Administrative Leadership Meeting

Tuesday, Sept. 9, 2014

Chancellor Randy Woodson

Upcoming ALM Topics

- Nov. 11

    Report Card on Strategic Plan
    (Titmus Theatre)

- Jan. 13, 2015

    Advancement Update
    (Titmus Theatre)

Fall 2014 Enrollment

(All numbers preliminary until final reports)

- New freshman class has 4,375 students
  - Mean SAT = 1241
  - Mean HS GPA = 4.44
  - In top 10% of HS class = 51.4%
- New master's students = 2,146
- New doctoral students = 674
- Total enrollment 33,991

US News Rankings 2015 Edition
(Released Tuesday, September 9, 2014)

- NC State national ranking 95th
  - up 6 places overall from last year
  - Public ranking 43rd, up 4 places from last year
- 14th in peer group, up from 15th last year
- Undergraduate Engineering ranked 31st
- Great Schools, Great Prices ranked 46th
- Best Colleges for Veterans ranked 18th
- On the list for graduates with least debt
  - 57% of graduates with debt, average $19,530

New Indoor Practice Facility

- A full 120-yard football field
- Four sprint lanes down the full length of the field
- Additional training and conditioning space beyond both end zones
- A viewing platform at the 50-yard line
- Remote-controlled video cameras

State Budget

- $1,000 salary increases for SPA employees

- No funding for EPA salary increases
  - Provides campus-level salary adjustment flexibility

- 5 non-expiring bonus days

State Budget

- $2.4 million in additional management flexibility reductions to the UNC System

- •$3 million for Game-Changing Research investments including pharmacoengineering.

- •$4.8 million to provide in-state tuition to military veterans and their dependents.

- •$30 million for building repairs and renovations for all state government (UNC System receives 40%= $12 million).

State Budget

- Directs BOG to consider reducing centers and institutes by $15 million

- Requires university system appropriate $29 million to support the NC Research Campus in Kannapolis.

- Transfers of Camp Sertoma 4-H Camp from NC State to the Department of Environment and Natural Resources.

- UNC System employees may enroll in 3 courses free of charge

- Repeals Chancellor's authority to approve maintenance projects up to $1 million.

- Leasing Authority for property or space in any building on Centennial Campus extended to 99 years without approval from the Council of State.

Questions?

Navigating Space Management: Challenges, Actions and Opportunities

Steven Arndt, Associate Vice Chancellor for Facilities
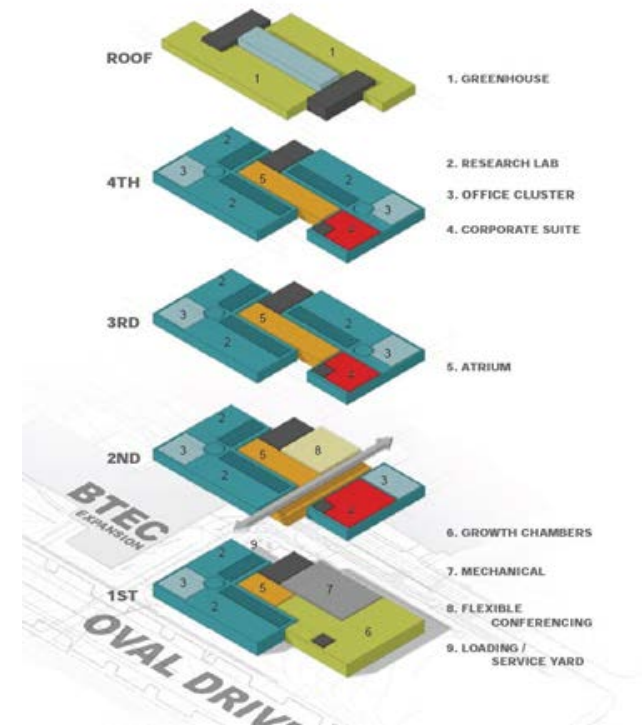Lisa Johnson, University Architect

Space Management:
Challenges, Actions and Opportunities

- Intro/Background

- Current Space Utilization

- Past Initiatives Status

- New Initiatives

- Challenges

Why all the emphasis on Space Utilization and Management?

- **Costly Resource**

- **Budgetary Constraints**

- **Growth Pressures**

- **Space Management Challenges**

- **Increased Accountability**

- **Utilization Opportunities**

ROOF

4TH

3RD

2ND

BTEC EXPANSION

1ST

OVAL DRIVE

1. GREENHOUSE

2. RESEARCH LAB

3. OFFICE CLUSTER

4. CORPORATE SUITE

5. ATRIUM

6. GROWTH CHAMBERS

7. MECHANICAL

8. FLEXIBLE CONFERENCING

9. LOADING / SERVICE YARD

Space: A Costly Resource

Annual Cost of Space is Significant

OFFICE & CLASSROOM MAINTENANCE & OPERATING COST		
	2011	**2014**
Cost per ASF	$13.30 / ASF	$13.80 / ASF
Typical Office Annual Cost	**$1,860**	**$1,930**
Mid-Size Classroom Annual Cost	**$8,650**	**$8,970**

RESEARCH SPACE MAINTENANCE & OPERATING COST		
	2011	**2014**
Cost per ASF	$19.70 / ASF	$20.10 / ASF
Mid-Size Research Lab	**$17,730**	**$18,090**

(Includes utilities, maintenance & equipment startup costs. Excludes deferred maintenance cost. Numbers are rounded to nearest ten.)

Source: NC State University, Facilities Budget Office

New Construction is Expensive

Total Project Cost (escalated to 2014)

- – SAS Hall $304/GSF
- – EB III $360/GSF
- – Hunt Library $498/GSF
- – Terry Center $561/GSF
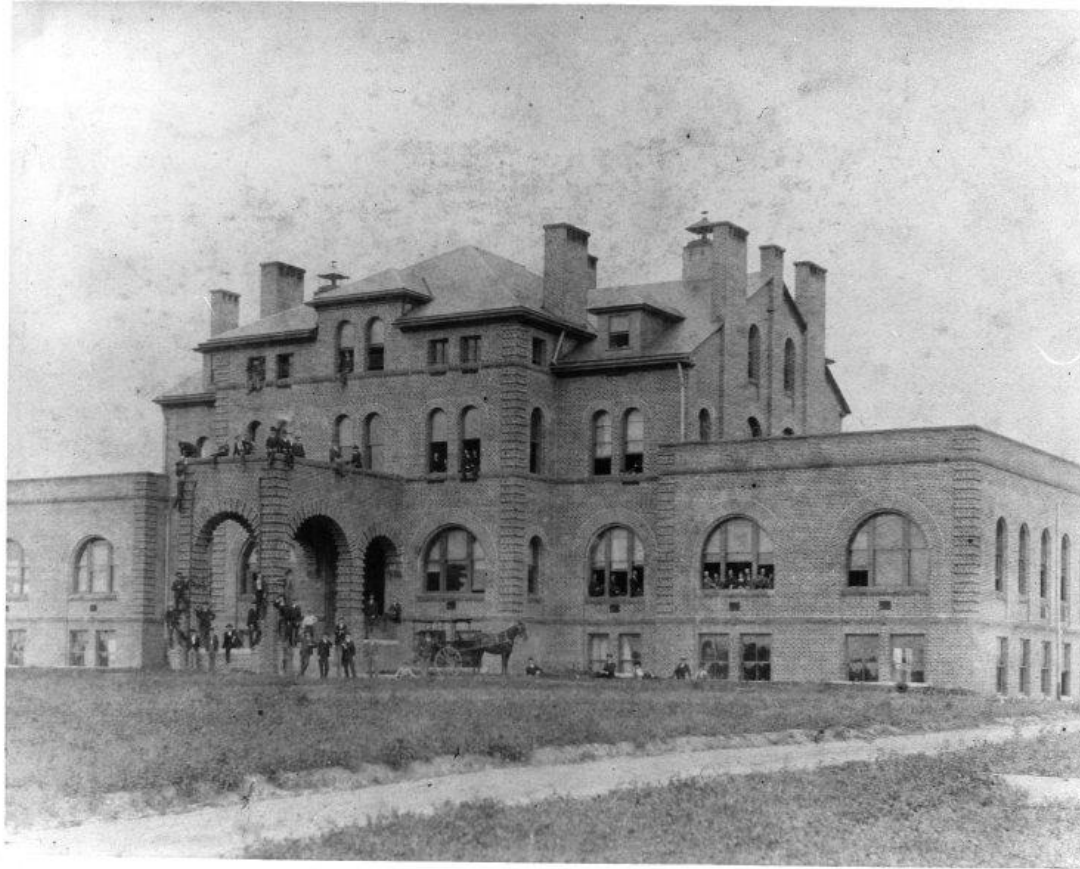

*Excluding infrastructure

Economic Constraints
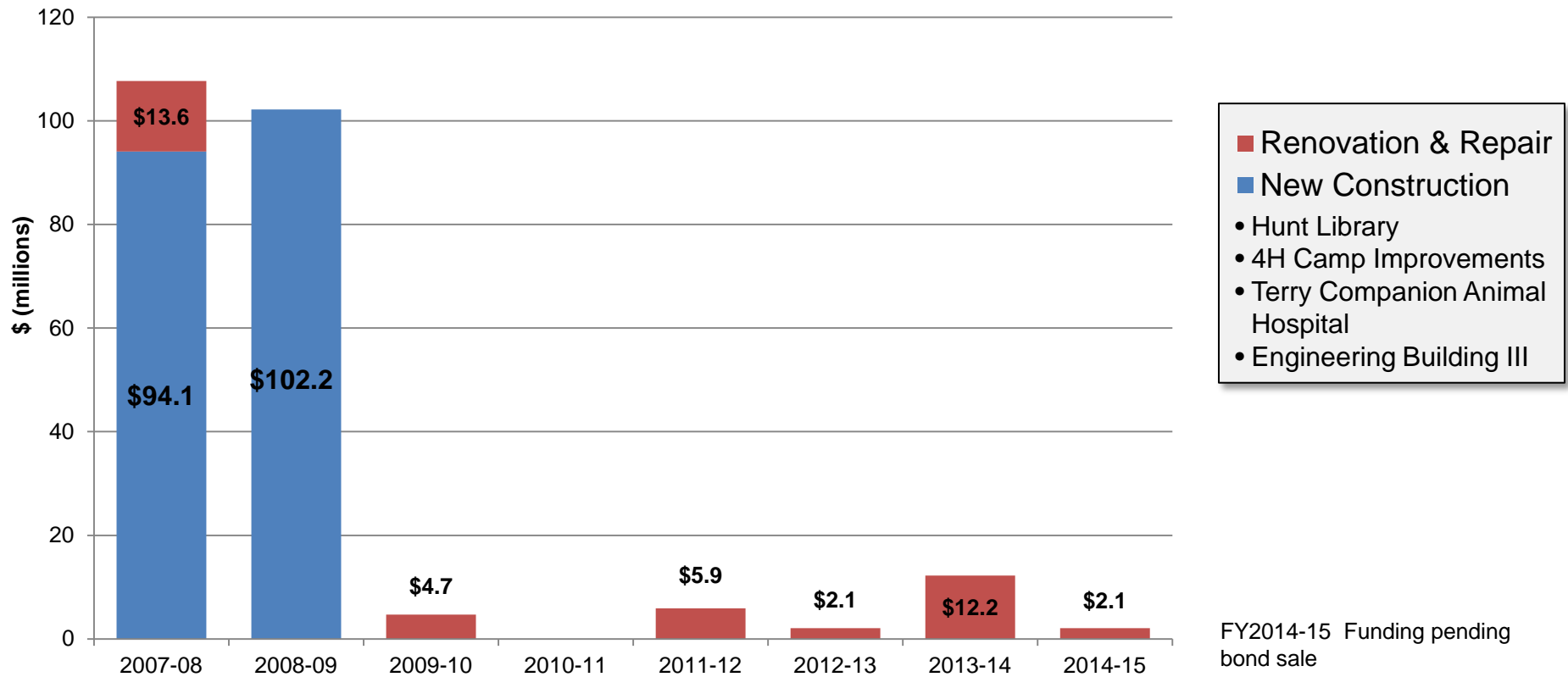
Growth Pressures

Growth - High Priority Actions

- Growing faculty **350 T/TT**
- Keeping and replacing faculty **50 per year**
- Increasing student enrollment **2660**
- Increasing postdocs **150**
- Adding academic advisers **40**
- New Living and Learning Villages **4**

By 2020

Space Management Challenges

Source: AcademicImpressions.com

Space Management Challenges

- Underutilized Space

- Remold cultural attitude, i.e. …it's my space!

- Space stewardship vs. ownership

Increased Accountability

http://www.northcarolina.edu/apps/bog/members.htm

UNC-BOG **Efficiency & Effectiveness Metrics**

Operating Metrics

1. Education and Related spending per degree*
2. UNC Compliance Index (UNC FIT)*
3. Support Spending per Student
4. **Space Utilization: Average weekly use of student stations**
5. Financial Stability: Private Fundraising Index

Academic Metrics

1. Six-Year Graduation Rate*
2. Freshman-to-Sophomore Retention Rate*
3. Degrees Granted to Pell Grant Recipients*
4. Degree Efficiency*
5. Attempted Hours to Degree

* Metrics currently in use

Source: 7-8-2014 ALM Presentation

Space Standards

UNC-GA Space Standards
- Classrooms
- Class labs
- Office
- Library space
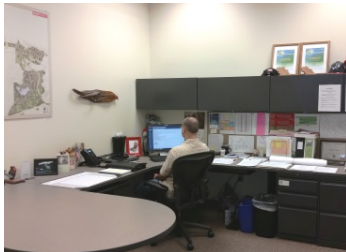
NC State Space Standards
- Research space
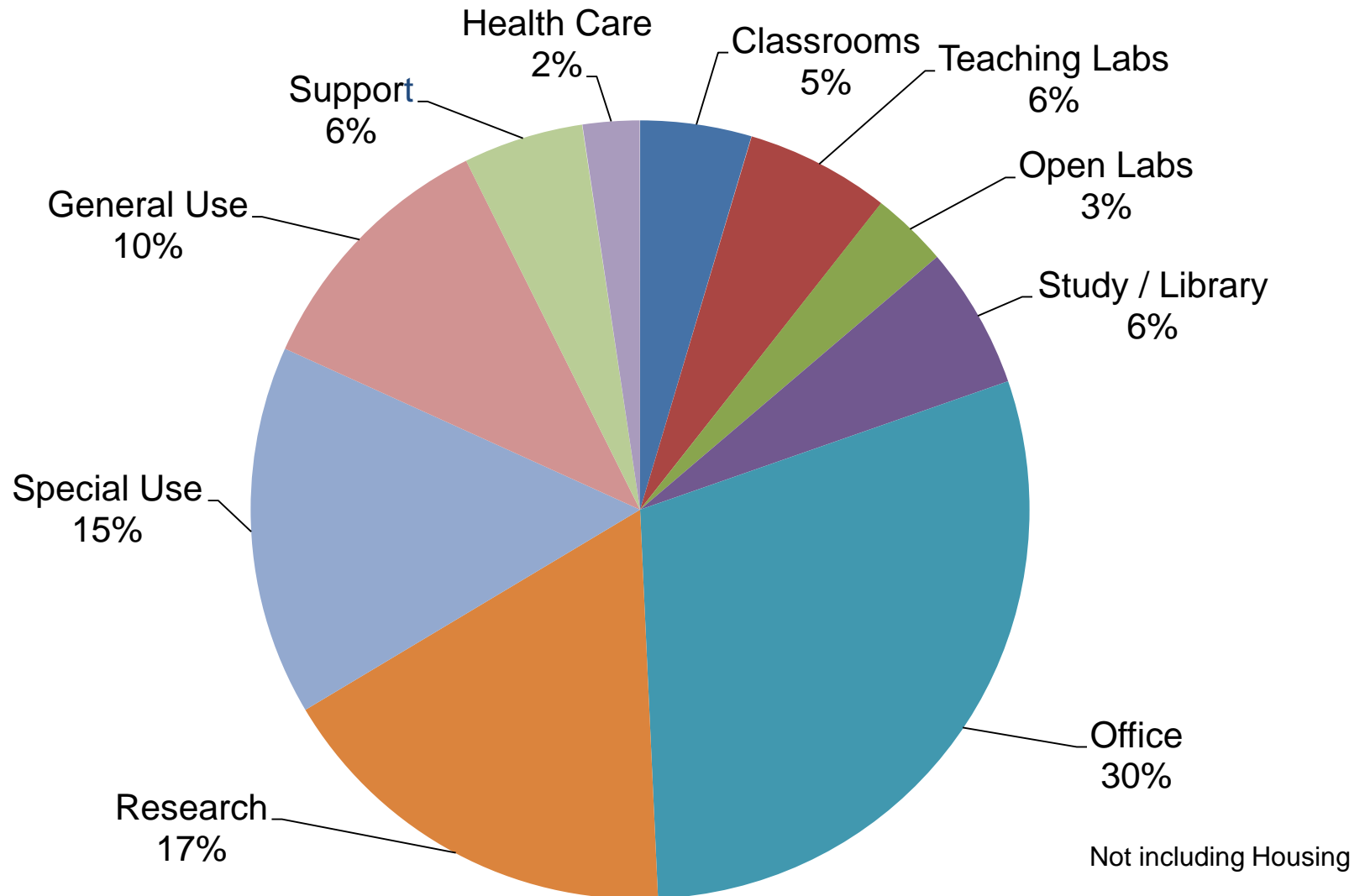- Design studio standard

Recurring Efficiency Themes

- Purchasing Efficiencies

- Eliminate Redundancies / Create Shared Services

- Consolidate IT Infrastructure

- Implement Enterprise Systems (PeopleSoft)

- Focus on Energy Reduction

- **Improve Space Management**
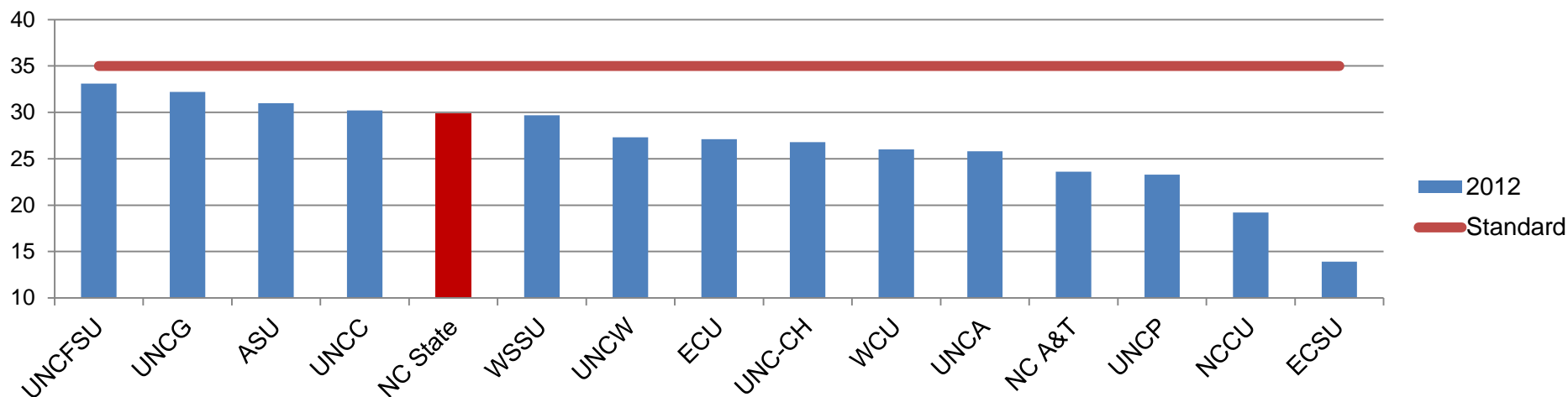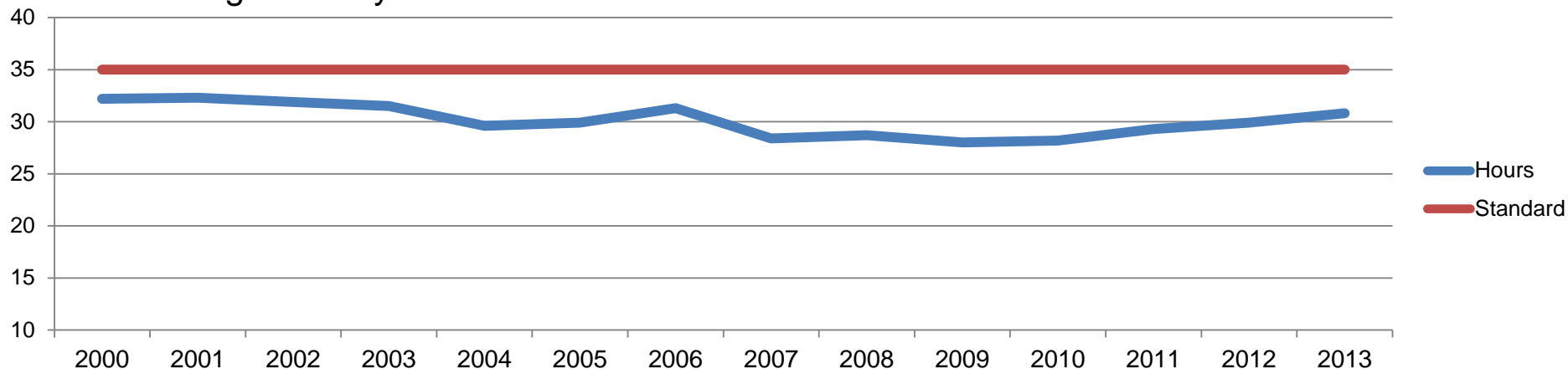
- **Apply Metrics to Most Everything**

Source: 7-8-2014 ALM Presentation

Utilization Opportunities
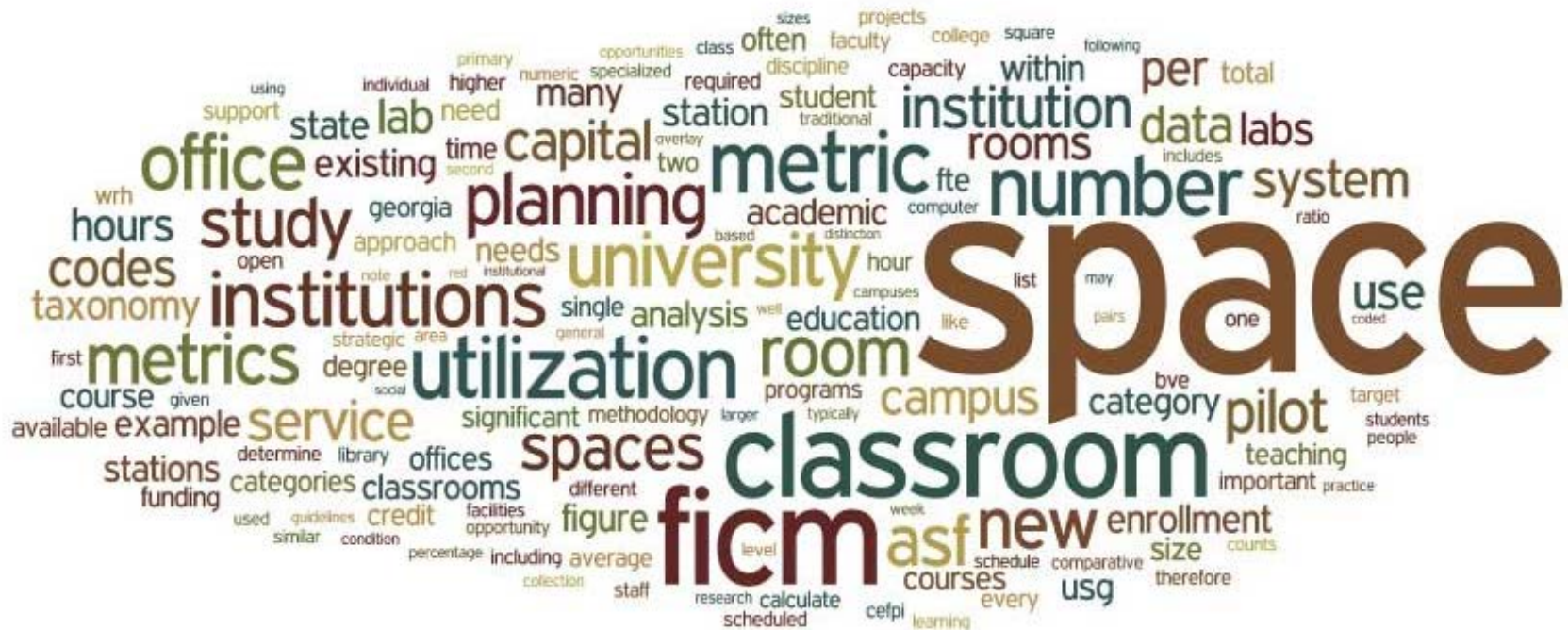
Source: University System of Georgia Space Utilization Study – Sasaki Associates, Inc.
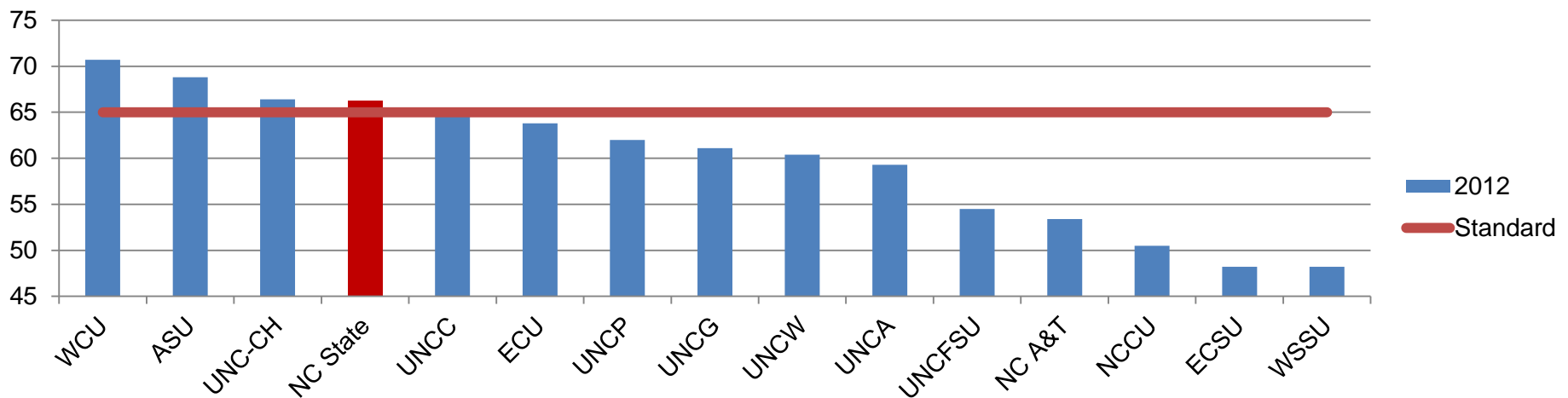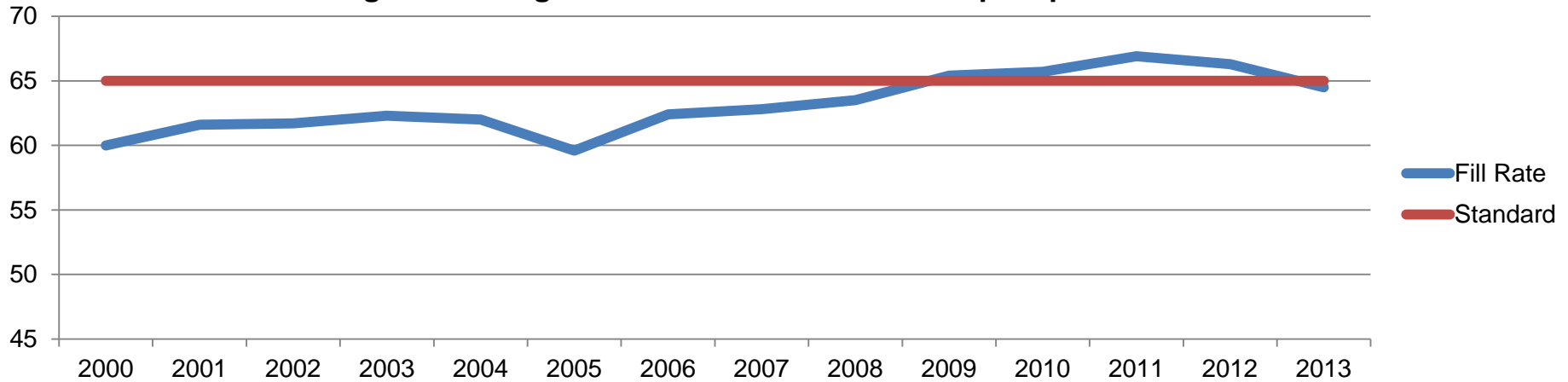
Current Space Inventory

Not including Housing

Classroom Utilization Hours

Average Weekly Room Hours of Instruction in Classroom

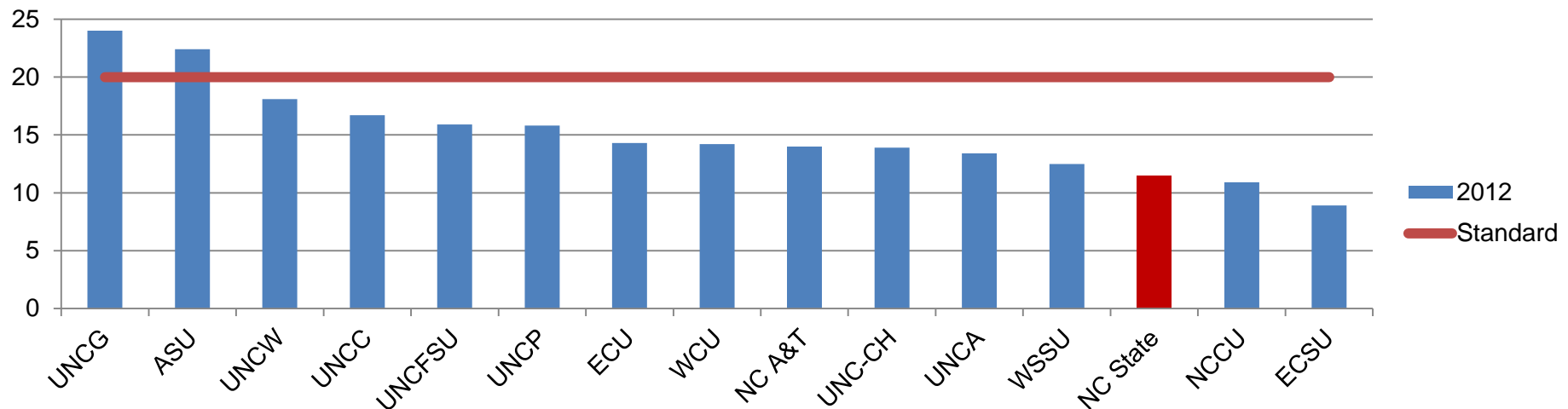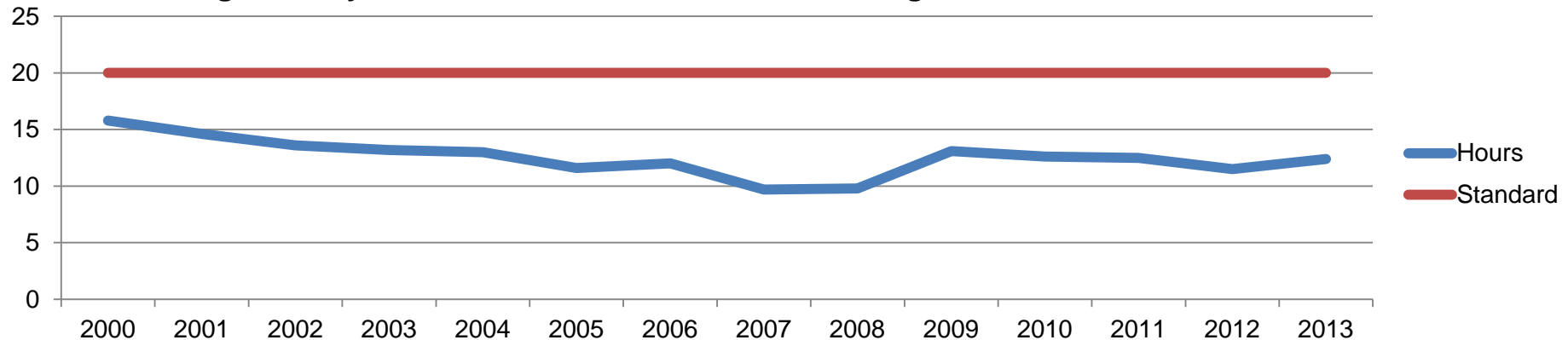Source: State of North Carolina Higher Education Comprehensive Planning Program, *Facilities Inventory and Utilization Study*

Classroom Utilization Occupancy

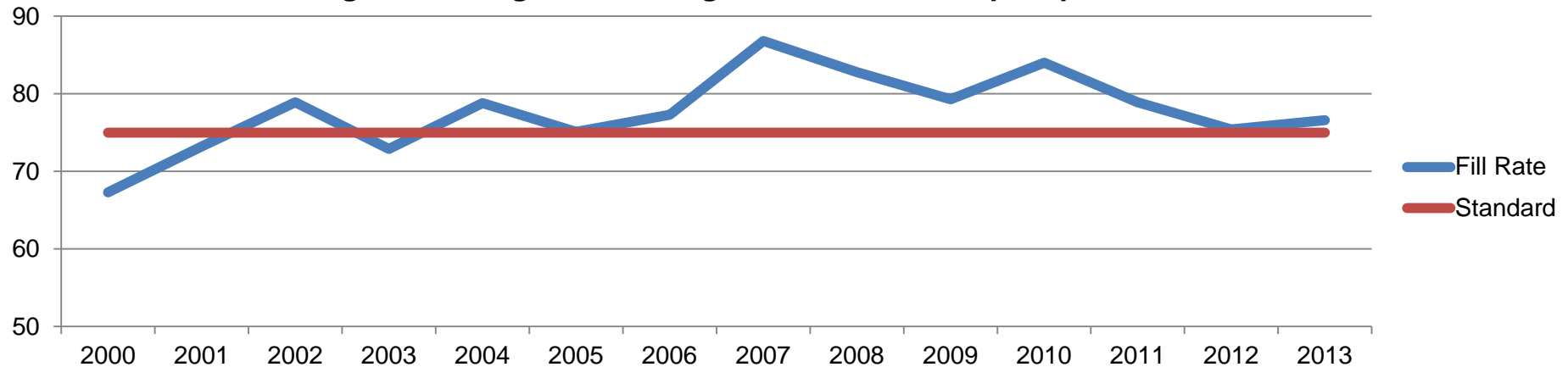**Fill Rate: Average Percentage of Classroom Stations Occupied per Section**

Source: State of North Carolina Higher Education Comprehensive Planning Program, *Facilities Inventory and Utilization Study*

Teaching Lab Utilization Hours

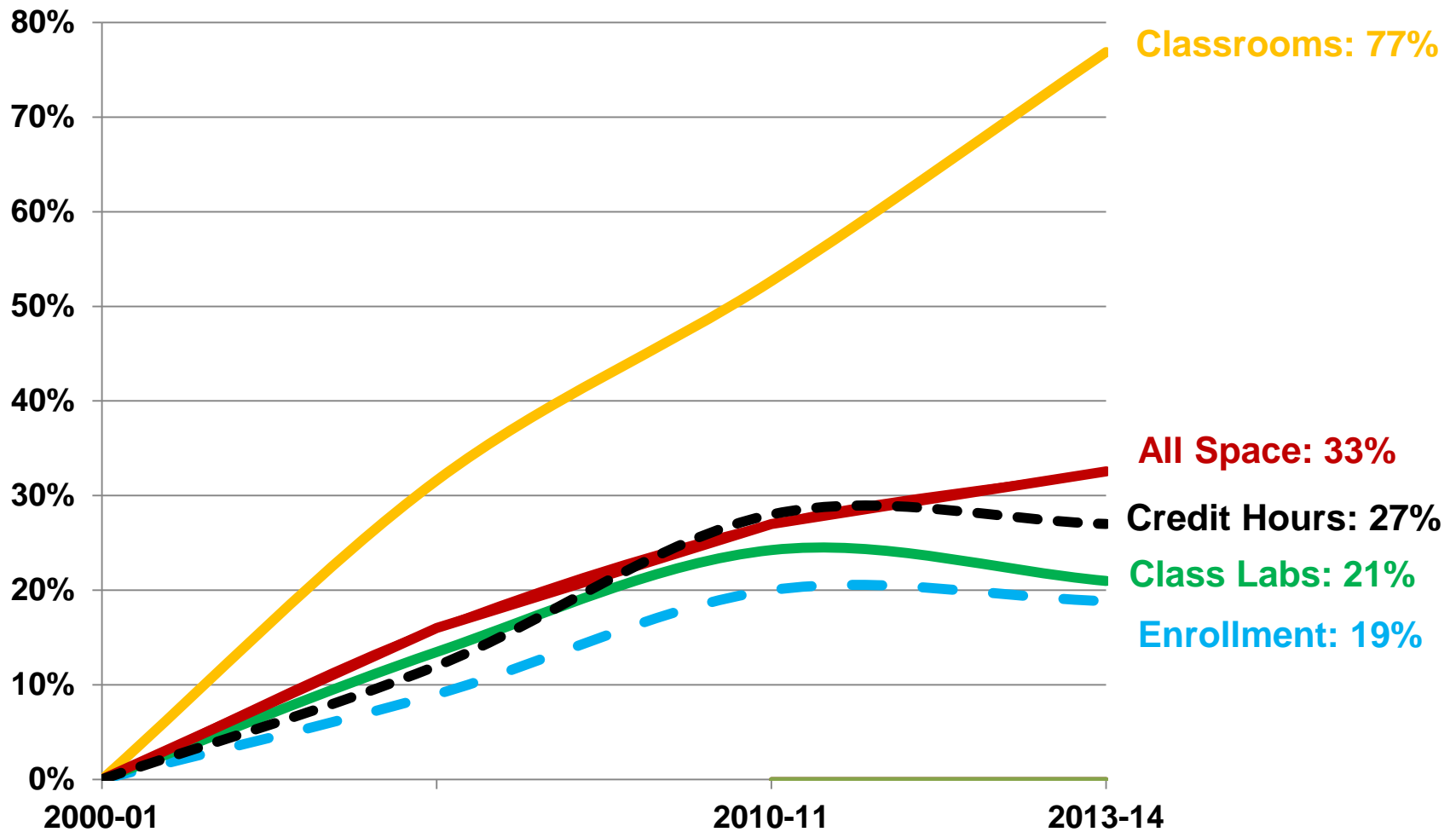Source: State of North Carolina Higher Education Comprehensive Planning Program, *Facilities Inventory and Utilization Study*

Teaching Lab Utilization Occupancy

Fill Rate: Average Percentage of Teaching Lab Stations Occupied per Section

Source: State of North Carolina Higher Education Comprehensive Planning Program, *Facilities Inventory and Utilization Study*
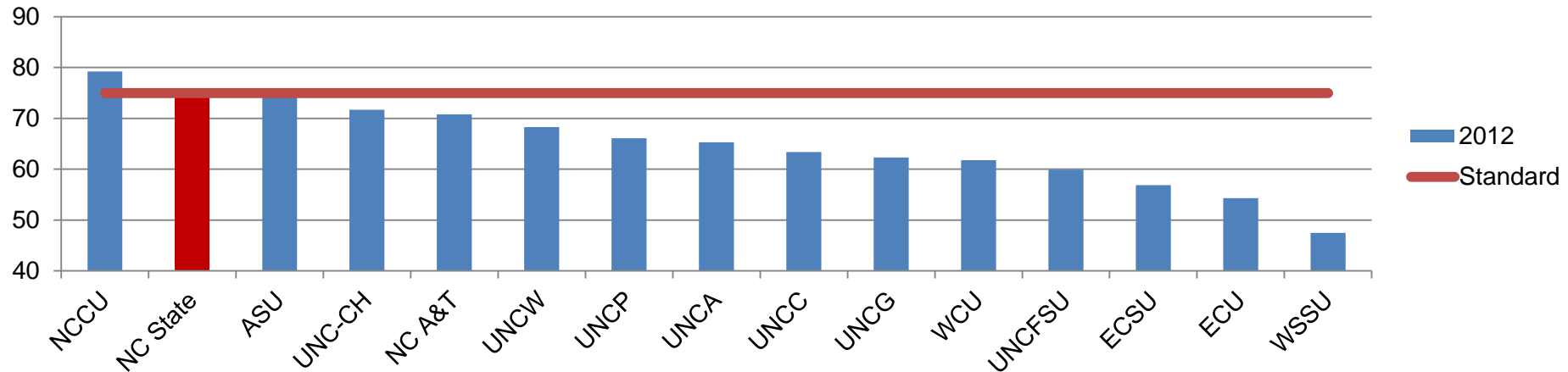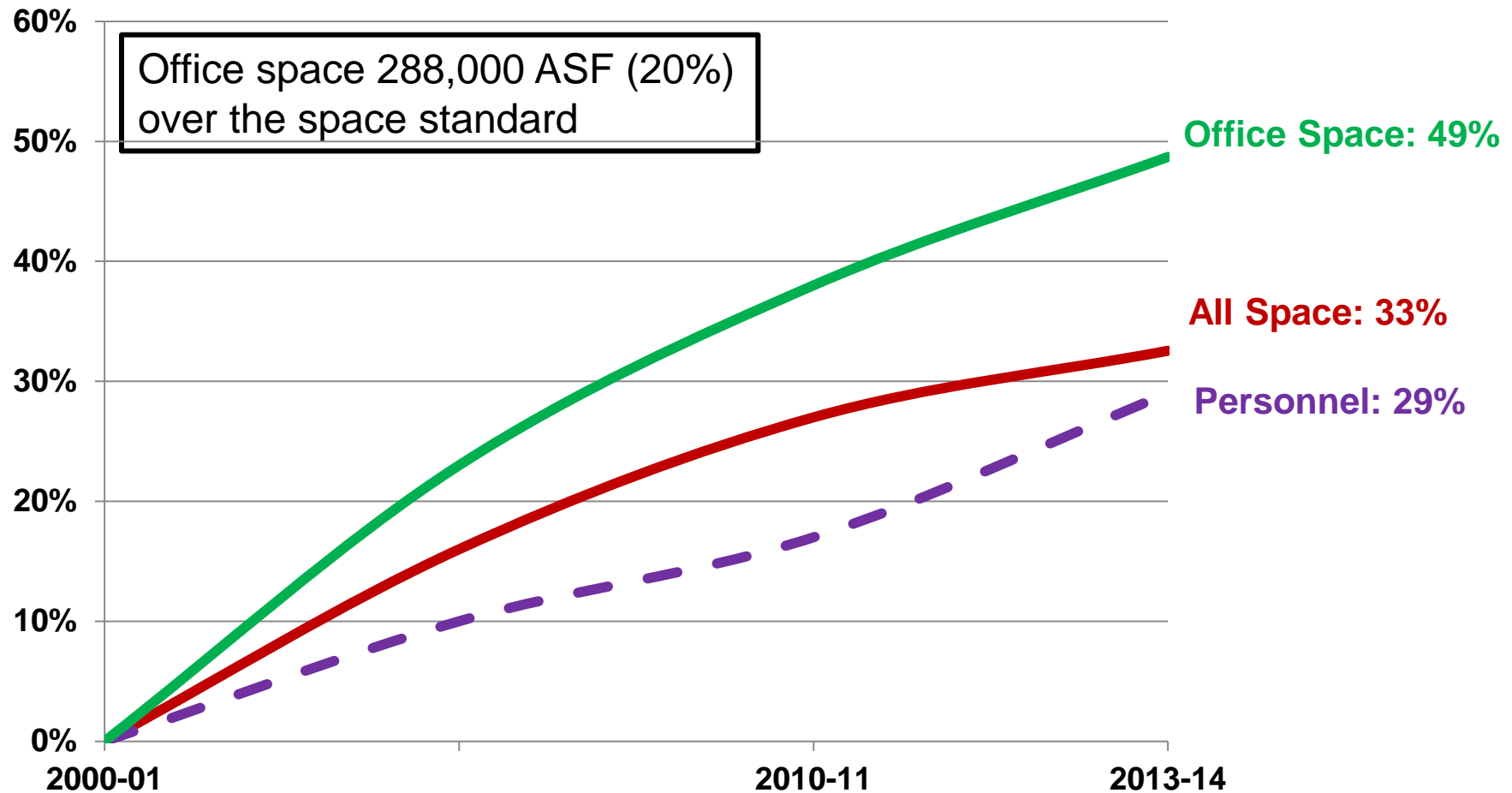
Space Growth Over Time - Teaching

Classrooms are 5% and Class Labs are 6% of total space inventory

Office Space Utilization Issues
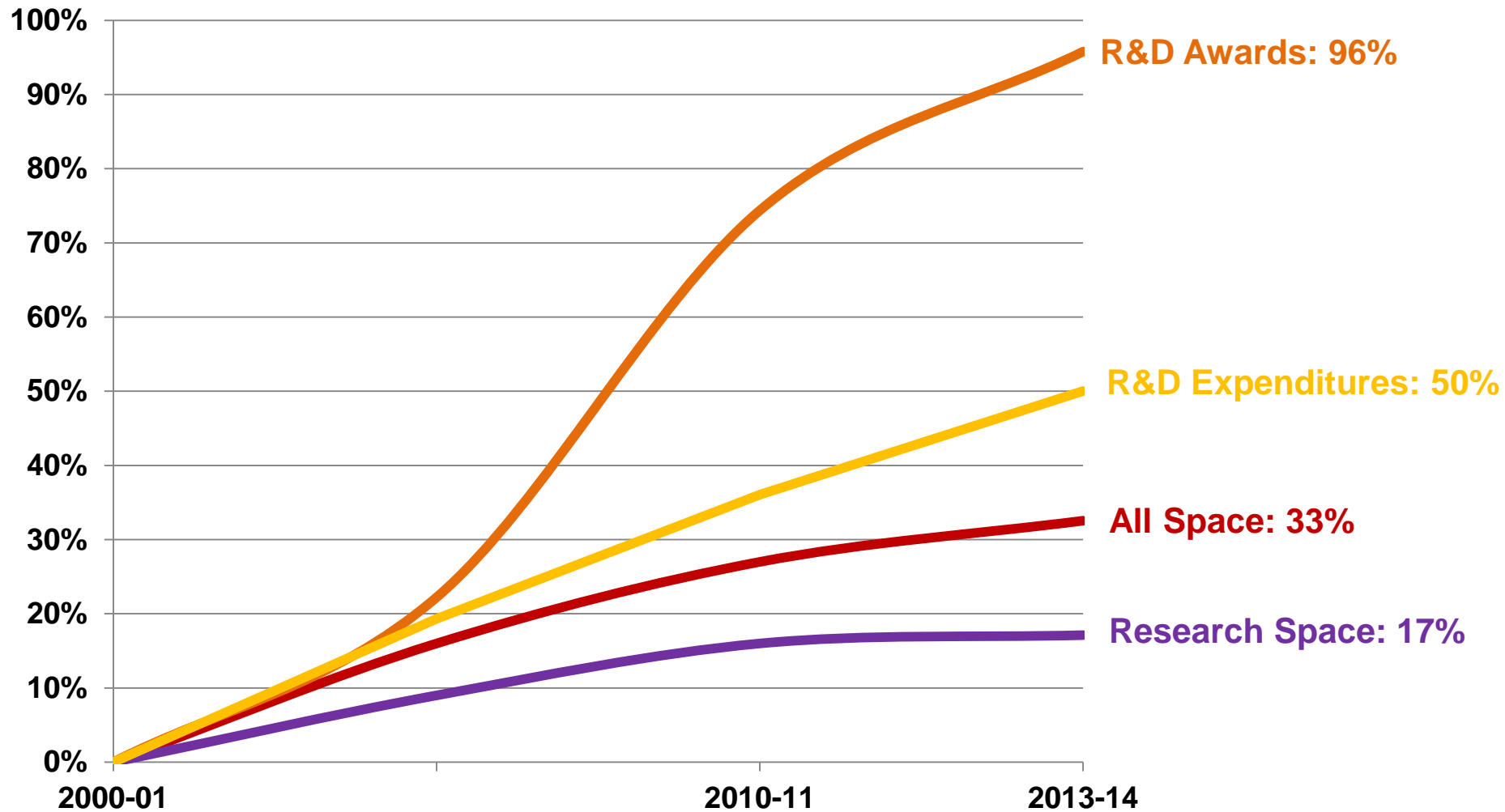
- Office sizes exceed space standard

- Facility Condition

- Offices used for other purposes

- Multiple offices
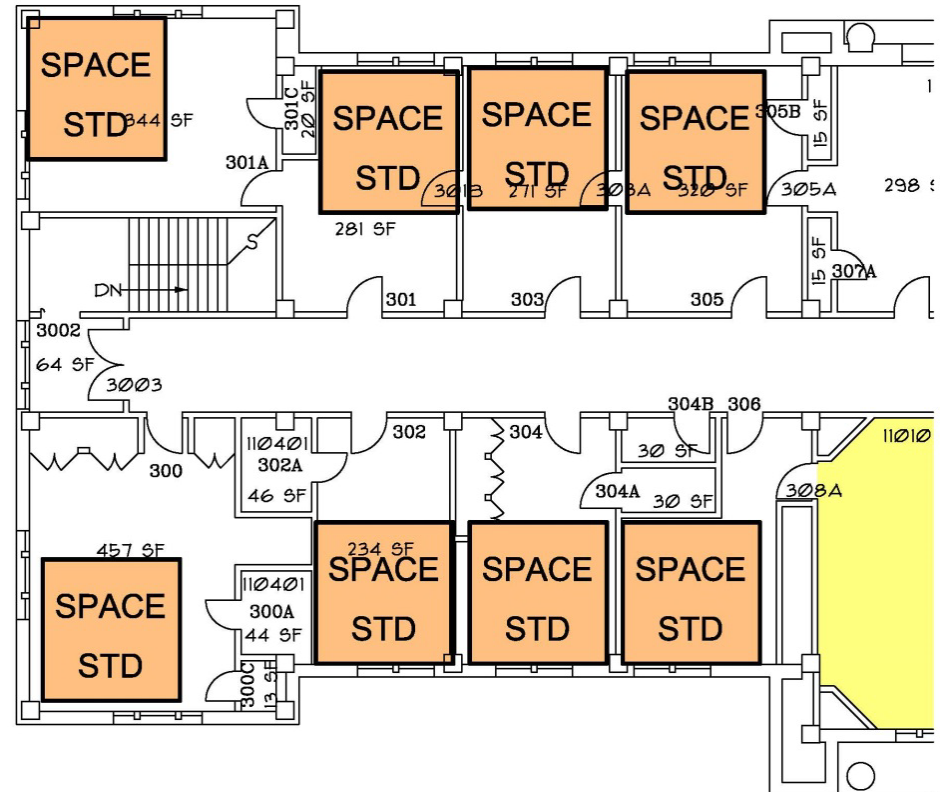
Ricks Hall 3rd Floor

Research Space
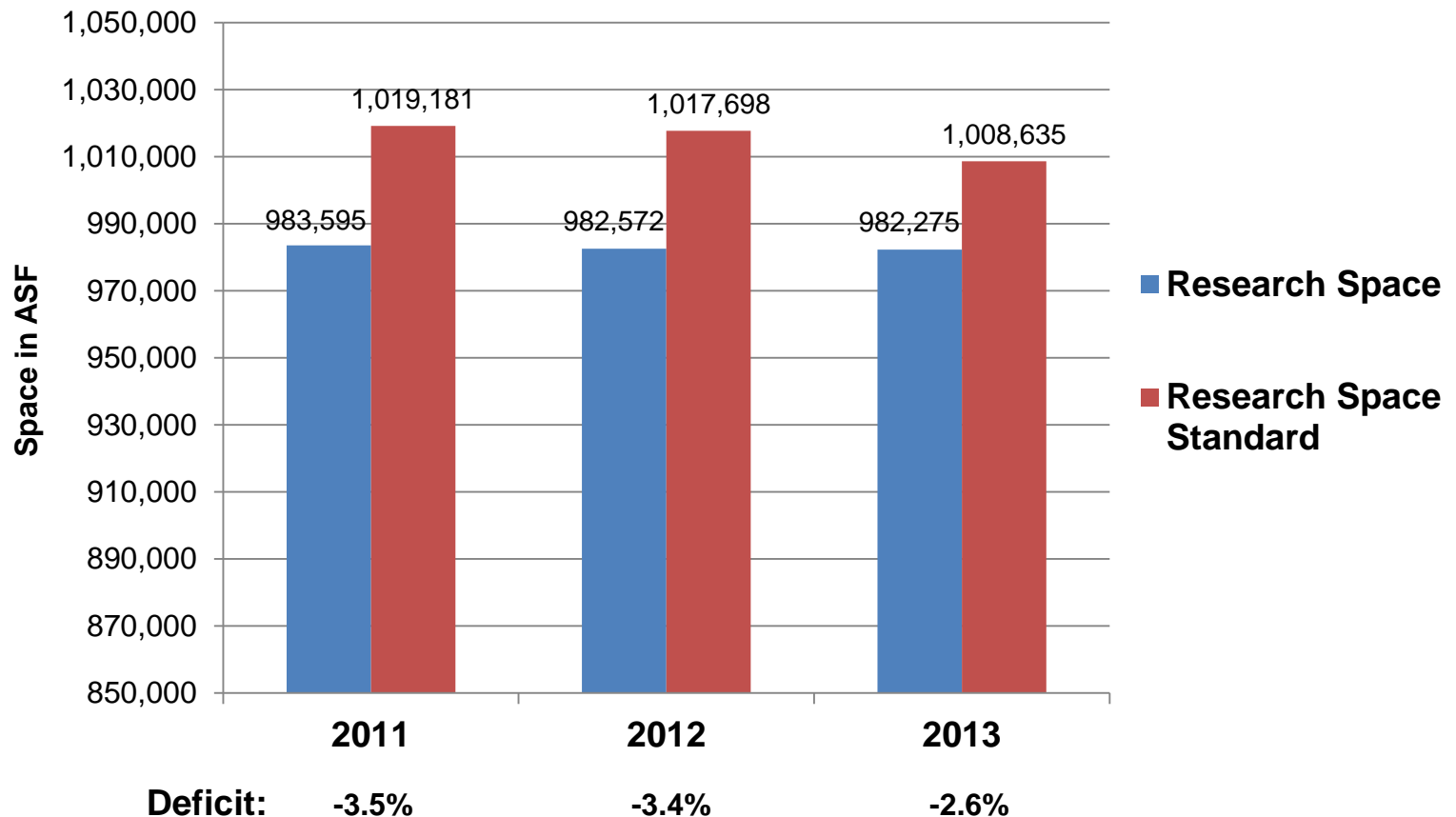
Recap of Challenges

- Space cost

- Funding reductions

- Growth

- Metrics

- Increased Scrutiny

- Utilization

Source: www.hardykika.blogspot.com

The Perfect Storm?

The Path Forward

Source: www.betheleverett.org/

1. College Space Analysis
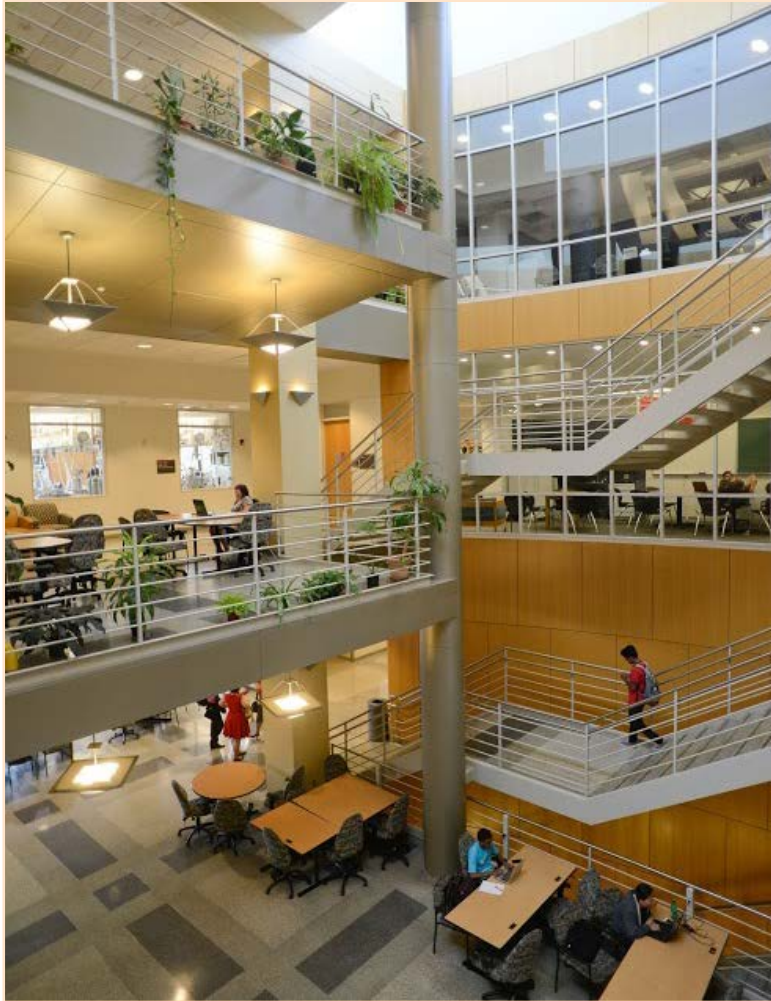
Process:
- Every 3 to 4 years
- Last update: fall 2012

Space Projections:

Current Space
- Space standards /college space
- Compare to existing inventory
- Deficits and overages

Future Space Needs
- Projections
- Space standards
- College space needs by space type

College Space Analysis

Space Allocation Plan

	2011 Base Year Space Needs			
	a Current Space Available	% of Total ASF	b Current Space Need	c Current % Space Need Met a/b
CALS	1,000,240	28.7%	893,869	112%
COD	106,495	3.1%	126,225	84%
CED	78,416	2.2%	87,740	89%
COE	695,838	20.0%	598,008	116%
CNR	139,209	4.0%	154,462	90%
CHASS	133,075	3.8%	178,234	75%
COS	435,256	12.5%	432,526	101%
COT	202,453	5.8%	185,227	109%
CVM	386,845	11.1%	402,763	96%
PCOM	53,672	1.5%	53,071	101%
"110" Classrooms	255,977	7.3%	252,138	102%
TOTAL	3,487,476	100%	3,364,262	104%

New update to begin spring 2015 using fall 2014 base year data

Capital Plan: Top 10 Projects

Project	New	Renovated
1. Engineering Building Oval	136,000	
2. Science Commons Building	52,000	
3. Broughton Hall Renovation & Addition	45,000	45,000
4. Dabney Hall Renovation		81,000
5. Page Hall Renovation		18,600
6. Mann Hall Renovation & Addition	4,500	55,000
7. Plant Sciences Research Building	121,700	
8. Gardner Hall Renovation & Addition	15,000	51,000
9. Williams Hall Renovation		78,000
10. Daniels Hall Renovation, Phase II		39,100
Total Assignable Square Feet	**374,200**	**367,700**

College Space Analysis

Space Allocation Plan

	2011 Base Year Space Needs				2020 Future Space Needs / Proposed Space Allocation					
	a Current Space Available	% of Total ASF	b Current Space Need	c Current % Space Need Met a/b	d Projected Need	e Proposed Space Projection	f Total Space Available a+e	% of Total ASF	g % Projected Need Met f/d	h Variance f-d
CALS	1,000,240	28.7%	893,869	112%	1,018,416	0	1,000,240	28.7%	98%	(18,176)
COD	106,495	3.1%	126,225	84%	150,085	0	106,495	3.1%	71%	(43,590)
CED	78,416	2.2%	87,740	89%	96,720	0	78,416	2.2%	81%	(18,304)
COE	695,838	20.0%	598,008	116%	716,538	0	695,838	20.0%	97%	(20,700))
CNR	139,209	4.0%	154,462	90%	175,329	0	139,209	4.0%	79%	(36,120)
CHASS	133,075	3.8%	178,234	75%	200,049	0	133,075	3.8%	67%	(66,974)
COS	435,256	12.5%	432,526	101%	498,682	0	435,256	12.5%	87%	(63,426)
COT	202,453	5.8%	185,227	109%	197,962	0	202,453	5.8%	102%	4,491
CVM	386,845	11.1%	402,763	96%	438,165	0	386,845	11.1%	88%	(51,320)
PCOM	53,672	1.5%	53,071	101%	67,865	0	53,672	1.5%	79%	(14,193)
"110" Classrooms	255,977	7.3%	252,138	102%	263,388	0	255,977	7.3%	97%	(7,411)
TOTAL	3,487,476	100%	3,364,262	104%	3,823,200	0	3,487,476	100%	91%	(335,724)

New **update** to begin spring 2015 using fall 2014 base year data

Status on Efforts since 2011

1. Initiate College Space Analysis

2. Re-alignment & Strategic Plans Influence Space Allocations

3. Re-evaluate Research Space Standard

4. Connect Grant & Start-Up needs with Space

5. Decrease Lease Space

6. Review Rental Rate Structure

7. Repurpose Space

Source: 5-11-2011 ALM Presentation

2. Align Organizational Resources with Strategic Priorities

Progress:

Chancellors Faculty Excellence Program (CFEP)

- **Provost Office/OUA team**

- **44 cluster hire positions identified**

- **33 positions filled**

- **35 renovations / furniture projects completed**

Status on Efforts since 2011

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3. **Re-evaluate Research Space Standard**

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7. Repurpose Space

Source: 5-11-2011 ALM Presentation

3. Re-evaluate Research Space Standard

- Discipline-based research space standard
- Revised in 2012
- Based on the site surveys & institution review

2002 PREVIOUS RESEARCH STANDARD	
Categories	per Research Unit
Intensive	Avg of 300 ASF
Moderately Intensive	Avg of 125 ASF
Non – Intensive	Avg of 15 ASF

| 2012 REVISED RESEARCH STANDARD	
Categories	per Research Unit
Highly Intensive	Avg of 225 ASF
Intensive	Avg of 125 ASF
Moderately Intensive	Avg of 60 ASF
Non – Intensive	Avg of 15 ASF

Status on Efforts since 2011

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4. **Connect Grant & Start-Up needs with Space**

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7. Repurpose Space

Source: 5-11-2011 ALM Presentation

4. Connect grant & start-up needs with Space

CFEP Hires
Invested in start-up packages and space

Strategic Space Reserves

Source: http://www.internsme.com/blog/settle-in-office

Connect with space needs early in process

Status on Efforts since 2011

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Source: 5-11-2011 ALM Presentation

5. Decrease Lease Space SF

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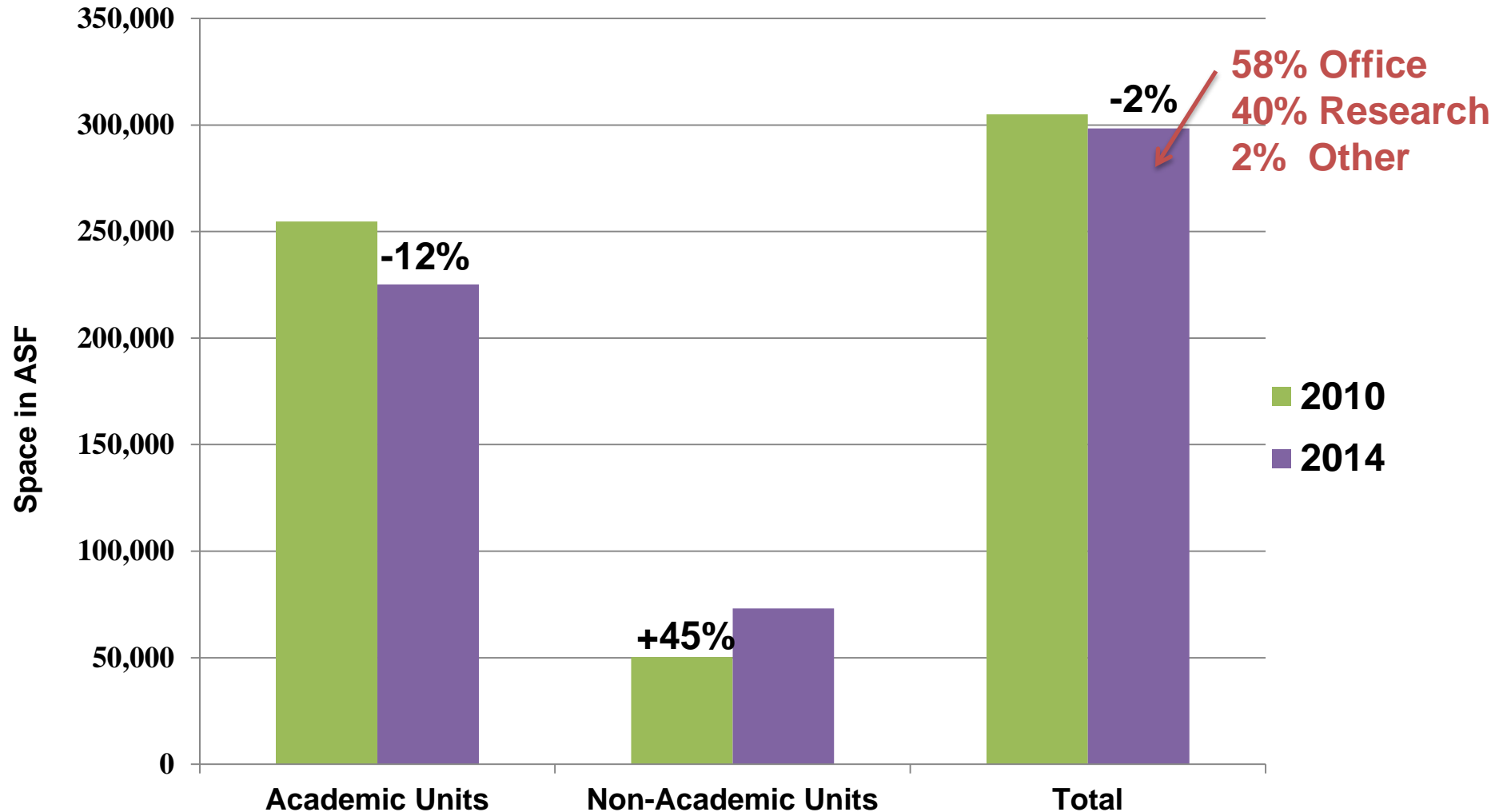
6. Review Rental Rate Structure Centennial Campus

Status

- MOA's aligned with updated F&A rate (58.9% to 63.5%)

- Resulted in overall average rent reduction of **10.1%**

- Individual college reductions varied from 1.3% to 23%

- Effective July 2011

- First year rent savings (FY11-12): **$332,321**

Status on Efforts since 2011

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3. Re-evaluate Research Space Standard

4. Connect Grant & Start-Up needs with Space

5. Decrease Lease Space

6. Review Rental Rate Structure

7. **Repurpose Space**

Source: 5-11-2011 ALM Presentation

7. Repurpose Space

- Office sizes exceed the space standard

- Poor Facility condition

- CFEP hires
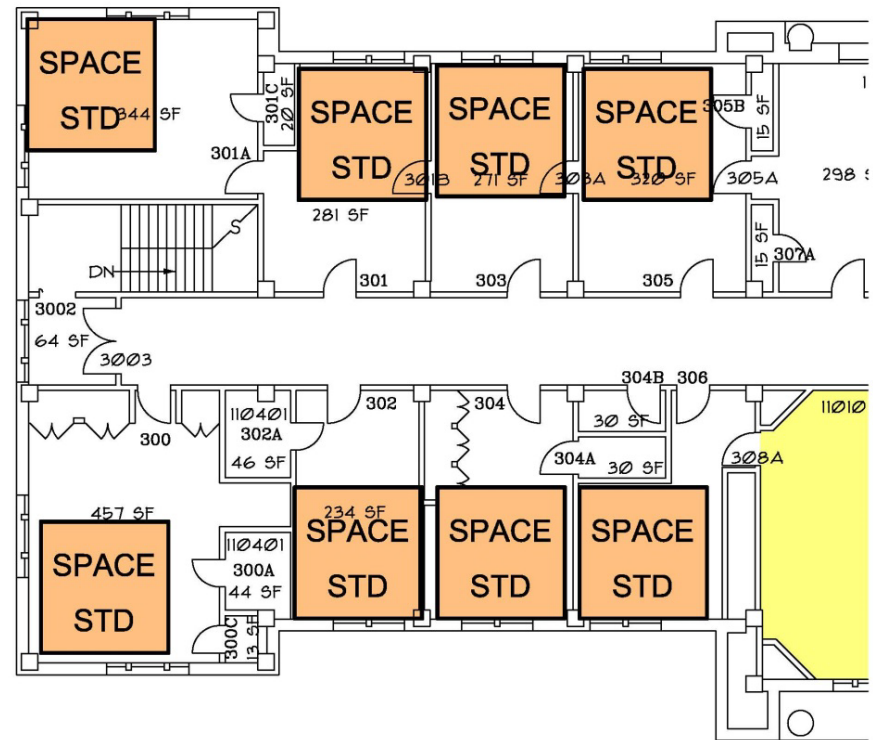
Ricks Hall – Existing 3rd Floor

Repurpose Space

New space layout will provide additional personnel space:
- 6 more faculty offices
- 2 more staff stations
- 16 more Post Doc/Graduate Student stations
- Improved quality of space

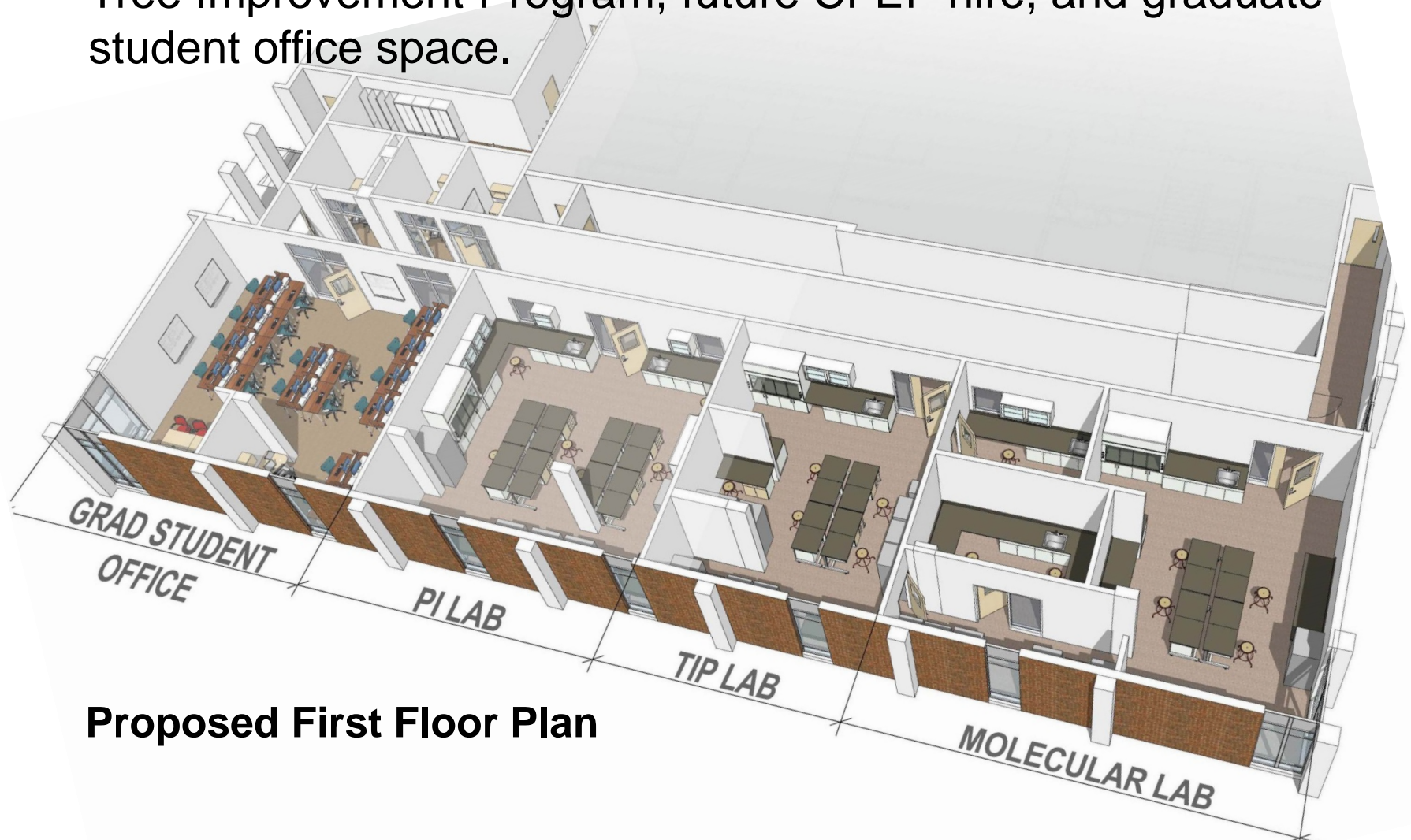**Ricks Hall - 3rd Floor Renovation Plan**

Repurpose Space

Biltmore Hall: Renovate outdated research lab space and...

Existing Research Labs – First Floor

Repurpose Space

Biltmore Hall: Renovation will provide updated research labs for Tree Improvement Program, future CFEP hire, and graduate student office space.

GRAD STUDENT OFFICE

PI LAB

TIP LAB

MOLECULAR LAB

Proposed First Floor Plan

New Space Management Initiatives

Source: www.waltor.com

New Space Management Initiatives

- **University Space Principles Updated**

- **New Space Management Software**
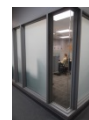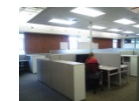

SPACE

- **Tagging People to Space Initiative**

- **Research Productivity Measures**

- **Strategic Space Reserve**
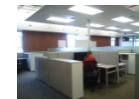
- **Rewarding Innovation and New Ideas**

Space Principles Updated

Preferred Space Priorities:

- **University Strategic Plan initiatives = highest priority**

- **Assign all classrooms to R&R**

- **Hoteling**

- **Long-term storage off-campus**

- **1 office per FT faculty/staff**

Stanford Hoteling

New Space Management Initiatives

- **University Space Principles Updated**

- **New Space Management Software**

SPACE

- **Tagging People to Space Initiative**

- **Research Productivity Measures**

- **Strategic Space Reserve**

- **Rewarding Innovation and New Ideas**

New Space Management Software:
FM: Interact

Benefits

- Space data linked to floor plans – streamlines data entry
- Departmental level access and management
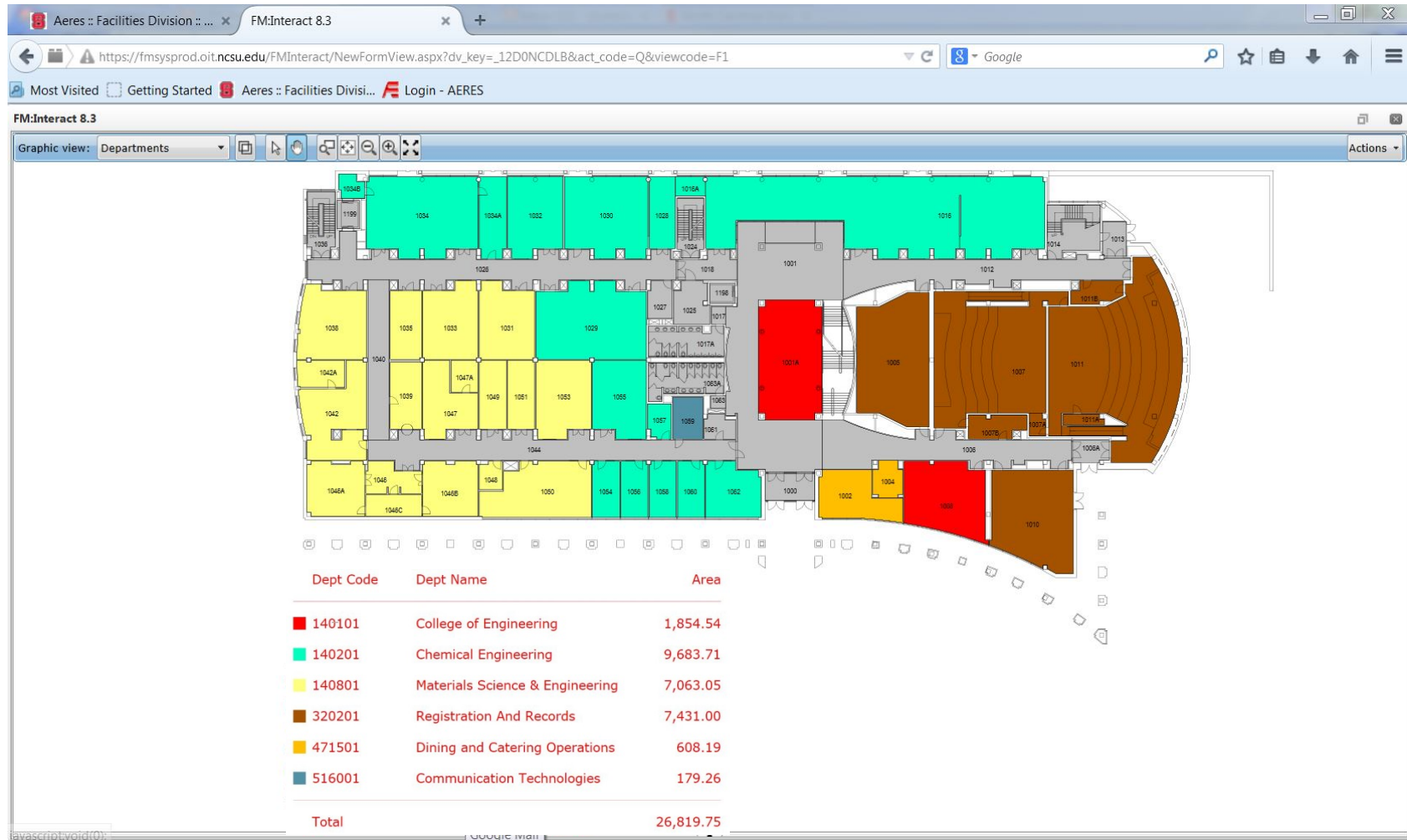- User friendly reporting

Progress:

- Transitioned data for 1,400 buildings and over 40,000 rooms
- Trained 100+ employees to date
- Departments can request access and training

Space Management

SPACE

Buildings
Floors
Rooms
Employees

New Space Management Initiatives

New Space Management Software: FM: Interact

New Space Management Initiatives

- **University Space Principles Updated**
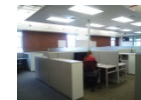
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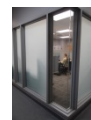
- **Tagging People to Space Initiative**

- **Research Productivity Measures**

- **Strategic Space Reserve**

- **Rewarding Innovation and New Ideas**

Tagging People to Space

Source: http://search.dilbert.com/comic/Office%20Space

Office Space

Research Space

Software Interfaces

Maintenance of Data

Implementation: Fall 2014

Implementation team: OIT, OUA, HR, ComTech, C&G, OIRP

New Space Management Initiatives

- **University Space Principles Updated**
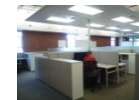
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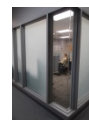
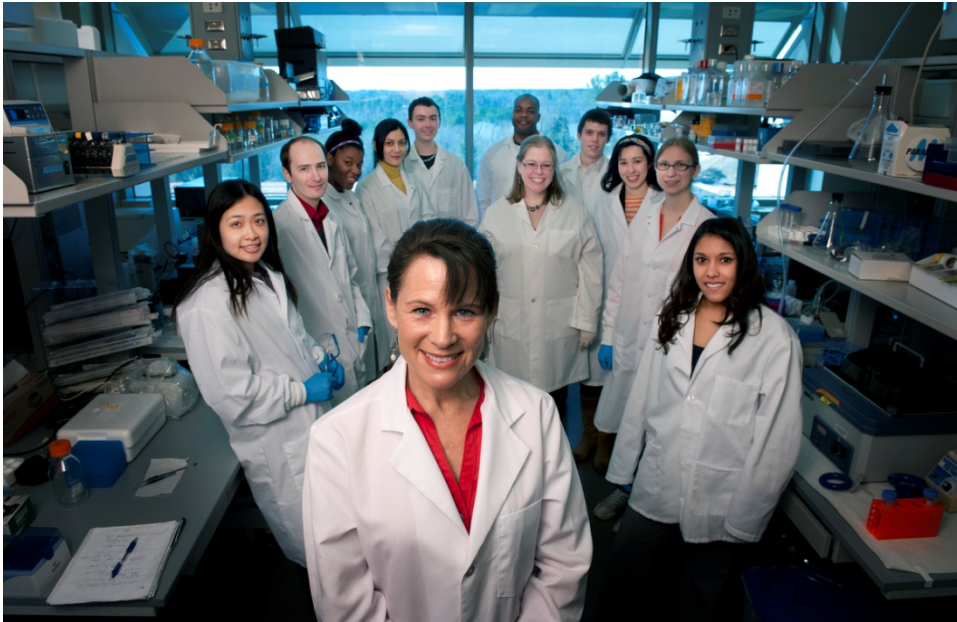- **Tagging People to Space Initiative**

- **Research Productivity Measures**

- **Strategic Space Reserve**

- **Rewarding Innovation and New Ideas**

Research Productivity Metrics

Grant Activity

Publications/Exhibits

Strategic Outreach/ Economic Development

Strategic Space Reserves

- **Space Committee Request**

- **College Identified**

- **% of Space Need Met**

- **Repurposed space**

- **Investments**

Strategic Space Reserves

Progress:
- Strategic Space Reserves requested: **85,766 ASF**
- Academic Units response: **107,823 ASF** for reassignment, renovation and/or repurposing

Status:
- **Projects Completed: 56,762 ASF**
- **Under Study: 13,035 ASF**
- **Available: 38,026 ASF**

New Space Management Initiatives

- **University Space Principles Updated**

- **New Space Management Software**

- **Tagging People to Space Initiative**

- **Research Productivity Measures**

- **Strategic Space Reserve**

- **Rewarding Innovation and New Ideas**
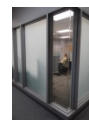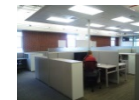
Reward Innovation and New Ideas

Before

SAS Graduate Student Hoteling

- Doubled grad student occupancy: 18 to 36 (total 994 ASF)
- Gained four faculty offices (640 ASF)
- Amenities (36 assignable lockers w/power)

After

Reward Innovation and New Ideas

Industrial Extension Service

- Lease Space: 12,444 SF
- Reviewed space utilization & work style needs
- Extension personnel travel the state
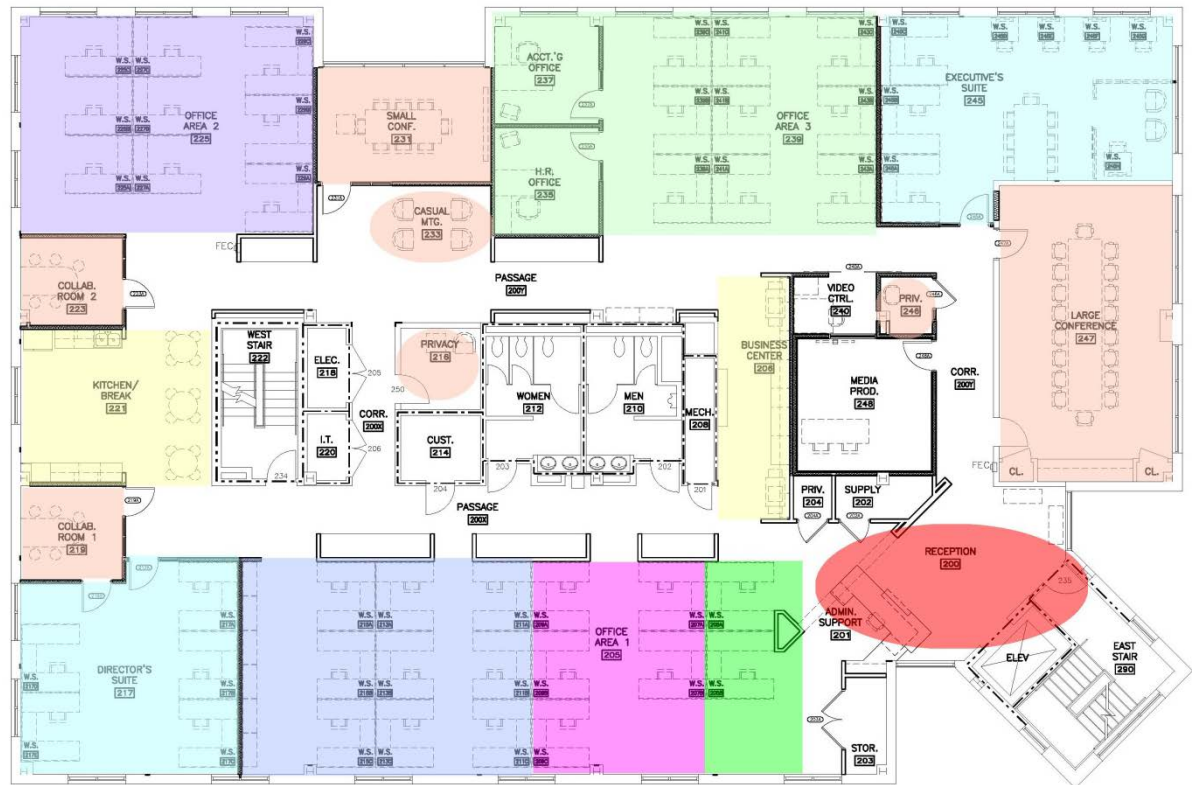- Solution includes several types of workstations

Research Building IV

Reward Innovation and New Ideas

Industrial Extension Service

- New work-style configuration

- **8,000 ASF** - 36% space reduction

- Added amenities

- Accommodates local and traveling staff

Research Building III

Moving Forward

Source: www.latitude.com

Moving Forward

Goal: **Classrooms** meet the UNC-GA utilization goal of a campus average of 35 hours per week and 65% fill ratio

Actions:

- Provide consistent technology and support

- Spread courses throughout the day

- Match classroom inventory with changing demands (size, seating type, etc.)

- Balance innovative pedagogy & scheduling efficiency

Moving Forward

Goal: Class Labs meet the UNC-GA utilization goal of 20 hours per week and 75% fill ratio

Actions:

- Require consistent scheduling

- Promote cross-departmental sharing of class labs

- Analyze UNC System Space Standard to verify metrics

Moving Forward

Goal: Reduce the **Office and Support Space** SF per person to more closely align with UNC-GA standard

Actions:

- Identify, analyze, and address underutilized space

- Centralize scheduling of conference rooms

- Change Culture!

Moving Forward

Goal: Develop additional metrics for managing/growing **Research Space**

Actions:

- Develop discipline-specific productivity metrics

- Assign space at the lab bench level

- Further development of a campus-wide strategy for equipment

- Continue to reallocate underutilized space for strategic priorities

- Identify funding for improvements

Questions?

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