Clemson University

Littlejohn Coliseum + Swann Pavilion Renovation + Expansion Study Final Report January 2023





- 1 Executive Summary
- 2 Project Scope + Overview
- 3 Event Level Improvements + Gymnastics Program
- 4 Basketball Program Improvements + Expansion
- 5 Concept Illustrations
- 6 Cost Model Summary
- 7 Appendix / Study Process References





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Executive Summary

"Create an actionable plan."

That was the charge from Director of Athletics, Graham Neff at the commencement of the study process. To that end, the AECOM led design team proposed focused investments to 1) accommodate growing basketball program needs equitably, 2) integrate competition day program areas for the recently added gymnastics program and 3) create additional operational efficiencies within the building.

This document is organized in to 7 sections:

- 1) Executive Summary
- 2) Project Scope + Overview
- 3) Event Level Improvements + Gymnastics Program
- Basketball Program Improvements + Expansion
- 5) Concept Illustrations
- 6) Program Area Summary + Cost Model Summary
- 7) Appendix + Study Process References

Clemson University Athletics representatives participating in the study included Graham Neff, Eric Sabin, Coach Amanda Butler and staff members, as well as Coach Brad Brownell and staff members. Clemson University Planning and Design representatives participating in the study included Stephanie Cooper, Pete Knudsen and Harry Haritos. The AECOM team included Greg Brown, Garrett Klingaman, Hannah Nehmer, Hein LeRoux and Andrew Palindino.

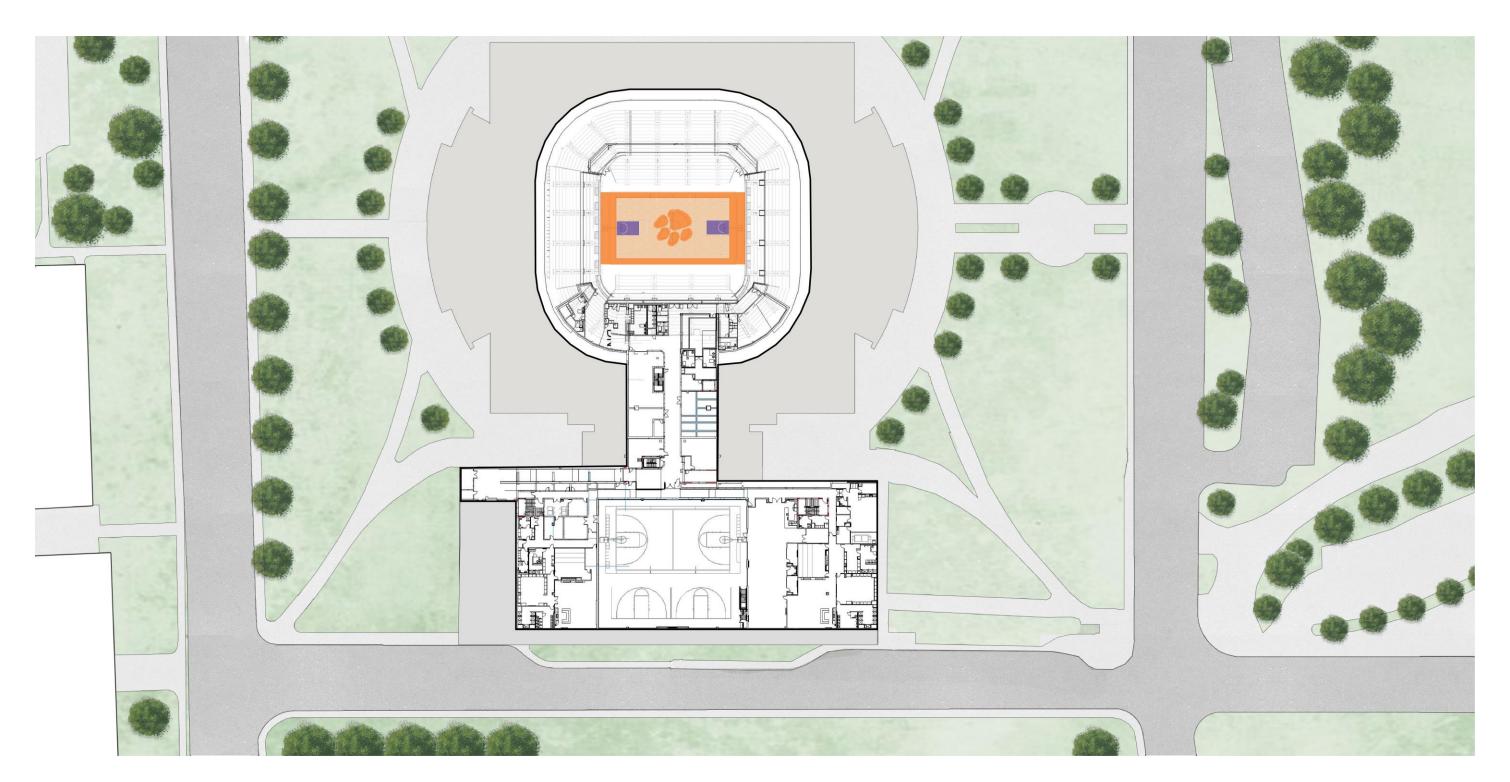




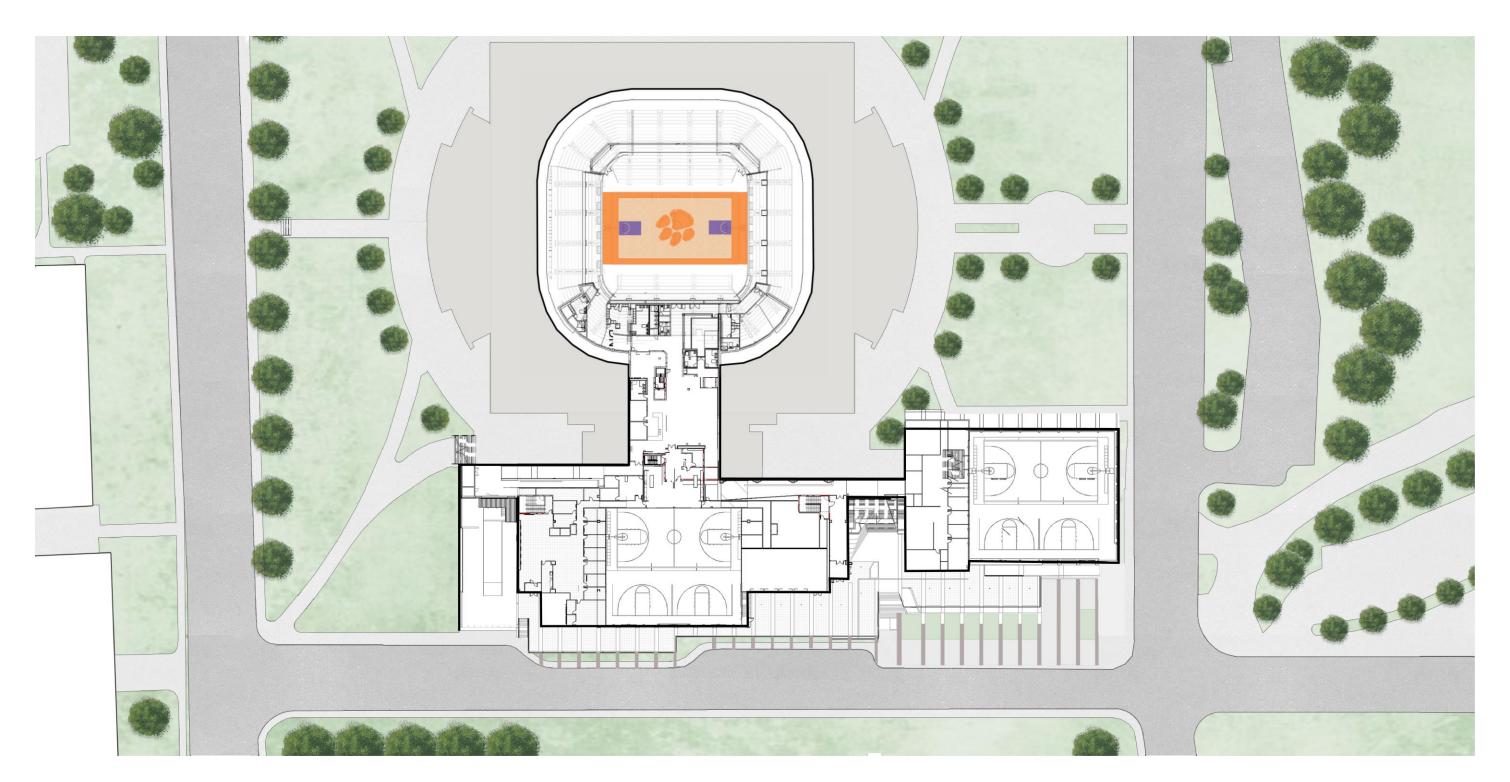
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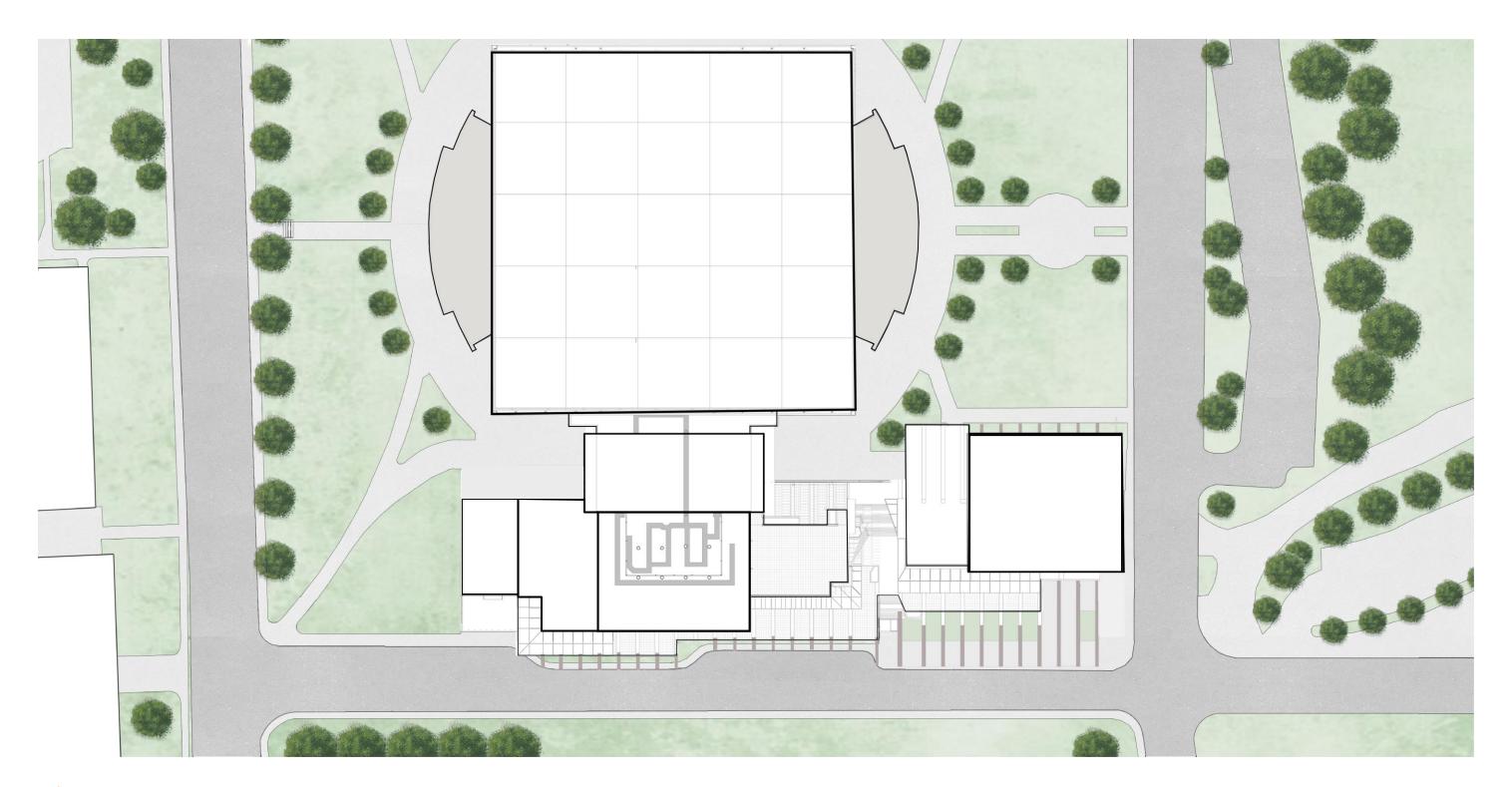




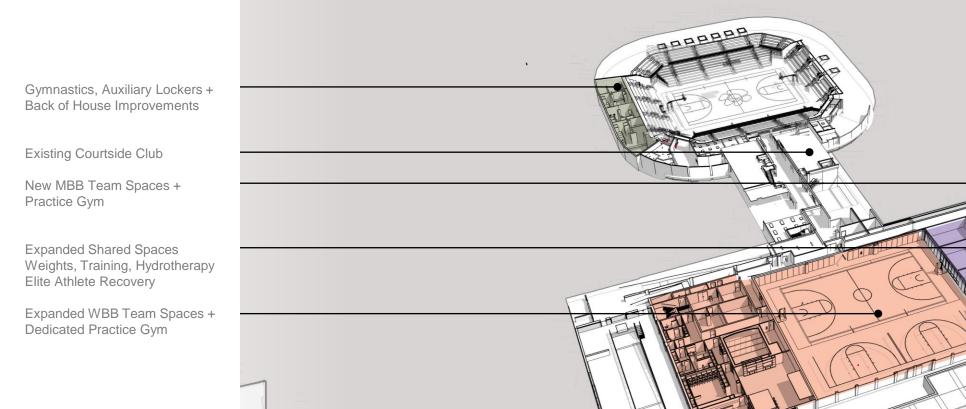


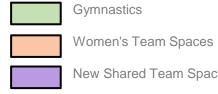


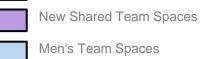


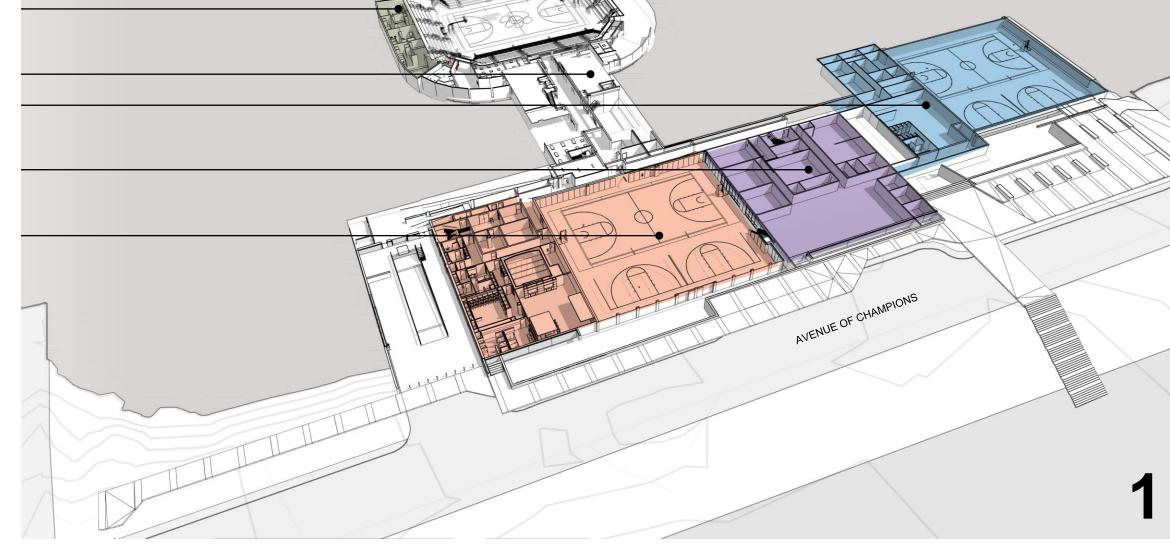














Reconstructed West Baseline Seating Bowl

Existing Coliseum Club

New MBB Offices, Entry, + **Expanded Patio**

Existing Recruiting Rooms / Flexible Program Space

New Kitchen + Bistro / Flexible Program Space Opportunity

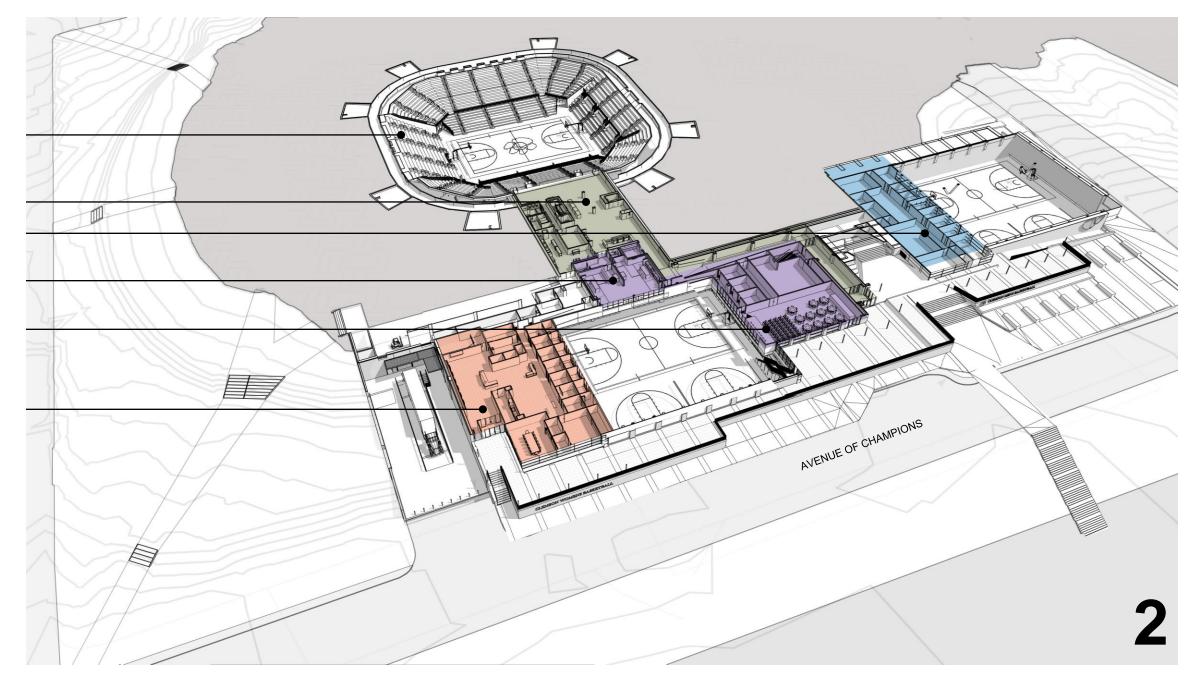
Expanded WBB Offices, Entry + Expanded Patio

Existing Club



New Shared Team Spaces

MBB Offices





Existing Coliseum Concourse + Seating Bowl

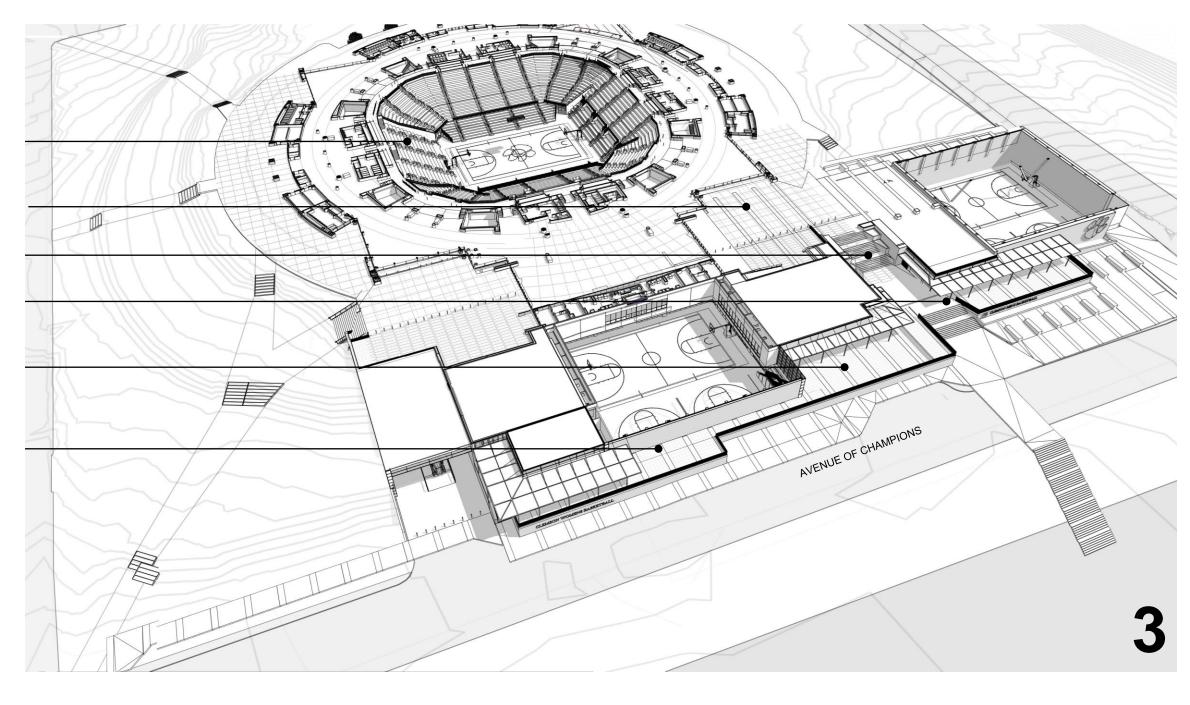
Modified Site Circulation

Plaza Stair Opportunity

Expanded MBB Patio

Shared Program Patio

Expanded WBB Patio





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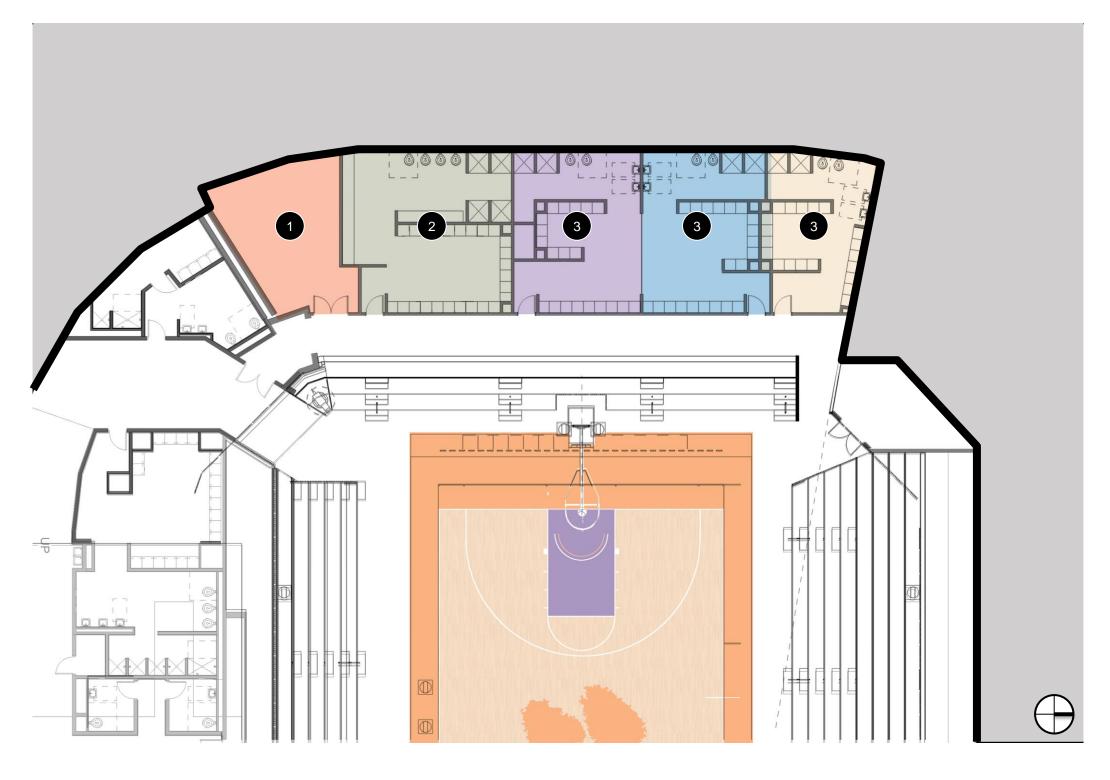


Gymnastics + Arena Support Area Summary

Gymnastics Area Summary	Units	Unit Area	Net Area	Gross Area
Storage	1	500 SF	500 SF	625 SF
Gymnastics Locker Suite	1	800 SF	800 SF	1,000 SF
Auxiliary Locker Rooms	3	520 SF	1,560 SF	1,950 SF
Gymnastics Area Totals			2,860 SF	3,575 SF



#	Room	SF
1	Storage	500
2	Gymnastics Locker Room	800
3	Auxiliary Locker Room	520 Each









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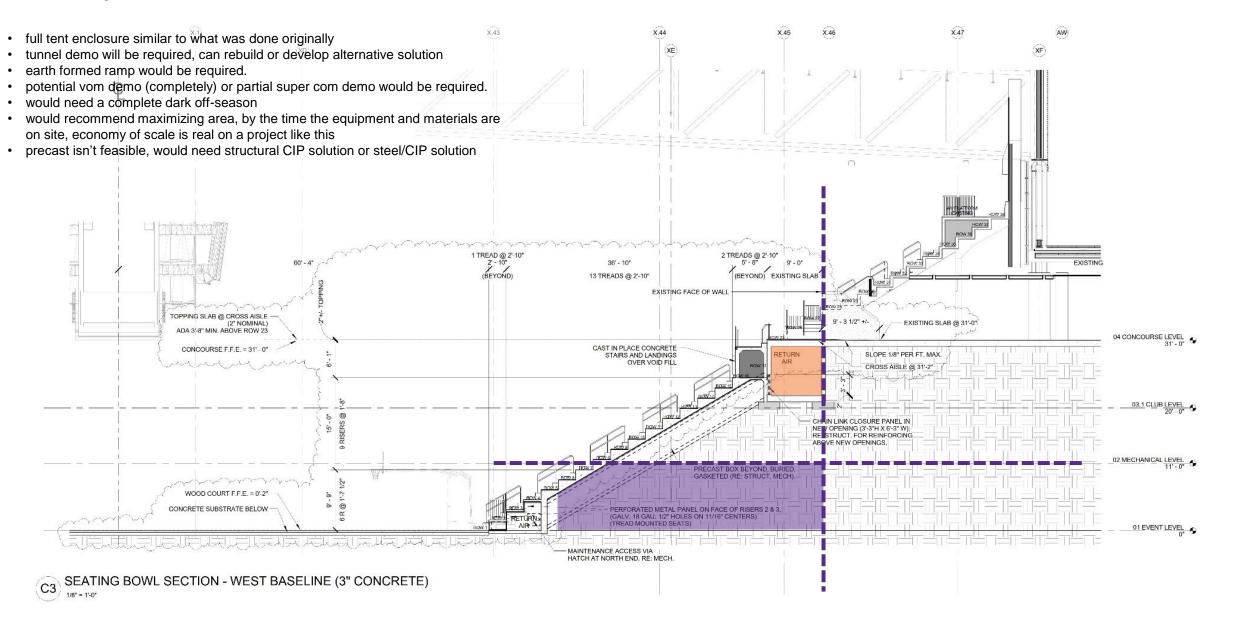


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Summary Points from Turner Construction







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MBB Program Area Summary

Level	MBB Office Area Summary	Units	Unit Area	Net Area	Gross Area
2	Restrooms	2	65 SF	130 SF	165 SF
2	Kitchen / Flex Space	1	330 SF	330 SF	415 SF
2	Video / Media Equipment / Work Room	1	260 SF	260 SF	325 SF
2	Video / Media Equipment Office	1	170 SF	170 SF	215 SF
2	Team Storage	1	600 SF	600 SF	750 SF
2	AC Offices	7	190 SF	1,330 SF	1,665 SF
2	HC Office Suite	1	500 SF	500 SF	625 SF
2	HC Restroom	1	65 SF	65 SF	75 SF
2	HC Storage	1	50 SF	50 SF	65 SF
2	Conference	1	500 SF	500 SF	625 SF
2	Work Room / Intern Office	1	300 SF	300 SF	375 SF
2	Reception / Circulation	1	1,200 SF	1,200 SF	1,500 SF
2	MBB Office Area Totals			5,435 SF	6,800 SF

Level	MBB Team Spaces Area Summary	Units	Unit Area	Net Area	Gross Area
1	Locker Room	1	950 SF	950 SF	1,190 SF
1	Wet Area	1	490 SF	490 SF	615 SF
1	Players Lounge	1	940 SF	940 SF	1,175 SF
1	Team Meeting Room	1	750 SF	750 SF	940 SF
1	Coaches' Locker Room	1	420 SF	420 SF	525 SF
1	Coaches' Wet Area	1	450 SF	450 SF	565 SF
1	Opposite Gender Locker Room	1	220 SF	220 SF	275 SF
1	Opposite Gender Wet Area	1	220 SF	220 SF	275 SF
1	Managers' Locker Room	1	230 SF	230 SF	290 SF
1	Managers' Wet Area	1	250 SF	250 SF	315 SF
1	Practice Court	1	14,200 SF	14,200 SF	15,000 SF
1	Equipment / Storage	1	330 SF	330 SF	415 SF
1	MBB Office Area Totals			19,450 SF	21,580 SF





WBB Program Area Summary

Level	WBB Office Area Summary	Units	Unit Area	Net Area	Gross Area
2	Restrooms	2	65 SF	130 SF	165 SF
2	Kitchen / Flex Space	1	330 SF	330 SF	415 SF
2	Video / Media Equipment / Work Room	1	260 SF	260 SF	325 SF
2	Video / Media Equipment Office	1	170 SF	170 SF	215 SF
2	Team Storage	1	600 SF	600 SF	750 SF
2	AC Offices	7	190 SF	1,330 SF	1,665 SF
2	HC Office Suite	1	500 SF	500 SF	625 SF
2	HC Restroom	1	65 SF	65 SF	75 SF
2	HC Storage	1	50 SF	50 SF	65 SF
2	Conference	1	500 SF	500 SF	625 SF
2	Work Room / Intern Office	1	300 SF	300 SF	375 SF
2	Reception / Circulation	1	1,200 SF	1,200 SF	1,500 SF
2	WBB Office Area Totals			5,435 SF	6,800 SF

Level	WBB Team Spaces Area Summary	Units	Unit Area	Net Area	Gross Area
1	Locker Room	1	950 SF	950 SF	1,190 SF
1	Wet Area	1	490 SF	490 SF	615 SF
1	Players Lounge	1	940 SF	940 SF	1,175 SF
1	Team Meeting Room	1	750 SF	750 SF	940 SF
1	Coaches' Locker Room	1	420 SF	420 SF	525 SF
1	Coaches' Wet Area	1	450 SF	450 SF	565 SF
1	Opposite Gender Locker Room	1	220 SF	220 SF	275 SF
1	Opposite Gender Wet Area	1	220 SF	220 SF	275 SF
1	Managers' Locker Room	1	230 SF	230 SF	290 SF
1	Managers' Wet Area	1	250 SF	250 SF	315 SF
1	Practice Court	1	14,200 SF	14,200 SF	15,000 SF
1	Equipment / Storage	1	330 SF	330 SF	415 SF
1	WBB Office Area Totals			19,450 SF	21,580 SF





Shared Space Program Area Summary

Level	Shared Spaces Area Summary	Units	Unit Area	Net Area	Gross Area
2	Kitchen	1	1,150 SF	1,150 SF	1,440 SF
2	Bistro / Dining / Flex	1	2,580 SF	2,580 SF	3,225 SF
2	Flex Program Office / Program Expansion	3	185 SF	555 SF	695 SF
2	Recruiting Lounges	2	850 SF	1,700 SF	2,125 SF
2	Miscellaneous Shared Support			880 SF	1,100 SF
2	Shared Spaces Area Summary			6,865 SF	8,585 SF

Level	Shared Spaces Area Summary	Units	Unit Area	Net Area	Gross Area
1	Press Room	1	1,150 SF	1,150 SF	1,440 SF
1	Training Room	1	1,500 SF	1,500 SF	1,875 SF
1	Training Storage	1	250 SF	250 SF	315 SF
1	Training Office	2	120 SF	240 SF	300 SF
1	Restrooms	2	90 SF	180 SF	225 SF
1	Hydrotherapy + Elite Athlete Recovery	1	1,200 SF	1,200 SF	1,500 SF
1	Exam Room	1	230 SF	230 SF	290 SF
1	Weight Room	1	5,140 SF	5,140 SF	6,425 SF
1	S+C Offices	3	200 SF	600 SF	750 SF
1	Storage	1	230 SF	230 SF	290 SF
1	Laundry	1	290 SF	290 SF	365 SF
1	Shared Spaces Area Summary			11,010 SF	13,775 SF

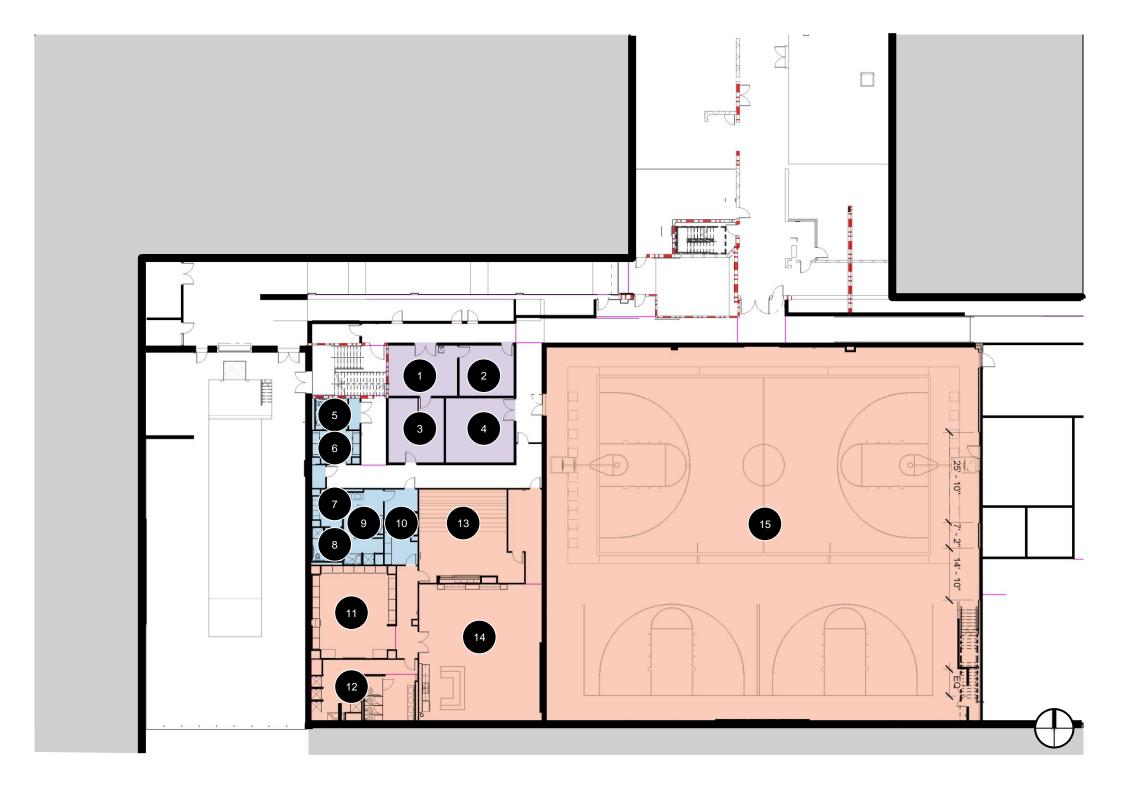


#	Room	SF
1	Womens Equipment	300
2	Storage	220
3	Flex Space	300
4	Court Storage	350
5	Opp Gender Coach Wet Area	80
6	Opp Gender Coach Lockers	120
7	WBB Manager Lockers	80
8	WBB Manager Wet Area	80
9	WBB Coach's Wet Area	200
10	WBB Coach's Lockers	200
11	WBB Lockers	600
12	WBB Wet Area	500
13	WBB Meeting Room	700
14	WBB Team Lounge	1400
15	WBB Practice Courts	13500



Utility Areas

Coaches / Managers

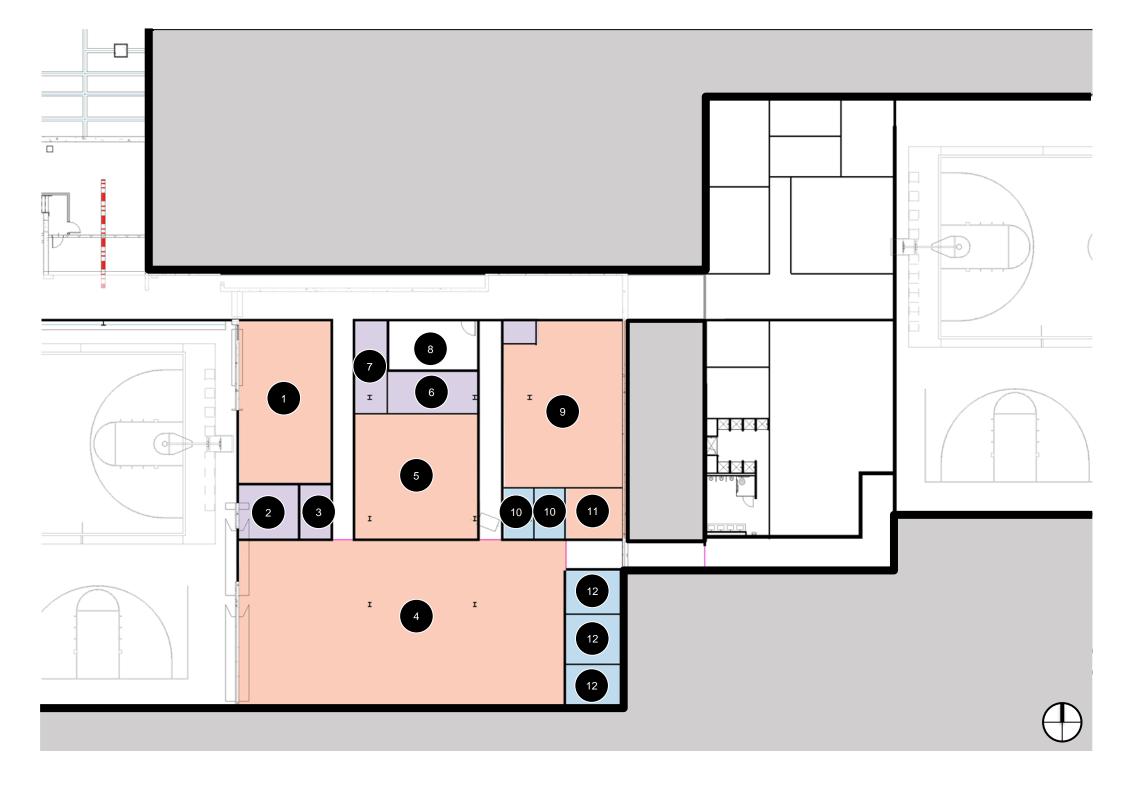




#	Room	SF
1	Press Room	1200
2	Training Storage	250
3	Unisex Restroom	80 Each
4	Weight Room	5100
5	Hydrotherapy and Elite Athlete Recovery	1200
6	Laundry	300
7	Storage	250
8	Existing Stairwell	300
9	Athletic Medicine	1500
10	AD Med Office	120 Each
11	Exam Room	250
12	Training Offices	200 Each







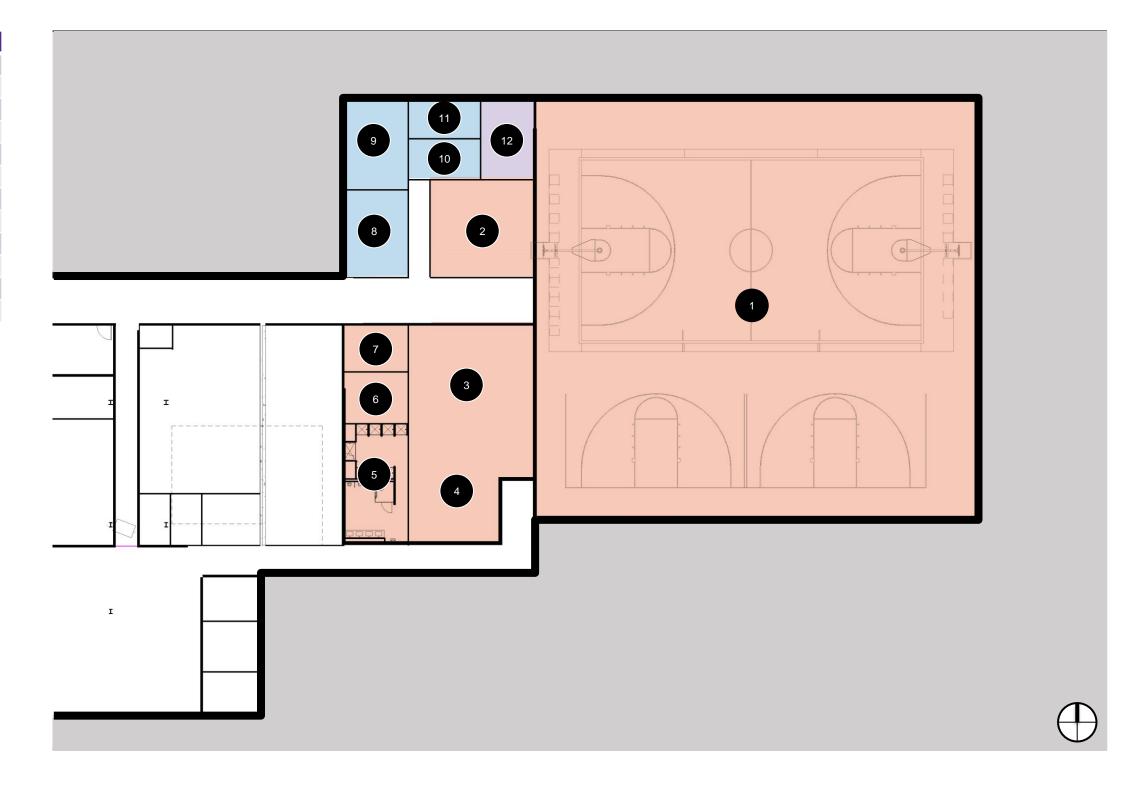


#	Room	SF
1	MBB Practice Court	14300
2	MBB Meeting Room	750
3	MBB Lounge	950
4	MBB Locker Room	950
5	MBB Wet Area	500
6	MBB Manager Locker	250
7	MBB Manager Wet Area	250
8	MBB Coaches' Locker	400
9	MBB Coaches' Wet Area	450
10	MBB Opp. Gender Locker	220
11	MBB Opp. Gender Wet Area	220
12	Equipment Storage	340



Utility Areas

Coaches / Management Spaces





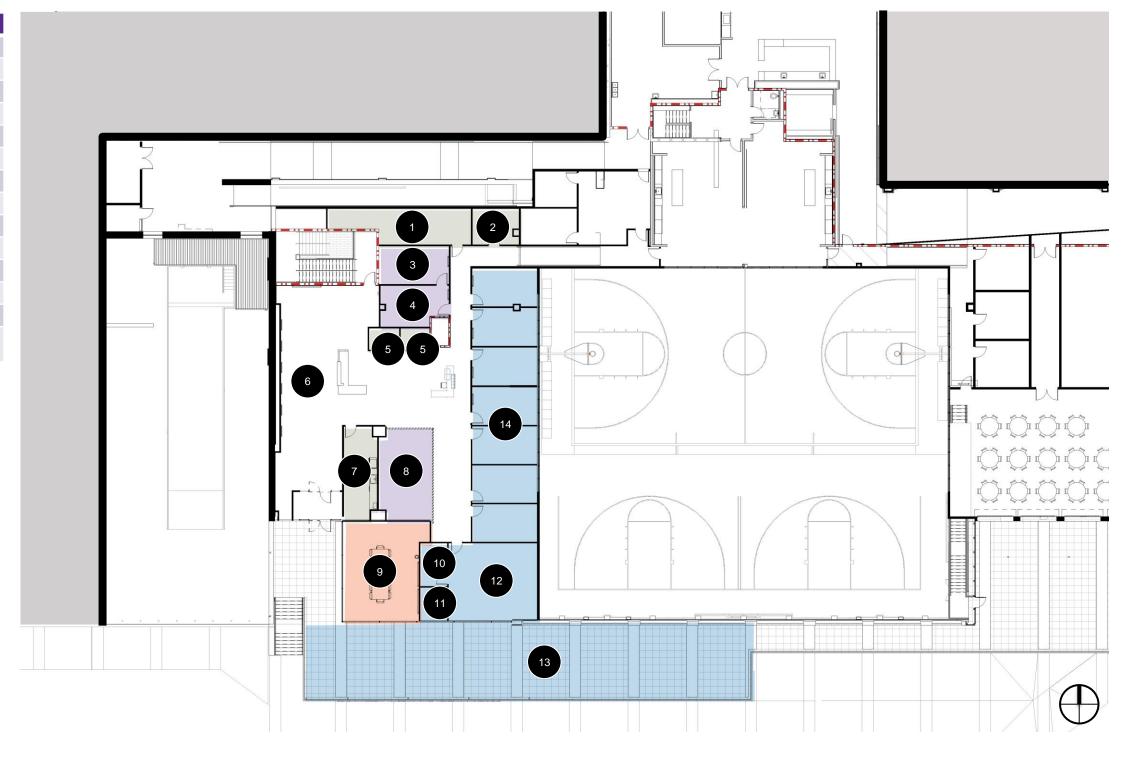
#	Room	SF
1	Storage	330
2	Flex Space	120
3	Video / Media Equipment	200
4	Video / Media Office	200
5	Unisex Restrooms	50 Each
6	Reception	1830
7	Kitchenette	230
8	Workroom	500
9	Conference Room	600
10	HC Restroom	90
11	HC Storage	70
12	HC Office	530
13	Women's Terrace	2700
14	Asst Coach Offices	1330 (190 Each)



Conference Room

Misc. Offices

Women's Coaching Offices

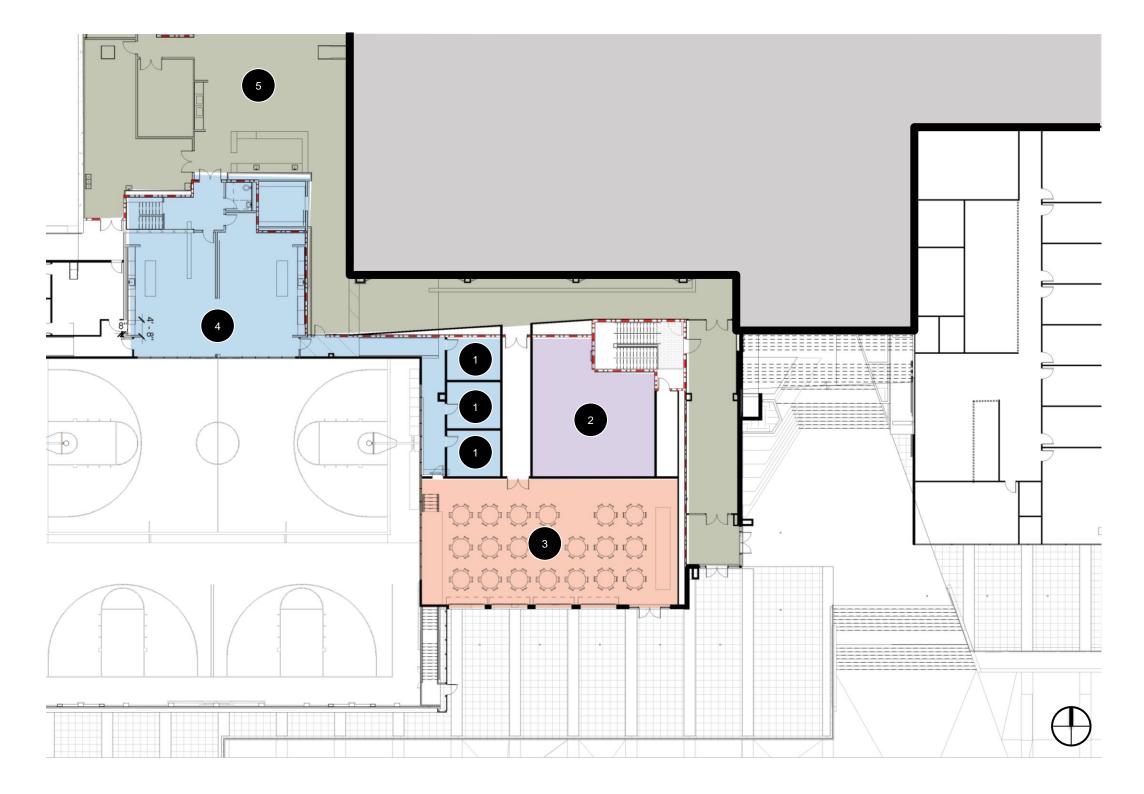




#	Room	SF
1	Flex Room	560 (~185 Each)
2	Kitchen	1150
3	Bistro Area	2550
4	Shared Team Space	2580
5	Club	9700







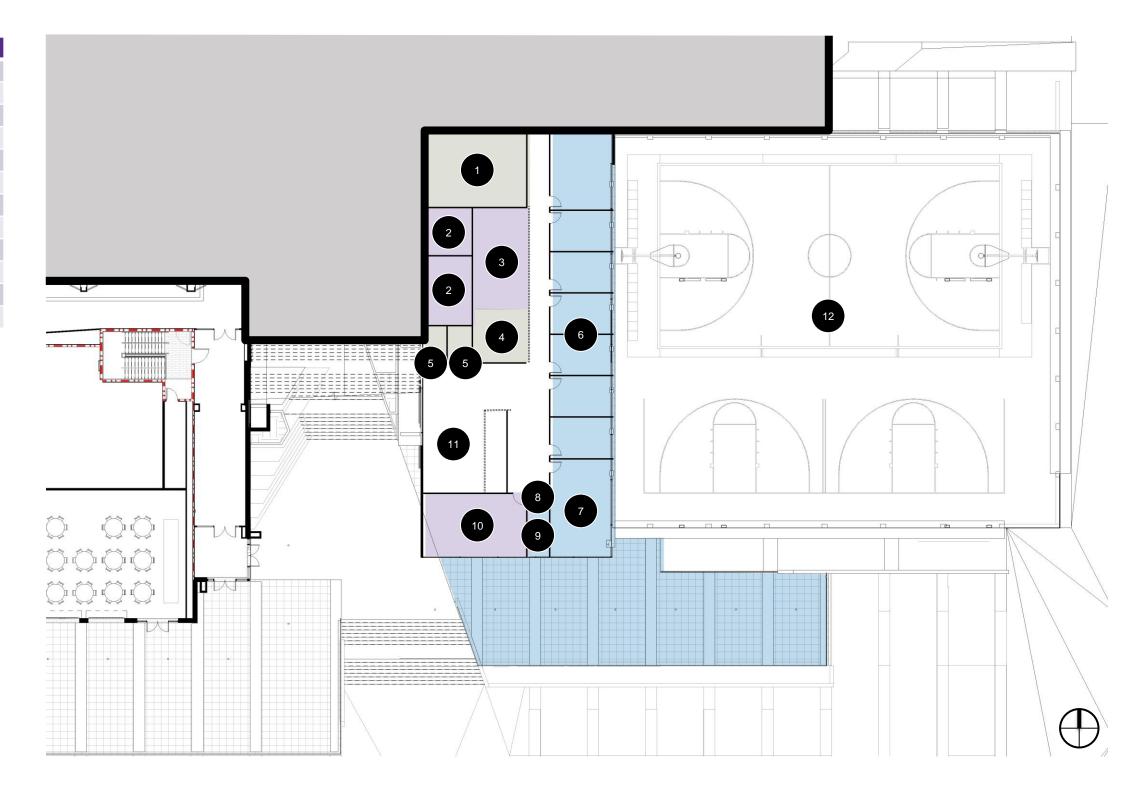


#	Room	SF
1	Storage	600
2	Video / Media Office	170
3	Work Room	300
4	Kitchen / Flex Space	330
5	Unisex Restroom	65 Each
6	Asst Coach's Offices	190 Each
7	HC Office	460
8	HC Restroom	60
9	HC Storage	50
10	Conference Room	500
11	Reception	830
12	MBB Terrace	3000



Misc Offices

Men's Coaching Offices





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MBB Gym, Offices, Patio + Team Spaces

Avenue of Champions Plaza

New Bistro Patio

Expanded WBB Offices + Patio

New Dock Enclosure

Tiger Walk + Lot 5
Improvements Concept





New Dock Enclosure

Expanded WBB Offices + Porch

Modified Avenue of Champions Curb Line





Expanded WBB HC + Conference Suite

Expanded WBB Porch and Shade Canopy





MBB Gym, Offices, Patio + Team Spaces

New Bistro Patio

Plaza Stair Opportunity

Avenue of Champions Plaza

Tiger Walk + Lot 5
Improvements Connection





MBB Offices + Porch + Gym

Existing Gym + Expanded WBB

New Bistro Patio

Avenue of Champions Plaza



Recladding of Existing Gym

Expanded WBB Porch

New Bistro Patio

MBB Offices + Porch

New Lot 5 Connection

Avenue of Champions Plaza



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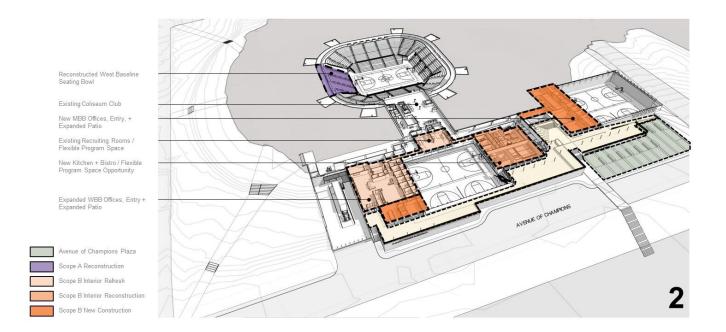


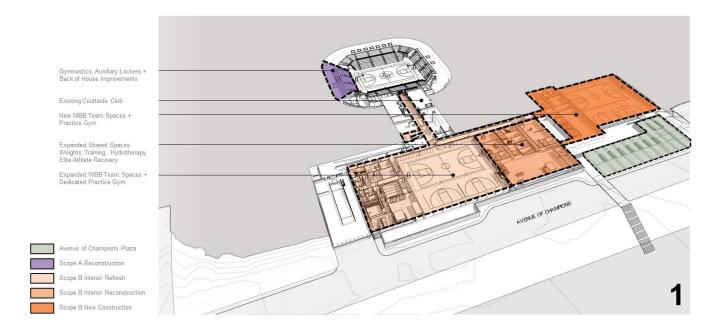


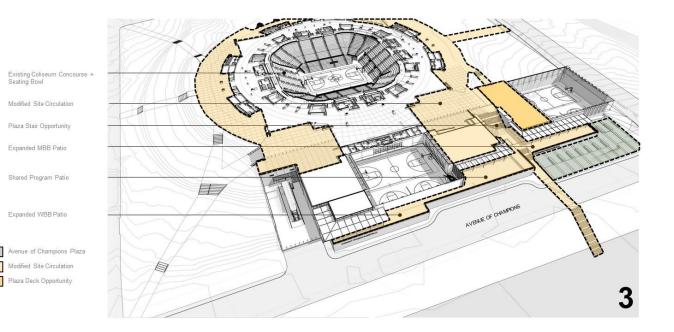
When the project is complete, it is important that all WBB, MBB, and Gymnastics team program areas provide a "brand new" experience for the student-athletes, coaches and staff that call them home. To that end, proposed project scope has been placed in to four construction categories: 1) Bowl Reconstruction, 2) Interior Refresh, 3) Interior Reconstruction and 4) New Construction. Interior refresh assumes updated finishes and technology within existing interior spaces. Interior reconstruction assumes the demolition and reconstruction of interior space within the existing building footprint. New construction assumes brand new core, shell and interior fit out.

The extent of the construction scope categories is diagrammed on this page, a summary of the cost model is included on the following pages, and the full working model has been provided under separate cover.

Scope Type	Total Cost
Bowl Reconstruction	\$8.8M
Interior Refresh	\$5.9M
Interior Reconstruction	\$7.2M
New Construction	\$27.5M
Project Total	\$49.4M



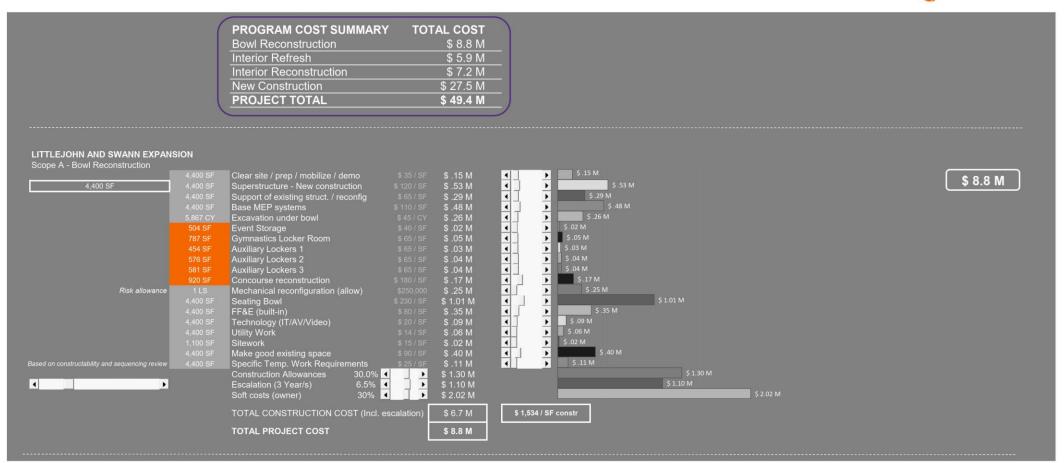






Littlejohn and Swann Expansion



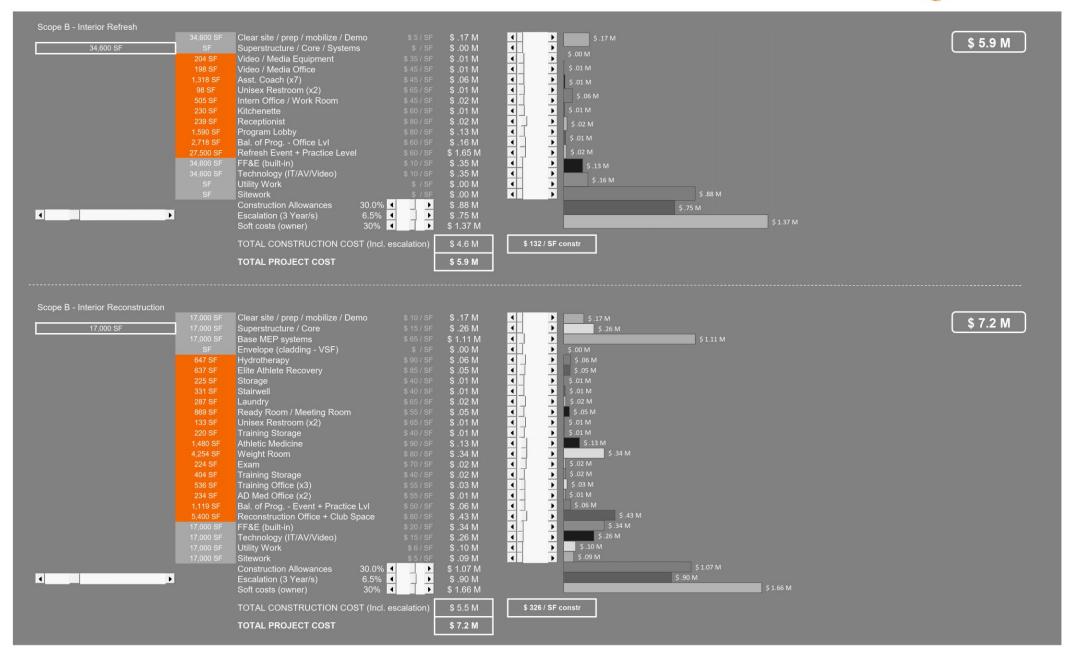




CLEMSON UNIVERSITY SUMMARY OF COST BUCKETS =>

Littlejohn and Swann Expansion

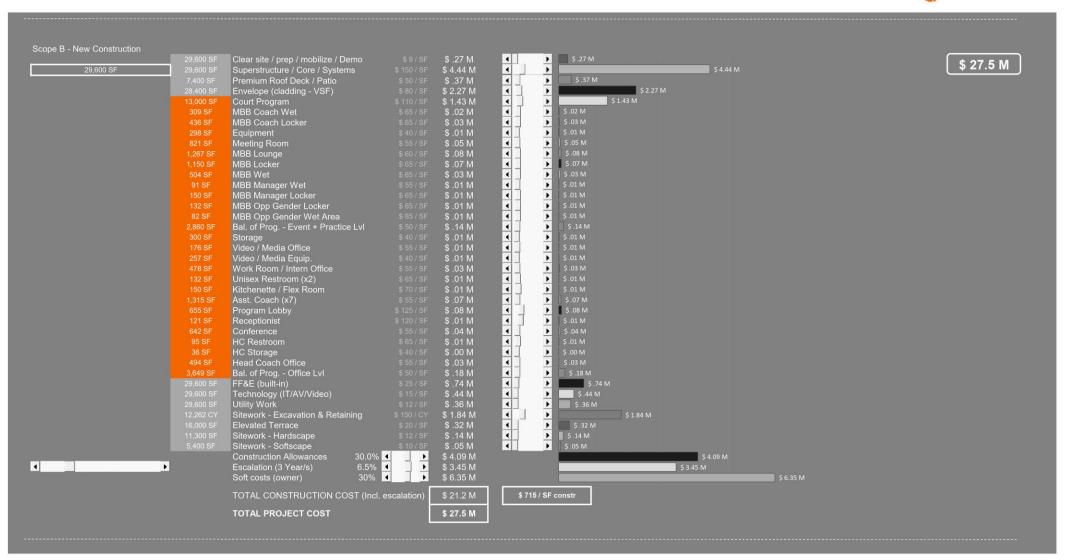






Littlejohn and Swann Expansion







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Kickoff Meeting Summary, June 17, 2022

A kickoff meeting was held virtually on June 17th, 2022. After brief introductions, the Clemson team was invited to share their goals for the study and potential project. Athletic Director Graham Neff was clear that his goal was to create "an actionable plan" for improvements to Littlejohn Coliseum in effort to better meet the growing needs of each basketball program as well as the recent addition of gymnastics as a competitive sport on campus.

Industry design trends were also discussed. Additionally, existing conditions drawings and photos were shared with discussion centering around the operational strengths and challenges associated with each zone of team spaces.















Workshop 1, July 1st, 2022

The first study "workshop" or work session was held virtually on July 1st, 2022. Initial discussion centered around program area analysis and the presentation of comparable program areas in peer facilities across the country and within the Atlantic Coast Conference. "Best in class" area allocations were identified, and potential target program areas were discussed.

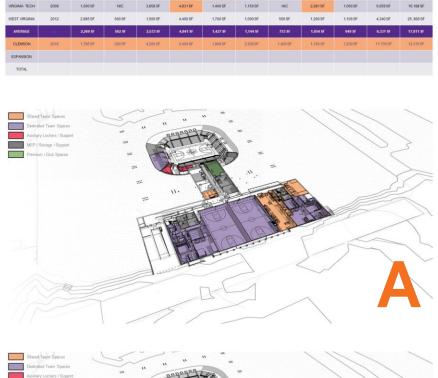
Initial program expansion scope approaches were reviewed and discussed. Program expansion approaches included A) attempting to stay within the existing limits of the building, B) practice court expansion to the south, C) practice court expansion to the east, and 4) shared program and practice court expansion to the east. Ultimately, Approach D was identified as the most viable to meet the current and future needs of the program.

FACILITY	OPENING YEAR	TRAINING	HYDRO	S+C	TEAM SUITE	LOCKERS	LOUNGE	TEAM MEETING	WET AREA	EQUIPMENT	BB ADMIN	COURT SF
ARIZONA STATE	2009	NIC	NC	NIC	4,070 SF	1,140 SF	990 SF	990 SF	950 SF	480 SF	11,200 SF	22,440 SF
BAYLOR	2023	4,280 SF	1,000 SF	5,795 SF	4,400 SF	1,600 SF	1,000 SF	600 SF	1,200 SF	1,100 SF	11,794SF	24,000 SF
COLORADO	2011	2,860 SF	600 SF	1,840 SF	3,180 SF	1,088 SF	1.384 SF	NIC	708 SF	1,400 SF	2,765 SF	15,248 SF
HOUSTON	2016	2,250 SF	300 SF	1,800 SF	4,420 SF	1,500 SF	1,040 SF	1,060 SF	820 SF	740 SF	10,000 SF	16,840 SF
IOWA STATE	2010	900 SF	340 SF	900 SF	3,500 SF	800 SF	1,000 SF	800 SF	900 SF	440 SF	6,750 SF	20,250 SF
MARYLAND	2002	2,030 SF	240 SF	3,000 SF	4,000 SF	1,600 SF	1,000 SF	400 SF	1,000 SF	1,400 SF	5,050 SF	15,400 SF
MEMPHIS	2020	4.265 SF	1,327 SF	4,301 SF	3,108 SF	1,027 SF	948 SF	650 SF	483 SF	1,5318F	5,745 SF	14,357 SF
OKLAHOMA	2000	1,550 SF	310 SF	2,500 SF	2,240 SF	600 SF	500 SF	500 SF	640 SF	700 SF	3,655 BF	18,400 SF
TEXAS TECH	2020	2,685 SF	600 SF	1,500 SF	4,700 SF	1,700 SF	1,000 SF	800 SF	1,200 SF	1,100 SF	9,480 SF	26,140 SF
UCLA	2017	2,550 SF	405 SF	2,663 SF	4,932 SF	2,872 SF	810 SF	480 SF	770 SF	935 SF	1,030 SF	17,348 SF
VIRGINIA TECH	2009	1,000 SF	NC	3,858 SF	4,831 SF	1,400 SF	1,150 SF	NIC	2,281SF	1,060 SF	6,059 SF	16,188 SF
WEST VIRGINIA	2012	2,965 SF	600 SF	1,500 SF	4,400 SF	1,700 SF	1,000 SF	500 SF	1,200 SF	1,100 SF	4,340 SF	25, 806 SF
AVERAGE		2,260 SF	502 SF	2,533 SF	4,841 SF	1,427 SF	1,144 SF	753 SF	1,054 SF	949 SF	6,331 SF	17,811 SF
CLEMSON	2016	1,785 SF	200 SF	4,200 SF	4,400 SF	1,900 SF	2.900 SF	1,400 SF	1,100 SF	1,200 SF	11,700 SF	13,310 SF
EXPANSION												
TOTAL												





MEDIA ROOM LOCATION NOT YET DENTIFIED





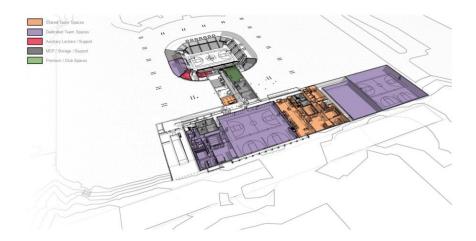


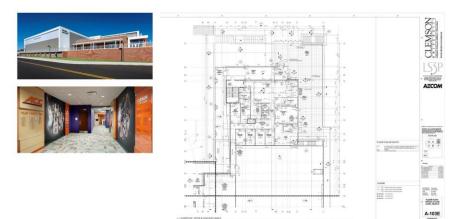
Study Workshop 2, July 15th, 2022

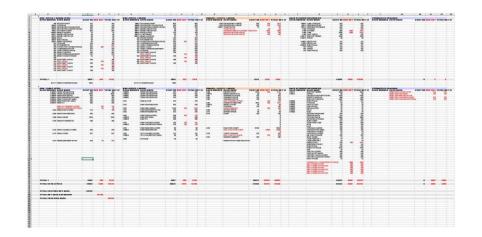
Workshop 2 established program targets for each "department" as well as specific program detail for the team spaces and particularly the office and support program for both MBB and WBB. Additional detail was developed for preferred space planning Option D from previous workshop.

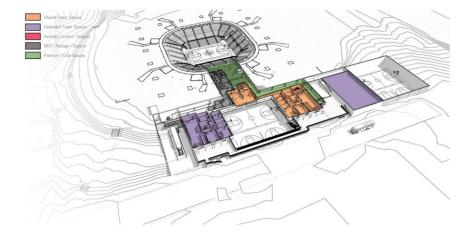
Existing conditions drawings and photographs were also reviewed and discussed capturing perspective and feedback from coaches and staff that were unable to join the study kickoff meeting.

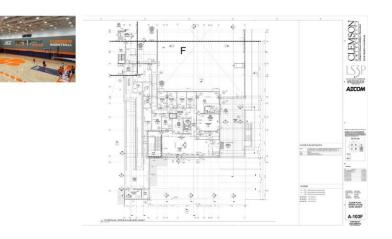
FACILITY	OPENING YEAR	TRAINING	HYDRO	s+c	TEAM SUITE	LOCKERS	LOUNGE	TEAM MEETING	WET AREA	EQUIPMENT	BB ADMIN	COURT SF
ARIZONA STATE	2009	NIC	NC	NIC	4,070 SF	1,140 SF	990 SF	990 SF	950 SF	480 SF	11,200 SF	22,440 SF
BAYLOR	2023	4,280 SF	1,000 SF	5,795 SF	4,400 SF	1,600 SF	1,000 SF	600 SF	1,200 SF	1,100 SF	11,794SF	24,000 SF
COLORADO	2011	2,860 SF	600 SF	1,840 SF	3,180 SF	1,088 SF	1.384 SF	NIC	708 SF	1,400 SF	2,765 SF	15,248 SF
HOUSTON	2016	2,250 SF	300 SF	1,800 SF	4,420 SF	1,500 SF	1,040 SF	1,060 SF	820 SF	740 SF	10,000 SF	16,840 SF
IOWA STATE	2010	900 SF	340 SF	900 SF	3,500 SF	800 SF	1,000 SF	800 SF	900 SF	440 SF	6,750 SF	20,250 SF
MARYLAND	2002	2,030 SF	240 SF	3,000 SF	4,000 SF	1,600 SF	1,000 SF	400 SF	1,000 SF	1,400 SF	5,050 SF	15,400 SF
MEMPHIS	2020	4,265 SF	1,327 SF	4,301SF	3,108 SF	1,027 SF	948 SF	650 SF	483 SF	1,531 SF	5,745 SF	14,357 SF
OKLAHOMA	2000	1,550 SF	310 SF	2,500 SF	2.240 SF	600 SF	500 SF	500 SF	640 SF	700 SF	3,655 SF	18,400 SF
TEXAS TECH	2020	2,685 SF	600 SF	1,500 SF	4,700 SF	1,700 SF	1,000 SF	800 SF	1,200 SF	1,100 SF	9,480 SF	26,140 SF
UCLA	2017	2,550 SF	405 SF	2,663 SF	4,932 SF	2,872 SF	810 SF	480 SF	770 SF	935 SF	1,030 SF	17,348 SF
VIRGINIA TECH	2009	1,000 SF	NC	3,858 SF	4,831 SF	1,400 SF	1,150 SF	NIC	2,281 SF	1,060 SF	6,059 SF	16,188 SF
WEST VIRGINIA	2012	2,965 SF	600 SF	1,500 SF	4,400 SF	1,700 SF	1,000 SF	500 SF	1,200 SF	1,100 SF	4,340 SF	25,806 SF
AVERAGE		2,260 SF	502 SF	2,533 SF	4,841 SF	1,427 SF	1,144 SF	753 SF	1,054 SF	949 SF	6,331 SF	17,811 SF
CLEMSON	2016	1,785 SF	200 SF	4,200 SF	4,400 SF	1,900 SF	2.900 SF	1,400 BF	1,100 SF	1,200 SF	11,700 SF	13,310 SF
EXPANSION	2022 STUDY	720 SF	500 SF	500 SF	400 SF	200 SF	200 SF				1,740 SF	12,000 SF
TOTAL	2022 STUDY	2,505 SF	700 SF	4,700 SF	4,800 SF	2,100 SF	3,100 SE	1,400 SF	1,100 SF	1,200 SF	13,440 SF	25,310 SF















Study Workshop 3, July 29th, 2022

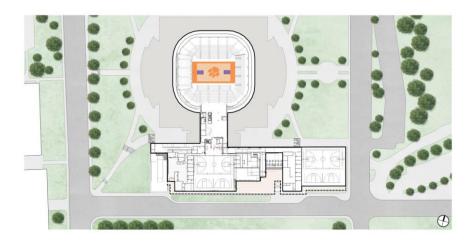
Workshop 3 introduced site planning considerations into the study conversation for the first time. Building upon the planned improvements to Lot 5 and the Tiger Walk experience, circulation nodes were identified within the athletic precinct that should be considered as part of a network of intentional connections. The opportunity to strengthen the connection from Lot 5 up to and through the basketball program spaces and the Littlejohn Coliseum entry was discussed.

Building massing was illustrated, reviewed, and discussed for the first time and challenges and opportunities associated with anchoring a new mass of significant scale at the corner of Avenue of Champions and Centennial Boulevard were discussed.









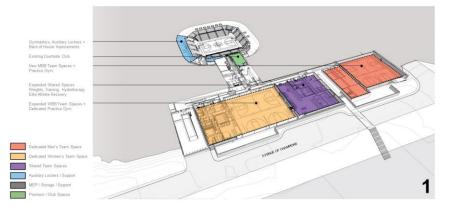


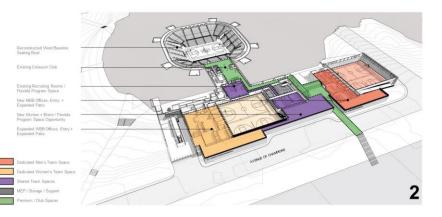




Progress Update, August 3rd, 2022

In support of conversations with prospective project donors in conjunction with the MBB team's international travel, an update was shared on August 3rd, 2022. The update included planning diagram development including the expanded WBB, MBB, gymnastics and shared space program as well as initial progress on conceptual exterior architecture.











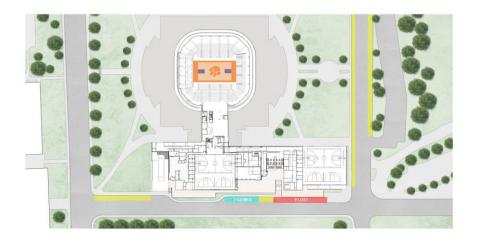




Study Workshop 5, September 9th, 2022

Workshop 5 explored additional detail of the site planning concept. It was confirmed that a parking strategy could be deployed that would result in the only 2 on street parking spaces along Avenue of Champions. The Centennial Boulevard curb line could remain unchanged and campus bus stops and routes could continue as currently designed as well.

Additional exterior image concepts were also presented. Multiple approaches were reviewed and discussed along a spectrum ranging from ultra-contextual to the existing Littlejohn Coliseum and Swann Pavilion aesthetic to more contemporary free form strategies. Ultimately, it was determined that the new anchor mass should "touch the ground lightly" and the Centennial Boulevard façade was equally important as the Avenue of Champions façade.





Recladding of Existing Gym Expanded MBB + WBB



over Directly Responds to TAY Building architecture objectbonate Panels to into e Existing Gym pandrel Panels to reduce subtity into interior keypanded MBB + WBB overed Team Patios











THEOREM PERSON AND STREET

TE CONCENT.



Folded Plate: Massing Cencept
Louries: Reduce Glare inside
Recladding of Existing Gym
Expanded MBB + WBB
Covered Team Patios
Brick Base pulled up and around
to promote circulation to LIC



Borrows Curves from Football Stadium exterior raise visible from arenue of champions. Polycarbonate Panels with lary overhang to reduce glare Recladding of Existing Gym Expanded MBB + WBB

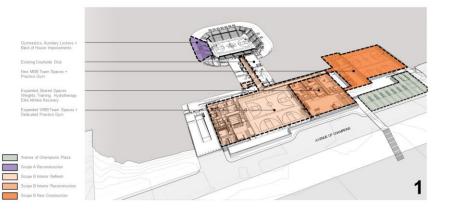


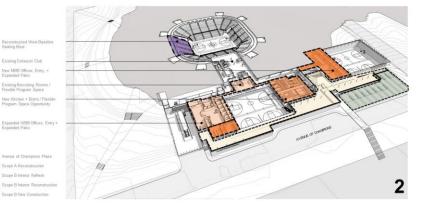


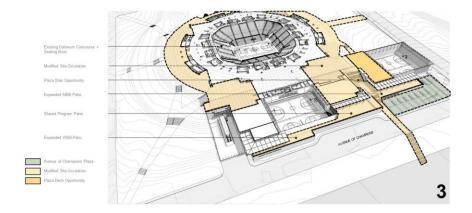


Study Workshop 6, September 23rd, 2022

Workshop 6 introduced preliminary cost modeling for the first time. Scope classifications were defined, and probable costs were presented for each classification. Exterior concept illustration development was reviewed and discussed. The new construction was presented as setback from Avenue of Champions for the first time presenting the opportunity to mitigate the scale of the new mass while also creating newly defined open plaza space on a busy campus intersection.







MBB Gym, Offices, Patio + Team Spaces Avenue of Chempions Plaza New Bistro Patio Expanded WBB Offices + Patio New Dock Enclosure

/alk + Lot 5



Expanded WBB Parch
New Bistro Patio
MBB Offices + Parch
New Lot 5 Cannection
Avenue of Champions Plaza



rpanded WBBHC +
orderence Suite

rpanded WBB Perch and





Study Workshop 7, October 7th, 2022

Workshop 7 presented refined concept illustrations, final space planning diagrams and additional considerations for west gymnastics, auxiliary locker room and storage expansion underneath a reconstructed west lower seating bowl.

Proposed final scope was reviewed, discussed, and confirmed. The cost model was further reviewed and discussed as well.

