Edwin Cozzens
Asst. Adm. Vice President
Physical Facilities Division

Merrill J. Bateman
President of Brigham Young
University
1995 to 2003

Cecil O. Samuelson
President of Brigham Young University
2003 -

The personnel section for the years 1993 to 2005 is located at the end of this chapter, page 806.
When Ricks College officially changed its name to BYU-Idaho, it became necessary to redesign the logos for the Provo, Hawaii and Idaho campuses.

The impact of this logo change was far reaching. Not only would stationery need to be changed, building signs and campus entrance signs would also require alterations.

Bronze BYU logo

Building name sign before 2001 with beehive logo

Bronze Logos were attached to granite building name signs over the beehive logo in 2001.
The 1987 entrance sign was replaced with a design by Bruce Maw, BYU Landscape Architect, that provided a setting for graduation and other university related photos.
Campus Entrance Signs - 2004

Campus entrance sign - 1230 North 150 East

Campus entrance sign - 1230 North 150 East

Campus entrance sign - 1650 North 900 East

Campus entrance sign - 930 North 700 East

Campus 1993-2005

710
Upper East Union Canal enclosed in pipe - 2004

Upper East Union Canal - BYU Campus 2002

Piping the Upper East Union Canal - BYU Campus 2004

Campus 1993-2005
711
Open spaces between buildings and around the edge of the campus have been places of simple beauty. Beginning about 1998 an effort was made to modify these sites, creating spaces which are functional as well as beautiful.
Smoot Building north entrance remodeling - 1984 and 2003

The main objective of the 1984 project was to eliminate the time-zone parking just outside the building's front entrance because it detracted from the beauty of the building.

North Smoot Building plaza built in 1984 of clay brick paving that broke up with winter frost

The north Smoot Building entrance steps remained as part of the 1984 plaza site improvement.

The 2003 plaza was built with concrete pavers that hold up through Provo winters.

The 2003 plaza eliminates the steps and gently slopes up to the Smoot Building north entrance.
Brigham Square Re-landscaping - 2002

Brigham Square, a place of beauty and utility

The space between the Lee Library and Bookstore

Annual faculty conference on Brigham Square

A beautiful display on Brigham Square
Open Spaces - 1976 and 2004

Mall north of Joseph Smith Building - 1976

Mall north of Joseph Smith Building - 2004

Law Building Mall - 1976

Law Building Mall - 2004

Campus 1993-2005

717
Open Spaces - 2004

Joseph Smith Building plaza

Botany Pond plaza

Campus 1993-2005

Maeser Building mall

718
Open Spaces - 2004

Deseret Towers Playfield with Pavilion and Harmon Building in background - 2004

Marigold Mall - 1976
Marigold Mall - 2004

Campus 1993-2005
719
Open Spaces - 2004

Terraced Garden outdoor classroom

Terraced Garden outdoor classroom

Terraced Garden outdoor classroom

Canal Walking Path - south hillside

Campus 1993-2005
720
Campus detail design standard using a circular arch theme

Campus 1993-2005

721
Disability Access - 2004

Keith Barney, a professor of Recreation Management and Youth Leadership who uses a wheelchair, said BYU does an acceptable job of providing disability access to its buildings.

Recent improvements to campus have been minor, from grinding bumps on sidewalks to widening bathroom stalls. A few curb cuts in sidewalks have been needed and are now finished.

Hearing assistance transmitters have been installed in most classrooms with occupancies of more than 50 people.

(Universe, 29 January 2004)
Disability Access - 2004

Ramp and automatic door opener - Benson Building

Automatic door opener and ramp - Brewster Building

Wheelchair elevator - Harris Fine Arts Center

Campus 1993-2005

723
Disability Access - 2004

Elevator control at lower level

Elevator interior - controls at lower level - Benson Building

Campus 1993-2005
724
Bicycle Parking - 2004

In November 1996, an inventory was completed of bicycle parking on campus and student housing areas. At that time, it was determined that the university had a bicycle parking capacity of 6,186. In 1998, there were 1,729 bicycle parking spaces added. Then, again in 2000 an additional 216 bicycle parking places were added to the main campus. This provided a total of 8,131 bicycle parking spaces, representing an increase of 31% since 1996.
The objective of this document was to develop a more comprehensive campus plan for Brigham Young University. Its focus was to identify the condition of the campus in the year 2003 and provide background information that would assist in the development of a future campus master plan.

Included is a history of the planning and campus development of Brigham Young University from its beginnings in 1875. Also, this document includes zoning and land uses, topography, traffic and pedestrian circulation, emergency and service routing, vehicular and bicycle parking, tree locations, open space patterns and utilities infrastructure as well as current construction projects at the university.

It is the desire of the Physical Facilities Planning Department that in the ongoing development of the university this compilation of information will be an effective decision-making tool for the Administration and future designers.

Two example pages of this 37 page booklet

Emergency Access campus plan

Time and Distance campus plan
Campus 1993-2005

Brigham Young University existing campus - 2005

Brigham Young University Master Plan - 2010

Legend
- Buildings Retrofitted
- New Buildings
- Building Additions
- Major Remodeling
Buildings - 1993-2005

B77 (Former UVSC) - 1994

BYU purchased the University Ave. Provo Campus of the Utah Valley State College in 1994. This "U" shaped 3 story building of 160,384 sq. ft. is used (2004) to house service departments and other functions that can operate off campus. It also houses a lot of department storage and has been used as surge space during remodeling of buildings.
Ezra Taft Benson Building - 1995

In 1991, the Chemistry Department at Brigham Young University occupied parts of six buildings. Most of the department's activities were in the Eyring Science Center, which was built in 1950 to house all science disciplines plus several other departments. The growth and development of the Chemistry Department, both graduate and undergraduate, and the development of valid concerns about health, safety, and environmental issues, combined to place this department in serious need of adequate and appropriate space.

In summary, a new building designed for modern chemistry instruction, both in the classroom and in the laboratory, was needed to alleviate overcrowding, provide better utilities and support facilities, minimize safety problems, and put the BYU Chemistry Department on an equal basis with other major predominantly undergraduate universities.

**Project 7-63273-8020 Data**

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<thead>
<tr>
<th>Building Program:</th>
<th>Gene Libutti and RF Design</th>
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<tbody>
<tr>
<td>Architect:</td>
<td>FFKR Architecture</td>
</tr>
<tr>
<td>Structural Engineer:</td>
<td>Reaveley Engineering</td>
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<tr>
<td>Mechanical Engineer:</td>
<td>Van Boerum &amp; Frank</td>
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<tr>
<td>Electrical Engineer:</td>
<td>Becherer Nielsen</td>
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<td>30 March 1993</td>
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<tr>
<td>General Contractor:</td>
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<tr>
<td>Owner's Representative:</td>
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<td>Project Coordinator:</td>
<td>Craig Lybbert</td>
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<td>Date of Acceptance of Project:</td>
<td>30 January 1996</td>
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<td>Floor Area:</td>
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*Architect's rendering of the Benson Building*

**Buildings 1993-2005**

729
Benson Building beginning of construction

Benson Building project as seen from the top of the Kimball Tower

Buildings 1993-2005
730
Benson Building nearing completion - 1995

Benson Building large classroom

Benson Building hall

Benson Building laboratory area hall

Buildings 1993-2005

731
Ezra Taft Benson Building

Benson Building lecture room

Buildings 1993-2005
733
Smith Fieldhouse East Addition - 1995

The east end of the Smith Fieldhouse housed men's and women's intercollegiate locker rooms, sports medicine, rehabilitation areas and equipment issue rooms. There was need of a complete renovation of this area as these facilities had been in place for many years. There was also need of additional space to meet athletic program requirements. Specific elements of the project included:

1. Relocation and renovation of football locker area.
2. Renovation of locker areas for other men's sports.
3. Expansion of women's locker area.
4. Improvements of athletic equipment areas.
5. Expansion of sports medicine area, with emphasis on rehab space.

Remodeling was done in 1977; an addition for women’s intercollegiate athletic facilities in 1981; remodeling (and fire restoration) in the east gym for gymnastics and weight training facilities in 1986; and the renovation and expansion of the training and locker rooms in 1995.

Architect's Rendering of Smith Fieldhouse east addition

**Project 7-633251-8020 Data**

- **Building Program:** Gene Libutti
- **Architect:** Hart, Fisher, Hadland & Moelder
- **Structural Engineer:** Tanner, Wilmore, Smith & Assoc.
- **Mechanical Engineer:** Heath Engineering
- **Electrical Engineer:** BNA Consulting Engineers
- **Date of Bid Opening:** 14 March 1994
- **Contractor:** Ar nell - West Inc.
- **Contractor's Representative:** Jason Ar nell
- **Owner's Representative:** Edwin Cozzens
- **Project Coordinator:** Jim Beagles
- **Total Project Cost:** $3,791,723.16
- **Date of Acceptance:** 28 October 1996
- **Floor Area:** 24,445 sq. ft.

Buildings 1993-2005

734
In 1993, the J. Reuben Clark Law Library had 44,216 linear feet of shelf space, including 25,332 feet of space in compact shelving located on the first floor. The compact shelving was filled to 74% capacity, but one range of shelves was being used for non-library storage. Plans were being made to move stored materials to long range storage elsewhere on the campus, which would have opened one range of shelving to accommodate collection growth. The shelves on all floors combined were 79% full. The most crowded shelves were those on the general reference floor. The library reading room where reporters and statutes were located, was filled to 88% capacity.

Continued growth from that time on would require increasingly frequent collection adjustments, with a corresponding reduction in staff available for other library work. The most optimistic scenario was that the shelf space would accommodate five more years growth; a more realistic projection was three years. After that, more drastic measures would have to be implemented. Space for continued library growth was going to be very difficult to arrange in the near term, and impossible in the long term, without sacrifice of many of the values of the collection.

Funds were approved for the construction of a 71,003 sq. ft. addition to the library of the J. Reuben Clark Law Building. At the completion of the project the library was named for President Howard W. Hunter.

**Project C7003295-1665-00300 Data**

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<th>Building Program:</th>
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<tr>
<td>Date of Bid Opening:</td>
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<tr>
<td>General Contractor:</td>
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<tr>
<td>Contractor's Representative:</td>
<td>Michael R. Hogan</td>
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<td>Owner's Representative:</td>
<td>Edwin Cozzens</td>
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<td>Project Coordinator:</td>
<td>Craig Barrus</td>
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<td>Floor Area:</td>
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Howard W. Hunter Law Library

Howard W. Hunter Law Library

J. Reuben Clark Law Building - Howard W. Hunter Library - panoramic view of top floor

Buildings 1993-2005
736
J. Reuben Clark Law Building with Hunter Library addition - 1996

Buildings 1993-2005

737
Eyring Science Center Renovation - 1997

The Eyring Science Center was constructed in 1950 to house the Geology, Chemistry and Physics Departments. Eight other departments were assigned part of the space at that time. An underground research laboratory was constructed on the north side of the building in 1968.

Like all other buildings on campus, the ESC has undergone many changes over the years. It was in need of a major retrofit. Mechanical and electrical systems were worn out, and the building was unsafe seismically, as well as not adhering to current building codes.

In addition to upgrading to meet all code and seismic requirements, this renovation included necessary remodeling to accommodate the departments of Food Science and Nutrition, as well as Geology, Physics and Astronomy.
Eyring Science Center west foyer after renovation

Buildings 1993-2005
740
Eyring Science Center after 1997 Renovation

Projects  C5003307-1665-00300, C6105256, C5003333, C6105468  Data

Building Program: Gene Libutti
Architect: FFKR Architects
Structural Engineer: Tanner Willmore Smith & Associates
Mechanical Engineer: Heath Engineering
Electrical Engineer: BNA Consulting Engineers
Date of Bid Opening: 19 September 1995

General Contractor: Bodell Construction
Contractor's Representative: Michael J. Bodell
Owner's Representative: Edwin Cozzens
Project Coordinator: Craig Lybbert
Total Project Cost: $27,423,772.79
Date of Scheduled Completion: 17 October 1997

Buildings 1993-2005
741
The Ernest L. Wilkinson Center was constructed in 1964. After several additions, and remodelings, this 284,000 square foot building expanded to a total of 365,000 square feet. Over the years, student functions grew and new entities were brought into the building. Many of these services were in need of more space, facility improvements and better locations in the building so they could properly serve the needs of the students. In addition, Student Life which was located in the Kimball Tower was separated from those in the Wilkinson Center creating management difficulties, and an inconvenience for students and the visiting public.

Due to the age of the building, mechanical and electrical systems were in need of upgrading. Seismic improvements and additional fire suppression systems were also needed. The name of this building was changed from Ernest L. Wilkinson Center to Ernest L. Wilkinson Student Center (WSC) in 1998.

The Bookstore was added into the building in 1999 for a total floor area of 498,000 sq. ft.
Ernest L. Wilkinson Student Center
1998 Addition and Renovation

Project C4003320 Data

Building Program: Gene Libutti
Architect: MHTN Architects
Structural Engineer: Allen & Bailey
Mechanical Engineer: Heath Engineering
Date of Bid Opening: 17 October 1995
Contractor: Grammoll Const. Co.
Contractor's Representative: James C. Grammoll
Owner's Representative: Edwin Cozzens
Project Coordinator: Craig Barrus
Floor Area: 498,000 sq. ft.
Total Project Cost: $39,630,357.96
Date of Acceptance of Project: 25 January 2000

Ernest L. Wilkinson Student Center addition and renovation - 1998
Wilkinson Student Center Service Learning on the right - socializing and study area on the left

Wilkinson Student Center - Former outside court

Enclosed former outside court is now an extension of the cafeteria
Dean of Students, University Advisement Center and other student offices are consolidated in the 1998 WSC Addition.

Seismic improvements were part of the WSC 1998 addition and renovation.

Area for eating, socializing and study - WSC.

Student commons area - WSC.

Buildings 1993-2005

745
The Wyview Student Family Housing Project has a total of 426 apartments, 80% of which are 2 bedroom in size, and the remaining 20% are 3 bedroom. Also included is a chapel, a laundry, and a small store.

Architect: Thomas, Peterson, Hammond
Structural Engineer: Reaveley Eng. & Associates
Mechanical Engineer: Heath Engineering
Electrical Engineer: Electrical Consulting Eng.
Civil Engineer: McNeil Engineering
Date of Bid Opening: 21 May 1996

Contractor: Bud Mahas Construction
Contractor's Rep: Steve Mahas
Owner's Rep: Edwin Cozzens
Project Coordinator: James Beagles
Floor Area: 395,532 sq. ft.
Total Project Amount: $33,270,311.51
Acceptance of Project: 11 Sept. 1998
Wyview Park chapel

Wyview Park store

Wyview Park residential apartments

A street in Wyview Park

Buildings 1993-2005

747
Wyview Park Student Family Housing - University Avenue to 200 West and 1850 to 2230 North

Buildings 1993-2005

748
Student Health Center - 1998

The McDonald Health Center was built in 1955 to house both the R.O.T.C. and the Health Center. Changes in healthcare delivery, along with the age of the building created inefficiencies, patient privacy and comfort issues, safety concerns and regulatory requirements that were not met. The greatest operational deficiency was due to the lack of exam rooms. Each physician's office also served as their only exam room. Patient care issues were also substantial - privacy, comfort, and security were compromised. Accessibility to the Urgent Care Department was substandard, relative to ambulance service and patient flow. The growth and utilization of technological advances in medicine exceeded the building capacity. ADA, seismic and fire standards were not being met. The distance from the Missionary Training Center created duplication of services, which could be eliminated by being in closer proximity. It was estimated that a reduction of operational costs of $400,000.00 annually could be achieved with the new facility being adjacent to the MTC. A location near the MTC would also provide closer access for the married student housing units, Deseret Towers, and Helaman Halls.

The existing facility was inadequate in many additional ways. The functional relationships within departments and between departments did not work, and did not relate to each other for efficiency and safety of movement. There was inadequate space in all departments. The Business Office space, which is constantly being contacted by both the patients, administration, and physicians, was in separate temporary trailers behind the main building. There were dangerous corridor and exiting conditions due to the lack of waiting rooms and lack of exam room space. Patients sit and lie down in the corridors. Plumbing, mechanical and electrical requirements were substandard and not up to date. The medical facilities requirements were not met in most areas. Energy conservation practices and requirements were behind the times, and fire protection was non existent. This also resulted in potential liability for BYU as far as the Americans with Disabilities Act (ADA) issues, the codes being ignored in the facility, privacy issues in the exam rooms and other areas, such as Radiology and Urgent Care. Medical malpractice is potentially an issue because of the facility’s lagging behind modern medical practice. The possibility of contagion or infection were potential threats because of the tight quarters and dysfunctional relationships between spaces.
Architect's rendering of the BYU Student Health Center

Project C2003344-1665-00300 Data

Building Program: Gene Libutti
Architect: Valentiner Crane Brunjes Onyon
Structural Engineer: ARW
Mechanical Engineer: Van Borem & Frank
Electrical Engineer: Strata Consultants.
Date of Bid Opening: 19 February 1997

General Contractor: Steve Mahas
Owner's Representative: Edwin Cozzens
Project Coordinator: John Cowan
Total Project Cost: $6,282,787.86
Total Project Cost per Sq. Ft.: $160.69
Date of Acceptance of Project: 25 February 1999
Floor Area: 39,098 sq. ft.

Buildings 1993-2005
750
Student Health Center

Student Health Center conference room

Student Health Center

Student Health Center conference room

Buildings 1993-2005
751
University Parkway Center - 1999

Funding was approved for the design and construction of a facility that would accommodate both student wards and academic activities. It was determined that the academic entities would include the English Language Center and Spanish Cultural Center, which were previously located in the Amanda Knight Hall. Additional unfinished general use basement space is also included in this building, located south west of Lavell Edwards Stadium, between University Avenue and Canyon Road.

Project C5003346-1665-00300 Data

Building Program: Gene Libutti
Architect: Valentiner Crane Brunjes Onyon
Date of Bid Opening: 8 October 1997
Contractor's Representative: Douglas K. Anderson
Owner's Representative: Edwin Cozzens

Project Coordinator: Lynn Shumpert
Floor Area: 48,643 sq. ft.
Total Project Amount: $6,871,574.86
Date of Acceptance of Project: 11 July 2000
A classroom in the University Parkway Center

University Parkway Center - seminar in session

A chapel in the University Parkway Center

Buildings 1993-2005

754
Creamery on Ninth East - 1999

A grocery store had been operating at this location, Heritage Drive and Ninth East, for over 50 years. With the advent of large grocery store chains, it became more difficult for this "Mom and Pop" store to operate profitably. Brigham Young University acquired the property, added a fast food section, and spruced it up. With these improvements and other changes it has become very successful.
The interior of the Creamery on Ninth East

Project C2001387-1660-00300 Data

Architect / Engineer: WPA Architects
Date of Bid Opening: 17 February 2000
Contractor: Broderick & Henderson
Contractor's Representative: Kent Henderson
Owner's Representative: Edwin Cozzens
Project Coordinator: Craig Barrus
Total Project Amount: $1,034,492.56
Floor Area: 11,078 sq. ft.
Date of Acceptance: 12 October 2000

Buildings 1993-2005
756
Harold B. Lee Library Addition and Remodeling - 1999

The library administration reported serious deficiencies with the building, deficiencies that had developed since the last addition was constructed in 1976. These deficiencies were confirmed by a library consultant, the Faculty Library Council, and a Reaccreditation Committee of the Northwest Association of Schools and Colleges. The construction of a 240,000 sq. ft. addition, and remodeling in some areas of the existing building were recommended which would accomplish the following:
1. Provide storage capacity for library materials to meet projected collection growth through 2010.
2. Provide efficient and effective access to print and electronic information resources by bringing together related subject collections and services, creating new service points, and expanding electronic access capacity.
3. Significantly increase study and research areas for students, faculty, and selected non-university library patrons, and design these areas to foster and encourage learning and scholarship.
4. Enhance environmental controls to extend the life of library materials and provide greater comfort for patrons and employees.
5. Enhance employee work areas to better meet space, equipment and furnishing requirements for existing and projected library functions and services. Existing employee work areas were designed prior to the introduction of computer technology in libraries. Work areas that are remodeled and new work areas constructed were designed to take advantage of new technologies for increasing employee productivity.

Project C7003330, C6102049, C6112051, C6112053 Data

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<td>Architect:</td>
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<tr>
<td>Structural Engineer:</td>
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<td>Jacobsen Construction Co., Inc.</td>
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<td>Theodore M. Jacobsen</td>
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Buildings 1993-2005

757
Architect's rendering showing area where the 1999 Lee Library underground addition was to be constructed
Lee Library - Periodical Section

Lee Library - Family History Section

Buildings 1993-2005

760
Lee Library - Compact book storage

Lee Library - Computer labs.

Lee Library - Social Science area

Lee Library - Auditorium

Buildings 1993-2005
761
The Aspen Grove Family Camp and Conference Center grew tremendously since opening for alumni in 1963. This facility was built in the 1920's and, although renovated many times, is still in need of major repairs. It was serving 400 patrons a week, a growth of nearly double from ten years previous. The two small offices were inadequate. One served as the reception area for guests and, therefore, did not function well as a business office. The other office was used primarily for storage of supplies, since adequate storage was not available. Four full time administrators were functioning out of this work space.

The new lodge increased the store sales room and inventory space, provided a room for first aid of camp patrons and staff, and enhanced options for cross-country ski programs in the winter months. It also made it possible to provide housing for the elderly and those with disabilities.

Construction of the new Lodge impacted the central area of the camp, making it necessary to replace the Sunrise Cabin (located adjacent to the lodge). The former cabin was too small and very outdated, requiring considerable maintenance. The new Sunrise Cabin meets the housing needs of camp management.

The family camp and Conference Center were dedicated 1 July 2001.
The pedestrian bridge constructed earlier

Aspen Grove Lodge - from the swimming pool side of the camp

Project (Lodge) C4003356-1665-00300 and (Cabin) C4003355 Data
Aspen Grove Lodge and Sunrise Cabin

Building Program: Gene Libutti
Architect: FFKR Architects
Date of Bid Opening: 11 August 1998
Contractor: Grammoll Construction Co.
Owner's Representative: Edwin Cozzens
Project Coordinator: Jim Beagles
Total Project Amount: $3,947,212.51
Floor Area: 26,681 sq. ft.
Date of Acceptance of Project: 9 May 2001
A view from the Aspen Lodge across the pedestrian bridge to the swimming pool, Activities Building and family lodges

Aspen Grove Dining Hall - built earlier

Conference room in Aspen Grove Lodge

Buildings 1993-2005

765
Miller Park - 2001
A Baseball and Softball Complex

This facility is used for the Brigham Young University men's baseball and women's softball programs. The project is located at the site of the baseball field, which remained. The softball field is oriented to the back of the baseball field with the seating facilities between the 2 fields. Approximately 4,000 permanent and 2,000 temporary seats (3,000 total per sport) are provided. The project includes:

- Removal of 4 of the 8 Helaman Halls tennis courts to allow proper space
- NCAA approved baseball and softball fields with dugouts, bull pens, scoreboards, etc.
- Press box to accommodate press personnel, TV and radio announcers
- Home team and visiting team locker rooms and support areas
- Hosting facilities
- Team meeting / multipurpose classroom
- Satellite exercise / training area
- Concessions and novelty sales areas
- Restrooms and equipment storage

Project C7001372-1665-00300 Data

Building Program: Gene Libutti
Architect: Valentiner Crane Brunjes Onyon Architects
Date of Contract: 3 July 2000
General Contractor: Sahara, Inc., 801 West Bountiful, Utah
Contractor's Representative: Thomas C. Mabey
Owner's Representative: Edwin Cozzens
Project Coordinator: Craig Lybbert
Total Project Cost: $8,924,216.23
Floor Area: 30,106 sq. ft.
Date of Acceptance of Project: 29 July 2002

Buildings 1993-2005
766
Miller Baseball and Softball Park in early stage of construction

Beginning to install the canopy

Nearing completion of canopy installation

Buildings 1993-2005
767
Miller Park Baseball and Softball Complex

Buildings 1993-2005

768
Miller Baseball and Softball Complex completed and in use - 2001

Buildings 1993-2005
769
Joseph Smith Academy Nauvoo - 2002
139,752 gross sq. ft. - built 1952

Description of Buildings
The complex is several buildings connected together with a separate heating and storage building. The main building consists of a Chapel and living facilities. The classroom building is immediately to the north and consists of several classrooms, a library, an auditorium, gymnasium and administrative offices. It includes a basement and two stories above grade (The basement is a walkout on grade to the west).
The dormitory wing consists of a basement and three floors above grade. The wing is built in a crescent shape and includes rooms for approximately 200 students on three floors. There are two circular lounge rooms on the north-west end of the dormitory wing. The basement consists of recreation areas, equipment rooms and storage rooms. The St. Joseph Hall building contains boilers and pumps for circulating hot water to other buildings. It is separated on the northwest corner and contains storage areas as well.

Quality of Construction
The buildings were built in the 1950's & 60's and were of good quality construction and materials for that period of time. The floors are concrete with terrazzo, vinyl tile or carpet finish. The walls are masonry with brick, block or glazed wall tile. The structural system is concrete and steel framing and the exterior walls are brick with precast concrete panels. The window systems are steel or aluminum sash with single pane glazing. The roofing system is a standard built-up roof with gravel. There are both lay-in acoustical tile ceilings and hard ceilings. Some hard ceilings have a spray on texture which may contain asbestos.
Joseph Smith Academy Nauvoo - 2002
Buildings 1993-2005

771
BYU Athletic Complex - 2003

The BYU Athletic Complex includes the following facilities:

- 2 - 60 yard covered football practice fields for offense and defense
- football locker, training, equipment, conditioning, nutrition and meeting facilities
- offices and support space for men's and women's athletic administration, academic student services, cougar club, varsity club and the football program
- student study and support facilities including a computer lab, student commons and classrooms

The complex is to be used primarily for the intercollegiate football program and men's athletic administrative offices, but the covered field area will also be used by other sports including soccer, baseball, softball and golf. The field area is to be used for practice during inclement weather and not as a sports arena. This facility was constructed in 2 phases, the covered field portion and necessary support facilities included in phase 1 and all other facilities in phase 2.

### Project C7001386-1665-00300 Data
**Indoor Practice Facility**

- **Building Program:** Gene Libutti
- **Architect:** Valentiner Crane Brunjes
- **Structural Engineer:** Reaveley Engineers
- **Mechanical Engineer:** Heath Engineering
- **Electrical Engineer:** Electrical Consulting Eng.
- **Civil:** Great Basin Engineering
- **Date of Bid Opening:** Design and Build
- **Date of Contract:** 13 September 2002
- **General Contractor:** Okland - Span Construction
- **Contractor's Representative:** J. Randy Okland, King Husein
- **Owner's Representative:** Edwin Cozzens
- **Project Coordinator:** James Beagles
- **Floor Area:** 107,217 sq. ft.
- **Contract Amount:** $7,478,994.00
- **Date of Completion:** 15 October 2003

### Project C7001386-1655-00300 Data
**Student Athlete Building**

- **Building Program:** Gene Libutti
- **Architect:** Valentiner Crane Brunjes
- **Structural Engineer:** Reaveley Engineers
- **Mechanical Engineer:** Heath Engineering
- **Electrical Engineer:** Electrical Consulting Eng.
- **Civil:** Great Basin Engineering
- **Date of Bid Opening:** Design and Build
- **Date of Contract:** 13 September 2002
- **General Contractor:** Okland - Span Construction
- **Contractor's Representative:** Randy Okland, King Husein
- **Owner's Representative:** Edwin Cozzens
- **Project Coordinator:** Craig Barrus
- **Floor Area:** 109,050 sq. ft.
- **Contract Amount:** $15,521,006.00
- **Date of Completion:** 25 November 2003

**Buildings 1993-2005**

772
Athletic Complex - 2003

Left: Student Athlete Building - 109,050 sq. ft.  Right: Indoor Practice Facility, 107,721 sq. ft.

Buildings 1993-2005

773
Indoor Practice Facility under construction

Indoor Practice Facility - complete and in use - 2005

Buildings 1993-2005

774
Student Athlete Building weight room

Student Athlete Building men's locker room

Student Athlete Building conference room

Student Athlete Building food serving area

Buildings 1993-2005

776
BYU Conference Center Pavilion - 2004

Architect: FFKR
Structural Engineer: Tanner Smith Barfuss & Assoc.
Electrical Engineer: Electrical Consulting Engineers
Date of Bid Opening: 15 May 2003
Contractor: Hogan & Associates
Contractor's Representative: Michael R. Hogan
Owner's Representative: Edwin Cozzens
Project Coordinator: Lynn Shumpert
Total Contract: $ not closed yet
Date of Acceptance: 28 May 2004

Buildings 1993-2005
777
Joseph F. Smith Building - 2005

The need to replace the Smith Family Living Center had its origins in several situations that occurred at approximately the same time. Perhaps the most significant of the occurrences was the findings of a long-range planning effort; that facilities for the College of Humanities were very inadequate. While the primary problem was one of poor offices for their regular faculty and part-time instructors, there were problems of dispersion of their faculty across campus, and the fact that their disciplines were not well served by the facilities they occupied. A second problem was the result of changes in the academic programs in the College of Family, Home and Social Sciences. The creation of the School of Family Life, and a Center to study matters of family was a significant development. The need to appropriately bring together the groups involved was a challenge. Connected to these academic needs was a growing realization that the building they were in was physically inadequate. There were similar related problems in the Knight Mangum Building. Parking and traffic difficulties were a continuing concern for the current configuration of the childhood development labs.

The proposed solution to this problem was to raze the Smith Family Living Center and the Knight Mangum Building and construct a new building to house the displaced disciplines and, also, to provide a new home for Humanities as well. Facilities in this new structure to accommodate BYU student wards and stakes was an added benefit.

Project C7001291-1655-00300 Data

Building Program: Gene Libutti
Architect: FFKR Architects
Structural Engineer: Tanner Smith & Associates, Inc.
Mechanical Engineer: Heath Engineering
Electrical Engineer: Electrical Consulting Engineering
Date of Bid Opening: 11 April 2002
Contractor: Okland Construction
Contractor's Representative: Randy Okland
Owner's Representative: Edwin Cozzens
Project Coordinator: Craig Lybbert
Contract Amount: $48,731,000.00
Floor Area: 289,700 sq. ft.
Date of Scheduled Completion: 1 September 2004
This building with approximately 400 faculty offices, 40 classrooms and 20 laboratories provides facilities for the College of Humanities, School of Family Life, and the College of Family, Home and Social Sciences. It also accommodates church stake and ward functions. An “academic gallery” is included to exhibit and tell the story of BYU’s mission within the context of Restoration history.
Buildings 1993-2005

780
Buildings 1993-2005

781
Joseph F. Smith Building court area landscaping in process - a view from the 4th floor

Buildings 1993-2005
782
Department office

Faculty office

Joseph F. Smith Building computer laboratory

Buildings 1993-2005
783
Expandable classroom - two small turntable classrooms behind the large one in front

Buildings 1993-2005
784
Classroom with observation room

Gallery

Large classroom

Installing furniture

Buildings 1993-2005
785
A view up from the bottom of the spiral stairs
Buildings 1993-2005

Joseph F. Smith Building near completion - February 2005

Buildings 1993-2005

788
Brimhall Building Renovation - 2005

This building began in 1919 as a one floor Mechanic Arts Building. In 1935, two more floors were added to the building and it was renamed the George H. Brimhall Building. Many different disciplines have been housed in this structure over its 85 year life.

After extensive renovations, the entire Department of Communications will be located in the Brimhall Building. The first floor will hold NewsNet and Daily Universe operations plus a couple of classrooms. The second floor will be primarily classrooms, internship centers, computer labs, and the Bradley Public Relations agency. The third floor will have department offices, faculty offices and, some classrooms. (Daily Universe, 24 June 2004)

Project C5003122-1660-00300 Data Phase I

Architect: WPA Architects
Structural Engineer: CKR Engineers
Mechanical Engineer: Heath Engineering
Electrical Engineer: Electrical Consult. Eng.
Date of Bid Opening: 25 June 2003
Contractor: Westland Construction
Contractor's Representative: Stanley A. Houghton
Owner's Representative: Edwin Cozzens
Project Coordinator: Jim Beagles
Contract Amount: $1,282,260.00
Date of Scheduled Completion: 18 December 2003
Helaman Halls Renovation - 2005

Helaman Halls project 1958-1970
Eight residence halls accommodated a total of 1,872 students

Rooms were enlarged, wash basin cabinets added, and all buildings were seismically upgraded.

Project C2002459-1660-00300 Data

Architectural Nexus

Structural Engineer: Reaveley Engineers & Associates

Mechanical Engineer: Heath Engineering

Electrical Engineer: Electrical Consulting Engineering

Civil Engineer: Meridian engineering

Date of Bid Opening: 15 August 2002

Contractor: Bud Mahas Construction

Contractor's Representative: Dave Mahas

Owner's Representative: Edwin Cozzens

Project Coordinator: John Cowan

Contract Amount: $4,836,000.00

Floor Area: 47,243 sq. ft.

Date of Scheduled Completion: 16 July 2004

Buildings 1993-2005

792
Jesse Knight Building Renovation - 2005

The Jesse Knight Building was constructed in 1960 to house the College of Business. President Ernest L. Wilkinson oversaw the planning and appointed the design committee members. It was intended from the beginning to add to the building at the appropriate time. Construction of an addition began in October 1966 and was completed in September 1967.

A complete renovation of this building is presently being planned, with construction beginning in 2005.

The original building, with the addition, totals 128,500 gross square feet (78,000 net). Classrooms occupy 33,000 net square feet. There are about 4,000 square feet of language and computer lab space. The remainder consists mostly of offices and office support.

Most of the College of Humanities will move out of the Jesse Knight Building into the new Joseph F. Smith Building when completed in 2005. This will free up space for new occupants, to include: University Police, Freshman Academy, Human Resource Development, Visual Arts, School of Management Computer laboratories and classrooms.

This project includes a complete renovation of the mechanical and electrical systems as well as upgrading the building seismically.
BYU Proposes New On-campus Housing

Brigham Young University has proposed a new on-campus student housing facility - the first new facility for single students since Deseret Towers was built in the 1960’s - that would house 754 students in four buildings south of campus.

The proposed complex would be built across from the duck pond on 800 North between 500 and 400 East if it is approved by the University Board of Trustees, the Provo Planning Commission, the Provo Municipal Council and the Joaquin Neighborhood.

After years of debating the fate of Deseret Towers and Heritage Halls student housing, the proposal, which was given to Provo city community development Thursday, is a first step toward replacing - at least temporarily - the old dorms.

The complex would be used to accommodate space that is lost when Deseret Towers and Heritage Halls are either remodeled or replaced in the near future.

(Daily Herald, 27 October 2004)
1994 Gas Main: A polyethylene gas main was installed from the roadway by the Kimball Tower to the Visitors Center and down the hill to the Smith Fieldhouse. In 1996, a gas main was installed from the main meter set west in south campus drive to the Benson, Widtsoe, Nicholes, and Eyring buildings. In 2004, the connection was completed between the Eyring Science Building and the line serving the Smith Fieldhouse. This work replaced a major portion of the steel gas piping with new polyethylene pipe.
Utility projects completed during the years 1994 to 2005 are listed on the following pages:

1994
Replace lights - CHP
MTC bldg. #16 bond strngd. Piping rep.
Fire detection system - BRWB
Air handling limits - FB
Fire sprinkler system upgrade - MPS
Install new sewer bike path
MPS retrofit
VAV - boxes upgrade MTC
Modify ductwork - center section STAD
JKHB Emergency electrical supply
MTC - 1994 HVAC Retrofit

1995
Clyde Building Elevator
BRWB - Paint Mixing Room & Spray Booth
CB - Elevator
ASB - Fire Sprinkling Phase IV
CNA fire alarm system - NICB
1995 CANC chiller replacement
Timp. Lodge - fire sprinkler system
Retube boilers #2 & #4 - MTC
MPS Fire sprinkling
Power circuit facilities BNSN/JSB WIDB/CB
Install controls - MORC
JKHB - Modernize elevator
KMB - Air Cond. Retrofit
Emergency generator HL & Harmon

Replace high temp pipe from vault to John Hall
DT - unit piping and retrofit
MTC - Building 1M
CB - Coils
ASB Chiller tower
Retrofit water towers - BNSN
Replace tubes in 2 boilers - DPL

1996
WIDB - Renovation of Elevators
HFAC Phase I fire Sprinkling
EDS - Phase I
WIDB - Renovation of Elevators
Helaman Halls - Emergency Generator Building
DT Retrofit
HBLL Ramp & Utility Work
DT Retrofit
HBLL Ramp & Utility Work
DT Retrofit
WIDB - Renovation of passenger and service elevators
ASB - Replace elevator cylinder
DPL Ammonia system insulation
AXLB - Heat exchange replacement
HBLL replace cooling tower
TMCB - Phase 1 retrofit HVAC controls
CTB - elevator modernization
Stadium water pipe replacement
CHP Intercom system conduit installation
Install traffic sensor loops CMPS

Utilities 1993-2005
796
1997
TMCB - Digital Controls
DT - Elevator Replacement
DT Retrofit
CHW/TW Piping Retrofit
Campus Security System
DT Elevators
Electrical Distribution System
CHP - Boiler #5 Hearth refractory
ASB - Elevator hydraulic cylinder repair
CMPS - Access control & sec. Sys. - phase II
HFAC Coils controls, dampers
DT cooling units for elevator rooms
BKST air testing & balancing
1997 DT retrofit
1997 DT retrofit
MTC - 1M chiller replacement
BRMB - A/C
HFAC - Air conditioning retrofit
TMCB Digital controls
Add cathodic protection 1997
ESC - Phase IA
Absorption Chiller Replacement
HBLL - Addition - Access Control

1998
SWKT, JRCB, TNRB - Elevator Modifications
MTC - Replace HVAC Control System
TNRB - Electrical System Upgrade
EMLC Steam Boiler Replacement
HFAC - Fire Sprinkler - Phase 2
SWKT/JRCB/TNRB Elevators
CANC - Electrical System Upgrade
EMLC Boiler Replacement
MPS - Retrofit Studio B
Absorption chiller replacement
1998 CANC Fan system retrofit
TNRB - Increase Electrical capacity
DT - MORC Electrical Schematics
CANC - Electrical Upgrade
MTC - Boiler Room Connections
MTC - Replace HVAC Control System
MTC - Replace HVAC Control systems
CMPS - Installation of signal structures
ESC - Hood monitor and dash sensor
JRCB - Library Lighting
ESC - Change cable tray
B-66 Fire sprinkling system
MOA - Auditorium Media Improvements
MPS - Fire protection system
MPS - Uninterruptible power supply
1998 CANC Fan system retrofit
CANC - Electrical Upgrade
HFAC - SE Supply Fan System
CMPS - document power dist. Demand metering sys.
TNRB - Electrical System Upgrade
HBLL Additional access control & sec. Sys.
S Hall elevator #1 - repair machine
EDS - Phase II
New HTHW Piping - McDonald/Cluff
HBLL - Fire Alarm System & South Wing
MPS - Electrical Improvements

Utilities 1993-2005
797
1999
MTC - 4M, 9M, 10M - HVAC Retrofit
EDS 1A
EDS - Phase 2
HFAC Fire sprinkler ph.2
HBLL fire alarm sys., so. Wing light sys.
MTC 9M, 10M - HVAC retrofit
MTC 4M, 9M, 10M - HVAC retrofit
RB coil replacement
MPS replace security sys.
CMPS - Install underground communication raceway
MPS replace sec. Sys.
MTC Bldg. 17M fire alarm upgrade
MPS - Electrical Improvements
Install emergency power
Traffic gates/security sys. Controls
MTC tunnel install conduit
RB - pool lighting
WIDB - Emergency power
MTC - fire suppresion system
New HTHW piping McDonald/Cluff
MTC - Install C-Cure System
HBLL - install controls 4th floor
ESC - tower lighting modification
HL - Replace sprinkler heads
EDS - Phase III
RB - Fire Alarm System
CB/TNRB Fire Alarm System Upgrade
CB - Fire Sprinkling

2000
EDS - Phase 3
CB - Fire sprinkling

HFAC - Coil replacement
STAD - Make up air units
MTC 1M - Make up air units
HBLL - Modernize elevator #6
CTB - Relocate computer
JKHB - Electrical Upgrade
RB - fire alarm system upgrade
Creamery on 9th air conditioning
CB/TLRB - fire alarm system upgrade
RB - Women's locker room lighting
Turf practice fields
EDS - Phase 4
RB fire prot. Upgrade
SFF - storage tank closure

2001
HFAC - 4th & 5th floor hvac retrofit
CB - Electrical switchboard replacement
HBLL 5th & 6th floor HVAC
Alumni house CW lines
MTC 11M - HVAC retrofit
MTC 11M - HVAC retrofit
HFAC - 4th & 5th floor fire spr. Sys. Upgrade
CTB 450A Install Maintenance Bypass
SWKT - fire alarm upgrade
STAD lighting upgrade
SNLB fire sprinkling
MTC - security system
CMPS access control sys. C-cure 800 upgrade
HBLL - North wing HVAC Retrofit
DK vault/HR Feeder Improvements
CB - install 100 kva ups in rm. 317b
MTC - security system
HBLL electrical
HBLL - Level north security
EDS - Phase IV
CB - 2002 HVAC Retrofit
Emergency Generator Ventilation Improvements
CB - Electrical Upgrade

2002
CB - electrical upgrade
SNLB - Fire alarm sys. Upgrade
CHP - Boiler #2 convectors section replacement
Replacement of natural gas line
Ductbank across football practice field
HBLL elevator 4 & 5
FOB - Fire alarm system upgrade
MLBM/MSRB - Fire alarm upgrade
MOA - Replace fire sprinkler heads
MTC - 18M elevator modernization
CB - replace HVAC in room 425
MTC - 11M - Replace air handler
TMCB - Add valves and bypasses
CB - HVAC Retrofit
MTC - Fan system retrofit 2002 12M-16M
CTB - Replace domestic piping
MORC Install duct and fan
ESC - Install C-Cure system in U261
HFAC - Remodel replace 8 heating coils
MTC fan system retrofit bldg. 3M, 5M, 6M
CHP - Boiler #3
HBLL 5th level HVAC retrofit
MTC Emergency Lighting
MPS - Outdoor theatrical power dist. & fire al. upgd.
MPS Domestic water piping renovation
CB - New mechanical plan restroom exhaust retrofit
CONF - Replace coils
CB - 2002 HVAC Retrofit
HBLL Modernization Elevator D3
LVEB Fire Alarm System Upgrade
HCEB - Elevator Modernization
AXM - Fire alarm upgrade

2003
B-66 Sawdust collector replacement
HCEB - New fan discharge duct
HFAC - Cooling and heating coil change outs
KBYU HVAC Mechanical
CTB Preaction fire sprinkling
CTB Mechanical
CTB - Fire alarm upgrade
MC locker room AHU coil replacement
LVEB Stadium Remodel
MC - Fire alarm upgrade
CB - Freight Elevator Upgrade
B-38 Extend chilled water piping
HCEB North - Install Access Control
UPB - Electrical Upgrade
HBLL Electrical upgrade
Budge hall - hot water line
WIDB - 8th floor CCTV
MTC 1M Cafeteria steam line replacement
LVES security system upgrade
UPB - HVAC for new Press
AKH - electrical site work
BRWB - 2003 Mechanical Retrofit
1996 Campus Access Control System: A multi-faceted project commencing in 1996 was the implementation of the Software House electronic access-control system. Among the benefits are a significant reduction of conventional keys, many of which become lost over time; reduction and an accounting of after-hours building occupants; managed accessibility into restricted areas; vehicular traffic control. Complementing this are surveillance cameras and event recording and remote monitoring capability.

Utilities 1993-2005
800
1998 Absorption Chiller Replacement (Chilled Water Plant): The two single stage absorption chillers in the central plant were replaced with two-stage machines resulting in an increase in the coefficient of performance from 0.6 to 1.2 and an increase in capacity from 1400 tons to 1850 tons for each machine.
2004 High expansion foam extinguishing system was installed in the flammable storage room of the Nicholes Building. This was the first such system on campus.

2003
CB - Replace HVAC
CHP Addition & Seismic Upgrade
LVES Electrical Upgrade
CB - Room 140/150 Electrical
JRCB - coil change out

2004
Laundry boiler replace boiler tubes
STAD - Replace piping
2004 Campus Emergency Power Alt #2
River run call center data upgrade
HFAC - UPS
HFAC - Storage room fire protection
MC Catwalk balance diffusers

Utilities 1993-2005
802
By 1996, the 4160 volt Electrical Distribution System had reached maximum capability in serving future Campus expansion, particularly the planned addition to the Harold B. Lee Library. For this purpose a feasibility study was conducted including identity of sequential changes to substations, underground electrical vaults, power cable network, as well as projected construction costs. Major elements in achieving a 12,470 volt distribution infrastructure included new substation equipment consisting of primary switchgear and power transformers facilitating connection to the Provo City Power 46,000 volt transmission system.

Concurrently during this period was the acquisition of three substations from Provo City. This transaction resulted in a competitive transmission point of delivery electrical rate.

Utilities 1993-2005
803
South Electrical Substation located near the Brewster Physical Plant Building

Utilities 1993-2005
804
North Electrical Substation located near the Dairy Products Laboratory

Utilities 1993-2005
805
Personnel 1993-2005

Physical Facilities Division - 2000

Personnel 1993-2005
806
Physical Facilities Division personnel - 28 September 2004
Edwin Cozzens, Asst. Adm. Vice President, Physical Facilities

Personnel 1993-2005
807
Full-time Employees of the Physical Facilities Division
In the 28 September 2004 photo

Ron Adams
Helen Alexander
Clifford Alleman
Kip Allred
Chuck Anderson
Todd Anderson
Lloyd Andress
Mary Asmus
Brook Bancroft
Ellen Banks
Larry Banks
Suzanne Barney
Craig Barrus
Paul Bartholomew
Jim Beagles
Dean Belnap
Todd Bibler
Kevin Borkman
Jarom Boxx
Jerry Bradford
Scott Briggs
David Brittain
Chris Brittain
Kathy Brittain
Tim Brough
Steve Brown
Nancy Busby
Emelio Bussio
Mitch Camp

Johanna Carlquist
Fernando Carroll
Craig Carter
Mark Carter
Russ Carter
Terry Carter
Paul Cazier
Linda Chahal
Clay Chesnut
Craig Child
Patricia Child
Alan Christensen
Dan Christensen
Doug Christensen
Karen Christensen
Kim Christensen
Lynn Christensen
Garth Christopherson
Ed Clapie
David Clark
Ken Clark
Nancy Clawson
Bob Coleman
Gene Colledge
Kim Colledge
Vern Cope
Bob Cottam
Jared Cowan
John Cowan

Ed Cozzens
Gary Craghead
Dennis Crawford
Brian Crook
Doug Crow
Jeremy Crow
Armond D'Agostini
Jim Dain
Pam Dansie
Max Darrington
Dan Day
Ken Downing
Matt Doxey
Kyle Draper
Mike Dufey
Ron Durrence
Brian Eastman
Jerry Emerick
Max Estes
Allen Ewell
Jerry Ferre
Richard Fifita
Kent Flack
Ronald Ford
Bob Fotheringham
Becky Fox
Don Frampton
Emily Funk
Adam Gardner

Personnel 1993-2005
808
Dan Gleason
Bryce Goodwin
Will Graham
John Graves
Kyle Gray
Sofia Gray
Tony Grunander
June Gurney
Reed Guymon
Ralph Hamilton
Dave Hansen
Cliff Hardy
Richard Harker
Jim Harmer
Blake Harris
Jared Harward
Joe Hawkins
Penni Heimuli
David Heppler
Calvin Herrin
Randy Heward
Jim Heywood
Brian Hill
Michelle Hirsche
Lee Hjorth
Barry Holman
Greg Howarth
Lamar Howarth
Howard Jackson
DeeAnn Jennings
Dallas Jensen
Julie Jensen
Roger Jensen
Dale Johnson
Robin Johnson
Ruth Johnson
Steve Johnson
Curt Jolley
Seth Jones
Warren Jones
Grant Judd
Ron Keller
Don Kopp
Clayne Larsen
Craig Larsen
Lynn Leifson
Max Lerwill
Gene Libutti
Craig Lybbert
Jim Madson
Bryan Mahoney
Michael Maloney
Jim Malone
Kirt Mangum
Karen Marshall
Keith Martin
Wayne Martin
Kuinise Matagi
Bruce Maw
Rodney Mayo
Bill McCausland
Ryan McCune
Jim McGee
Julie McHood
Francisca Meono
Paul Merrell
Brenda Miller
D.C. Mitchell
Dennis Mitchell
Bryant Moore
Cory Muhlestein
Todd Munger
Neil Murray
Jared Myers
John Neiderman
Richard Nelson
Gordon Nichol
Brad Nielsen
Gene Nielsen
Kirk Nixon
Roger Ollerton
Bruce Olson
J.B. Ostlund
Gary Ovard
James Palmer
Dennis Patten
Terry Patten
Ballard Pead
Venna Peavler
Roy Peterman

Personnel 1993-2005
809
Hannah Petersen
Dell Peterson
Don Peterson
Richard Piccolo
Victor Pinto
David Platt
Rudy Poecker
Ron Porritt
Glen Pratt
Larry Prisbrey
Phil Proctor
Brian Pulham
Terry Pulham
Gilbert Pulley
Evan Quilter
Jon Quist
Ken Rayburn
Paul Reese
Bob Rhoads
Paul Richardson
Shauna Robbins
Keith Robertson
Susan Robison
Sarah Rogers
Bob Ross
Mike Roundy
Jack Rowe
Bill Rudy
Fred Sandage
Dave Schlotthauer
Glen Schriever
Anne Schroeder
Jared Sheffield
Terry Shepherd
Scott Sherwood
Dee Sherwood
Robert Short
Gary Sloan
Bart Smith
Dennis Snow
Chad Snyder
Ransford Sorensen
Bob Spangler
Norman Sperry
Brett Steele
Frank Stephens
Catherine Strange
Mike Stratton
David Stringfellow
Joe Stubbs
Kim Sucher
Duane Sweat
Keith Swensen
Gary Sujeta
Tyler Tangren
Jeff Tanner
John Tanner
Josh Tanner
Trent Tanner
Gary Taylor
Will Terris
Carol Thomas
Lamar Thomas
Daryl Tichy
Richard Tucker
Mike Valdez
Issac Villalobos
Glenl Wear
Lynette Webb
Brandon Wells
Melissa Whaley
Renee Wheeler
Trent Whittle
Allen Wilde
DeVeres Wilkerson
Lynn Williams
Kraig Williamson
Kendall Wilson
Alvin Witt
Jeron Woffinden
Tommy Wong
Larry Woodcox
Cal Wyman
Gary York
Matt Zweifel

Personnel 1993-2005
810
A Leadership Perspective
(In response to a Human Resources request - 2004)
By Edwin Cozzens, Asst. Adm. Vice President, Physical Facilities

I have always been intrigued by the Prophet Joseph Smith's response when a man asked him "How do you govern such a vast people as this?" His answer was profound: "It is very easy, for I teach the people correct principles and they govern themselves."

For me, this statement defines the important art of delegation. I believe successful leadership at Brigham Young University will always incorporate delegation of responsibility to others. I also believe that, when responsibility is delegated, it must be accompanied by authority to act. Such authority empowers an individual to draw upon his personal resources, such as knowledge and experience, to determine a course of action. It also builds self-esteem and lets the individual know he is trusted. Delegation of responsibility, with authority to act, has always been a part of my management style and has been an important factor in any degree of success I have enjoyed as a leader at BYU. I have also noticed that others who are successful leaders incorporate a strong philosophy of delegation in their style of management.

Delegation of responsibility develops good leaders at all levels of an organization. Anita Thompson, a writer for The Costco Connection, says, "There are many opportunities for people to assume leadership roles without having been anointed as such." She shares comments about leadership from the following individuals: In his landmark book, Good to Great, Jim Collins states that "Leaders of great organizations are driven to produce results that benefit the organization, but when results are achieved they are quick to credit others. Celebrity leaders, on the other hand, are quick to blame others for their lack of success."

Dr. Bruce Avolio from the University of Nebraska-Lincoln Gallup Leadership Institute has said, "Leadership development occurs across one's lifetime." Michael Useem, director of the Center for Leadership and Change Management at the Wharton School, has noted, "Everybody should be good at leading, whatever their level in the hierarchy." Bob Nelson, author of 1001 Ways to Take Initiative at Work, says, "Anyone in an organization can be a leader."

The ability to lead is not a trait formally conferred only on supervisors or managers. In fact, some might say that the most effective leaders in their organizations are informal leaders, line workers without any official supervisory or management role. I can attest to the latter because I witness it every day as the great people in our Physical Facilities organization relate to their fellow employees and the impressionable students we are privileged to work with. As leaders at BYU, we need to be careful about bureaucratizing Joseph Smith's vision of leadership and the principle of "delegation." Our employees need freedom to act in their work assignments without undue restraint.
Edwin Cozzens contemplating retirement after 35 years at BYU, 24 as Asst. Adm. Vice President of the Physical Facilities Division. Brigham Young University is recognized as having one of the best managed and maintained physical facilities operations in the nation.
Dear Ed Cozzens,

Congratulations on your future retirement. Yesterday your replacement was introduced to the physical facilities employees and so I assume your time is short here at BYU. As an employee of the Heating Plant, I for one want you to know we at physical facilities will miss you. One of the things I've seen since I've been working here is that changes at BYU are constant but we also embrace the status quo, and when big change comes to the Physical Plant, like your retirement, people begin to get uneasy because we don't really know what the future will hold for us, the staff employees, from the new administration. What I'm trying to say is that you've been an excellent administrator as "the man" over the Physical Plant.

I've always felt like you were on the side of the working guy here at BYU. As you may have noticed, there are a lot of intellectuals around campus who think the world revolves around them (at least that's my perception) and some of us in Physical Facilities often feel like we are the red headed step child of the university, so its been nice to have you at the helm of this department working in our behalf.

You have educated the university administration that plumbers, painters, mechanics, landscapers, custodians and other low profile employees are essential to the smooth workings of a university. If you were two sided or if you had sold us down the river to better your position with the administration, that information would have eventually made it down to the bottom of the food chain where some of us work. So thanks for hanging in there. I don't really know what kind of stuff you have to put up with to deal with the top administrators and such, but as I stated, you have a reputation for having stamina, for being strong and for standing up to the big boys. Its been comforting to have you there since I'm sure its a constant battle to deal with the politics, egos and kingdom building of the top dogs at this university, but you've done well, and we will miss you.

Last of all, I wish you the best of luck in your retirement. I hope you are able play a lot of golf and are able to do some traveling or whatever it is you want to do. I think many of us hope to have a long, happy life after our working years are finished and I make that wish for you.

Thanks again and happy retirement

Sincerely,

Wallace E. Bishop

A typical letter from one of the Physical Facilities Division staff

A letter from Ed to the Physical Facilities Staff
Edwin Cozzens passing leadership responsibility of the Physical Facilities Division to Ole M. Smith - 1 March 2005
Brigham Young University Infrastructure - 2005

The Brigham Young University Provo campus includes 319 buildings with a total of 8,867,129 gross square feet of floor space. Of these 319 buildings, 159 are devoted to housing functions, 60 to administrative and auxiliary functions, and 100 serve academic needs.

All major campus buildings are accessible from a peripheral road. Parking is provided on campus for 3,081 faculty and staff automobiles, 11,162 student automobiles, and 400 disability.

All Campus buildings encircled by Campus Drive, and the majority in close proximity to Campus Drive, derive heating and cooling from the Heating and Chilled Water Plant. High-Temperature Hot-Water (HTHW) is generated by a combination of coal fired (spring, summer, fall period) and gas/oil fired (winter period) boilers producing 400 degree water at 300 lbs. per sq.ft. This high temperature water is circulated through underground piping for heating and culinary purposes. Large capacity absorption chillers in the Chilled Water Plant produce chilled water, also distributed through underground piping to meet air conditioning requirements. Natural gas is used in some laboratories of academic buildings and is used for heating in many housing and peripheral buildings. Natural gas is supplied by Questar to meters at several campus locations.

Electrical power is purchased from Provo City and distributed to the campus through three electrical substations. This power is conducted to each campus building through electrical cables in buried conduits.

All academic buildings are connected with low voltage electrical cabling providing synchronized clock and class bell service. All major buildings are included in an electrical fire and burglar alarm circuit with a reporting station at the campus Security Office.

Telephone service is provided to the campus by the Quest Company. All telephone equipment, cables, etc. on campus are owned by Brigham Young University.

Water is purchased from Provo City. It is distributed through a University owned piping system. The campus is protected with a fire hydrant system. All permanent buildings are sprinklered and otherwise comply with the fire protection requirements of the Uniform Building Code. The main campus is completely landscaped. Lawns and plant areas are watered with automatic sprinkling systems.

A sanitary sewer system is University owned to the perimeter of the campus where the various lines connect through meters into the Provo City sewage system. A storm sewage system drains campus roads and parking lots into nearby Provo City storm sewer lines and canals.

Trash and garbage removal is the responsibility of the Physical Plant Department. Some remote buildings are serviced by Provo City, by special arrangement. A very successful recycling program utilizes compost, assorted marketable collectables and paper. (Physical Facilities Division records)