

May 24, 2023

LORI KLETZER, Campus Provost and Executive Vice Chancellor
Chancellor's Office

RE: Space Management Policy

Dear Lori,

The Senate has completed its review of the proposed revisions to the campus' Space Management Policy with the Committees on Affirmative Action and Diversity (CAAD), Educational Policy (CEP), Faculty Welfare (CFW), Information Technology (CIT), Library and Scholarly Communication (COLASC), Research (COR), and Planning and Budget (CPB) providing comment. The comments fell into two categories: those that considered more general and thematic issues and those that focused on the language and structure of the policy.

General Concerns

The Space Management Policy raised issues of equity for several of the committees that noted the presence of multiple constituencies in competition for space. As CEP observed, the policy was revised in the context of addressing insufficient classroom space, insufficient lab space for certain majors, lack of office and lab space for new faculty hires, and the current lack of housing for students, faculty, and staff. Given these competing interests, there was agreement among several of the committees that representation and consultation with the various constituencies concerned could be better addressed in the policy. CAAD offered that it is imperative that those who are charged with allocating space do so with the equity goals of the University in mind.

To inform this decision-making process, COLASC proposed requiring Senate committee consultation (or even approval) when Space Control Officers change allocation procedures. COLASC also recommended that there be a Senator on the University Space Committee (USC). This idea of constituent consultation is furthered by CPB which offered that the USC has a central role in the new Space Management Policy, and noted that currently there is only one student representative in the USC that alternates between graduate and undergraduate. They recommended that the USC could have both graduate and undergraduate representatives serving simultaneously.

CEP noted that the policy focuses on allocating spaces to divisions and suggests that perhaps there are situations where more holistic analysis would achieve better utilization of space. On this point CAAD concurred, writing, "a more holistic approach to these issues should be undertaken and that Senate committees should be consulted in systematic ways to help engage with the broad-ranging ramifications of space management decisions." CAAD would also like to see the needs of emeriti professors considered.

Another issue raised by the reviewing committees is related to the "ownership" of the various spaces on campus. CFW discussed the space "ownership" division between colleges and the Registrar. One example, they offer, is the former cafeteria room at Merrill College, which is not available to the Registrar for instructional purposes. CFW appreciated the fact that this was not specifically addressed in the policy, but observed "that given the overall deficit of instruction space on campus, thinking about more flexibility in using all available space would be beneficial." CEP and CAAD raised concerns that the "Temporary Loan of Space" process may exacerbate the perception that divisions "own" space. Both suggested that there needs to be a willingness to reallocate space equitably.

One last issue of general concern is the need for space that meets specific Information Technology (IT) needs. CIT notes that large servers have specific cooling needs and wonders how compliance will be determined. If a space is noncompliant, how much time will a researcher have to bring the space into compliance? There is not a clear definition of what counts as a “server” within the policy (CEP, COR). There should also be a clear compliance framework so that researchers understand what is covered, what is required, and a timeline for bringing noncompliant IT spaces into compliance. There were also some questions as to how privacy issues will be addressed if spaces are reallocated for uses for which they were not designed (CIT).

Specific Recommendations

Recommendations from CPB:

- Include all acronyms and definitions such as Capital Planning and Space Management (CPSM), California Postsecondary Education Commission (CPEC), etc., in Section II and renaming the Section as “Definitions”.
- Section B.2 needs restructuring. Its title currently is “Assignment of new space and released space”. However, the section starts with several paragraphs on capital improvement. CPB suggests renaming Section B.2 as “Alterations, Renovations and Capital improvement projects”. CPB also recommended adding a new section titled “New buildings, modular units, and temporary units” including the third, fourth, fifth and sixth paragraphs of section B.2.
- Move the last two paragraphs of section B.2 on the authority of Space Control Officers (SCOs) to the end of Section B.1. and that the University Space Committee be involved in advising on use/lease/purchase of off-campus space, as well as on use of the campus space by a third party.
- Section D: the USC to recommend a cadence for the SCOs to regularly audit the space inventory they are responsible for, and make sure that the space allocation and inventory are up to date.
- Remove the \$5,000 initial project funding fee to start a new project. The fee may discourage SCOs, departments and divisions to submit proposals for new projects that can potentially benefit the campus at large. Moreover, the University Space Committee should be consulted and engaged in the assessment of proposed new projects in the early stages, i.e., before funding is eventually allocated to conduct feasibility studies.
- Please correct the following typos:
 - Remove the period in the last paragraph of A.1 “... environmental concerns. must be ...”.
 - Section IV. Correct “Capital Planning and Space Management”.

Recommendations from COR:

- Section III.A.9: “Space used for hosting computing equipment, such as servers, must comply with Information Technology Services (ITS) Standards....”
 - Does this include “servers” that are standalone machines located in offices or labs? Suggest a more specific definition of server to avoid confusion.
 - Suggest linking directly to ITS Standards to make the requirements clear.
- Revision History:
 - All changes refer to “I.A” or “I.B”, but unless we misread the text, these should point to section III, not section I.
 - Notes for III.B. should often point to other areas. For example:
 - “Maintenance Responsibilities” appears to be in section III.E.1.
 - “Research Laboratory/Studio Utilization” appears to be in section III.C.5
 - “Utilization Reporting Standards” appear to be in section III.C.1.

Recommendations from CAAD:

- The document should update some of its terminology as it occasionally adopts antiquated terms, such as “handicap” for example, used in reference to building and fire codes on pg. 3.

Recommendations from COLASC:

- The following uses could also be considered for guaranteed space use:
 - Department meeting space.
 - Conference space for collaboration, in light of goals for interdisciplinary collaboration proposed in the Strategic Planning Draft (Recommendation #2 [p. 71] and Goal #8 [p.79]).
 - Student community space.
 - Teaching Assistant office hour space.
- Clarify whether the term “users” refers to people in the building or those accessing the collections.

On behalf of the Academic Senate, I thank you for the opportunity to comment on the proposed revisions to this policy. I hope that they prove useful in its continued development.

Sincerely,



Patty Gallagher, Chair
Academic Senate, Santa Cruz Division

Encl: Senate Committee Responses

cc: Ed Reiskin, Vice Chancellor & Chief Financial Officer
Sylvanna Falcón, Chair, Committee on Affirmative Action and Diversity
David Lee Cuthbert, Chair, Committee on Educational Policy
Alexander Sher, Chair, Committee on Faculty Welfare
Peter Alvaro, Chair, Committee on Information Technology
Abraham Stone, Chair, Committee on Library and Scholarly Communication
Dard Neuman, Chair, Committee on Planning and Budget
Michael Hance, Chair, Committee on Research
Andrew Fisher, Chair, Graduate Council
Matthew Mednick, Executive Director, Academic Senate

May 17, 2023

Patty Gallagher, Chair
Academic Senate

Re: Space Management Policy

Dear Patty,

The Committee on Affirmative Action and Diversity (CAAD) has reviewed the Division of Finance, Operations and Administration's revisions to the policy on Space Management. Even though CAAD was given the option to opine, issues of space allocation are deeply tied to equity issues, especially in the context of being an Hispanic Serving Institution (HSI) and an Asian American Native American and Pacific Islander Serving Institution (AANAPISI).

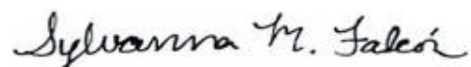
CAAD concurs with the points made by the Committee on Educational Policy concerning the Draft Space Management Policy, echoing the opinion that a more holistic approach to these issues should be undertaken and that Senate committees should be consulted in systematic ways to help engage with the broad-ranging ramifications of space management decisions. CAAD also underscores CEP's argument concerning Temporary Loan of Space and requests that the policy highlight its commitment to equitable distribution of space as a priority that supersedes notions of divisional ownership of campus spaces. CAAD is also seeking clarification on offices held for emeriti professors and, similar to CEP, about space that is not being used consistently. Are there plans to address this problem when departments are short on office space for faculty and/or graduate students?

Relatedly, CAAD members are concerned about the lack of an explicit equity framework for space allocation in the policy. We also recommend the document update some of its terminology as it occasionally adopts antiquated terms, such as "handicap" for example, used in reference to building and fire codes on pg. 3.

Given the significant issues around space that our community of students, staff, and faculty continually confront—issues of housing insecurity, classroom shortages, and the need for better accessibility to University facilities to name a few—it's imperative that those who determine the use of space also identify how their work and policies reflect current equity goals of the University. We note in particular the housing insecurity and shortage facing students and faculty/staff with increase in rent cost at the time of lease renewals or, in the case of Laureate Court, being forced to move after two years (down from three years).

With these goals in mind, we encourage the Division of Finance, Operations and Administration to review its policy and establish equity goals in space allocation.

Sincerely,



Sylvanna Falcón, Chair
Committee on Affirmative Action and Diversity

cc: Alexander Sher, Chair, Committee on Faculty Welfare
Peter Alvaro, Chair, Committee on Information Technology
Abraham Stone, Chair, Committee on Library and Scholarly Communication
Dard Neuman, Chair, Committee on Planning and Budget
Michael Hance, Chair, Committee on Research
Senate Executive Committee
Karen Holl, Chair, Committee on Development and Fundraising
David Lee Cuthbert, Chair, Committee on Educational Policy
Andrew Fisher, Chair, Graduate Council

May 8, 2023

Patty Gallagher, Chair
Academic Senate

Re: Space Management Policy

Dear Patty,

The Committee on Educational Policy (CEP) reviewed the Draft Space Management Policy. This policy review perhaps provides an opportunity to think in a creative and non-traditional manner about space allocation and utilization on campus. Our committee has been concerned and engaged with the classroom space crisis over the last several years.¹ It appears that the Santa Cruz campus is the most impacted of the ten campus system. The committee notes that there were minimal revisions to this policy, and we urge the campus leadership to prioritize it.

This review was performed in the context of multiple space crises on campus:

- insufficient classroom space, particularly for larger classes;
- insufficient lab space for certain classes and majors;
- problems with finding office space and research lab space for new faculty hires;
- a housing shortage for students, staff, and faculty (with pre-tenure faculty being required to vacate the Laureate Court complex three years into their six-year tenure clock).

The space policy focuses on allocating space to divisions, but are there situations where a more holistic analysis would achieve better utilization of the space and help alleviate some of the above problems?

The Space Management Committee has significant advisory responsibilities; it would be helpful to formalize the membership of this committee, as well as the possible role of Senate representatives on this committee. The role of Senate consultation in space management more generally should also be clarified. For example, certain information, such as the California Postsecondary Education Committee (CPEC) analysis of divisional research space, is to be shared periodically with the divisions and the University Space Committee, but perhaps it would be appropriate to share that information with appropriate Senate Committees (e.g. our committee and the Committee on Planning and Budget) as well.

The problems of space management and enrollment management are intertwined. While classroom space is mostly fungible between majors, lab space is much less so, and limitations of lab space may necessitate capping enrollment in certain majors. Denying qualified students the ability to enter their desired majors due to lab space limitations is clearly undesirable, particularly if a different space allocation would have achieved better results. Moreover, large-enrollment majors (e.g. Computer Science and Engineering) have difficulty teaching all their introductory courses in-person, due to a lack of large classroom availability, necessitating offering certain classes by remote instruction. More generally, CEP is concerned that suboptimal space allocation could lead to suboptimal educational outcomes. Indeed, [CEP's](#)

¹ Please note CEP's multiple correspondences on "Classroom Capacity" on [CEP's website](#).

[Space Utilization Policy](#) already limits our ability to "approve any new academic program that requires additional general assignment classrooms in an academic term and a size category for which the utilization is already at or above 90%".

The process for a "Temporary Loan of Space" might raise some questions about the campus commitment to an equitable and optimum space allocation. It suggests a situation where one division has been allocated space that it does not need, while simultaneously another division needs that space but has not been allocated it, and yet there is no campus willingness to re-allocate the space from the division that does not need it to the division that does need it. This loan process may reinforce the perception on campus that divisions "own" space, rather than space being reallocated to ensure an equitable and optimum outcome.

There was some discussion about the role of transparency in space allocation. If a faculty member observes that a space is under-utilized, is there a way to determine who controls that space and to possibly start a process to achieve better utilization of that space? Similarly, is it possible for the campus community to see the results of space utilization reviews. There is a perception on campus that we have space problems in some areas while at the same time we have under-utilized space in other areas. A commitment to transparency would help alleviate this concern. CEP also concurs with the Committee on Research that it would be helpful to clarify what counts as "servers".

While it is clear that we have significant challenges regarding available classroom space, we also feel that further 'outside the box' thinking may provide some temporary relief while more long-term solutions are solidified. Enrollment management as a curricular solution should be carefully considered.

Sincerely,



David Lee Cuthbert, Chair
Committee on Educational Policy

cc: Alexander Sher, Chair, Committee on Faculty Welfare
Peter Alvaro, Chair, Committee on Information Technology
Abraham Stone, Chair, Committee on Library and Scholarly Communication
Dard Neuman, Chair, Committee on Planning and Budget
Michael Hance, Chair, Committee on Research
Senate Executive Committee
Sylvanna Falcón, Chair, Committee on Affirmative Action and Diversity
Karen Holl, Chair, Committee on Development and Fundraising
Andrew Fisher, Chair, Graduate Council

May 17, 2023

Patty Gallagher, Chair
Academic Senate

Re: Divisional Review – Space Management Policy

Dear Patty,

During its meeting of April 6, 2023, the Committee on Faculty Welfare (CFW) reviewed the proposed revisions to policy on Space Management proposed by the Division of Finance, Operations and Administration.

The purpose of the revisions was not clear to the committee. This, in combination with the absence of the readlined version made it difficult to review the updated policy.

Members were concerned with the new requirement for the rooms with computer servers to comply with ITS standards for such spaces. Assuming that this requirement is new, it might result in unexpected expenses to make the space compliant with the standards. In such cases, the committee believes that administration should work with the divisions to assure that the funds are provided for the initial conversion.

Members discussed the space “ownership” division between colleges and the Registrar. One example is the former cafeteria room at Merrill College. Such spaces are not available to the Registrar for scheduling classes. While this is not covered in the reviewed document, members felt that given the overall deficit of instruction space on campus, thinking about more flexibility in using all available space would be beneficial.

The revised policy continues to place the burden of maintaining spaces on the departments. Aging infrastructure of the campus buildings makes this burden more difficult to bear and raises a question of whether departments will be able to continue to bear the expenses.

Thank you for the opportunity to opine.

Sincerely,



Alexander Sher, Chair
Committee on Faculty Welfare

cc: Peter Alvaro, Chair, Committee on Information Technology
Abraham Stone, Chair, Committee on Library and Scholarly Communication
Michael Hance, Chair, Committee on Research
Dard Neuman, Chair, Committee on Planning and Budget
Sylvanna Falcón, Chair, Committee on Affirmative Action and Diversity
Karen Holl, Chair, Committee on Development and Fundraising

David Cuthbert, Chair, Committee on Educational Policy

Andy Fisher, Chair, Graduate Council

Senate Executive Committee

May 17, 2023

Patty Gallagher, Chair
Academic Senate

RE: Proposed Revisions to Space Management Policy

Dear Patty,

The Committee on Library and Scholarly Communication has reviewed the Proposed Revisions to the Space Management Policy.

COLASC Members noted that the section addressing the library is unchanged and generally appreciated the transparency of Library space criteria. There was some question as to whether “users” referred to people in the building or those accessing the collections. Members acknowledged the importance of library space for uses beyond accessing collections, including student collaboration space and studying.

While COLASC acknowledges a need for prioritization, some members felt guaranteed space for uses beyond classrooms and offices was needed. COLASC suggests the following uses also be considered for guaranteed space use:

- Department meeting space.
- Conference space for collaboration, in light of goals for interdisciplinary collaboration proposed in the Strategic Planning Draft (Recommendation #2 [p. 71] and Goal #8 [p. 79]).
- Student community space.
- Teaching Assistant office hour space.

It would be helpful to address infrastructure condition issues and quality in this policy. The policy could include a minimum baseline of safety/quality criteria for allocated space.

COLASC proposes requiring Senate committee consultation (or even approval) when Space Control Officers change allocation procedures. COLASC is unsure what committees are most appropriate to review, as this might vary depending on the space in question. Additionally, COLASC recommends Senate Representatives be included in the Space Committee.

Sincerely,



Abe Stone, Chair
Committee on Library and Scholarly Communication

Cc: Alexander Sher, Chair, Committee on Faculty Welfare
Peter Alvaro, Chair, Committee on Information Technology
Dard Neuman, Chair, Committee on Planning and Budget
Michael Hance, Chair, Committee on Research
Kirsten Silva Gruesz, Chair, Committee on Affirmative Action and Diversity
Karen Holl, Chair, Committee on Development and Fundraising
David Cuthbert, Chair, Committee on Educational Policy
Andrew Fisher, Chair, Graduate Council
Matthew Mednick, Director, Academic Senate
Senate Executive Committee

April 14, 2023

PATTY GALLAGHER, Chair
Academic Senate, Santa Cruz Division

Re: Space Management Policy

Dear Patty,

Please find below comments from the Committee on Research on the draft update to the Space Management Policy.

- Section III.A.9: “Space used for hosting computing equipment, such as servers, must comply with Information Technology Services (ITS) Standards....”
 - Does this include “servers” that are standalone machines located in offices or labs?
Suggest a more specific definition of server to avoid confusion.
 - Suggest linking directly to ITS Standards to make the requirements clear.
- Revision History:
 - All changes refer to “I.A” or “I.B”, but unless we misread the text, these should point to section III, not section I.
 - Notes for III.B. should often point to other areas. For example:
 - “Maintenance Responsibilities” appears to be in section III.E.1.
 - “Research Laboratory/Studio Utilization” appears to be in section III.C.5.
 - “Utilization Reporting Standards” appear to be in section III.C.1.

Thank you for the opportunity to review this draft.

Sincerely,



Michael Hance, Chair
Committee on Research

cc: Kirsten Silva Griesz, Chair, Committee on Affirmative Action and Diversity (CAAD)
Karen Holl, Chair, Committee on Development and Fundraising (CDF)
David Cuthbert, Chair, Committee on Educational Policy (CEP)
Alexander Sher, Chair, Committee on Faculty Welfare (CFW)
Peter Alvaro, Chair, Committee on Information Technology (CIT)
Abraham Stone, Chair, Committee on Library and Scholarly Communication (COLASC)
Dard Neuman, Chair, Committee on Planning and Budget (CPB)
Andy Fisher, Chair, Graduate Council (GC)
Senate Executive Committee

May 15, 2023

Patty Gallagher, Chair
Academic Senate

RE: Request for Review: Space Management Policy

Dear Patty,

At its meeting of May 4, 2023, the Committee on Planning and Budget (CPB) reviewed the proposed Space Management Policy. CPB would like to provide the following recommendations prior to the broader release of a formal campus comment period:

1. The University Space Committee (USC) has a central role in the new Space Management Policy. CPB noted that currently there is only one student representative in the USC that alternates between graduate and undergraduate. CPB recommends that the USC has both graduate and undergraduate representatives.
2. CPB recommends including all acronyms and definitions such as Capital Planning and Space Management (CPSM), California Postsecondary Education Commission (CPEC), etc., in Section II and renaming the Section as “Definitions”.
3. Section B.2 needs restructuring. Its title currently is “Assignment of new space and released space”. However, the section starts with several paragraphs on capital improvement. CPB suggests renaming Section B.2 as “Alterations, Renovations and Capital improvement projects”. CPB also recommends adding a new section titled “New buildings, modular units, and temporary units” including the third, fourth, fifth and sixth paragraphs of section B.2.
4. CPB recommends moving the last two paragraphs of section B.2 on the authority of Space Control Officers (SCOs) to the end of Section B.1. CPB also recommends that the University Space Committee be involved in advising on use/lease/purchase of off-campus space, as well as on use of the campus space by a third party.
5. Section D: CPB recommends that the USC recommend a cadence for the SCOs to regularly audit the space inventory they are responsible for, and make sure that the space allocation and inventory are up to date.
6. CPB recommends removing the \$5,000 initial project funding fee to start a new project. The fee may discourage SCOs, departments and divisions to submit proposals for new projects that can potentially benefit the campus at large. Moreover, the University Space Committee should be consulted and engaged in the assessment of proposed new projects in the early stages, i.e., before funding is eventually allocated to conduct feasibility studies.
7. Please correct the following typos:
 - a. Remove the period in the last paragraph of A.1 “... environmental concerns. must be ...”.
 - b. Section IV. Correct “Capital Planning and Space Manangement”.

CPB appreciates the opportunity to comment on the proposed Space Management Policy.

Sincerely,



Dard Neuman, Chair
Committee on Planning and Budget

cc: CAAD Chair Falcón
CDF Chair Holl
CEP Chair Cuthbert
GC Chair Fisher
CFW Chair Sher
CIT Chair Alvaro
COLASC Chair Stone
COR Chair Hance