Project Overview

THA Architecture and Northwind Architects were hired by the University of Alaska Southeast (UAS) to further investigate the recommendations of the Master Plan completed in 2012 by Perkins and Will. The master plan showed an overabundance of classroom space and a growing unmet need for office and administrative space on the main Juneau campus in Auke Bay. The master plan also identified a desire to strengthen the main campus as a learning center, and to this end UAS has proceeded with building a freshman dorm on the main campus which will be the first residence to be located there. We were also charged with identifying opportunities to use space more efficiently in light of shrinking operating budgets. As a result of the master plan UAS has sold their property in downtown Juneau and we were also tasked with identifying a strategy for integrating both the UAS and UAA nursing programs on campus.

The process for this study combined analyzing data on room usage, observations on space usage with user input and a collaborative, iterative process with the Executive cabinet, faculty, staff and students. We distributed surveys and had hands on work sessions on campus to best understand priorities and space needs. As a result of this work we developed the following Planning Principles, Objectives and Strategies to Guide decision making.

Planning - Principles
1. Use space more efficiently.
2. “Right to Light”
3. Create spaces that encourage collaboration.
4. Create a coherent and easily navigable campus that is accessible to all.
5. Enhance the function of all spaces.

Planning - Objectives
1. Provide natural light to all offices and work stations.
2. Create rational paths between and through buildings.
3. Improve thermal comfort and energy efficiency.
4. Match classrooms (# and size) to actual use and teaching pedagogies.
5. Create innovative teaching and learning environments.
6. Build upon the library’s dynamic and student-focused space.
7. Provide privacy for faculty offices.
8. Enhance collaboration between campuses, faculty, staff and students.

Planning - Strategies
1. Re-purpose space.
2. Group offices by School/Department.
3. Relocate IT to Egan to open up space in Whitehead.
4. Leverage Learning Center as hub of student activity.
5. Locate offices on Upper Levels; larger spaces & classrooms on Lower Levels.
6. Locate conference rooms within office suites; reclaim classrooms in Egan.
7. Re-configure remaining classrooms.
8. Retrofit buildings for improved energy efficiency.
This Image shows current space usage on campus the core campus. Note that for the purpose of this study the core campus does not include the Anderson building. Buildings are arranged linearly, roughly following the shoreline of Auke Lake. There are three distinct building types on campus. The original and oldest buildings are simple two story wood structures: Whitehead, Hendrickson, Mourant, Soboleff and Novatney. They are linked together with a series of decks and outdoor passageways that weave between the buildings. Some of the walkways have been in filled throughout the years. Most vertical circulation occurs in the outdoor deck area rather than in the buildings themselves. As a result the top and bottom floors are experiences as separate structures, which contributes to a sense of disorientation and lack of cohesion and clear pathways.

The second building type is the largest building on campus, Egan, which combines a lovely library with a classroom wing. This is the more modern face of the campus and it is where students spend much of their day.

In addition several modular structures on campus, which originally housed classrooms, are currently used for a variety of office functions. These buildings, the Soboleff Annex, the Hendrickson Annex and the Hendrickson Annex Annex are not within the main circulation paths on campus, and hence are not readily visible to either the students or the public. Several iterations of Master plans have recommended demolition of these structures. The Hendrickson Annex has been recently renovated but it can be argued
that the other structures are sub standard and not worthwhile candidates for the investment of additional capital dollars.

Classrooms are clustered in Egan and Hendrickson. The ground floor of Whitehead has two classrooms however they are lightly scheduled, and the photography dark room is no longer in use. Student services are mainly provided in Mourant and the top floor of Novatney. Offices for the Schools and the Administration have become splintered between buildings.

**Recommendation**

Our plan calls for re-organizing so that offices for each school are co-located, the Chancellor and Provost are housed together in a spot that allows for better access for both the public and students, and Information Technology is consolidated in Egan. The attached bubble diagram provides a vision for a well-organized, coherent arrangement of spaces on campus.
These charts show that indeed classroom space is underutilized on campus, both in terms of hours of use and capacity within each room, or fill rate. Our analysis is based only on one semester of data, Fall 2013, since prior schedules included use of the Bill Ray Center which is no longer available. Interestingly the
perception among faculty is that rooms are over booked; this maybe because some rooms are heavily utilized.

The reasons for underutilization of classrooms are myriad and cannot necessarily be solved with purely architectural solutions. Rooms are assigned based on faculty preference as well as on projected enrollments. Scheduling is complicated by the size of the institution. There are only one or two sections of many required classes, which should be scheduled to avoid conflicts with other required classes. Over the years as office space has occupied space previously used for conference rooms classrooms in Egan have been taken out of rotation to be available for meeting space. Furthermore there is a reluctance to schedule classes prior to 10am, leaving rooms vacant for the first two hours of the day.

Recommendation
Our recommendations for improving space utilization include:
1. Scheduling 8 am and 9 am classes. This is a common practice in peer institutions, and our student survey showed that students are willing to take classes at this hour; in fact 48% of the students who responded to our survey already choose do so.
2. Make necessary renovations in rooms 221 and 222 to improve the teaching walls in these rooms.
3. Redesign office spaces to include adequate conference rooms so that classrooms can be used for their intended purpose,
4. Create one 50 seat classroom that is outfitted for multiple teaching styles with whiteboards and LCD monitors available for use and presentation by student groups.

Office Spaces
Our work focused primarily on the offices for the Schools of Arts and Sciences and Education. Over the years the staff and faculty offices for each of these schools has been scattered and offices lack any sense of welcoming or hearth. There is no specific spatial identity that is shared among faculty and students are not inclined to spend time in the offices or view them as locations for learning and collaboration. The increased number of offices each year has engulfed any space that was once devoted to shared resources and storage, making the offices feel cramped and circulation confusing. One of the key issues with current office space is the discrepancy between the quality of offices provided. Senior staff has offices with windows and views of the lake while others have interior offices that are stuffy and isolate faculty from their peers.

Recommendation
We propose co-locating offices from a single school and providing a space that is clearly an entrance and welcoming. There is agreement that office areas will be greatly improved by the introduction of natural light through the use of interior windows and bringing light in from above. In addition adequate support spaces will make the offices more inviting and collegial for students as well as faculty. These include conference spaces, small meeting rooms and open and hotel workstations for adjunct faculty. We propose providing 8x10 private offices for faculty, who need quiet for their work and privacy for advising students one on one. Staff can be located in workstations in an open office setting, as they benefit from exposure and direct collaboration with colleagues and faculty. Each office will also have adequate support spaces including storage, a copy center and break/kitchen area.
Library
The way information is researched, stored utilized and shared in academic environments has changed dramatically over the past several decades. As more information is stored digitally, traditional libraries have seen the need for space to store books decrease. A concurrent trend relates to the way today’s students absorb and retain information differently than those of previous generations. They prefer more collaborative and hands on learning styles. These two phenomenon have a large impact on the function and space utilization of University Libraries, and many institutions are changing their library culture to create learning commons to best serve their students. We see similar opportunities at Egan Library.

Despite a decreased dependence on books student use of the Library has increased in recent years. Students come to the library to work with their peers in the enclosed study rooms, use the technology available in the Library and participate in the services of the Learning and Writing Centers. These are separate rooms within the library where students obtain the help they need, but also have the chance to learn from their colleagues and join in on conversations and learning opportunities going on around them. It is consistent with a learning center for these types of activities to take place within the Library proper as part of an interactive learning center.

Recommendation
We are embarking on a special study to specifically look at how make Egan Library into a 21st Century Learning Commons. This study will look at acoustics and how to zone use of the library to create active as well as quiet environments. Many University Libraries built in the 1960s and 1970s have undergone similar transformations in the past few years providing ideas and precedents for Egan Library.

We have identified several ways to both improve the learning environment in Egan library and use space more efficiently to capture more area for administrative functions. How to properly do this will be included in our study.
The Preferred Option

1. Relocate the Learning Center to a space within the library
2. Move IT services to Egan
3. Renovate Whitehead top floor and Soboleff top floor for a combined space to house Arts and Sciences Offices.
4. Renovate Whitehead bottom floor for Specialty Arts & Sciences Classrooms
5. Renovate Hendrickson top floor for combined Chancellor and Provost Office.
6. Renovate Hendrickson Lower Level for Career Education Health Sciences Nursing programs.
Implementation

The facilities department had previously identified Whitehead and Hendrickson as buildings in need of renovation, including the installation of new ventilation systems which requires demolition of ceilings. These deferred maintenance projects provide an opportunity to simultaneously redesign these structures to best meet the organizational recommendations outlined in this plan.

**Phase I** is proposed as two parts, which is required to stage the work and provide swing space to minimize the impact on ongoing university operations. Whitehead is currently the most underutilized of the two structures so we propose improving this building first. In order to do so we must find a new home for Information Technology (IT), which occupies the top floor of Whitehead. This is not an ideal location for IT; several divisions are located in Egan, and with new technology the large server room is mostly empty. We propose moving IT into Egan for several reasons:

1. The fiber optic cable already dead ends in this building and there is currently a set of servers located in the classroom wing, negating the need for expensive infrastructure upgrades that would be required in other locations.
2. We can consolidate all divisions of IT in one location.
3. The ground floor entrance to Egan classroom is in heavy use by all members of the community and is an ideal location for the IT Help Desk.
4. Efficiencies can be found within the library to allow for relocation of the additional divisions of IT.
5. There is a synergy between the services of IT and the technological needs of both the Library and classroom wing.

**Phase IA scope – Egan Minor Renovation:**

- Build Offices within Egan Library for learning and writing centers.
- Improved access for technology in proposed location for testing center, writing and learning centers in Egan Library.
- Create a public counter for the IT help desk at the entrance to the Egan classroom wing.
- Renovation of 4,000 sf in Egan Library for IT offices.
- Relocate servers and provide cooling in new server area
- Provide emergency back up power for new server area

Once IT has been relocated work can begin on renovation of Whitehead. Initially the spaces in Whitehead will serve as swing spaces for the follow on renovation of Hendrickson. We proposed renovating Hendrickson over one summer to minimize impact on classroom space during the academic year however certain functions need to be operational year round including administrative offices and the skills lab for the UAS CNA nursing program.

**Phase IB scope – Whitehead Renovation:**

- Improve exterior envelope and decrease energy usage in Whitehead by replacing windows, siding and roofing and adding insulation.
- Create a clerestory to bring light into the center of the building
- New ventilation systems.
- Upgrade DDC controls for mechanical systems.
- Replacing heating distribution piping that is near the end of it's serviceable life
- Enclosure of 800 sf of exterior walkway between Soboleff and Whitehead
- renovation of 5,250 sf for offices
- renovation of 1,600 sf for classrooms
- renovation of 325 sf for relocation of servers to remain in Whitehead
With Whitehead complete and swing spaces available the renovation of Hendrickson can proceed as Phase II of this plan. Since the renovation of Hendrickson will eliminate the one 50 seat classroom on the main campus this phase must also incorporate the proposal to convert two underutilized classrooms in Egan to create a flexible 50 seat room that is set up for collaborative and participatory teaching pedagogies. This phase is also proposed as two parts.

**Phase IIA scope – Hendrickson Renovation**
- Improve exterior envelope and decrease energy usage in Hendrickson by replacing windows, and siding and adding insulation.
- Create a clerestory to bring light into the center of the building
- New ventilation systems
- Upgrade DDC controls for mechanical systems
- Replacing heating distribution piping that is near the end of it's serviceable life
- Renovation of 5,075 sf for offices
- Renovation of 5,075 sf for classrooms
- Combining rooms 108 and 109 in the Egan Classroom wing
- Renovations to the teaching wall of rooms 221/222 in the Egan Classroom Wing.

Phase IIB will provide minor renovations required to accommodate the new art occupancies proposed backfill spaces vacated in the Soboleff Annex. In support of that goal this phase will also include work to improve the art programs that is associated with occupation of the annex.

**Phase IIB Scope – Soboleff Ground floor and Soboleff Annex Minor Renovation**
- Removal of interior partitions in Soboleff annex
- New paint and finishes in Soboleff annex
- Installation of a dust collection system in Soboleff
- Replacement of ceilings and lighting in the art studios in Soboleff.

The final phase will improve the offices in Soboleff and integrate them with the office space in Whitehead to create a coherent home for the School of Arts and Sciences.

**Phase III Scope – Soboleff Upper Floor Minor Renovation**
- Create a clerestory to bring more light in improve exterior envelope and decrease energy usage by replacing windows, and siding and adding insulation.
- Modify second floor return air system for better ventilation and control of energy
- Create a clerestory and rearrange partitions to bring more light into the center of the building.
- Renovate to create more support spaces for offices.
- Upgrade DDC Controls.
# Juneau Campus Modifications

## Costs

<table>
<thead>
<tr>
<th>Construction cost</th>
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<th>Project</th>
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<tbody>
<tr>
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<td>$174,930</td>
<td>$689,430</td>
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**TOTAL COST PHASE I** $4,817,705

| PHASE IIA         | Summer 2015         | Renovate Hendrickson | $3,530,441 | $1,200,350 | $4,730,791 |
|                   |                     | Creation of Collaborative 50 seat classroom in Egan | | | |
|                   |                     | Relocation Activities | Relocate chancellor and provost; co-locate School of Education to Hendrickson Annex; relocate A&S faculty from Soboleff Annex | | |
| PHASE IIB         | Fall 2015           | Minor Renovation Soboleff Annex | $606,485 | $206,205 | $812,690 |
|                   |                     | Art room Upgrades Soboleff | | | |

**TOTAL COST PHASE II** $5,543,481

| PHASE III         | Summer 2016         | Soboleff Minor Renovations | $1,368,438 | $465,269 | $1,833,707 |

**TOTAL ALL PHASES** $12,194,893
1. Relocate Learning Center within Library
2. Move IT Services to Egan
3. Renovate Whitehead top floor for Arts & Sciences offices
4. Renovate Whitehead bottom floor for Specialty Arts & Sciences classrooms
5. Renovate Hendrickson top floor for combined Chancellor & Provost offices
6. Renovate Hendrickson lower level for Career Education
7. Consolidate School of Education offices into Hendrickson Annex & Annex Annex
8. Renovate Soboleff Annex for Painting/Drawing & Digital Media

Classroom Count (suggested capacity)
- 1 Classroom Egan (108/109)  (0)
- 1 Classroom Hendrickson Lakeside Level  (48)
- 1 Classroom Hendrickson Esplanade Level  (23)

Total: 3 Classrooms (73)

Option A
UNIVERSITY OF ALASKA SOUTHEAST
CAMPUS MODIFICATIONS

EGAN LIBRARY LOWER LEVEL PLAN

SCALE: 1/32" = 1'-0"

1. RELOCATED LEARNING CENTER
   CONSTRUCT MINIMUM 4 PRIVATE ROOMS UNDER CANOPY (IN OVAL)

2. ADDITIONAL INTERIOR PARTITIONS, NEW CARPET, LIGHTING AND CEILINGS FOR OFFICES

3. CREATE OPENING INTO ADJACENT SPACE IN EGAN CLASSROOM WING

4. NEW LOCATION FOR TESTING CENTER
   NO SIGNIFICANT RENOVATION WORK REQUIRED.

5. NEW LOCATION FOR IT SERVICES

12/31/2013
PLANNING SCOPE - FLOOR PLAN
NEW DOOR INTO STORAGE UNIT

REMOVE WALL & INSTALL COUNTER FOR HELP DESK

CREATE OPENING INTO ADJACENT SPACE IN LIBRARY WING

NEW FLOOR & CEILING FOR IT WORK ROOM & HELP DESK

RENOVATE AS SUPPORT SPACE FOR TEAL ROOM

COMBINE CLASSROOMS 108 AND 109 TO CREATE LARGER CLASSROOM FOR TEAL (TECHNOLOGY ENHANCED ACTIVE LEARNING) OUTFIT WITH FLEXIBLE FURNITURE, WHITE BOARDS & MULTIPLE MONITORS.

EGAN CLASSROOM WING LOWER LEVEL PLAN

SCALE: 1/32" = 1'-0"
EGAN CLASSROOM WING UPPER LEVEL PLAN

SCALE: 1/32" = 1'-0"

IMPROVE TEACHING WALL FOR BETTER USE AS CLASSROOM
HENDRICKSON LOWER LEVEL PLAN

PROPOSED USE: OFFICES & TEACHING SKILLS LABS FOR NURSING PROGRAMS - SCHOOL OF CAREER EDUCATION

UNIVERSITY OF ALASKA SOUTHEAST
CAMPUS MODIFICATIONS

PLANNING SCOPE - FLOOR PLAN
HENDRICKSON UPPER LEVEL PLAN

PROPOSED USE: CHANCELLOR & PROVOST'S OFFICES

SCALE: 1/16" = 1'-0"

REMOVE ALL INTERIOR PARTITIONS; RENOVATE FOR NEW OFFICE SPACE
NEW WALLS, FINISHES, MECHANICAL AND ELECTRICAL SYSTEMS
SOBOLEFF LOWER LEVEL PLAN

PROPOSED USE: ART STUDIOS - CONVERT PAINTING STUDIO TO SCULPTURE & WOOD SHOP

AREA TO BE CONVERTED TO SCULPTURE AND WOOD WORKING STUDIO

REPLACE CEILINGS AND LIGHTING
REMOVE SELECT INTERIOR PARTITIONS; PATCH; REPLACE 40 L.FL OF INTERIOR WALLS WITH ACOUSTIC GLASS WALLS

SOBOLEFF UPPER LEVEL PLAN

PROPOSED USE: SCHOOL OF ARTS & SCIENCES OFFICES
SOBOLEFF ANNEX

PROPOSED USE: PAINTING & DRAWING STUDIO; DIGITAL MEDIA STUDIO

REMOVE ALL INTERIOR PARTITIONS; RENOVATE FOR 2 NEW STUDIOS. REUSE EXISTING MECHANICAL AND ELECTRICAL SYSTEM; PROVIDE NEW FINISHES. INSTALL SINK IN PAINTING STUDIO.
PROPOSED USE: TWO SPECIALTY CLASSROOMS; IT SERVERS; MECHANICAL SPACE

WHITEHEAD LOWER LEVEL PLAN

SCALE: 1/16" = 1'-0"

REMOVE ALL INTERIOR PARTITIONS; RENOVATE FOR TWO NEW CLASSROOMS; NEW WALLS, FINISHES, MECHANICAL AND ELECTRICAL SYSTEMS

MECHANICAL SPACE

IT SERVERS RELOCATED FROM UPPER LEVEL; PHONE EQUIPMENT; PROVIDE COOLING
ENCLOSE & EXPAND WALKWAY TO CREATE INTERIOR CONNECTION TO SOBOLEFF

REMOVE ALL INTERIOR PARTITIONS; RENOVATE FOR NEW OFFICE SPACE; NEW WALLS, FINISHES, MECHANICAL AND ELECTRICAL SYSTEMS

WHITEHEAD UPPER LEVEL PLAN

PROPOSED USE: SCHOOL OF ARTS & SCIENCES OFFICES

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University of Alaska Southeast
Campus Modifications
Phase IA

Building Egan Library

Construction Period: Summer 2014

Scope:
1. Renovate Wally World (egan classroom 118) new function to include separate storage area as well as help desk, IT servers and IT storage. Includes cooling for servers
   - $39,168
2. Relocate Learning center into ground floor of library; build offices & purchase furniture; Renovate Egan Library 101 and 102 for IT staff
   - $475,332
3. Relocate testing center to Egan Library 105

TOTAL CONSTRUCTION $514,500

GOALS Move IT to vacate Whitehead

Greater space efficiency in use of library
University of Alaska Southeast
Campus Modifications
Phase IB

Building          Whitehead

Construction Period: 3-4 months during school year 2014-15

Scope:

1. Exterior       $893,975
2. Roof/clerestory $185,952
3. Interior       $660,253
4. Mechanical     $828,945
5. Electrical     $436,536
6. New heating system

TOTAL CONSTRUCTION $3,005,661

Escalation

2.5% $75,142

TOTAL CONSTRUCTION $3,080,802

GOALS

Create temporary Swing Space for Offices and CNA program
Create home for A&S Office
A&S Classrooms on ground floor
Improve energy efficiency of building.
Capture knuckle between Whitehead and Soboleff
**University of Alaska Southeast**  
**Campus Modifications**  
**Phase IIA**

**Building**  
Hendrickson

**Construction Period:** summer 2015

**Scope:**

1. Renovate classroom 108 & 109 for 50 seat collaborative teaching space; Renovate teaching wall in Glacier View room. Includes tech budget & furniture
   - $104,691
2. Exterior
   - $747,905
3. Roof + clerestory
   - $337,490
4. Interior
   - $843,001
5. Mechanical
   - $722,421
6. Electrical
   - $606,817

**TOTAL CONSTRUCTION** $3,362,325

**Escalation**  
5.0% $168,116

**TOTAL CONSTRUCTION** $3,530,441

**GOALS**  
- Co-locate Chancellor and Provost office
- Improve energy efficiency of Hendrickson
- Co-locate Department of Education in Hendrickson Annex
- New Health Sciences Center in Hendrickson
- Create 50 student collaborative classroom in Egan
University of Alaska Southeast
Campus Modifications
Phase IIB

**Building**  Soboleff Annex & Soboleff

**Construction Period:** summer 2015

**Scope:**

1. Soboleff Annex Minor Renovations for Art $262,500
2. Soboleff Dust Collection $130,444
3. Soboleff Art studio lighting and ceilings $171,229

$564,172

Escalation 7.5% $42,313

**TOTAL CONSTRUCTION** $606,485

**GOALS**
Prepare Soboleff Annex for new use by Art
Improve Art studios
Create Sculpture and Native Woodworking Studio
University of Alaska Southeast
Campus Modifications
Phase III

Building: Soboleff

Construction Period: summer 2016

Scope:

1. Exterior $621,718
2. Roof + clerestory $185,952
3. Interior $103,254
4. Mechanical HVAC $300,327
5. Electrical Misc related to interior $32,784

$1,244,034

Escalation 10.0% $124,403

TOTAL CONSTRUCTION $1,368,438

GOALS

Improve Thermal Comfort in offices
Improve energy efficiency
Improve offices areas and integrate with White head