and provide new finishes within the renovated area.

Action Requested: Approval is requested to establish and fully fund this project with a budget of \$1,500,000 funded with Institutional Funds.

SUBJECT: USC Aiken Center for Student Success Renovation

Intention: Establish a project to renovate a portion of the Gregg-Graniteville Library to accommodate a new Student Success Center within.

Building Information: The Gregg-Graniteville Library was constructed in 1975 and contains 43,634 square feet.

Project Description: The project will create a Center for Student Success within the Library by renovating and repurposing 6000 square feet. Space will be reconfigured to provide two classrooms, offices for academic counselors and a computer help desk occupied by information technology staff to resolve technical problems that students may encounter. The project will include renovation of mechanical and electrical systems to support the reconfiguration. Classrooms will be upfitted with audio and visual technology.

Project Justification: The Center for Student Success will serve the entire campus. The tutoring that will occur in the Center will assist students who may be at risk of not graduating on time. Key performance indicators will be tracked to verify the performance of students and the impact of the Center. Space in libraries are good opportunities for repurposing as book circulation is decreasing dramatically and libraries are often centrally located on a campus making them prime opportunities to support new campus priorities.

Project Budget: The estimated budget for the renovation construction is \$1,500,000 and will be funded with Institutional Funds.

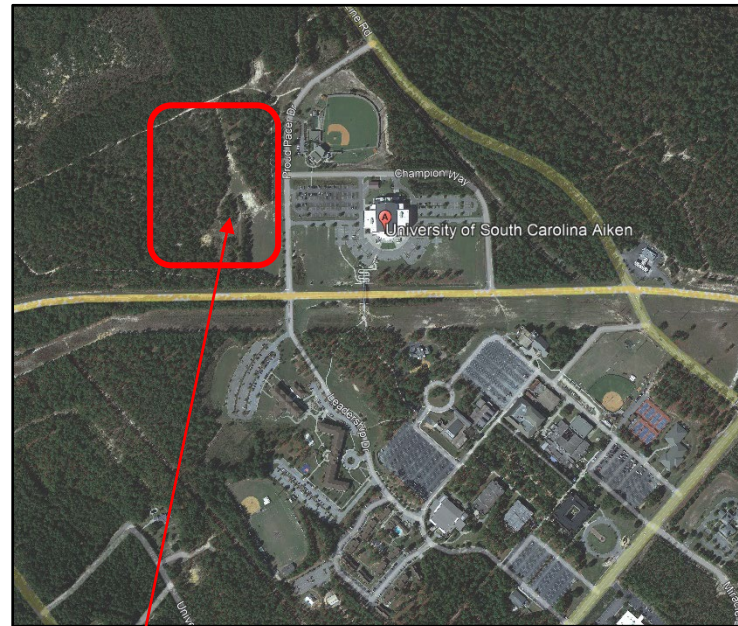
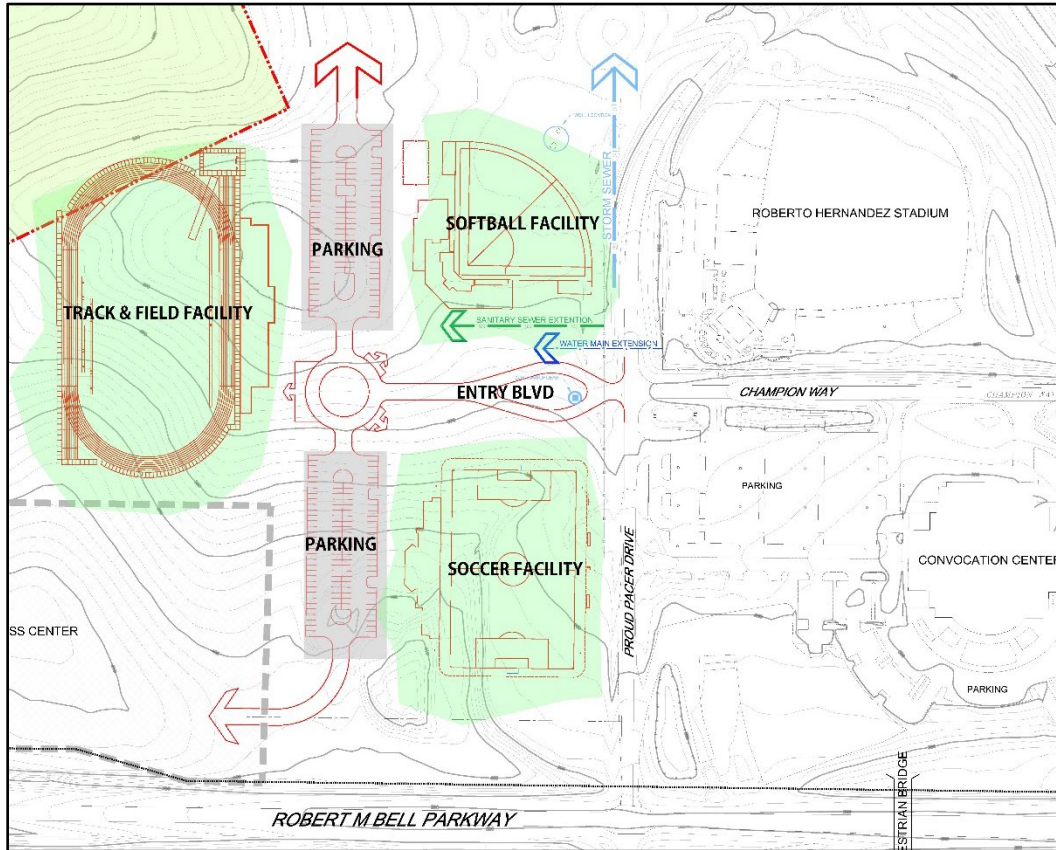
Project Schedule: The project is scheduled to be complete by September 1, 2023.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$1,500,000 funded with Institutional Funds.

USC Aiken Recreation and Athletic Field Sitework Infrastructure

ACTION ITEM:
Full Approval
Item VII.A.5



Location of site improvements

Project Description:
Provide site infrastructure improvements to create an entry boulevard and parking lots for future softball and soccer fields. Install main utilities and storm drainage for future recreation and Athletics facilities.

Schematic Site Plan

Action Requested: Approval is requested to establish and fully fund this project with a budget of \$1,750,000 funded with Institutional Funds.

SUBJECT: USC Aiken Recreation and Athletic Field Sitework Infrastructure

Intention: Establish a project to implement sitework improvements to support forthcoming intramural recreation and Athletic playing fields.

Site Information: The USC Aiken Master Plan has identified land southwest of the Convocation Center, across the Robert M. Bell Parkway, as the appropriate location to construct new intramural recreation and athletic playing fields. The existing softball field is closer to the academic core of campus consuming land that is now more valuable for vertical development.

Project Description: The sitework will create a paved entry boulevard for accessing new parking areas that will serve the new fields. The work will provide site utilities such as storm drainage, sanitary sewer for future restrooms, and electrical infrastructure for lighting of roadways, parking, and fields. The forthcoming fields, to be developed in separate projects, will be available for intramural recreation but may be improved later for Athletics competition.

Project Justification: Relocating the existing softball field to the periphery near the Convocation Center will enable the construction of the Advanced Manufacturing Center and Cyber Center. A future Athletics soccer field served by the new site infrastructure will enable the existing soccer field to be dedicated to intramural recreation.

Project Budget: The estimated budget for the sitework construction is \$1,750,000 and will be funded with Institutional Funds.

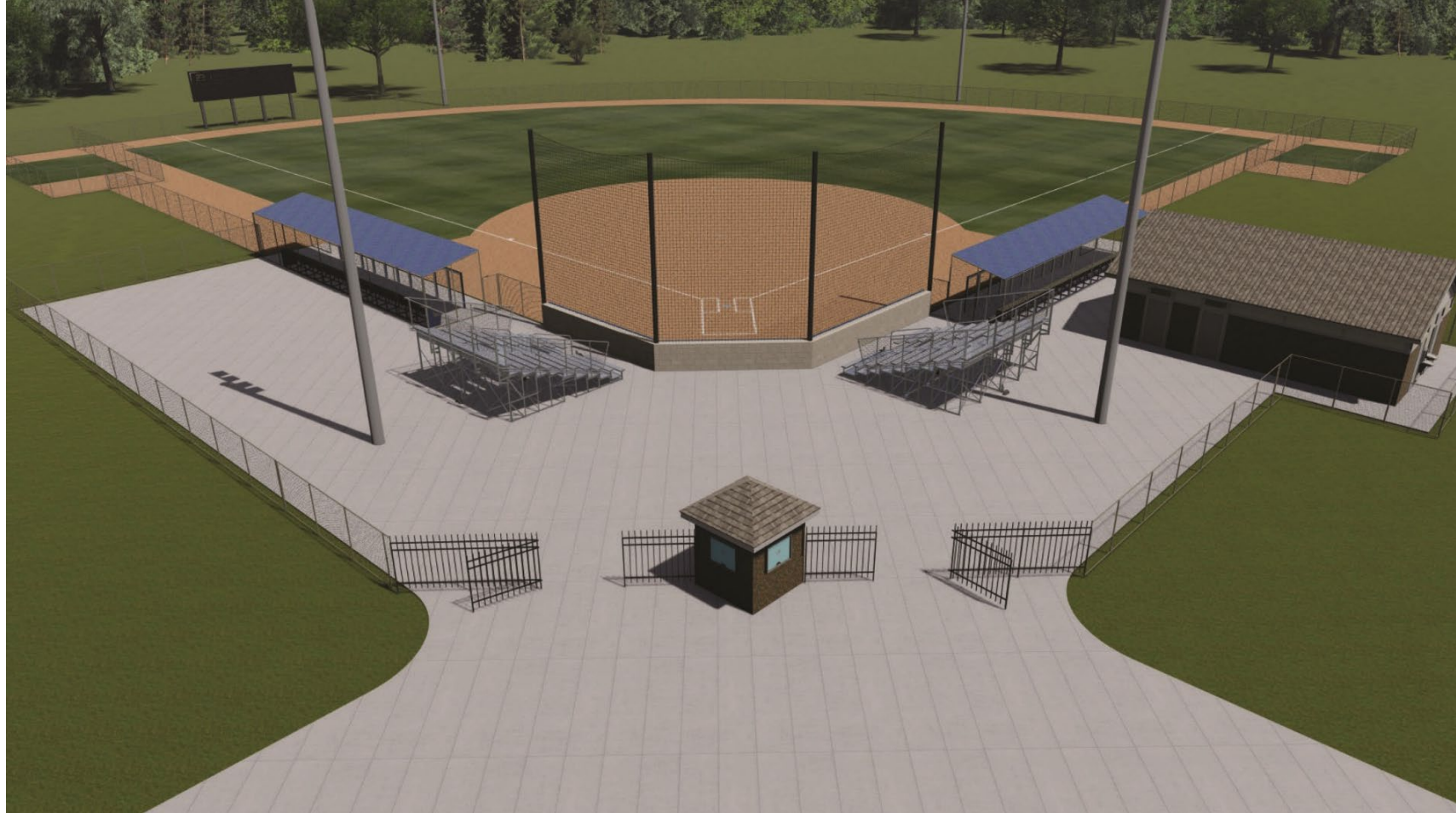
Project Schedule: The project is scheduled to be complete by September 1, 2023.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$1,750,000 funded with Institutional Funds.

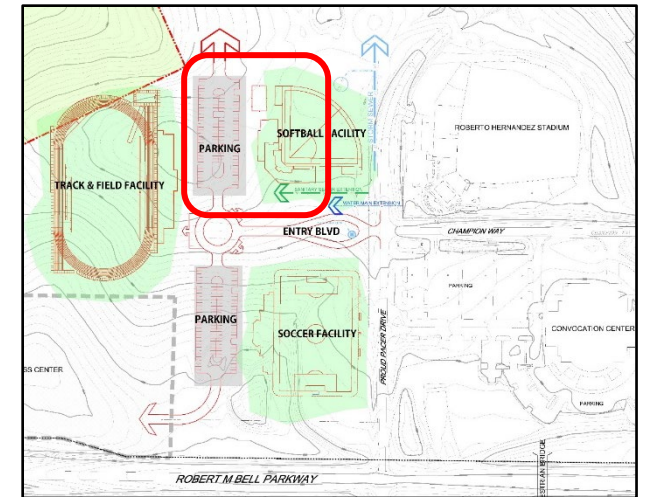
USC Aiken Softball Field Development

ACTION ITEM:
Full Approval
Item VII.A.6



Project Description:

The project will create a new softball field for use by both intramural teams and the Athletics softball team. The existing field is near the heart of campus and is being displaced by development of the Advanced Manufacturing Collaborative and the Cyber Center.



Action Requested: Approval is requested to establish and fully fund this project with a budget of \$2,600,000 funded with Institutional Funds.

SUBJECT: USC Aiken Softball Field Development

Intention: Establish a project to create a new softball field to serve both intramural recreation and Athletics competition.

Site Information: The USC Aiken Master Plan has identified land southwest of the Convocation Center, across the Robert M. Bell Parkway, as the appropriate location to construct new intramural recreation and athletic playing fields. The existing softball field is closer to the academic core of campus consuming land that is now more valuable for vertical development.

Project Description: The project will create a basic softball field to include dugouts, bleachers for about 200 spectators, a ticket kiosk, lighting, a scoreboard, hardscape paving, and fencing. The design will enable future improvements to enhance the field for Athletic competition.

Project Justification: Relocating the existing softball field to the periphery near the Convocation Center will enable the construction of the Advanced Manufacturing Center and Cyber Center. Intramural recreation is in growing demand and the new field will support intramural recreation and Athletics competition.

Project Budget: The estimated budget for the renovation construction is \$2,600,000 and will be funded with Institutional Funds.

Project Schedule: The project is scheduled to be complete by September 1, 2023.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$2,600,000 funded with Institutional Funds.

SUBJECT: FY23 USC Columbia Maintenance, Renovation and Replacement

Intention: Approve a master capital renewal project to address critical maintenance, renovation, and replacement of utility projects prioritized in the Utility Master Plan (UMP).

Project Description: The project will prioritize the following Utility Master Plan projects:

1. Replacement of Chiller #1 at the North Energy Plant. A new 3000-ton chiller will replace an aged chiller at the plant. Estimated cost: \$6.1M.
2. Replacement of Cooling Tower #2 at the West Energy Plant with a new 2400-ton tower. Estimated cost: \$2.5M
3. Replacement of aged subterranean medium voltage electrical conductors from vault D2 near Sumter Street to extend to a vault near Thornwell. These conductors provide electrical power to the northern half of the Horseshoe district. Estimated cost: \$1.4M.

Project Justification: The work described above is coordinated to reflect the greatest capital renewal needs sourced from the recent Utility Master Plan (UMP) and represent some of the more costly priorities in the UMP. Replacement equipment will produce operational cost savings resulting from improved energy efficiency. New equipment will also enhance reliability, increase system capacity, and reduce costly maintenance and replacement parts which are becoming difficult to procure for the older equipment. For example, the older cooling towers require frequent replacement of motors and fans.

Project Budget: This project budget has been established at \$10,000,000 and will be funded with Appropriated State Funds.

Project Schedule: Large complex mechanical equipment such as what will be replaced with this project require extended manufacturing times of about one year following the professional engineering design analysis and contractor bidding. The various projects are expected to be designed in early 2023 and competitively bid in the spring. Manufacturing durations will delay installation until the winter or spring of 2024. Chiller and cooling tower replacements must ideally occur during the colder months when heating, and not cooling, is in greater demand to serve the campus.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$10,000,000 to be funded with Appropriated State Funds.

SUBJECT: FY23 USC Aiken Maintenance, Renovation and Replacement

Intention: Approve a master capital renewal project to address critical maintenance, renovation, and replacement at numerous education and general (E&G) buildings throughout the Aiken campus.

Project Description: The funding will allow the USC Aiken campus to address critical capital renewal needed to keep the current facilities weather tight and operating with adequate mechanical systems. Projects focused on maintenance, renovation, and replacement should be expected to reduce future campus maintenance and operational expenses. Preliminary evaluation has determined the following USC Aiken facility priorities that should be addressed with this funding:

1. HVAC energy management upgrades (\$500k)
2. Etherredge Center HVAC replacement (\$5M)
3. Campus-wide sewer capacity repairs/upgrades (\$400k)
4. Campus-wide detention ponds, landscaping, and drainage repairs/upgrades (\$700k)
5. Science & Engineering building envelope and foundation repair (\$700k)
6. Natatorium roof replacement (\$400k)
7. Campus-wide metal roof painting and sealing (\$400k)
8. Humanities and Social Sciences flooring replacement (\$500k)
9. Generator replacements throughout campus (\$400k)

As funding allows, other campus maintenance needs will be addressed to make the greatest positive impact on the overall campus condition.

Project Justification: The work described above is coordinated to reflect the greatest capital needs of the campus and make the most impactful improvements in the building condition surveys conducted every three years as required by the Commission on Higher Education. Restoring integrity to building envelopes reduces ongoing interior deterioration resulting from moisture intrusion. Aged mechanical and utility systems require replacement for functionality, reliability, and to promote a healthy building environment. The objectives of envelope integrity and mechanical ventilation are among the highest priorities that guide renovation work on the campus.

Project Budget: This project budget has been established at \$9,000,000 and will be funded with state appropriated Capital Reserve Funds (CRF). The General Assembly annually appropriates funds from the Capital Reserve Fund when such funds are available. When the CRF funds are not required to restore the General Reserve Funds, the monies may be appropriated for capital improvements or other non-recurring purposes.

Project Schedule: The various projects are expected to be phased and begin in 2023 and be substantially completed by 2025.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$9,000,000 to be funded with Appropriated State Funds.

SUBJECT: FY23 USC Beaufort Maintenance, Renovation and Replacement

Intention: Approve a master capital renewal project to address critical maintenance, renovation, and replacement at numerous education and general (E&G) buildings throughout the Beaufort campus.

Project Description: The funding will allow for a holistic project to revitalize the Beaufort Campus. These funds will augment the \$2.7M that was allocated in the FY22 MRR projects for the Beaufort campus. Funding will be focused on three main buildings on the Beaufort campus: the Sandstone Building, the Center for the Arts, and the Beaufort College Building. After renovation, these improved buildings will better serve campus needs, growth, and retention. The following USC Beaufort campus priorities will be addressed with this funding:

1. Sandstone is an academic building serving as home to the honors program and science disciplines including Biology, Public Health, and Nursing. The planned work would include a comprehensive renovation and space reconfiguration: roof replacement, replacing HVAC, renovating restrooms, bringing the facility up to current building standards with new fire alarm and suppression system. The building would reopen with academic classrooms, science laboratories, shared and flexible student learning spaces (with makers space and technology resources) and faculty office spaces.
2. Beaufort Center for the Arts will receive an elevator addition to enable ADA access to the second floor, interior renovations at restrooms, repair of the cupola, LED lighting, new fire alarm and suppression systems to meet current campus standards, and spatial reconfiguration to address academic programmatic needs and priorities. The first floor would serve as the home for Community Arts, Education and Outreach Programs including USCB Performing Arts, Osher Life-Long Learning Institute, Chamber Music, Continuing Education, Community Outreach/Events and the Jonathan Green Cultural Center. The second floor would serve as academic classroom space for general education, History and other miscellaneous academic program needs as well as faculty and staff offices.
3. Beaufort College Building will have no programmatic change as the maintenance funding will only address building modernization to serve occupants with energy efficiency LED fixtures and facade repairs to eliminate current water intrusion issues.

As the ultimate cost of these three projects permits, other maintenance priorities on the Beaufort campus will be considered to make the greatest positive impact on the overall campus condition.

Project Justification: The work described above is coordinated to reflect the greatest capital needs of the campus and make the most impactful improvements in the building condition surveys conducted every three years as required by the Commission on Higher Education. Restoring integrity to building envelopes reduces ongoing interior deterioration resulting from moisture intrusion. Aged life safety and mechanical systems require replacement for functionality, reliability, and to promote a healthy building environment. The objectives of envelope integrity, life safety, and mechanical ventilation are among the highest priorities that guide renovation work on the campus.

Project Budget: This project budget has been established at \$8,000,000 and will be funded with state appropriated Capital Reserve Funds (CRF). The General Assembly annually appropriates funds from the Capital Reserve Fund when such funds are available. When the CRF funds are not required to restore the General Reserve Funds, the monies may be appropriated for capital improvements or other non-recurring purposes.

Project Schedule: The various projects are expected to be phased and begin in 2023 and be substantially completed by 2025.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$8,000,000 to be funded with Appropriated State Funds.

SUBJECT: FY23 USC Upstate Maintenance, Renovation and Replacement

Intention: Approve a master capital renewal project to address critical maintenance, renovation, and replacement at numerous education and general (E&G) buildings and sites throughout the Upstate campus.

Project Description: The funding will allow the USC Upstate campus to address critical capital renewal needed to keep the current facilities operating with adequate mechanical systems helping to eliminate business interruptions, with a focus on energy efficiency for instant savings. Preliminary evaluation has determined the following USC Upstate facility priorities that should be addressed with this funding:

1. HVAC Upgrades to allow for energy efficiency and cut down on operational maintenance on these units. (\$2.15M)
 - a. KH Visual Arts Center Air Handlers Replacement (\$100k),
 - b. Art & Sciences Building Boiler Replacement (\$175k),
 - c. Campus Life Center Air Handler Units Humidity Controls Replacement (\$1.7M),
 - d. University Readiness Center Cooling Tower Replacement (\$175k)
2. LED Retrofit/Replacements (\$500k)
 - a. County University Soccer Stadium (\$200k),
 - b. Cleveland S. Harley Baseball Park (\$175k),
 - c. Cyrill Softball Stadium (\$125k)

As funding allows, other campus maintenance needs will be addressed to make the greatest positive impact on the overall campus condition.

Project Justification: This specific work is chosen based on the criticality of their maintenance needs, impact to the academic mission, and to make the most impact on the maintenance needs anticipated in the 2023 CHE Building Condition Survey. HVAC and LED lighting projects are expected to reduce future campus maintenance and operational expenses.

Project Budget: This project budget has been established at \$3,000,000 and will be funded with Appropriated State Funds.

Project Schedule: The various projects are expected to be phased and begin in 2023 and be substantially completed in 2024.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$3,000,000 to be funded with Appropriated State Funds.

SUBJECT: FY23 USC Lancaster Maintenance, Renovation and Replacement

Intention: Approve a master capital renewal project to address critical maintenance, renovation, and replacement at numerous education and general (E&G) buildings and sites throughout the Lancaster campus.

Project Description: USC Lancaster has funded many building improvements over the last several years and therefore much of the FY23 funding is being focused on exterior campus improvements that align with the recent campus master plan. The funding will enable the following USC Lancaster campus improvements:

1. Starr Hall Renovations - \$1M
Improve arrival point and main entryway to Starr Hall to enhance visibility, accessibility, and appearance; reconfigure office areas to better accommodate service needs. The project aligns with the campus master plan.
2. Medford Library/Starr Hall Hardscape & Landscape Modifications - \$1M
Reconfigure the hardscape and landscape surfaces approaching Medford Library and Starr Hall to improve signage, pedestrian flow, and use of the grounds.
3. Soccer Field Enhancements - \$1M
Replace the existing natural playing surface with synthetic turf to improve durability, playability, and savings on annual maintenance costs and add lighting to extend practice/playing hours. The current soccer field is used by both the men's and women's teams for practice and games, and consequently, requires a great deal of maintenance throughout the year.
4. Improve Connector between Main Campus and Gregory Health & Wellness Center; Enhance Campus Perimeter Trail and Fencing - \$1M
Evaluate and design a fully accessible pedestrian walkway linking the main campus to the Gregory Health & Wellness Center (aka Gregory Family YMCA). The project aligns with the campus master plan.
5. Nursing Simulation Lab Upgrades - \$300k
Update the campus nursing simulation lab to support instructional delivery.
6. Bradley Building, Dowling Center, and Overflow Parking Areas - \$1M
Repair, resurface, and/or seal and restripe parking areas that serve multiple facilities on campus.

Project Justification: The improvements described above will create the greatest impact on the campus functionality, appearance, and ability to recruit and retain students.

Project Budget: This project budget has been established at \$5,750,000 and will be funded with state appropriated Capital Reserve Funds (CRF). The General Assembly annually appropriates funds from the Capital Reserve Fund when such funds are available. When the CRF funds are not required to restore the General Reserve Funds, the monies may be appropriated for capital improvements or other non-recurring purposes.

Project Schedule: The various projects are expected to be phased and begin in 2023 and be substantially completed in 2024.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$5,750,000 to be funded with Appropriated State Funds.

SUBJECT: FY23 USC Salkehatchie Maintenance, Renovation and Replacement

Intention: Approve a master capital renewal project to address critical maintenance, renovation, and replacement at numerous education and general (E&G) buildings throughout the Salkehatchie campus.

Project Description: The funding will allow the USC Salkehatchie campus to address critical capital renewal needed to keep the current facilities weather tight and operating with adequate mechanical systems. Projects focused on maintenance, renovation, and replacement should be expected to reduce future campus maintenance and operational expenses. Preliminary evaluation has determined the following USC Salkehatchie facility priorities that should be addressed with this funding:

As funding allows, other campus maintenance needs will be addressed to make the greatest positive impact on the overall campus condition.

Project Justification: The work described above is coordinated to reflect the greatest capital needs of both the Allendale and Walterboro campuses and make the most impactful improvements in the building condition surveys conducted every three years as required by the Commission on Higher Education. Restoring integrity to building envelopes reduces ongoing interior deterioration resulting from moisture intrusion. Aged mechanical systems require replacement for functionality, reliability, and to promote a healthy building environment. The objectives of envelope integrity and mechanical ventilation are among the highest priorities that guide renovation work on the campus.

Project Budget: This project budget has been established at \$4,000,000 and will be funded with state appropriated Capital Reserve Funds (CRF). The General Assembly annually appropriates funds from the Capital Reserve Fund when such funds are available. When the CRF funds are not required to restore the General Reserve Funds, the monies may be appropriated for capital improvements or other non-recurring purposes.

Project Schedule: The various projects are expected to be phased and begin in 2023 and be substantially completed in 2024.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$4,000,000 to be funded with Appropriated State Funds.

SUBJECT: FY23 USC Sumter Maintenance, Renovation and Replacement

Intention: Approve a master capital renewal project to address critical maintenance, renovation, and replacement at numerous education and general (E&G) buildings throughout the Sumter campus.

Project Description: The funding will allow the USC Sumter campus to address capital renewal needed to modernize their facilities. Subject to final budgets, the following USC Sumter facility priorities will be addressed with this funding:

1. Interior Renovations - \$2.55M
 - a. Nettles Building (\$1M),
 - b. Professional Sciences (\$1M),
 - c. Administration Building carpeting (\$100k),
 - d. Schwartz Building carpeting (\$100k),
 - e. Arts & Letters Building carpeting (\$100k),
 - f. Student Academic Success Center Additional Workspace (\$50k),
 - g. Nursing Program Instructional enhancements (\$200k)
2. HVAC Mechanical Upgrade - \$1.1M
 - a. Schwartz Building (\$250k),
 - b. Nettles Building (\$250k),
 - c. Anderson Library Rm. 201 (\$50k),
 - d. WME Administration Building (\$550k)]
3. Exterior Enhancements - \$350k
 - a. Security cameras, exterior lighting, and alarm systems (\$100k),
 - b. Fencing (\$50k),
 - c. Multi-use covered meeting/study space (\$150k)

Project Justification: The work described above is coordinated to reflect the priorities for modernization of the campus and make the most impactful improvements in the building condition surveys conducted every three years as required by the Commission on Higher Education. Interior renovation will modernize and refresh the aged buildings on the campus and enhance the academic environments. Aged mechanical systems require replacement for functionality, reliability, and to promote a healthy interior environment.

Project Budget: This project budget has been established at \$4,000,000 and will be funded with state appropriated Capital Reserve Funds (CRF). The General Assembly annually appropriates funds from the Capital Reserve Fund when such funds are available. When the CRF funds are not required to restore the General Reserve Funds, the monies may be appropriated for capital improvements or other non-recurring purposes.

Project Schedule: The various projects are expected to be phased and begin in 2023 and be substantially completed in 2024.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$4,000,000 to be funded with Appropriated State Funds.

SUBJECT: FY23 USC Union Maintenance, Renovation and Replacement

Intention: Approve a master capital renewal project to address critical maintenance, renovation, and replacement at numerous education and general (E&G) buildings throughout the Union campus.

Project Description: The funding will allow the USC Union campus to address critical capital renewal needed to modernize numerous facilities as described below:

1. Whitener Central Building. Refurbishment of entry ways and lobby to coordinate with recently renovated adjoining spaces. This will include flooring, painting, general repairs, and improvements to the elevator. (\$450k)
2. Rippy Science & Nursing Building. Refurbish downstairs family services area with carpet, paint, and cubicles, and furniture to accept finance and HR team. (\$50k)
3. Pine and Oak Street Parking Lots. Site development of parking for campus recreation that includes lighting, fencing, and storage for their equipment. (\$250k)
4. City Park Softball Field. Refurbish the backstop, dugouts, bleachers, and press box. Work will also include sealcoating the parking lot and safety fencing. (\$900k)
5. Security cameras. Install replacement cameras at locations where lens have been damaged due to weather and age. (\$50k)
6. Main Building. Perform interior refurbishments that include, but are not limited to, painting, flooring, lighting, and restrooms upgrades. (\$500k)
7. Jonesville Baseball Field. Renovate the food concept, restrooms, infield turf, bleachers, and press box. (\$1.5M)
8. Jonesville Gym. Replace the roof, paint exterior, and refurbish restrooms. (\$800k)
9. Jonesville Training Building. Complete repainting of space, refurbish flooring, replace shingles, install new LED lighting, replace sports performance equipment, and make HVAC upgrades. (\$100k)

As funding allows, other campus maintenance needs will be addressed to make the greatest positive impact on the overall campus condition.

Project Justification: The work described above is coordinated to reflect the greatest capital needs of the campus and make the most impactful improvements in the building condition surveys conducted every three years as required by the Commission on Higher Education.

Project Budget: This project budget has been established at \$4,600,000 and will be funded with state appropriated Capital Reserve Funds (CRF). The General Assembly annually appropriates funds from the Capital Reserve Fund when such funds are available. When the CRF funds are not required to restore the General Reserve Funds, the monies may be appropriated for capital improvements or other non-recurring purposes.

Project Schedule: The various projects are expected to be phased and begin in 2023 and be completed in 2024.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$4,600,000 to be funded with Appropriated State Funds.

SUBJECT: USC Aiken Pedestrian Concourse to the AMC Building

Intention: Establish a project to create a pedestrian concourse.

Site Information: The site is the space between the Student Center and the Advanced Manufacturing Building (AMC).

Project Description: The project will create a 225-foot-long pedestrian concourse to connect the Student Center with the AMC using 5800 square feet of brick pavers and concrete. The plan will incorporate decorative landscaping, irrigation, a small amphitheater, storm drainage, and lighting with other site amenities such as benches.

Project Justification: The concourse will connect the AMC building to the campus pedestrian circulation system.

Project Budget: The project budget is estimated at \$750,000 funded with Institutional Funds. This budget has been informed by a schematic design and a cost estimate by an external engineering consultant.

Project Schedule: The work is anticipated to be complete in 2024 after the AMC construction is completed.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$750,000 to be funded with Institutional Funds.

SUBJECT: USC Aiken Penland Entrance Sitework Renovation

Intention: Establish a project to reconfigure the circular drive at the front of the Penland Building to connect parking lots “A” and “B”.

Site Information: The site is the property between the Penland Building and University Parkway.

Project Description: The project will create new paved vehicular drive lanes to connect the existing traffic circle with the flanking lots to either side of the Penland Building. The scope of work will also add new visitor and ADA parking at a location to be confirmed. Sidewalks adjacent to the traffic circle will be extended for pedestrians to access the entrance from the new drive lanes. The existing fountain will be maintained.

Project Justification: The SCDOT requires closure of two of the four closely spaced curb cut entrances from University Parkway. The project will improve connectivity between the two parking lots.

Project Budget: The project budget is estimated at \$650,000 funded with Institutional Capital Project Funds.

Project Schedule: The work is anticipated to be complete in 2023.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$650,000 to be funded with Institutional Capital Project Funds.

SUBJECT: USC Aiken Student Activity Center HVAC Replacement

Intention: Establish a project to replace roof top units on the roof of the Student Activity Center.

Building Information: The Student Activity Center was constructed in 1976 and contains 58,740 gross square feet.

Project Description: The project will replace 10 aging HVAC roof top units at the Student Activity Center.

Project Justification: The existing HVAC equipment is nearing the end of its service life and is beyond 20 years old. The equipment is being replaced in a timely manner before it becomes deferred maintenance.

Project Budget: The project budget is estimated at \$350,000 funded with Institutional Funds originating from HERF funds.

Project Schedule: The project must be complete, and the funding must be expended by June 2023.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$350,000 to be funded with Institutional Funds.

SUBJECT: USC Upstate Palmetto House HVAC Replacement

Intention: Establish a project to replace mechanical units at the Palmetto House.

Building Information: The Palmetto House is a three-story, 103,752 gross square foot residence hall containing 350 beds. The building was constructed in 2003.

Project Description: The project will replace aging HVAC units that provide make-up air to the residential units. Make-up air is the air sourced directly from the exterior and is tempered to provide fresh air that is mixed with recirculating tempered air. Make-up air is required by the building code.

Project Justification: The existing HVAC equipment is nearing the end of its service life and is beyond 20 years old. The equipment is being replaced in a timely manner before it becomes deferred maintenance.

Project Budget: The project budget is estimated at \$400,000 funded with Housing Maintenance Reserve.

Project Schedule: The project will be completed during the summer of 2023.

COMMITTEE ACTION REQUESTED:

Approval is requested to establish and fully fund this project with a budget of \$400,000 to be funded with Housing Maintenance Reserve.

SUBJECT: Wardlaw College Roof Replacement- Project Budget Increase

Intention: Increase the funding for the previously approved project to replace the roof at Wardlaw College.

Building Information: Wardlaw College was constructed in 1930. The building contains 88,834 gross square feet and is the primary location of the College of Education.

Project Description: The portion of the building involved with this project is the main central area which has a built-up roof with a gravel ballast system that is approximately 40 years old and at the end of its serviceable life. The area of the roof to be replaced is approximately 27,000 gross square feet. The project will provide a new modified-bitumen roof, new rigid insulation and will include the replacement of all associated roof flashing at the parapet and roof-mounted mechanical equipment and piping. The new roof system will provide a twenty-year warranty.

The roofs over the attached Drayton and Peabody buildings have been recently replaced and require no work.

Project Justification: The roof has multiple leaks throughout the entire field of the roof which should no longer be addressed with localized patches. A new roof is needed to prevent damage to the interior as well as providing an energy efficient roofing solution.

Project Budget: The previously approved project budget was \$800,000 funded with ICPF. In 2020, the project was deferred in response to the Covid crisis. The project was bid in 2022 and the bids were well in excess of the approved budget. Based on the bids, the new budget requested for approval is \$1,100,000. The original budget and the \$300,000 of additional funds are also Institutional Capital Project Funds.

Project Schedule: The project will be completed in 2023.

COMMITTEE ACTION REQUESTED:

Approval is requested to increase the project budget of \$800,000 by adding \$300,000 of Institutional Capital Project Funds for a new total project budget of \$1,100,000.

SUBJECT: Booker T. Washington Renovation- Project Budget Increase

Intention: Increase the funding for the previously approved project to renovate specific portions of the Booker T. Washington Building.

Building Information: The Booker T. Washington building is the last remaining building that comprised the Booker T. Washington High School campus. The building was constructed in 1955 and was acquired by USC in 1974. The two-story building contains 36,328 gross square feet. The building houses the TRIO program, Theater performance and practice spaces, and provides a large auditorium with 414 seats scheduled by the Registrar's Office as a general classroom.

Project Description: Project Description: The project scope will include the following activities:

1. Refurbish, repair, and repaint original historic windows that no longer shut tightly and thus allow air and moisture intrusion. The horizontal metal windows are a notable architectural feature and the extensive natural light they provide to the interior is a defining attribute of K-12 educational buildings from the mid-1950s "equalization" movement.
2. Repair minor settlement cracks in the brick masonry wall.
3. Excavate portions of the sub-grade wall, install waterproofing, and back-fill to seal areas where moisture penetrates to interior occupied spaces at the lower level.
4. Minor repair to gutters and downspouts.
5. Renovate 1275 square feet in Room 104 to accommodate exhibitions related to Civil Rights in Columbia.

Project Justification: Renovation of the exterior envelope at Booker T. Washington has been identified as a maintenance need for several years. In the fall of 2019, the project, as outlined above, was submitted to the National Park Service for a \$500,000 federal grant under the African American Civil Rights of the 20th Century Grant Program. During the summer of 2020, USC was notified that the grant had been approved.

Project Budget: The previously approved project budget was \$500,000 funded with federal grant funds. The design for the window refurbishment is complete and has been estimates to exceed the project budget if all windows are refurbished. The \$50,000 of additional funds are Institutional Capital Project Funds.

Project Schedule: The project will be completed in 2023 before the grant expires in August.

COMMITTEE ACTION REQUESTED:

Approval is requested to increase the project budget of \$500,000 by adding \$50,000 of Institutional Capital Project Funds for a new total project budget of \$550,000.

SUBJECT: West Energy Plant Chiller Replacement- Project Budget Increase

Intention: Increase the funding for the previously approved project to replace a chiller at the West Energy Plant.

Building Information: The West Energy Plant was constructed in 1973. It provides energy in the form of electricity, chilled water, and steam to the western part of campus extending from the Green Quad residence hall and north to the Research facilities and further west to the Discovery Building and the Arnold School of Public Health. Numerous high-profile Research facilities are served from the West Energy Plant including: the Horizon Building, the John Palms Graduate Science Research Center, Jones PSC, Coker, and Sumwalt.

Project Description: The project will replace a centrifugal 1600-ton chiller with a new energy efficient centrifugal 2000-ton chiller at the West Energy Plant facility. The act of removing the existing chiller and replacing it will require modification to the exterior wall of the plant.

In 2020, the university funded a Master Utility Plan for the Columbia campus. An external mechanical and electrical engineering firm, working with university energy staff, inspected, assessed, and reported findings, to make recommendations related to critical and routine energy and utility infrastructure maintenance needs. The Master Utility Plan has been completed and the findings are guidance for prioritizing infrastructure projects such as this one.

Project Justification: The existing chiller was manufactured in June of 1980 by Trane and has reached the end of its useful service life and replacement parts are no longer available. This machine also contains R11 refrigerant that is no longer being manufactured per EPA mandates. This type of refrigerant contains Hydrofluorocarbons (HFCs) that have been proven to affect greenhouse gases (GHG), global warming and a depletion of the ozone layer. This chiller also presents a problem for LEED or Green Globes certification for new or renovated buildings being connected to the West Energy Plant because of its poor efficiency. Replacement of this chiller will reduce electrical operating costs, improve plant reliability, provide increased cooling capacity, and address the environmental issues associated with its obsolete refrigerant. Chiller replacement is among the recommendations in the recently completed Master Utility Plan.

Project Budget: The previously approved project budget was \$3,100,000 funded with Institutional Capital Project Funds. The project was bid in 2022 and the bids were well in excess of the approved budget. Based on the bids, the new budget requested for approval is \$3,600,000. The original budget and the \$500,000 of additional funds are Institutional Capital Project Funds.

Project Schedule: The project will be completed in 2023.

COMMITTEE ACTION REQUESTED:

Approval is requested to increase the project budget of \$3,100,000 by adding \$500,000 of Institutional Capital Project Funds for a new total project budget of \$3,600,000.

Building Name Change- 1220 Catawba Street Building



ACTION ITEM:
Full Approval Item VII.D

Project Description:

Rename the Biomass Building to become the “1220 Catawba Street Building”. “Biomass” refers to a specific energy process that no longer occurs within the building and the building is being repurposed for use by the College of Engineering and Computing and for Facilities bulk storage.



Action Requested: Approval is requested to rename the Biomass Building to become the 1220 Catawba Street Building.

IT Update

Doug Foster





ESTABLISH UNIFIED ENTERPRISE ARCHITECTURE

	START	END	OVERALL	BUDGET	SCOPE	RESOURO.
Network Core and Firewall Upgrade	7/23/18	7/15/22	●	●	●	●

COMMENTS
The Network Core and Firewall Upgrade has been completed successfully.

	START	END	OVERALL	BUDGET	SCOPE	RESOURO.
CarolinaAnalytics Implementation Phase 3 <small>Student Financials & General Ledger</small>	10/26/21	3/31/23	●	●	●	●

COMMENTS
Implementation was paused 7/1/22, pending resources available in Division of Administration & Finance for training to use GL data (anticipated Spring 2023). The project's phase 3 end date has been extended to 3/31/23. Base funding remains unsecured for Phase 4: HR/Employee core data.

	START	END	OVERALL	BUDGET	SCOPE	RESOURO.
Business Impact Assessment (BIA)	8/30/21	6/30/22	●	●	●	●

COMMENTS
Audit recommended units complete a business impact analysis (BIA) to inform the disaster recovery planning (DRP) processes currently in place. Division of IT has facilitated the creation of the BIA with each unit. Division of IT has transitioned the BIA to the business units with the understanding the BIA becomes a part of annual DRP review. Project was completed 6/27/22.

	START	END	OVERALL	BUDGET	SCOPE	RESOURO.
Microsoft Security Environment	3/09/21	6/30/22	●	●	●	●

COMMENTS
This project is complete, Microsoft Defender for Endpoint, Identity, and Office 365 were successfully deployed and are now providing the university community improved protections against threats and malicious software. There will be a new demand to initiate an additional phase/project to eliminate the current cost incurred from using Duo as the enterprise multifactor authentication solution and replacing it with Microsoft Azure.

ADVANCE IT MATURITY

	START	END	OVERALL	BUDGET	SCOPE	RESOURO.
IT-as-a-Service: Div. of Admin & Finance Phase 1	1/24/22	7/29/22	●	●	●	●

COMMENTS
This project is complete. Identified staff and applications have been successfully transitioned from the Division of Admin. and Finance to Division of IT management on May 23. DoIT's IT service management system has been adopted by the support team, which enables the Division of IT to conduct a 12-month baseline measurement exercise to establish service levels for Division of Admin. and Finance's IT support.

	START	END	OVERALL	BUDGET	SCOPE	RESOURO.
IT-as-a-Service: Hub/Finance Intranet Transition	1/24/22	11/15/22	●	●	●	●

COMMENTS
Application Information Documents (AIDs) for each application have been completed and submitted to IBM/Enterprise Applications ahead of schedule.



ADVANCE ACADEMIC & RESEARCH MISSIONS

Carolina Enclave for Secure Research (CESR) Year 3 of 5	START 1/1/22	END —	ON HOLD			
---	------------------------	-----------------	----------------	--	--	--

COMMENTS Progress on Year 3 of 5 is currently on hold due to a lack of funding. Faculty with several large projects have come forward with a need to have a secure High Performance Computing (HPC) cluster environment operational by April 2023.

Classroom Strategic Initiative Learn, Innovate, Teach, Enhance (LITE) Year 1 of 5	START 9/21/20	END 9/9/22	OVERALL 	BUDGET 	SCOPE 	RESOUR.
---	-------------------------	----------------------	--------------------	-------------------	------------------	--------------------

COMMENTS As of this report, 97 of 100 classrooms are upgraded. A project change request was approved to extend the end date from 6/30 to 9/9. The funding requested for fiscal year 2022 to continue the multi-year initiative was not approved; funding has been approved to continue LITE's next year of classroom upgrades in fiscal year 2023.

Cloud Transformation Program	START 9/4/21	END 6/30/23	OVERALL 	BUDGET 	SCOPE 	RESOUR.
------------------------------	------------------------	-----------------------	--------------------	-------------------	------------------	--------------------

COMMENTS The scope of the Cloud Transformation Program has been reduced, resulting in an improved status. Project resources are slightly overallocated, with mitigation strategies in place. All critical applications are planned for relocation into cloud infrastructure by July 2023.

Comprehensive Campus Border Firewall	START 9/15/21	END 10/31/22	OVERALL 	BUDGET 	SCOPE 	RESOUR.
--------------------------------------	-------------------------	------------------------	--------------------	-------------------	------------------	--------------------

COMMENTS By October 31, the University of South Carolina's campuses will be segmented from each other, improving security.

High Performance Computing (HPC) Facilities	START 8/2/21	END —	ON HOLD			
---	------------------------	-----------------	----------------	--	--	--

COMMENTS Project put on hold to reallocate funds to Enterprise Data Network Emergency Procurement.

High Performance Computing (HPC) Cluster	START 7/31/20	END —	ON HOLD			
--	-------------------------	-----------------	----------------	--	--	--

COMMENTS Project put on hold to reallocate funds to Enterprise Data Network Emergency Procurement. The end date for this project will be determined by the HPC Facilities project.



COLUMBIA CAMPUS WI-FI UPGRADES

- USC is investing **\$6.5 million** to implement Wi-Fi Phase II.
- It builds on a previous upgrade to Columbia campus residence halls' wireless network capabilities in 2020.
- This time, the Division of IT is focusing on **improving wireless internet access** in over **600 classrooms** across **93 buildings** on the Columbia campus by the end of 2023.

Faster and More Reliable

- This latest upgrade to the Columbia campus's Wi-Fi network will add more than **4,000 wireless access points**. More access points means more students and faculty can connect to the network at the same time while also maintaining faster connections than before.
- The Wi-Fi upgrades coming to USC's buildings will take advantage of the soon-to-be upgraded network infrastructure as well. The network will be more segmented and therefore less vulnerable to outages.
- By the end of 2023, both wireless and wired networks will be far more resilient than they were before. Network outages related to failing hardware are expected to **drop by 90% or more**.

Foundations

- A faster, more reliable wireless network that is available regardless of which classroom or academic building you're sitting in creates the **foundation for transformative change in the future**.
- Wi-Fi that is reliable and has excellent coverage makes it possible to implement online alternatives to paper exams, which would previously have posed a far greater risk to teaching and learning.

COLUMBIA CAMPUS CLASSROOM UPGRADES

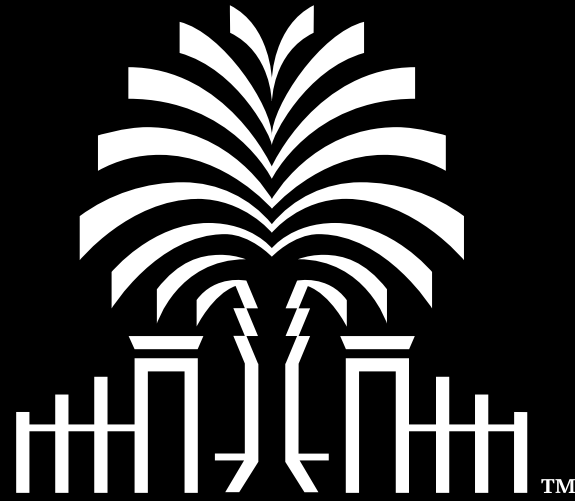
- USC is investing **\$3 million** to upgrade classrooms across the Columbia campus in 2023.
- This continues the last round of improvements funded by the university, which upgraded **100 classrooms**.
- This second year of upgrades is expected to **enhance 65 classrooms in 2023**.
- Titled **LITE (Learn, Innovate, Teach, Enhance)**, the classroom upgrade initiative improves the standard of technology in USC's classrooms, providing students and instructors with capable learning technology.
- Both in-person and remote learning are improved by this suite of classroom upgrades, which includes improved laser projection, document cameras, beam-forming microphones, and assistive listening tech.

Faster Support

- When classroom technology fails, teaching and learning is put on hold. The LITE initiative works to prevent this from happening in the first place. In the first year of this program, the Division of IT also created a more responsive support model to quickly address issues when they occur.
- The **5-zone classroom support model** created as part of LITE's first year reduced the average time taken to resolve classroom IT issues from 19 hours, 22 minutes to 3 hours, 29 minutes.

New Standards

- The standards set by LITE's classroom technology improvements make it possible for instructors to use and develop new teaching modalities without first having to consider which classroom they'll be teaching in.
- With this latest suite of technology, faculty in upgraded classrooms can have students who are attending remotely participate in class activities as if they were in the classroom.



UNIVERSITY OF
South Carolina