



PROJECT LEADERSHIP AWARDS NOMINATION FORM

SECTION I - GENERAL PROJECT INFORMATION:

Name of Project: Location of Project: Anna Hiss Gymnasium Renovation

Name and Address of Owner: The University of Texas, 2501 Wichita Street, Austin, TX, 78712

Name and Address of Design Professional(s): BSA LifeStructures, 801 Barton Springs Rd Ste 900, Austin, TX, 78704

Name and Address of Construction Professional(s): SpawGlass, 1111 Smith Road, Austin, TX, 78721 (L.D. Tebben, reroof; The Wilson Group, replacement of windows)

Other Consultants or Professionals: Altura Solutions, Asakura Robinson, Edwards+Mulhausen, Encotech Engineering, Engineered Exteriors, Fire Alarm Engineering, Jensen Hughes, LCCx, Lonestar Environmental Services, Martinez Moore Engineers, and Terracon

Type of Project: Institutional (Education)

Delivery Method: Competitive Sealed Proposal (CSP) – Phase 1, reroof, and replacement of windows; CM at Risk (CMR) – Phase 2

General Project Description:

The Anna Hiss Gymnasium renovation was an institutionally managed project to repair and rehabilitate the entire building (55,240 sf) to support the University's partnership with the Army Futures Command modernization program, as well as support research and academic programs for Aerospace Engineering and Engineering Mechanics, Computer Science, Electrical & Computer Engineering, Mechanical Engineering, and Fine Arts. The original project (now referred to as Phase 1) was initiated in 2017 for the Texas Robotics program and had been intended as a renovation of the south wing and a small portion of the west wing (restrooms and mechanical/electrical space). Design commenced and Phase 1 was bid as a CSP contract; to solicit to specialists, the reroof and

replacement of windows were also bid as separate CSP contracts. During that same period a partnership with the Army Futures Command accelerated further plans for the building so a Phase 2 was initiated to complete the north and west wings, including Fine Arts' School of Design and Creative Technologies. **Refer to attached project photos.**

This adaptive reuse renovation of Anna Hiss Gymnasium aligns with the Campus Master Plan by accommodating growth of research facilities within an historically significant building. The intent was to upgrade and improve all infrastructure, provide flexible research space for current needs and future growth, as well as advancements in technology. By developing and transforming existing facilities, this renovation also enhances activities on Central Campus. Lastly, co-locating portions of the various robotics and fine arts programs in one facility fulfilled a prime goal of augmenting research and partnerships, both within and beyond the University.

With savings from the various projects, we were also able to completely renovate the courtyard as a part of Phase 2, including a sculpture installation by Simone Leigh entitled "Sentinel IV".

Project Duration: 1,618 calendar days (initial planning through final construction)

Project Start Date: January 9, 2017

Project Completion Date: June 14, 2021 (reroof - August 2019; replacement of windows - November 2019; Phase 1 - May 2020; and Phase 2 - June 2021)

Changes in Schedule: There were several schedule delays due to the realignment of Phase 1 work to accommodate the addition of Phase 2 work, as well as to accommodate the project becoming a capital project (greater than \$10M) and the necessary Board of Regents approval process. Once construction commenced, we only increased the schedule by one week due to the "Freeze 2021" event that shut down all work activities. COVID did not affect scheduled completion.

Initial Construction Cost: \$21,739,235

Final Construction Cost: \$23,431,909

Percent of Change Orders: 7.8%

SECTION II - OVERALL PROJECT MANAGEMENT:

Project Management:

Example 1: The Women's Physical Education Building, later renamed Anna Hiss Gymnasium (AHG), designed by Greene, LaRoche & Dahl, was completed in 1931 at a cost of \$460,000 fully equipped. Originally AHG included four wings in a quad layout, with open center courtyard. Functions changed over the years, but the facility included basketball courts, classrooms, offices, dance studios, indoor archery range, 405 marble shower stalls, pool, and associated amenities.

The building began to deteriorate as its function and focus faded. In 1994 the east wing, which included a pool, was torn down to accommodate the building of Moffett Molecular Biology Building (MBB). In early 2017 the Provost Office opened the possibility of adaptive reuse for AHG. After several proposals were made to the Provost Office, it was decided to dedicate space to Robotics (and, later, Fine Arts). This created the difficult challenge of preserving the important history of the building while completely upgrading it and changing usage with a limited budget.

Some of the historic features that were maintained include: a new roof reutilizing most of the original tiles, energy efficient windows that are historically accurate, exposed steel ceiling trusses, gym spaces converted to large collaborative labs, mezzanines added to provide additional space without obscuring the open spaces, wood flooring and markings, exposed brick with original markings, two fireplaces, shower stall marble used as wainscoting, archery lights used to indicate studio availability, shuffleboard markings, and various restored original furnishings. In addition, the courtyard was completely redesigned to maintain the historic feel while providing a destination for this part of campus, outdoor furnishings, and a Landmarks sculpture by Simone Leigh.

Example 2: Originally, the Provost Office budgeted \$10M to renovate the south wing and portions of the west wing, as budget allowed, for Texas Robotics, a nationally recognized program in need of collaborative space for the various colleges that are a part of that program. Two additional projects were also approved to replace and upgrade the clay tile roof and replace the windows to retain their historic character. While design for these packages were being completed, a partnership with the Army Futures Command accelerated further plans for the building so a Phase 2 was initiated to complete the north and west wings, including square footage allotted to Fine Arts.

Since the Phase 1 work had been designed with the assumption it would be years before any further work in the building would be authorized,

compromises were made so that the south wing functioned independently from any future planned space. With the approval to renovate the entire building, it was decided that a redesign was necessary to optimize the facility to function as a whole, and not discreet phases as originally intended. The budget increase also necessitated Board of Regents approval, a lengthy and complicated process.

The challenge the increase in scope presented was that Texas Robotics had a real need to open the facility as soon as possible. (Refer also to Scheduling discussion below.) It was decided to redesign Phase 1 and proceed with construction, including the roof and windows, while Phase 2 design was completed. This also meant budget became even more problematic because of phasing, set funding, and the hot Austin construction market. (Refer also to Cost Management discussion below.) The project was completed with only a one-week delay due to an extreme weather circumstance.

Scheduling:

Example 1: Even though the project faced some challenges with the COVID-19 pandemic and an uncharacteristic winter storm with sub-freezing weather, the project managed to stay on track, losing only one week due to the shut down for the “Freeze 21” storm. Several actions were put in place in response to the pandemic, which together kept the project on schedule:

- To manage safety during the pandemic, the university implemented a “Construction Continuance Request” process whereby the contractor was required to submit a COVID-specific safety plan for review and acceptance. This, coupled with oversight from the Safety Coordinator, managed safety during construction. No days were lost because of the pandemic, either due to illness or labor shortages.
- The pandemic led to university-wide procurement challenges since budgets were strained. The Project Manager worked to get this project pre-approved for procurements, so needed elements could proceed through the purchasing phase smoothly and in a timely manner, despite the financial crunch.
- Even though the university was working remotely, the Project Manager committed to physically working on the jobsite three days per week, so any issues that arose could be immediately addressed. This allowed the PM to track progress and keep a close eye on the project.
- The Project Manager participated in all RFI’s and information requests to assure that timely answers were received, including negotiating with stakeholders as necessary to make timely decisions and provide needed assistance. The contractor also developed a “chili pepper” scale to indicate the level of importance.

Example 2: Due to the complications noted in Project Management Example 2, the impacted schedule needed to be recovered. First, the emphasis focused on rescoping the client's needs for a full facility, including the addition of Fine Arts' needs, and incorporating these into the design documents so that Phase 1 construction could proceed. The design team met with the end users more regularly to review the design throughout. Construction strategies included:

- While the Board of Regents process proceeded, Phase 1 (which was farther along), the roof, and windows were bid as CSP projects. This allowed that work to be completed earlier for end user occupancy.
- Once the Board of Regents approved the full project, a CMR was solicited and hired to complete the renovation (Phase 2).
- UT has a robust review process which adds time to the design schedule. While Phase 2 design was completed, the team implemented an early demolition and abatement package (GMP#1) that was able to start as Phase 1 construction was being completed. The remaining work (GMP#2) followed. Eventually, when it was clear we were under budget, a third GMP was added to completely renovate the courtyard.
- UT's review process includes 100% unstamped and 100% stamped reviews; this is to assure that all review comments are incorporated. However, it also adds approximately 4-6 weeks to a typical schedule. For all three GMP's, the contractor prepared pricing packages based on 100% unstamped documents while the final review processes were completed. Working with the consultant, we estimated what additional costs would be added as a part of the final review and included that estimated amount as an allowance. Thus, contracts were completed, and construction proceeded at the time a typical project would have just started pricing.

Cost Management:

Throughout the project, the team and stakeholders were aware of and updated concerning budget constraints, especially given the complexities of converting an historic facility for adaptive reuse. When Phase 1 was bid as a CSP, we became even more clear how costly the renovation had become. As Phase 2 proceeded, with the CMR's assistance we determined we were approximately \$3.4M over budget. Strategies that got the project back into budget included the following:

- The end users were routinely made a part of all budget discussions since very early in the project. This made them fully a part of, and invested in, making proper decisions throughout. An informed client is much more involved and open.
- All clients have needs, many of them, but knowing the key needs was a crucial focus since the start of design. By focusing on the most

important, basic needs, it was easier to preserve those elements and any items that supported those needs.

- “Value engineering” is often misunderstood as merely cutting items from a project. However, we redesigned a number of items to decrease cost. For example, instead of rebuilding the ADA ramp at the main entrance, we were able to modify the existing ramp and beautify it so it fit historically (a \$500K savings). No item, no matter how small, was eliminated from the review process.
- Because Phase 2 was CMR-executed, we were able to separate out items we could add back as funds allowed during construction. This deferred decisions on some items until a later time.

As construction proceeded and it was determined that reserved funds could be used to add back many of the deferred items, as well as a complete renovation of the courtyard.

Quality Management:

The key to quality management, along with many other aspects of project management, is the careful building of a team to trust and rely on each other throughout the design and construction processes. Subject matter experts were identified, and they grew to know that their input counted and they were an integral part of the project’s success. This was not an easy process, especially given the size of the project, the number of people who could affect it, and the melding of team members that did not have a history of working together. However, the priority on building the team allowed for:

- Better implementation of quality assurance reviews.
- Increased direct and indirect stakeholder input, especially because there was an openness for that input and a willingness to incorporate comments.
- Open discussions of unforeseen conditions and timely responses to those situations to better control quality.
- More thorough input from a wider range of authorities on corrections necessary when issues arose.

Quality thus became the team’s shared goal rather than (largely) selfishly held or contradictory individual goals.

The Project Manager was located on site three days per week which allowed for regular inspections and reviews, thus catching issues in time. In addition, the Project Manager assured that as many stakeholders as possible, despite the pandemic, reviewed the work when feasible.

SECTION III - OVERALL PROJECT SUCCESS:

At project commencement it was decided that we should not use a firm from our on-call list without thoroughly interviewing the top candidates for

the project. The Project Manager selected three firms to interview and emphasized to the selection committee that although technical qualifications, including working with historic facilities, was important, a more crucial factor was the team they presented and their emphasis on collaboration. As such, the interviews included a few questions focused on technical capabilities (something we already knew by researching the firms prior to selecting them for an interview), but also an open discussion to see how they would engage with the owner and mine information we did not readily present. This process provided a clear choice: **BSA LifeStructures** exhibited the skills necessary, but also convinced us that they knew how to discuss project details, gain insight into the needs (often unspoken), and translate that information into meaningful design decisions concerning what was needed. We never regretted that decision!

Upon selection, we held the first scoping meeting to include the end users, a large and diverse group of individuals with individual needs. Again, the focus from the beginning was on building teamwork, more so than the technical input we also needed. This set a very good tone, that carried throughout the project, that there would not be a disconnect between any person involved.

Project design meetings were held weekly, not uncommon, but we regularly included other campus stakeholders, thus intermingling the design team, the end users, and those stakeholders that would affect the final design. The emphasis at all points was open communication, exchanging ideas, and building team. Subtly, and slowly, openness became the standard, which was tedious at times, but paid off throughout the project (as noted in other sections of this submission).

The contractor for Phase 1 was selected by Competitive Sealed Proposal, which allowed us to focus on a contractor we could meld into the team, not just the most economical option (although that was certainly important). **SpawGlass** was selected and their philosophy of teamwork blended nicely with what we had built during the design process. It was a reset, adding another entity to the team, but careful cultivation of teamwork continued. SpawGlass was also awarded Phase 2 to complete the project, as selected through the Construction Manager at Risk solicitation, and they have been an invaluable key to the project's success.

The Project Manager made it a priority that any team member, at any time, could raise concerns and make suggestions. All emails, calls, and texts were responded to the same day, within 24 hours at the most. No question or comment was disregarded. This was especially important to overall success because solutions to difficult problems came from all sources and the project benefitted greatly as a result.

Throughout, budget, scope, and schedule were highlighted to all involved so that there was no disconnect between the daily tasks being carried out and the ultimate result expected. Information flowed freely among the team, which allowed everyone to be fully engaged in the process. However, the balance was that a clear line of communication of ideas and direction was carefully established. The key stakeholders for Texas Robotics and Fine Arts also provided clear and consistent guidance throughout, which further enhanced the team's ability to meet the needs.

The Project Manager emphasized that he was the only person on the team that “stood up” for every member. It is quite common for a project manager to have an owner bias (not surprisingly), or even favor the consultant or contractor. However, that bias creates an unfair environment where people begin to fight for their priorities and/or need to make money. As that mindset sets in, teamwork is undermined. Therefore, it is extremely important that a project manager not lose a sense of fairness throughout; some “won” at times and some “lost” at times, but everyone on the project knew that the Project Manager would attempt to make the best decision based on the situation and facts, not some bias. Example: by the time the project determined it was \$3.4M over budget, Texas Robotics and Fine Arts were both fully involved, and the contractor was on board. The determination of how to get back into budget, while tense, was carefully discussed and everyone knew that no one entity would lose out. This made discussions much more productive and effective.

BSA LifeStructures and SpawGlass were critical to the success, and the Project Manager has no doubt the success achieved depended on their involvement. However, their willingness to engage as a team further elevated the overall success for all involved. No project team like this is utopian, but the general feel at the end of the project was satisfaction that the team did it.

SECTION IV – PROJECT COMPLEXITY:

Challenges, constraints, and solutions included the following:

- Historic facility:
 - Original drawings produced approximately 100 years ago included only 27 drawings. Also, given the extensive amount of construction surrounding AHG over the years, existing conditions were difficult to determine. This presented the possibility of costly unforeseen conditions and issues indeed occurred. However, the Project Manager, design team, and construction team worked closely to develop cost effective and quick responses to minimize impact. We were also able to glean important information from Phase 1 to inform the Phase 2 design.

- It was a delicate balance maintaining the historic integrity of the building while creating a high technology environment necessary for the end users. Fortunately, the end users trusted the Project Manager and design team to create that balance.
- Budget: While the budget estimated by the Project Manager in 2017 came within 5% of the ultimate total project cost, it was not that simple. Scope had to be manipulated carefully, especially given the extensive needs (including a complete reworking of the infrastructure), unforeseen conditions, and working with an historic facility. Teamwork, and an excellent working relationship with the Provost Office (an incredible help throughout the project) and end users, had a considerable positive effect on budget maintenance.
- Schedule: Because the scope/phasing changed dramatically during the duration of the project, managing the schedule so the end users could move in was critical. Contracting methodology, keeping the schedule at the forefront of discussions, and focusing on resolving issues as quickly as possible all helped keep the schedule within one week of what had been set several years previously.
- Team building and maintenance: The amount of people involved with this project was overwhelming. It was important that the Provost Office, end users, and many on-campus stakeholders have significant input, but this also took a great deal of time to manage, make sure everyone was responded to, and the team felt their input mattered. However, all this time paid off by creating a beautifully functional facility that could not have happened without the input.
- Pandemic and local economy: The pandemic created issues related to safety, materials delays, and availability of stakeholders for necessary input. To compound this, the local Austin economy is quite robust so availability of contractor personnel was problematic at times, especially given the pandemic. However, every situation (no matter how small) was met with a concerted effort by the team to find immediate alternates and solutions.

SECTION V – SUSTAINABILITY ELEMENTS/EFFORTS:

Sustainability efforts included the following:

- The original windows were replaced with thermally broken frames and insulated glass units to increase energy efficiency.
- Added 5” of rigid insulation between the roof deck and historic terra cotta roof tiles to increase thermal efficiency of the roof system.
- Low-Emitting materials were specified and installed, including low-VOC paints, coatings and adhesives; flooring; and ceilings
- The building was connected to the University’s PEER Platinum Certified district energy system (the Campus Loop) that included chilled water supply and return and steam supply and return for the Mechanical systems as well as power for the electrical systems.

- Indoor air quality performance was designed to meet or exceed ASHRAE standards
- Optimized energy performance in accordance with ASHRAE standards.
- Indoor water use reduction: All plumbing fixtures installed are low-flow.
- Where possible, materials were reused rather than being replaced, which also helped to maintain historic accuracy, including: existing brick walls with original gym markings were not refinished; historic light fixtures were refurbished; marble from the shower stalls was repurposed for wainscoting; historic furnishings were refurbished for use; exterior flatwork was kept where possible.
- Sponge-blasting, a sustainable means for removing paint, was utilized where applicable.
- The U.S. Green Building Council is in the final stages of awarding the courtyard redesign a SITES award, based in part on the following:
 - The courtyard is designed to manage and improve stormwater, and was designed to capture a 95th percentile storm event.
 - Over 50% of the hardscape pathways in the courtyard is composed of permeable pavers.
 - 42% of the courtyard area is dedicated to planting and greenspace, to help reduce stormwater and irrigation needs.
 - The project reused onsite materials to the greatest extent possible to reduce emissions and extracted materials.
 - The project prioritized materials and plants available in close range to reduce carbon emissions in construction.
 - Planting was designed for low water usage and environmental benefits.
 - Project prioritized materials with recycled content.
 - The project did not use wood from threatened or endangered species.
 - The project protected air quality during construction through using small equipment and hand installation.
 - The project restored soils disturbed during construction.
- Project Manager received a “SWPPPPerstar Award” for commitment to erosion control and storm water pollution minimization goals.

SECTION VI – CONFLICT RESOLUTION:

As noted elsewhere, the hallmark of success is a good team. It is the genuine condition that allows for success, and limits conflict. There is no doubt this project had conflict and, at times, quite complicated and intense conflict. However, teamwork allowed that conflict to occur within a bubble

where rational discussion led to resolution, and a quicker reinstatement of good working relationships.

Some examples of conflict, and how they were resolved, are as follows:

- The windows contractor was not easy to work with and, as a result, complicated the working environment once the roofing contractor and SpawGlass were on site as well. Since the windows and roofing contractors were more isolated from the team because of the specialized scope and separate contracts, it was a glaring example of how difficult conflict resolution could be when trust was lacking and communication poor. The Project Manager worked through the various conflicts amongst the contractors, but mostly we learned how important teamwork was going to be during this complicated project. This view helped us focus on better communication.
- At one point, a key team member had growing resentment that they were being tasked with more than was fair. The Project Manager and other key members met immediately, once realized, and discussed what was and was not fair. The Project Manager stressed how important it was not to hold things in but to express concerns in time so that fairness of requests and decisions could be better evaluated.
- One of the key campus stakeholders had been causing the project issues by demanding their position without compromise or discussion. This became a big obstacle to the team environment, especially at weekly construction meetings. The Project Manager began to work separately and more closely with key parties within that stakeholder group to better understand their needs, but also to explain the project's needs and constraints. It was the most difficult conflict the project experienced but, in the end, was greatly diffused to everyone's benefit (theirs included) by building a better working relationship.

Open communication and the inclusion of everyone's input, no matter how difficult, solved most conflict, especially because everyone's input was important and not overlooked.

SECTION VII - CUSTOMER SATISFACTION:

Please attach to the Nomination Form the following letters of recommendation:

- 1. A letter from the Design Professional describing how they found the Owner contributed to the project success. Refer to attached letter from Steve Brupbacher, BSA LifeStructures, Design Professional Project Architect.**

2. A letter from the Construction Professional describing how they found the Owner contributed to the project success. Refer to attached letter from Mayur Sethi, SpawGlass, Construction Professional Project Manager.
3. A letter from the customer or end user of the facility describing their overall satisfaction with the building/facility. Refer to attached letter from Ross Johnson, Provost Office, Director of Academic Space Planning.

AFFIRMATION AND RELEASE:

Nomination is submitted by: The University of Texas

Name: Robert Hengst

Company: Project Management and Construction Services

Street Address: 1301 E. Dean Keeton

City, State/Province, Zip/Postal Code: Austin, TX 78712

Phone Number: 512-789-9321

Email Address: robert.hengst@austin.utexas.edu

In submitting this application, I affirm to the best of my knowledge, that the information contained herein is accurate and correct. I also agree to grant permission for COAA® to use the nomination materials in their entirety (including photographs) for promotional purposes which may include, but not be limited to, the COAA® website and the *Owners Perspective* magazine.

SIGNATURE:

DATE: 8/26/2021

TITLE: Project Manager



ANNA HISS GYMNASIUM Customer Satisfaction

Date: 08-23-2021

Construction Owners Association of America (COAA)
Project Leadership Awards

To whom it may concern,

The Owner was integral to the success of the project overall. It was the Owner's vision and determination to maintain the existing building and gymnasium spaces that drove the project from the very beginning. Their selection of the Users, the decisions of what services could and could not be provided for those Users, and the overall dedication to preserving what made the building "special" that steered the project to the final result.

The Owner was actively involved which allowed for decisions to be made quickly and effectively and to keep the overall project on schedule. Many times, they had to take the role of the final decision maker if the disparate User groups could not come to a consensus which was integral in allowing the project to continue to move forward. Their continual active engagement gave steady guidance while allowing the Design Teams to do what they do best without complete interference. The Owner's fingerprints are all over the project and what made it such a success.

Sincerely,

Steve Brupbacher, AIA, LEED AP
BSA Lifestructures



August 23rd, 2021

TO,
Construction Owners Association of America

Subject,
Project Leadership Award Nomination form @ Robert Hengst

The entire SpawGlass project team is fortunate to work with Robert on the Anna Hiss Gymnasium project. I can easily say it was because of Roberts's leadership that helped us deliver the project on time and within budget.

The project was designed for multiple departments (end users) and was to be completed in three phases (North Wing, South Wing, and the Courtyard renovation) which added to the complexity of the project. From the pre-construction phase, Robert ensured that not only end-user requirements are met but at the same time, the project remains within budget. This involved a lot of coordination between the AE Team, the end-user, and SpawGlass. Robert led these meetings and took vital decisions to help the AE team complete the design on time to meet the construction start dates.

During the construction, Robert stayed on top of outstanding issues and RFI's, whether it was the AE team or coordinating a response back from various facility management entities within the University of Texas campus, which helped us greatly and kept the construction moving forward without any hiccups. Also, his vast construction knowledge and engineering background helped me in explaining and working through change order pricings amicably, he was firm but fair in approving the change orders and use of project contingency funds.

Robert is a great team player; his proactive and solution-oriented approach made the coordination between the AE team and SpawGlass very smooth. There were numerous occasions where he stepped in and supported the construction team, he was instrumental in making vital decisions promptly that helped us all to deliver a successful project in the end.

We (SpawGlass) look forward to working with Robert again!

Sincerely,

Mayur Sethi
Project Manager

A handwritten signature in black ink that reads "Mayur Sethi".



August 20, 2021

The COAA Project Leadership Award
Nomination Committee

Dear COAA Awards Committee,

It is with great pleasure that I submit to you this letter of recommendation for the COAA Project Leadership Award for the Anna Hiss Gymnasium renovation at the University of Texas at Austin.

As the Owners Representative for this project, representing the academic enterprise of the University of Texas at Austin as an Architect and the Director of Academic Space Planning, I became involved in the project just as Phase 1 was beginning construction and Phase 2 was entering design.

Design and construction projects are inherently challenging by nature and with this project the challenges were amplified even more so by having a multidisciplinary building shared by the College of Fine Arts and Texas Robotics with two different program types, repurposing an old historic building in the heart of a busy campus, a limited budget, the steady escalation of material and labor costs, and a global pandemic.

From the very beginning it was about 'We' as opposed to 'Me' from the entire project team. The process was a collaborative one where all key stake holders were involved and their input was taken into consideration. We had to be nimble, organized, and creative to keep the project moving forward and to do so in such a way that we maintained the impact of what we were trying to accomplish and stay on schedule and on budget. I'm happy to say that through all those challenges, by having a project team that was completely focused on what this building means to the campus and to these programs, we were able to finish on time and under budget.

Now that the project is complete, it has breathed new life into an old and underutilized asset in the heart of campus with robots and researchers running around the building, students and faculty reviewing their design projects, and the community discussing the power and impact of a new sculpture placed in the courtyard by a nationally known artist. There is now a palpable energy where once it was just weeds and dust and I attribute this to the entire project team and their interest and care in what this project means to the University and the users.

Sincerely,

A handwritten signature in black ink, appearing to read "Ross C. Johnson".

Ross C. Johnson, AIA, NCARB
Director of Academic Space Planning
The University of Texas at Austin

COAA PROJECT LEADERSHIP AWARD SUBMISSION

THE UNIVERSITY OF TEXAS AT AUSTIN | ANNA HISS GYMNASIUM RENOVATION



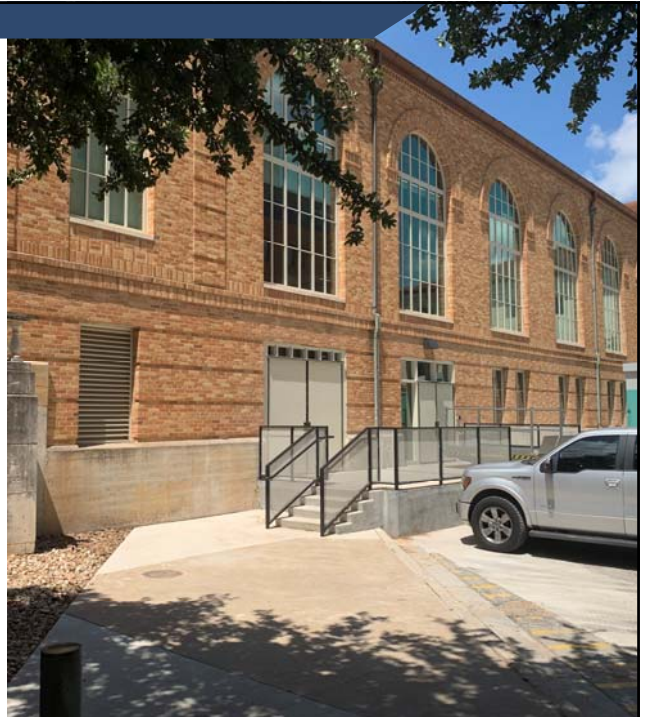
THE UNIVERSITY OF TEXAS AT AUSTIN | ANNA HISS GYMNASIUM | HISTORIC IMAGES



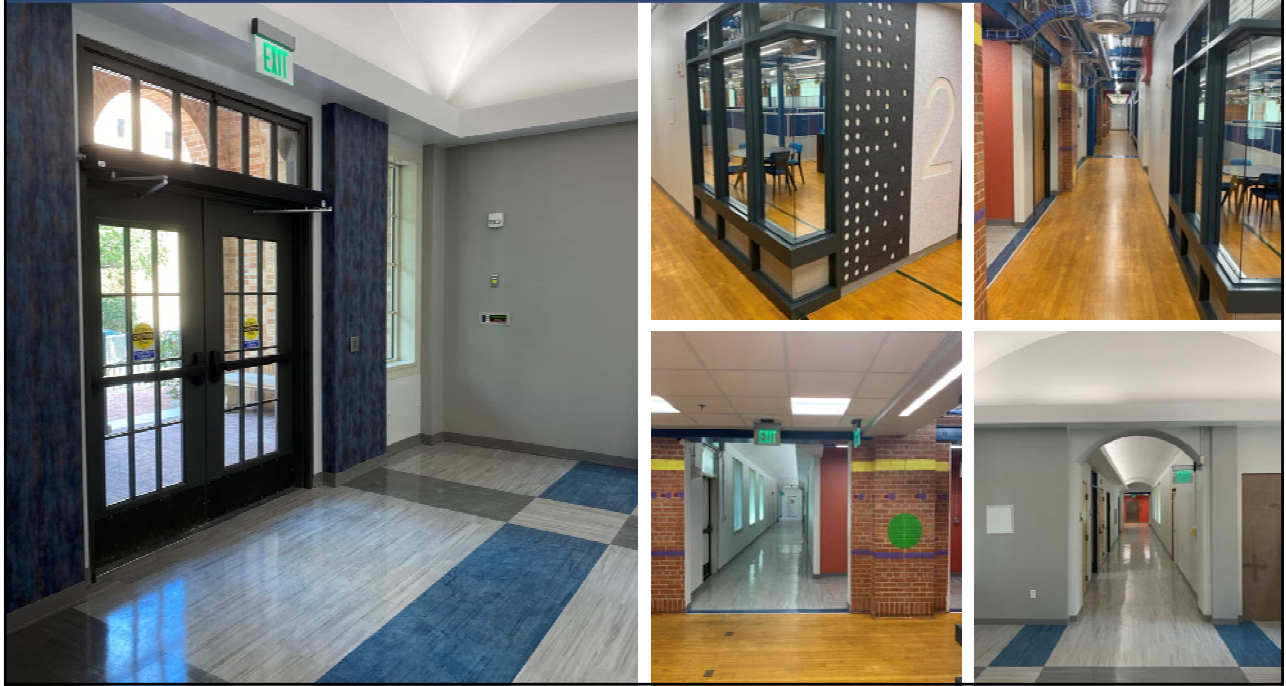
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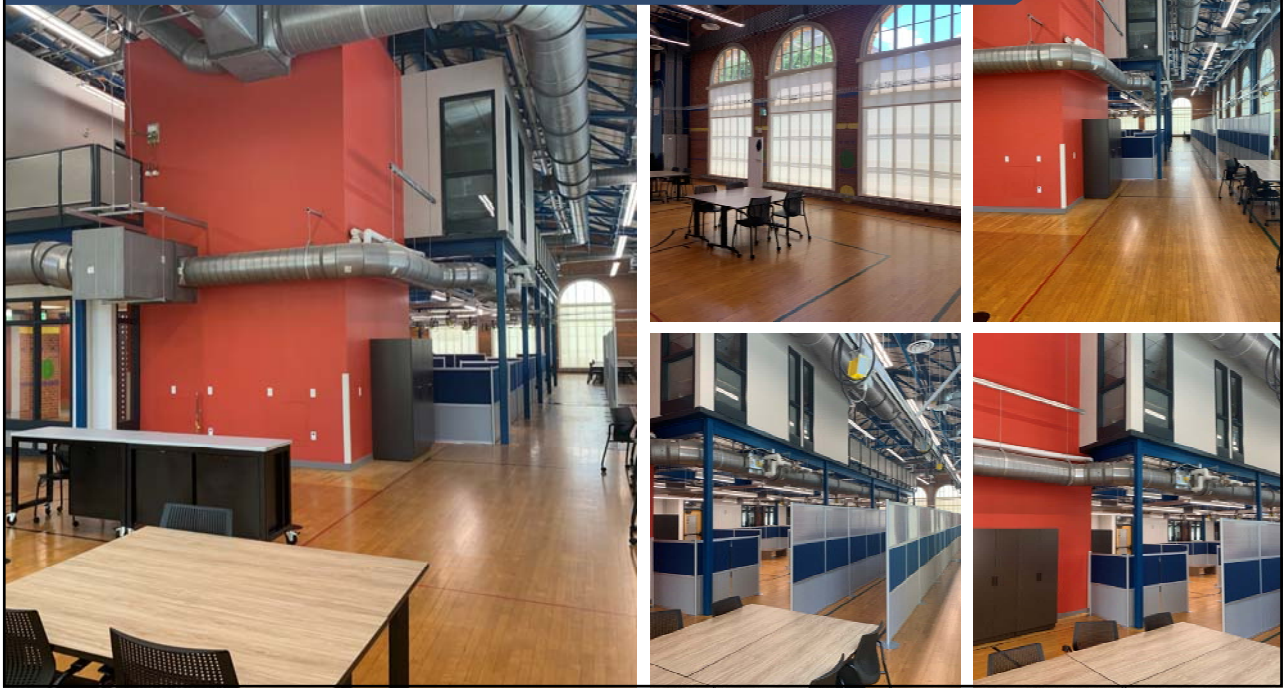
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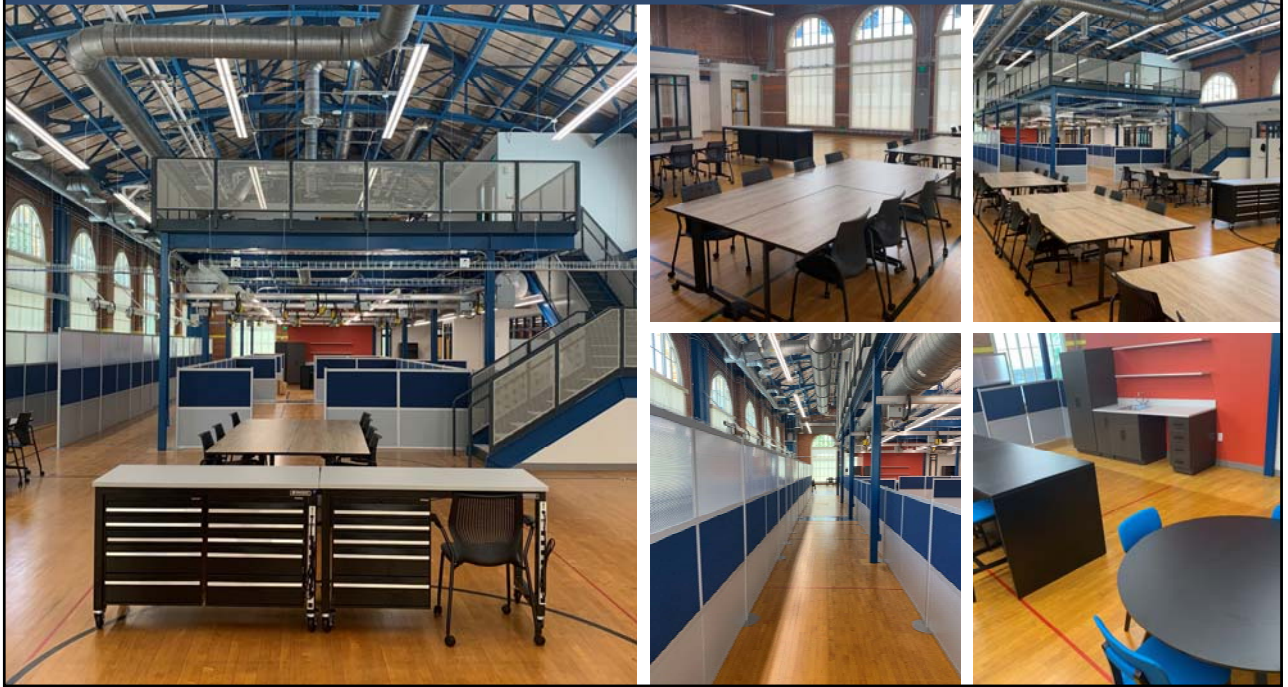
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THE UNIVERSITY OF TEXAS AT AUSTIN | ANNA HISS GYMNASIUM | LEVEL 2 ROBOTICS LAB



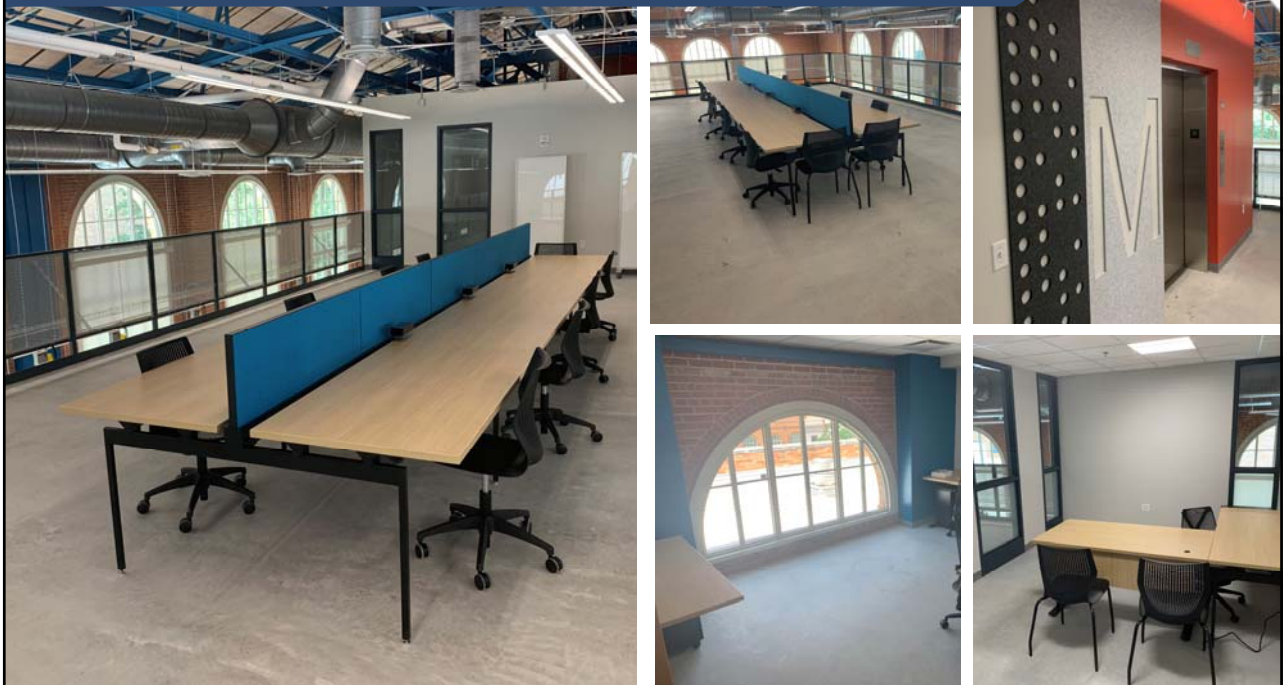
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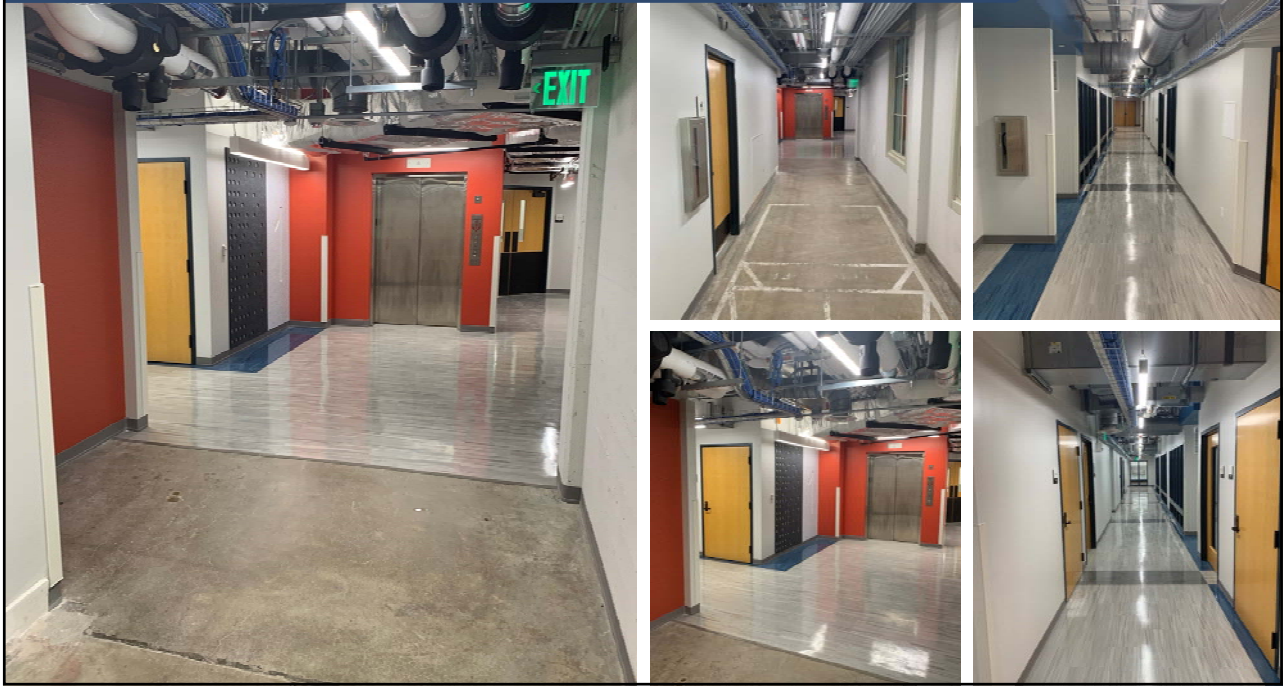
THE UNIVERSITY OF TEXAS AT AUSTIN | ANNA HISS GYMNASIUM | LEVEL 2 OPEN OFFICE AND COLLABORATION



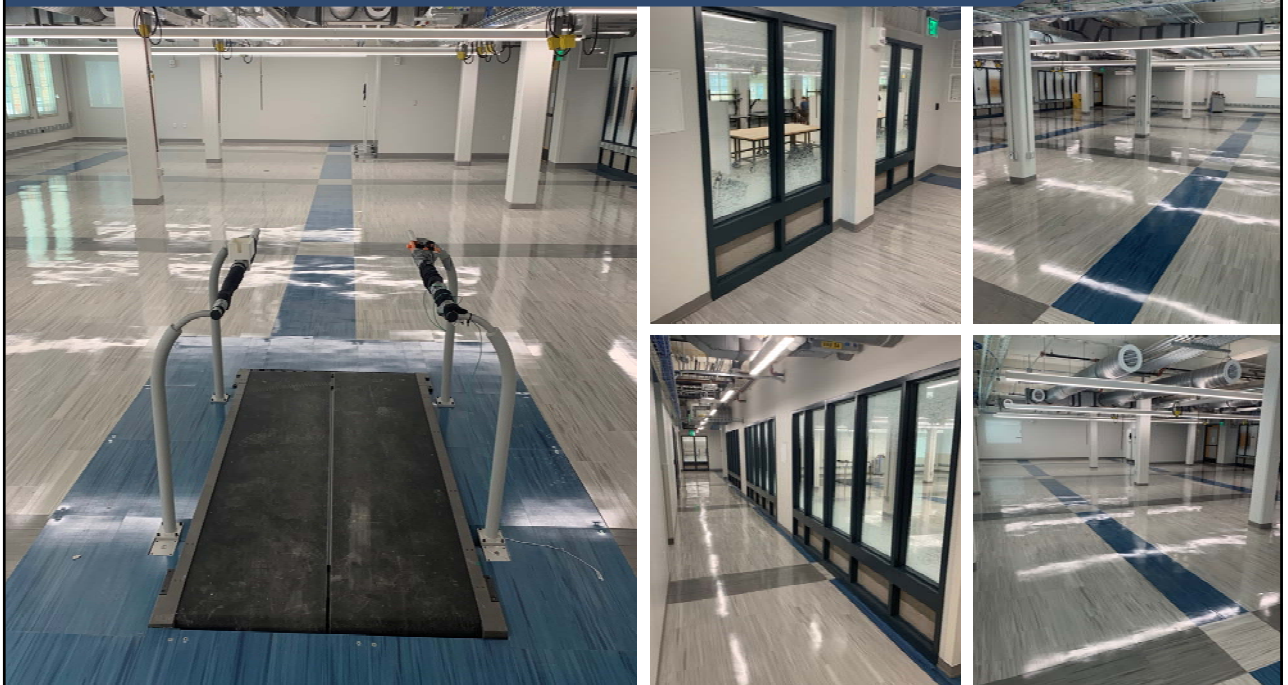
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THE UNIVERSITY OF TEXAS AT AUSTIN | ANNA HISS GYMNASIUM | LEVEL 1 CORRIDORS



THE UNIVERSITY OF TEXAS AT AUSTIN | ANNA HISS GYMNASIUM | LEVEL 1 ROBOTICS LAB



THE UNIVERSITY OF TEXAS AT AUSTIN | ANNA HISS GYMNASIUM | COURTYARD



THE UNIVERSITY OF TEXAS AT AUSTIN | ANNA HISS GYMNASIUM | LEVEL 1 BEFORE AND AFTER



THE UNIVERSITY OF TEXAS AT AUSTIN | ANNA HISS GYMNASIUM | LEVEL 1 BEFORE AND AFTER



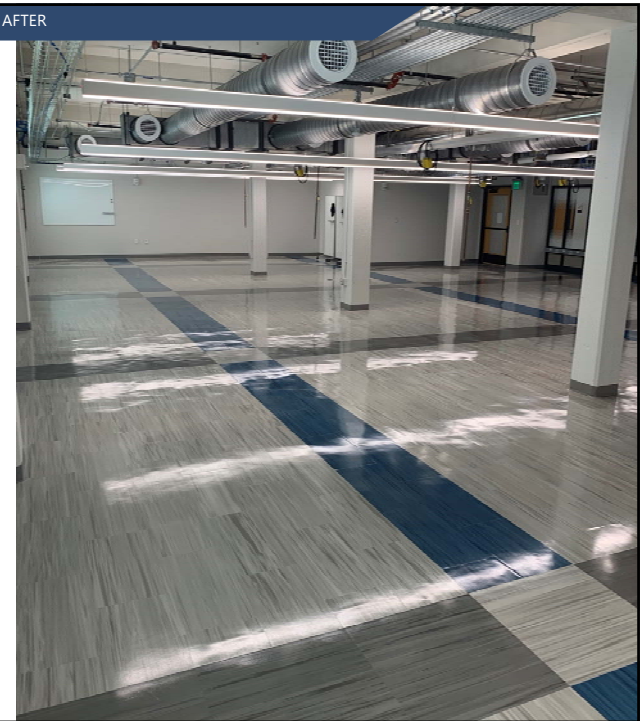
THE UNIVERSITY OF TEXAS AT AUSTIN | ANNA HISS GYMNASIUM | LEVEL 1 BEFORE AND AFTER



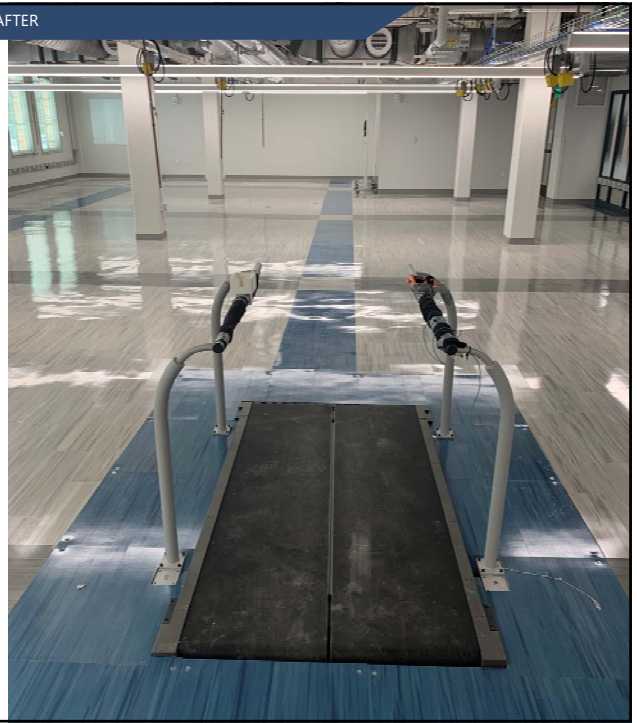
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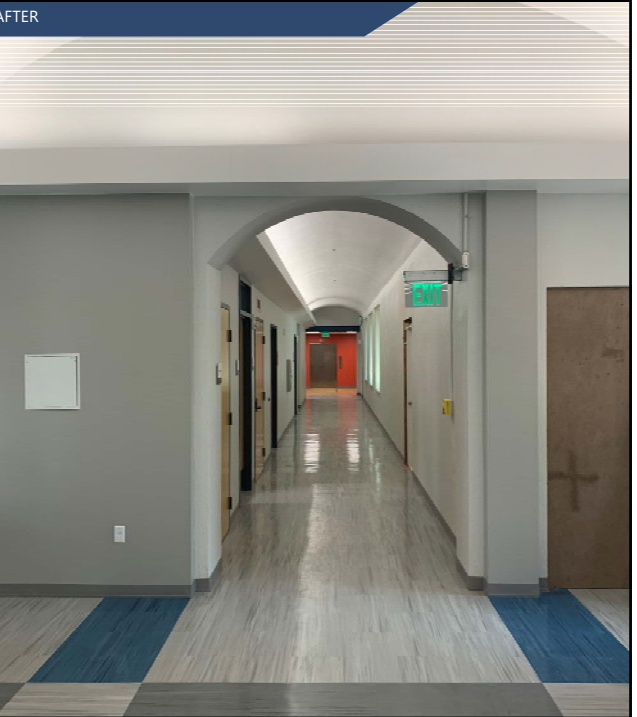
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THE UNIVERSITY OF TEXAS AT AUSTIN | ANNA HISS GYMNASIUM | LEVEL 2 BEFORE AND AFTER



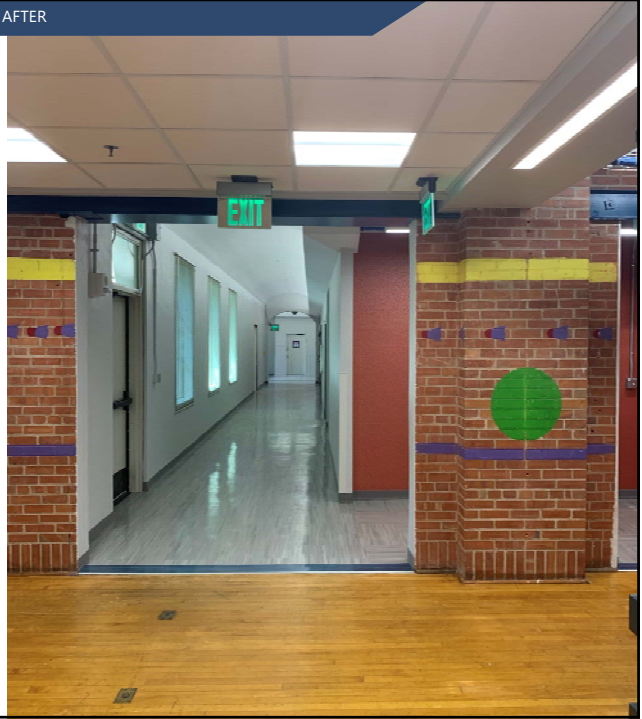
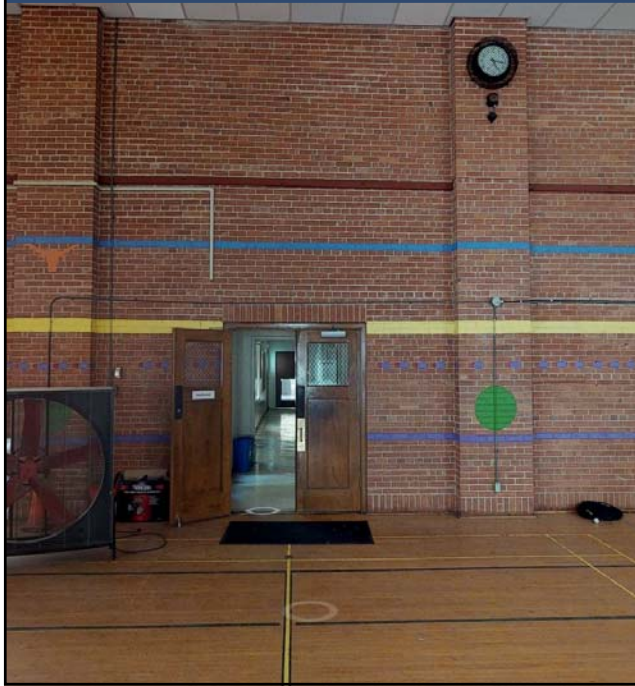
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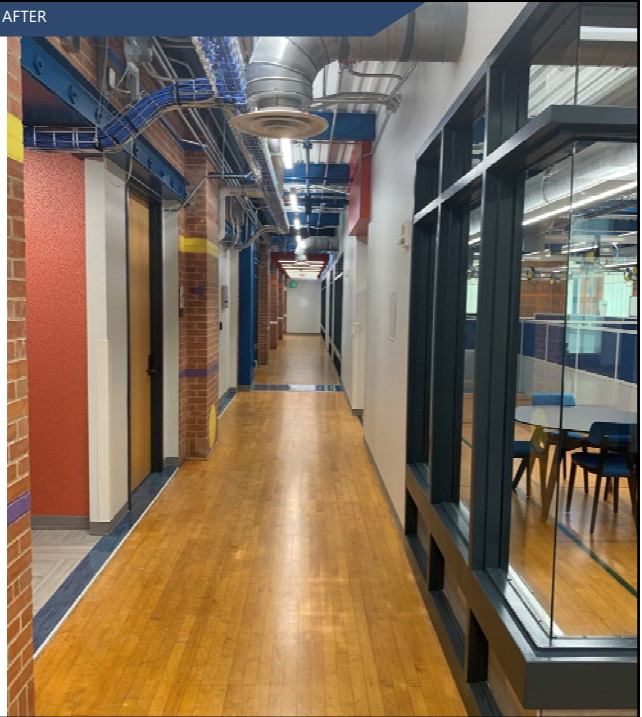
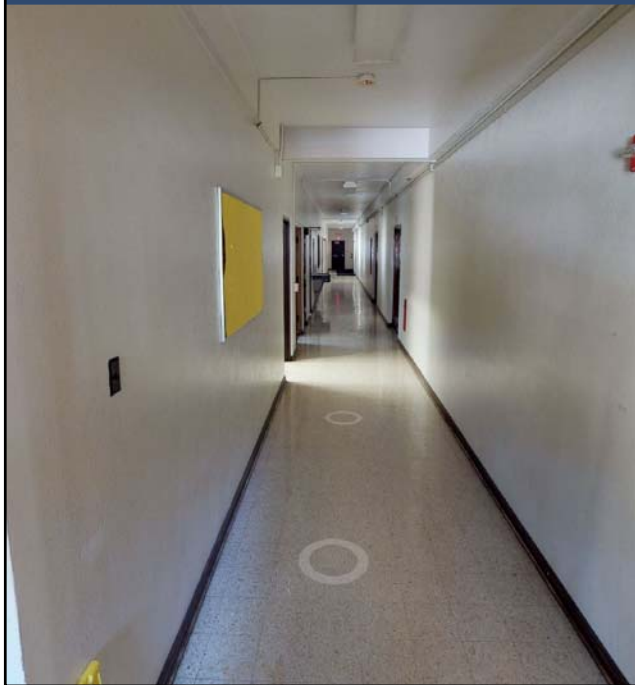
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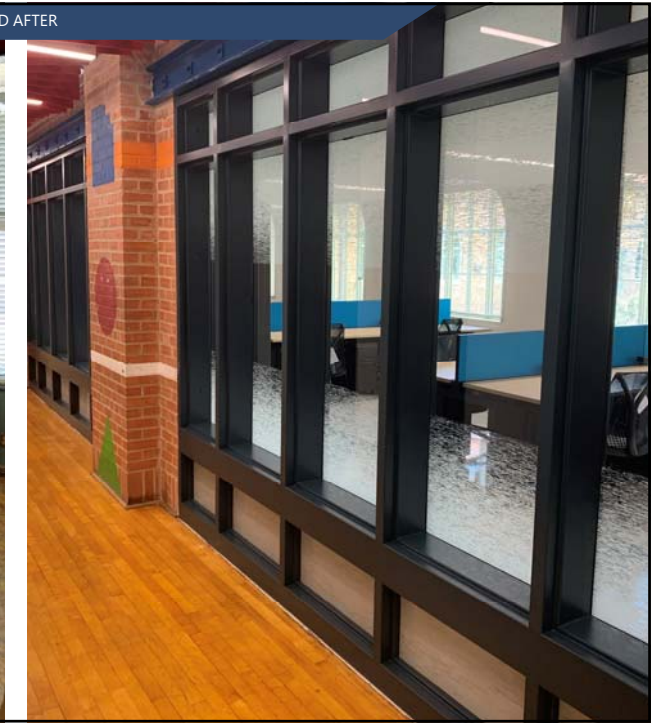
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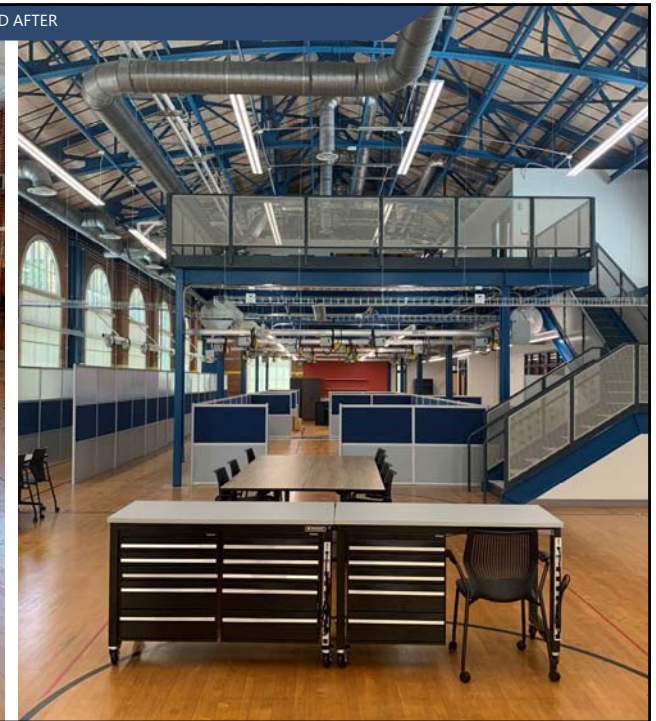
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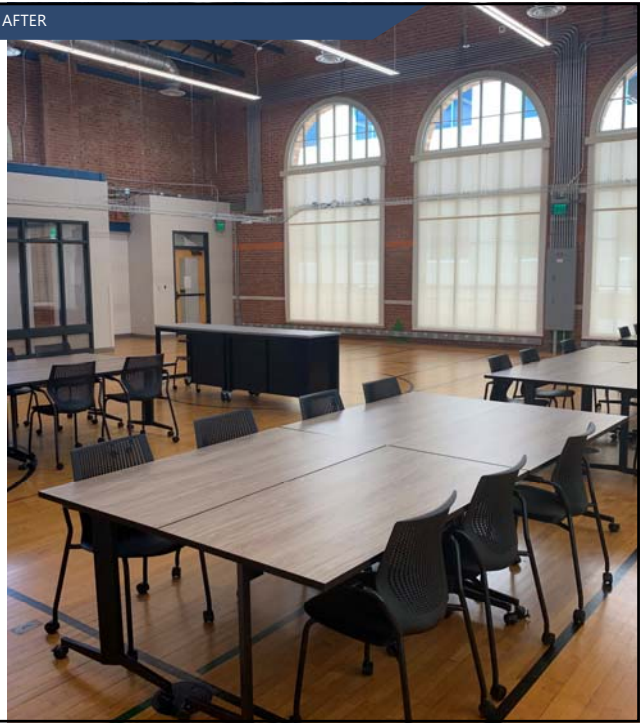
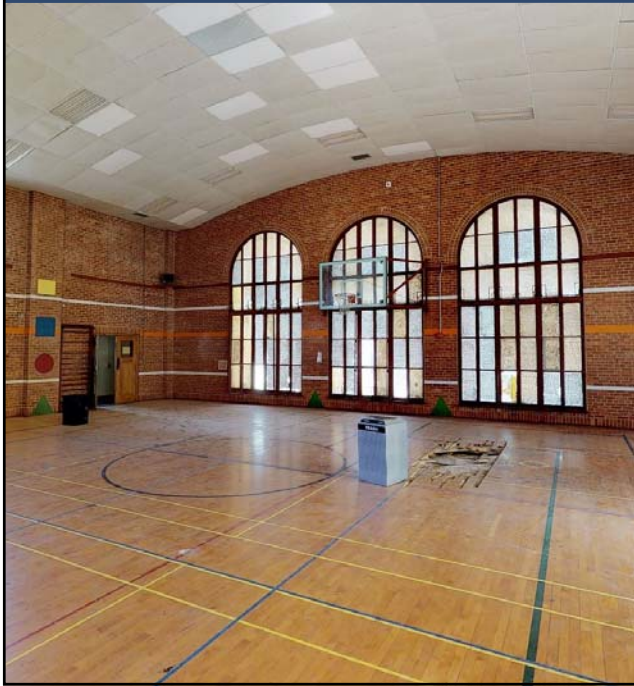
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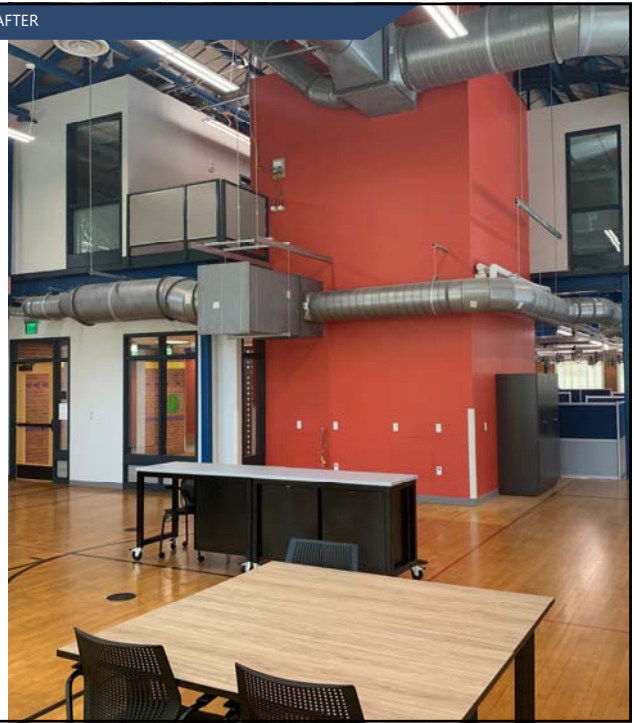
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