

Report of the Academic Senate Committee on the University Center May 30, 2000

The special Academic Senate Committee on the University Center is pleased to submit this report, which describes its activities toward the establishment of short and long-term functions for a University Center/Club. This report includes brief presentations of the University Center Development, University Center/Club goals and objectives, the history of the University Club development, short-term planning by the present committee, long-term planning, financial viability of the University Center, the campus survey, survey of other UC faculty clubs, conference center and child care facilities, and unfinished tasks. This is a summary version of the report, and to save paper the more than 50 pages of attachments are only published on the web. The complete report including the present summary can be found through links at <http://senate.ucsc.edu>

The University Center Development

Through the results of a campuswide survey of faculty and staff, a significant proportion of UCSC faculty, staff and alumni expressed a strong interest in having a “place to go on campus”. By this they meant a facility that would serve their needs of meeting with campus colleagues, providing a sense of campuswide community, fostering campus morale and improving organizational communication in a campus setting that is physically fragmented and organizationally dispersed. The establishment of a University Center is envisioned as a facility for the University Club where faculty, staff and alumni will be able to meet socially in a central campus location.

Also, despite the unique attractiveness of the UCSC campus location and the active role of the faculty in the profession at large, the University of California, Santa Cruz is currently extremely limited in its ability to hold scholarly meetings. The construction of the University Center will also provide a venue in which to hold scholarly meetings, summer programs and institutes, as well as to provide space for special events and space to rent to the outside community. It will provide for multiple meeting rooms that can be accessed and reserved by Club members, academic divisions, and other campus units during the school year. It will provide a place where UC Santa Cruz Foundation and Alumni Foundation Board Members and members of Friends (support groups) can hold conferences, meetings and meet socially among themselves or the faculty, staff and alumni. With these issues in mind, the University Center developed the following University Center/Club Goals and Objectives.

University Center/Club Goals and Objectives

- To create a place where University Club members (Faculty, Staff, Alumni and their friends) will gather for conversation and meals, as well as to conduct University business, informally.

- To create a Center with space that will accommodate scholarly and professional meetings, small conferences, summer programs, special events and rentals to the outside community.
- To create a place that is more upscale than existing campus conference and dining facilities.
- To create a place that is near the center of campus.
- To provide space for academic and administrative meeting rooms.
- To provide a flexible and multifaceted food service program for private functions, catered events, banquets or receptions.
- To create a place to host campus social gatherings.
- To provide variety and flexibility of use for each area or room.
- To create enticements to enhance the use of the University Center by University Club members, other Faculty, Staff, Alumni, campus divisions and units, conference attendees, etc.
- To provide a comfortable, non-academic environment where people will feel at ease.
- To pay for the facility construction costs through a combination of reserve funds, donor gifts, rental income and operating profits.
- To pay for University Club operational costs without annual deficits.

History of University Club Development

1983 through 1988 The first University Club Committee chaired by Bill Shipley (Katherine Beiers in Fall 1986) was established to develop a University Club facility. This committee was almost ready to build a University Club facility and had gathered sufficient funding, determined a site, developed plans, drafted bylaws and a constitution, and contracted for the development of an operating feasibility analysis. This project was put on hold in 1988. The site proposed for the University Club was next to the Student Center on the North edge of the Great Meadow. This site was abandoned after the 1988 “land use” plan guidelines identified that the north edge of the Great Meadow should be defined by the Music Facility and Student Center. The financial feasibility analysis reflected possible operating deficits and the Chancellor, who was retiring at that time, did not want to agree to the campus covering an ongoing deficit (operational of the facility) that the new Chancellor would have to assume.

1996-97 The second University Club Committee chaired by George Brown met and evaluated the feasibility of joining graduate students in a joint venture called the University Center to be included as part of the “Core East Plan.” The committee, because of timeline limitations and lack of sufficient funding, abandoned this idea. The graduate students went on to pass a fee referendum to pay the debt service on the Graduate Commons, which is currently under construction in the Core East project. The University Club Committee also evaluated the use of the Student Center Cafe’ space, but due to lack of momentum, concerns by Student Affairs, and costs, the project was discontinued in the spring of 1997.

1998-2000 The third University Club Committee was established when the Academic Senate reconvened the committee, chaired by Roger Anderson, in March of 1998. This committee evaluated short and long-term possibilities of developing a University Center/Club, conducted a campuswide survey of all faculty and staff, conducted a survey of other UC Faculty/University Clubs, and evaluated the need for conference facilities on the campus. The committee developed plans for Interim Club Luncheons as a short-term solution, and evaluated the development of a new facility as a long-term solution.

The attached Chronology (p. 11, found on the Web site) contains more detail about the activities of the Committees.

Short-term Planning

Soon after the 1998 Committee was convened, we began short-term planning for University Club functions. We wanted to be able to offer regular luncheons at an attractive location on the campus, and during the planning for such events we considered many possible options including use of a Provost's house, the student lounge at Stevenson, the Student Center, tents, the arboretum meeting room, and the University House. We decided that the only feasible location was the University House, and we quickly accepted when the Chancellor agreed to allow the luncheons at her home.

Hence as a short-term solution to offering faculty and staff a “place to go on campus” to meet with friends and colleagues and share a meal, the University Club began offering Interim Luncheons during 1998-99. Seven luncheons were held at the University House and were catered by Sedexho Marriott. Attendance started slowly at the first luncheon held in October 1998, but as the year continued, the luncheons have become a successful endeavor, with potential attendees turned away for lack of room.

With the success of the 1998-99 luncheon program, the Committee has continued to offer the luncheons during the 1999-2000 academic year. We plan to continue the luncheons during the 2000-01 year as well. The luncheons generate awareness about the social aspects that the Club will provide to the Faculty and Staff and will assist in building a membership to the Club for the opening of the University Center/Club in June 2002.

Long-term Planning

Site selection

Initially it appeared that planning for a permanent University Club would be more difficult than the short-term options. We considered building a facility near the Arboretum and as an expanded University House. We also briefly considered a purchase of the existing Student Center. However the Faculty/Staff survey that we conducted during the Spring of 1998 indicated that most people who favor the University Club wanted a central campus location. The difficulty with a central location is that there are very few or no possible building sites that are not already planned for academic or residence halls. Also the construction cost of a stand alone Club seemed insurmountable.

However the Committee was presented with a potential construction site for the development of a long-term solution for the University Center/Club, as the top floor of the Colleges 9 & 10 Dining Facility, which was in the planning stages and is to be constructed beginning in the Summer 2000. The Committee followed up on this potential site because of many of the positive aspects of the proposed project. The physical location of the project is centrally located on campus, construction costs would be reduced for site development and kitchen construction by piggy-backing onto the Colleges 9 & 10 Dining Commons project, the project was in the design phase and the committee would have input into its development, and the construction of the facility would be completed by June 2002. There were also advantages in that this would be part of a Housing financed project which decreases the cost of the loan, and the University Club could share debt service expense with the campus Conference Office.

The Committee approved the preliminary development of the College 9 & 10 site and discussed the proposal at a joint meeting of the Senate Advisory Committee and the Chancellor's Cabinet in June 1998. The Chancellor approved use of University Club reserve funds for preliminary project design for the College 9 & 10 site in September 1998. The project was approved by the campus Space Committee in October 1998 and by the Board of Regents in February 1999.

The Committee does not unanimously support this location, mainly because there is little or no parking at the Colleges 8 & 10 site. The site is also considered too remote from faculty whose offices are in the West campus colleges. However a clear majority of the Committee believes that this site is the best that we will find and that the convenient location for pedestrian access, possible attendant parking, 24 hour enforcement of parking regulations in the vicinity, construction of the Science Hill parking structure, and convenient shuttle service will mitigate the transportation issues. Some Committee members would prefer a site that is not on the top of a student dining hall. But most of the Committee believes that the separate entrance and the fact that the University Center is on the top floor on the Dining Commons will sufficiently provide for a distinctive atmosphere.

Scope of Services and Facilities of the University Center

The University Center facility at UCSC will include the following: a large conference/dining room which will be a central gathering place for meals and receptions; an adjacent room to the large dining room for overflow dining or smaller meetings; a conference room which can be divided into three separate rooms which will serve as conference rooms; and private rooms for special functions and as luncheon overflow rooms from the main dining room. The plan also includes an outdoor deck for dining and receptions in good weather; a lounge and bar with a fireplace as a place to relax or to conduct business; and a lobby to greet quests or to gather before conferences or luncheons. We also plan a comprehensive kitchen which we hope will have a wood fired oven. The facility will have a separate entrance and elevator that will be located away from the entrances of the College 9 & 10 Dining Commons. The facility is planned to have internet wiring and utility connections for audio-video equipment.

The University Center will be the home of the University Club as well as a Center for other groups using the private dining rooms and meeting/seminar rooms. It will be utilized as a meeting place, a social gathering place and a site for the campus or the public to gather for socializing or for campus business. It will have a distinctive, more upscale ambiance and menu than the other cafes on the Santa Cruz campus.

The campus Housing Services Conference Office will manage the University Center facility. The University Club will elect a Board of Directors that will work in consultation with the Conference Office for services related to the Club's operations in the University Center.

Although a final decision must be made by the Directors of the University Club, it is likely that Sodexo Marriott (campus dining service provider) will initially provide the University Center food service, for both the Club activities and outside catering. However there are other possibilities for operation of the food service at the University Club. The following meals are planned to be offered: University Club daily buffet style lunches; full service lunches and dinners in a private dining room upon reservation; a one day per week specialty University Club dinner during the academic year; potential for dinner service upon reservation; and special weekend catered events, such as receptions, parties and banquets. Breakfast will be offered daily during the academic year. The University Center/Club will be operated in a businesslike manner, with prices for meals sufficient to cover operating expenses.

The facility will provide for multiple meeting rooms that can be accessed and reserved by Club members, academic divisions, and other campus units during the school year. It will provide a place where UC Santa Cruz Foundation and Alumni Association Board Members and members of friends (support groups) can hold conferences, meetings and meet socially among themselves or the faculty, staff and alumni.

The Conference Office will have access to renting the facility when it is not being used by the University Club (weekends, some evenings and during the summer).

Location and Size of the University Center

The University Center will be located on the third floor of the College Nine and Ten Dining Commons. The project is located north of McLaughlin Drive in the areas of Social Sciences I and II. This attractive site is located near the center of campus, and is well served by campus shuttles. The facility has a separate entrance from the Dining Commons and has stairs and an elevator that will take members to the University Center Lobby on the third floor of the building.

By locating the University Center in the College Dining Commons, construction and operating costs of the Center will be reduced by sharing delivery, storage and some kitchen space with the colleges, and by the sharing or elimination of site development costs. The center will provide 9,750 gross square feet (7,305 assignable square feet)

which will take up most of the facility's third floor site and will be the only facility on that level. The following table lists the important rooms and their sizes.

Construction plans include:	ASF
Faculty Dining Room (Large)	2,250
Meeting Rooms (3 Small)	900
Meeting/Private Dining Room	1,250
Outdoor Dining	1,000
Lounge/Bar (w/fireplace)	730
Lobby	475
Dry Storage	100
Liquor Storage	60
Office	42
Service Vestibule/Kitchen	<u>498</u>
Total Assignable Square Feet (ASF)	7,305

The attached Floor Plan (p. 57, found on the Web site) contains more detail about the Facility.

Financial Viability of the University Center

Construction

The University Center Project will cost approximately \$2,500,000 in planning, design, construction and equipment costs. The funding for the project includes University Center/Club reserves of \$1,012,000, which were accumulated in prior years to construct such a facility; a Housing Office construction loan of \$1,086,000, that will have to be repaid by the University Center/Club; and by \$400,000 in gift funds. An annual debt service payment of \$86,000 is required of the University Center/Club to repay the Housing loan. The Business Plan indicates that a campus subsidy as large as \$42,000 per year will be required during the first five years of operation.

When the construction project was in the initial phases, the University Advancement Office was considering the University Center in its fund-raising program in 1998-99, and they projected estimated gift revenues of \$200,000 to \$400,000 for the project. As this gift funding will need to be in place by the time the project goes out to bid (projected as January 2000), the Chancellor has agreed to advance a loan up to \$400,000 from campus central funds to be used as bridge funding while gifts are being raised.

It is projected that the annual debt service payment of \$86,000 will be covered by the University Center/Club room rental revenues generated during the academic year (projected at \$24,700), the Housing Conference Program room rental revenues collected during the summer (projected at \$22,400), and a subsidy of campus central funds of \$42,000 for the first five years of the debt service. The income from operations of the University Club has not been included as part of the Housing loan repayment in the initial funding proposal because it is uncertain what annual profit might be generated by the

Club. The debt service commitment must be from a permanent and guaranteed source of income.

The Chancellor has agreed to provide central funding of up to \$42,000 per year for five years if the income generated from room rentals and Club operations is not sufficient to cover the required debt service. This subsidy will not be used if the net income from the Center/Club is sufficient to cover this amount. It is anticipated that after five years, through a combination of revenues generated from Conference Office room rentals of the facility and University Club operating revenues, that the facility will generate sufficient income to cover the total annual debt service anticipated at \$86,000, and provide for University Club operations that break-even.

Operations

The Campus Conference Office will manage the University Center. The University Club Board of Directors will manage the University Club. Initially, the University Center space will be used by the University Club on a weekday basis during the school year and will work in consultation with the Conference Office for services related to the Club's operations.

The Conference Office and the University Club will negotiate mutually beneficial room rental rates for events sponsored by University Club members. The operational costs and the debt service expenses of the University Center/Club are a joint responsibility of the Club and the Conference Office. Net proceeds from both the Club and the Conference Office revenue from the facility will be used for the Center/Club expenses. However, both units are allowed to set aside reasonable budgets for future upgrades of the facilities.

Early projections of operational income and expenses for the University Club operations are attached. In summary they include a projected total of \$515,680 in annual income from food service sales and club membership fees, room rentals and other miscellaneous income. Expenses are projected at \$495,600 with 38% of sales for food service provider, and other fixed and variable expenses associated with operating this Club. A net profit of \$20,000 has been projected for the early years of operation and when this increases to \$42,000, a subsidy from campus central funds will no longer be required.

The attached Business Plan (p. 49, found on the Web site) contains more detail about the financial aspects of the Center/Club.

Campus Survey

The University Club Committee developed and distributed a survey to all UCSC Faculty and Staff in May 1998, which was returned on June 5, 1998. The purpose of the survey was to poll the campus to evaluate if faculty and staff would like to have a Faculty and Staff Center at UCSC. Questions in the survey were also focused on what faculty and staff would like included in a Faculty and Staff Center; what might be offered as restaurant services in the Faculty and Staff Center; the amenities or incentives that might

be of interest to faculty or staff contemplating becoming a member of such a facility; hours of operation desired of the facility; location of the facility; and any other issues that faculty and staff would like to make.

Of the 3,160 surveys sent out to faculty and staff, 1,052 or 33% were returned. Of the 1,052 surveys returned, 706 (67%) were in favor of the basic idea of such a center; 195 (19%) were against such a center; and 150 (14%) were undecided. Of the academic responses (all faculty) 209 FTE (30%) responded in favor. Tenured faculty responses of 150 FTE (49%) responded in favor. Of the staff responses (all staff) 502 FTE (32%) responded in favor.

The results of the survey indicated that a majority of respondents would be willing to pay reasonable dues (33% responded in the affirmative with 13% in the negative and 54% responding that the amount would make a difference). Some of the yes votes also voted that amount makes a difference.

The primary uses of the Club by survey respondents include luncheons and meeting with colleagues. When asked about current luncheon patterns, the majority of respondents currently never purchase lunch on-campus or off-campus (many cited that it took too long to go off-campus and that there is lack of adequate dining facilities on-campus). The average amount spent by the respondents that do purchase lunch noted that the average is \$6.50 (the range was from \$3.00 to \$20.00). The majority of the respondents noted that membership should be open to Faculty and Staff and Community and Alumni. The responses as to what should be the most important elements in a University Club include a restaurant, a lounge for socializing and meeting rooms. The responses about what the most important offerings that restaurant services in the University Club should include are an atmosphere more attractive than existing campus dining facilities, buffet lunch service, alcohol served, and the ability to cater meals. Incentives that might interest the respondents to becoming members of a University Club include membership fees based on position level, and discounts offered on various Club offerings and events. Survey respondents voted that the operating hours of the facility should include every weekday, evenings, open year-round and reserveable for special events. The majority of respondents voted that the facility should be located near the center of campus. There were also comments about offering overnight accommodations and child-care. These could not be included in the current University Center/Club due to facility construction costs and unknown operating revenues and expenses.

The attached Survey Summary and lists of faculty/staff comments (p. 13, found on the Web site) contains complete detail about the Survey.

Experience of Other UC Faculty Clubs

The University Club Committee conducted a survey of other UC University/Faculty Clubs. This survey was completed in order to understand how the Clubs were operated, what the membership criteria and dues are, what types of facilities and ambiance were

offered, what types of food and activities they offered, and results of their financial operations.

Survey results show that each of the other UC campuses has a University Club. The most active groups at these clubs appear to be the Faculty and Administration with one UC stating Retirees. All but one charges initial membership fees (varies from \$25 to \$200), and all charge monthly dues (\$12 to \$30). Only one club is vendor operated, with the others hiring their own staffs. Most facilities have dining rooms, meeting rooms and a lounge. None have computer rooms or child care facilities. Only two offer overnight accommodations (Berkeley and Santa Barbara). Most facilities are located centrally on campus and the design or ambiance ranges from formal to casual at all of the campuses. Most campuses serve lunch, three serve breakfast, and five campuses serve dinners. Hours of operations are weekdays, Irvine on weekends, and most are open year round (including summer). The facilities are reserveable and all offer catering which appears to be the major income generator for the clubs. Four of the clubs break-even (one barely), two of the clubs do not, and one makes a profit.

The attached report (p. 45, found on the Web site) contains more detail about our research on the operations of the Faculty Clubs on other UC campuses.

Conference Center and Child Care Facilities

The Committee established that there is a significant need for a Conference Center on the UCSC Campus, and a subcommittee report is attached (p. 58, found on the Web site). We believe that the proposed University Center/Club will provide some of the required conference facilities especially with the availability of the apartments at Colleges 9 and 10. However the campus should plan for a larger facility with short term lodging for larger conferences.

The faculty/staff survey indicated that there is a critical need for additional child care facilities on the UCSC campus. Although we are unable to include such facilities at the University Center/Club, we urge the campus to work aggressively to build additional child care centers in the very near future.

Unfinished Tasks

Memberships

The University Club Committee has not finished the development of By-Laws and Articles of Incorporation. Also classes of membership including corporate memberships, duties of the Board of Directors, and membership incentives must be developed. A membership drive must be organized.

Operation

The ongoing management and food service operation of the club also needs more planning and analysis. Transportation issues must also be carefully monitored, and

planning must consider issues such as facilitating access for members of the greater Santa Cruz community. Financial reporting must be implemented to provide timely information about the financial condition of the University Center/Club. Also a memorandum of understanding must be completed between the Center/Club and the campus administration.

Fund-raising

As stated earlier in this document, fund raising is an important financial element in the financing of the University Center/Club. The Chancellor has stated that the prospects for raising funding to support the University Center are very good. She stated that this would be especially true if a few faculty and staff members are willing to lead a fund-raising campaign that seeks donations from other UCSC employees. In addition to support from the faculty, the Alumni Association and some of the Friends Groups may be willing to take an active role in securing funding for specific areas of the Center. The Chancellor, Executive Vice Chancellor and the Chair of the University Club Committee have already pledged gifts in support of this enterprise. An unresolved fund raising issue is the form of recognition for faculty and staff who pledge gifts before the Club opens in 2002.

The University Center/Club Committee has started to develop a capital campaign with University Advancement. A significant part of this capital campaign is "naming" opportunity. The Alumni Council decided in October 1999 to "name" the large conference room for \$50,000. Much more work is needed to properly define and implement fund raising.

Marketing plans to develop membership to the Club need much more work.

Respectfully submitted,

Roger Anderson, Chairperson
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Menzie Chinn
Christopher Connery
Wayne Dai
John Hay - CPB liaison
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Attachments: University Center Chronology (page 11)
Faculty/Staff Survey results (page 13)
Other UC campus Faculty Club Survey results (page 45)
Preliminary University Center/Club Business Plan (page 49)
Floor Plan for University Center/Club (page 57)
Need for University Conference Center (page 58)

1983-88 **First University Club Committee**

- The Committee chaired by Bill Shipley was close to building a University Center and had determined a site, plans were developed, bylaws and constitution were drafted, and an outside consultant prepared an operating feasibility analysis.
- The project was put on hold due to:
 - The site proposed for the University Club was next to the Student Center on the North edge of the Great Meadow. This site was abandoned after the 1988 "land use" plan guidelines identified that the north edge of the Great Meadow should be defined by the Music Facility and the Student Center.
 - The financial feasibility analysis reflected possible operating deficits of the facility and the Chancellor, who was retiring at that time, did not want to agree to the campus covering an ongoing deficit (for the facility) that a new Chancellor would have to assume.

1996-97 **Second University Club Committee**

- This committee, chaired by George Brown, explored short and long-term operations of a University Club.
- The Committee evaluated the feasibility of joining the Graduate Students in a joint venture called the University Center to be included as part of the "Core East Plan". This long-term possibility was abandoned due to timeline limitations and lack of sufficient funding.
- The Committee also evaluated the use of the Student Center Café space for Interim University Club functions, but due to lack of momentum, concerns by Student Affairs, and costs, the project was dropped in the spring of 1997. The Committee also explored the use of a Provost house for interim activities.
- The Committee developed Program Guidelines for a University Club facility construction project.

1998-2000 **Third University Club Committee**

- Senate Committee reconvened University Center Committee, chaired by Roger Anderson - March 1998.
- Committee reviews short-term and long-term University Center/Club possibilities.
- Committee conducts campuswide survey. Survey distributed on May 29 - returned on June 5, 1998.
- Committee conducts survey of other UC Faculty/University Clubs - May 1998.
- Committee develops plans for Interim Club Luncheons at University House as short-term solution. This was done after consideration of other possibilities: Provost houses, Stevenson College student lounge, arboretum building, and tents.
- Committee evaluates development of new facility as long-term solution.
 - Considers joining with arboretum to build at foot of campus
 - Considers expansion of University House
 - Considers purchase of student center
- Committee presented with potential site of top floor of College 9 & 10 Dining Facility.
 - Central campus location (campus survey reflected Central Campus as preferred building site).
 - Reduced construction costs by piggybacking onto another project (Site development and kitchen construction costs).
 - Project in design phase (University Center/Club can be a reality in a short period of time).
 - Part of Housing project (University Center/Club can share debt service expense with campus Conference Office).
- Committee approves preliminary development feasibility of College 9 & 10 site.
- Preliminary planning for College 9 & 10 site discussed with joint meeting of Senate Advisory Committee and the Chancellor's Cabinet - June 1998.

University Center Chronology

- Chancellor Greenwood approves funds for Interim Club Luncheons - September 1998.
- Chancellor Greenwood approves funds for Preliminary Project Design for College 9 & 10 Site - September 1998.
- First Interim Luncheon held at University House - October 1998.
- Business Operating Plan developed for University Center/Club - October 1998.
- Campus includes University Center/Club as part of Major Capital Project - October 1998.
- Project approved by Space Committee - October 1998.
- Design Advisory Board with Preliminary Design at College 9 & 10 - October 1998.
- Schematic Design Begins - October 1998.
- New University Center/Club Committee members identified - November 1999.
- Meeting December 10, 1999 Present: John Hay, Menzie Chinn, Christopher Connery, Anthony Pratkanis, Roger Anderson, Glenn Millhauser, Nancy Loskajian, Betty Rush: Discussion of College 9 and 10 site and agreement committee to forward business plan. Committee members were asked to submit comments before the plan was submitted before the holiday break.
- University Center Business Plan sent to Vice Chancellor Hernandez with Copies to the University Center Committee Members - January 4, 1999.
- Schematic Design Ends - February 1999.
- Design Advisory Board Final Approval - February 1999.
- Construction Project Proposal and Committee letter to Chancellor requesting funding for University Center fund raising and operation subsidy - February 1999.
- Final PPG and Regents Items to UCOP - February 17, 1999.
- Regent's approval of University Center as part of Colleges 9 & 10 - March 1999
- Request sent to Chancellor to continue Interim Luncheons during 1999-2000 - April 1, 1999
- Presentation of Architectural Drawings to University Center Committee - May 1999
- Presentation by Roger Anderson and Elise Levinson to UCSC Foundation - June 1999
- Presentation by Roger Anderson and Elise Levinson to UCSC Alumni Council - July 1999
- Decision by Alumni Council to "name" the large conference room - October 1999
- Estimated construction completion date for University Center - June 2002

Of the 3,160 surveys sent out to Faculty and Staff, 1,051 or 33% were returned.

Part A

The following statements are to evaluate if Faculty and Staff would like to have a Faculty and Staff Center at UC Santa Cruz

From the responses, it appears that a majority of Faculty and Staff would like to have a Faculty and Staff Center at UC Santa Cruz.

1. **Of the 1,051 surveys returned, 706 (67%) were in favor of the basic idea of such a center; 195 (19%) were against such a center; and 150 (14%) were undecided.**
2. Of the Academic responses (all levels) 209 (30%) of total Academic (full time equivalent - 718) responded in favor.

Tenured faculty responses 150 (49%) of 306 responded in favor.

Of the Staff responses (all levels) 502 (32%) of total staff (full time equivalent - 1,660) responded in favor.

3. The responses returned by Division/Department were:

<u>Division/Dept.</u>	<u>Responses</u>	<u>% of Responses</u>	<u>Total Div./Dept. FTE 1997-98</u>	<u>% Div./Dept.</u>
Arts Division	42	7%	105	40%
Social Sciences	81	13%	261	31%
Humanities	64	11%	195	33%
Natural Sciences	125	21%	365	34%
Engineering	14	3%	45	31%
Graduate Division	2	1%	10	20%
UCO/Lick	4	1%	72	6%
Library/Media	43	7%	131	33%
Chancellor's Office	21	3%	66	32%
Human Resources	11	2%	41	27%
Advancement	12	2%	30	40%
BAS	92	15%	504	18%
Student Affairs (Colleges)	<u>87</u>	<u>14%</u>	<u>323</u>	<u>27%</u>
	598*	85%*	2,147	28%

*Some respondents did not answer.

The majority of respondents would be willing to pay reasonable dues.

4. Of the responses for willingness to pay dues: 13% responded no; 33% responded yes; and 54% responded that the amount would make a difference (some of the yes votes also voted for amount makes a difference).

Primary uses of the facility by respondents include lunch, and meeting with colleagues.

5. Primary use of the facility was voted as ranked below:

	<u>% of Votes</u>
1. Lunch	23%
2. Meeting with Colleagues	18%
3. Small Meeting Rooms	16%
4. Seminar/Conference Rooms	13%
5. After Work Bar/Lounge	12%
6. Breakfast	6%
7. Dinner	6%
8. Reading Rooms	6%

The majority of respondents currently never purchase lunch on-campus or off-campus.

6. Of the responses for current lunch purchases on campus: 38% never purchase lunch on campus; 29% about once; 27% 2 or 3 times; and 6% almost every day.

Of the responses for current lunch purchases off campus: 41% never purchase lunch off campus; 32% about once; 22% 2 or 3 times; and 5% almost every day.

6. The average amount that the respondents spend for lunch is \$6.50. (The range was from \$20.00 to \$3.00)

The majority of respondents noted that membership should be open to Faculty and Staff.

7. Membership should be open to Faculty including Emeritus Faculty, Staff (90%), Graduate Students (31%), Community/Alumni (23%).

The majority of respondents noted that they would attend catered luncheons in 1998-99.

8. The responses to attending catered luncheons during 1998-99 included: no 33%, yes 67%.

Part B

The following are responses to what should be included in a Faculty and Staff Center:

The responses as to what should be the most important elements in a Faculty and Staff Center include a restaurant, a lounge for socializing and meeting rooms.

1. **Restaurant:** 93% of the respondents strongly agreed or agreed, 7% were neutral, and 0% disagreed.
2. **Lounge for Socializing:** 89% strongly agreed or agreed, 9% were neutral and 2% disagreed.
3. **Meeting Rooms:** 87% strongly agreed or agreed, 11% were neutral and 2% disagreed.
4. **Seminar/Conference Rooms:** 69% strongly agreed or agreed, 24% were neutral and 7% disagreed.
5. **Overnight Accommodations:** 28% strongly agreed or agreed, 39% were neutral and 33% disagreed.
6. **Library/Quiet Rooms:** 48% strongly agreed or agreed, 34% were neutral and 18% disagreed.
7. **Baby Sitting Services:** 28% strongly agreed or agreed, 39% were neutral and 33% disagreed.

Part C

The following are responses to what should be offered as restaurant services in the Faculty and Staff Center:

The responses about what the most important offerings that restaurant services in the Faculty and Staff Center should include are an atmosphere more attractive than existing campus dining facilities, buffet style lunch service, alcohol served, and the ability to cater events.

1. **Atmosphere more attractive than existing campus dining facilities:** 84% strongly agreed or agreed, 13% were neutral and 3% disagreed.
2. **Lunchtime table service (waitpersons):** 44% strongly agreed or agreed, 39% were neutral and 17% disagreed.
3. **Buffet style lunches:** 71% strongly agreed or agreed, 25% were neutral and 4% disagreed.
4. **Breakfast:** 55% strongly agreed or agreed, 39% were neutral and 6% disagreed.
5. **Dinner:** 62% strongly agreed or agreed, 34% were neutral and 4% disagreed.
6. **Alcohol Served:** 62% strongly agreed or agreed, 23% were neutral and 15% disagreed.
7. **Catering:** 82% strongly agreed or agreed, 14% were neutral and 4% disagreed.
8. **Financial subsidy by campus if necessary:** 70% strongly agreed or agreed, 24% were neutral and 6% disagreed.

Part D

The following responses are related to amenities or incentives that might interest respondents in becoming a member of a Faculty and Staff Center:

Incentives that might interest the respondents in becoming members of a Faculty and Staff Center include membership fees based on position level, and discounts on various offerings.

1. **Membership fees based on position level:** 60% strongly agreed or agreed, 18% were neutral and 22% disagreed.
2. **Discounts offered:** 76% strongly agreed or agreed, 21% were neutral, 3% disagreed.

Part E

The following responses are related to Operating Hours of the facility:

Survey respondents voted that the operating hours of the facility should include every weekday, evenings, open year round, and reserveable for special events.

1. **Evenings:** 67% strongly agreed or agreed, 29% were neutral and 4% disagreed.
2. **Every weekday:** 95% strongly agreed or agreed, 4% were neutral and 1% disagreed.
3. **Weekends:** 33% strongly agreed or agreed, 51% were neutral and 16% disagreed.
4. **Academic year only:** 14% strongly agreed or agreed, 23% were neutral and 63% disagreed.
5. **Summer:** 76% strongly agreed or agreed, 21% were neutral and 5% disagreed.
6. **Reserveable:** 80% strongly agreed or agreed, 14% were neutral and 6% disagreed.

Part F

The following responses relate to the location of the facility:

The majority of respondents voted that the facility should be located near the center of campus.

1. **Center of Campus:** 65% strongly agreed or agreed, 30% were neutral and 7% disagreed.
2. **Main campus entrance:** 11% strongly agreed or agreed, 35% were neutral and 54% disagreed.
3. **Near University House:** 34% strongly agreed or agreed, 44% were neutral and 22% disagreed

Attachments:

Attachment A: Breakdown of responses by Division

Attachment B: Membership Incentives (pertains to Part D Question #3)

Attachment C: Part G - Respondent comments

Attachment D: Comments from people opposed to the Center

Attachment A
FACULTY AND STAFF CENTER SURVEY

Part A - Question 3: You are part of (Division/Department):

TOTAL RESPONSES: 609

ARTS DIVISION	42	(7%)
SOCIAL SCIENCES	81	(13%)
HUMANITIES	64	(11%)
NATURAL SCIENCES	125	(21%)
ENGINEERING	14	(3%)
GRADUATE DIVISION	2	(1%)
UCO/LICK	4	(1%)
LIBRARY/MEDIA	43	(7%)
CHANCELLOR'S OFFICE	21	(3%)
HUMAN RESOURCES	11	(2%)
ADVANCEMENT	12	(2%)
BAS (Business & Admin.)	92	(15%)
STUDENT AFFAIRS	87	(14%)

University Center Report Survey Attachment B: Membership Incentives
Survey Comments

- 4 Low Fees.
- 5 All *Staff* should be automatically members.
- 7 Convenient place to go during/after work to relax, talk, committees , guests.
- 10 Free.
- 16 Reasonable food, modicum of lanquidity, accessibility, expectation of socializing (Forget basing membership on position level - forget socialism).
- 17 Fees should offset OPERS costs.
- 19 Someone to write my overdue evaluations.
- 20 Open - no membership.
- 21 Fixed number of meals at discount - good food.
- 22 Link to Library & recreational facilities for community members parking included. Units that cater to external community should be given discounted or UC subsidized membership.
- 28 No dues should be charged. This should be a perk of working at UC.
- 31 Quiet place with fireplace, reasonable rates for food, classical music.
- 32 Workshops, meals, recreation activities.
- 36 Special events - tie-in discounts to Performing Arts events.
- 44 Access and socializing amenities.
- 47 Good food and no students unless they are guests.
- 50 Professional contact with peers, good food.
- 52 Decent food, reasonable cost, central location.
- 53 Fresh, healthy menu, clean atmosphere, plenty of tables.
- 55 Preference for room reservation.
- 59 Easy access, reasonable costs.
- 61 Memberships based on position levels might discourage senior faculty.
- 62 Happy hour at bar 4-6 daily.
- 64 All faculty and staff should have automatic membership when hired.
- 65 Separation of active and quiet areas, comfortable place for socializing, not too cramped; nice view, beautiful garden area, fountain, quality musicians.
- 66 Catered lunch events.
- 67 Ability to reserve small rooms for luncheon meetings.
- 68 Don't have memberships.
- 72 Should bill on account-basis like private club.
- 75 Child care for ill children who cannot attend their regular child care facility. Child care year round. One free lunch/meal for each 10 purchased.
- 82 Membership should be perk for all ladder faculty.
- 83 Friday afternoon social hour.
- 84 Less expensive and quicker service than downtown.
- 85 Good food, good coffee, unpretentious decorum, atmosphere.
- 86 Staff input on meal cuisine, 'atmosphere.
- 88 Discount for 3-5 year memberships.
- 92 Offer guest passes for seminar events and dinners.
- 93 Friday night live music if there is a bar.
- 94 Coupons for free meals.
- 96 If 20 or more from one unit join, then reduction in rates, Small units could gang up.
- 98 Atmosphere, parking ease, best on campus.
- 102 Monthly raffles for movie/theatre tickets.
- 110 Reasonable fees for staff at lower levels.
- 111 No sliding scale, equal fees.
- 113 Good food in a pleasant environment would be enough.
- 115 Speaker events (lunch/dinner). Socials. Receptions following campus events. '(Arts, etc.)
- 116 Payroll deduction, subsidy to allow reduced prices.
- 122 Low Fees.
- 133 Incentive award, drawing monthly for free lunch, 2 for one lunch.
- 135 Attractive environment, place to socialize.
- 137 Good food, ample space, open seating for informal dining meetings.

University Center Report Survey Attachment B: Membership Incentives
Survey Comments

- 141 Discount for quarterly catered meal.
142 Near shuttle stop.
143 Reduced meal fees - room rentals.
144 Social hours/events such as concerts, live music during gatherings.
148 (1) Short term (monthly/quarterly) memberships for visitors/Postdocs,
(2) Limited sponsorship of non-members (3/year) to encourage membership,
(3) Occasional 1/2 price lunches for members only,
(4) Discount fees for members.
150 Volunteering to help staff the center in the evenings.
151 Sales on one or two items per week.
155 Extremely reasonable prices, fees.
162 Liquor.
163 Quality, exclusive dining, ability to book meeting rooms, use facilities for catered meetings, fee based on position level is a dis-incentive.
174 Free lunch, dinner ticket lottery for Members.
178 Small entrance fee for "Thank God, it's Friday" type events, like live music, after iii work "Happy Hour".
179 Discount to campus events.
180 Really good food, quiet atmosphere for lunch meetings.
186 Discount for package of lunch dinner tickets.
188 Identify with the campus community - a convenient, decent place to chat with colleagues and guests.
190 No subsidies.
195 Social meetings, clubs activities.
370 Meetings with staff, staff development, networking, socializing, discussing work issues, relaxing.
371 Coffee cups with logo of center.
373 Low fees.
374 One free lunch / quarter for guest.
377 Meal discounts.
378 Drawings for free lunches.
379 Happy hour, live music.
390 Sleeping lounge.
391 Good restaurant, view, inexpensive (so maybe subsidized by campus is OK).
393 Discounts.
396 Faculty lectures - by emeriti.
397 Departments could buy packets of room reservations for visitors at a discount - would require breakfast to be served. Use membership in center as perk for non-campus members for joining a "Friends of Santa Cruz" club. Provide a performing venue for dinner/cabaret music performances, open to the public. Provide outdoor romantic dining like ambiance.
402 Site in campus center.
408 Trivia nights with prizes, other board games for relaxing, sufficient parking availability.
412 No incentives - risk financial instability.
417 Member nights only like the Monterey Aquarium holds. Combine dinners with concerts or plays.
418 Subsidized lunches as at Stanford
421 Membership should be free.
423 Lots of parking.
429 Cash basis based on usage.
432 Pleasant, peaceful surrounding. Not resembling student cafes or dining halls. Excellent foods and coffee bar.
435 Good food at reasonable prices. A place to sit down with friends assured, no music or PA arrangement - Parking.
436 Use of conference/meeting room facilities.
437 Food Discounts.

University Center Report Survey Attachment B: Membership Incentives
Survey Comments

442 Location, location, location.
446 Reasonable food selection, good setting, newspapers to read.
449 Breakfast and/or lunch block meal plans.
454 Group or unit memberships, such that one-time non-members could come as guests.
455 Ability to take guests.
456 Discounts on campus performances.
457 Ability to reserve a luncheon room to interview job candidates.
460 Payroll deduction, lower fees for staff.
462 Good food in relatively quiet environment.
463 Free accessible parking to members near facility.
464 Live music, gourmet lunches, happy hours.
466 Membership fee levels based on years of service.
468 Intellectual interaction with stimulating people, bring academia to the rest of the campus community in a fun way.
473 Location centrally located with good parking.
477 A place to get quick nourishing lunch and breakfast. Fee should be nominal.
481 Fresh ingredients purchased from the UCSC Farm.
489 Discount on food and drinks.
493 Social events, music, discount lunch.
497 Fresh fruit/salad bar, espresso coffees and CHAL, good soup.
605 Good food/atmosphere.
610 Vote on changes, serve on committees, reserve for personal social occasions. (Weddings, etc.)
611 Gym privileges.
616 Formal and informal meeting spaces.
618 Close for lunch.
619 Events like wine tastings.
620 Absolutely no fees for membership.
631 Good restaurant, activities, group discounts.
634 Reading room, papers, etc.
637 Free birthday party with unlimited catering.
641 Privileges to bring guests.
642 Discounts on meals for members.
644 Coupons.
646 Express line, discounts.
647 Free parking to members, convenience, affordability.
651 Ability to reserve facility (rental fee) for personal events.
652 Affordable dues.
654 Reduced rates for lunch
656 Ability to reserve, discounts on meals and drinks.
673 Easy access, away from students.
674 Good view, quiet opportunity for conversation and meditation
677 (1) Locate near bottom of campus, (2) provide convenient parking or easy shuttle/bus access and provide bicycle facilities.
677 Punch card - 10-12 lunches - free dessert or lunch. Free lunch or dinner for two for birthday use within 90 days of birthday.
678 Different membership packages like OPERS recreation use.
679 Reservations discounted meals and events
682 Limited access - Staff/Faculty/Visitors.
687 One price for all.
689 Good and variety of foods, pleasant atmosphere, nice meeting rooms, location, convenience, good smells
698 Free wine tasting nights.
699 Link with discount for use of Gym facilities Reservations, discounted meals and events.
705 Good environment and service.

University Center Report Survey Attachment C: Comments about issues not covered in survey
Survey Comments

- 4 It would be nice to have on-campus child care provided for staff and faculty - including infant care. Currently there is nothing for under 2 1/2 years and in my department alone, there are many, many babies that all need care. We currently must drive downtown before and after work for child care services. We need year-round child care services for children 3 months - 5 years.
- 6 Staff Center should be located in the new Student Center planned by Baytree Bookstore. All staff and guests of staff should be allowed to use the facility. Incentives for paying dues should be financial, i.e. discounts to members for meals, entertainment, facilities. Other incentives could be who has priority use. Should have a TV. for watching special events and lunchtime SOAPS.
- 7 I would strongly urge those involved to keep it nice and upscale, full bar, table service, well put-together and an expansive menu. There are many good coffee shops/taquerias/casual eating establishments on campus; it would be nice to have an upscale place in order to go with colleagues, friends, etc. Sounds like a good idea! Let me know if you need any information background on eating establishments 'college run' as I manage the Cowell coffee shop and would love to lend my support into planning a Faculty/Staff Center. Amarylla Hayes (Extension 2710).
- 12 Would be nice to have a "to go" food setup that is better and more varied than the carts. How about a juice bar at breakfast time. Salad bar would be excellent. Thursday or Friday afternoon "cocktail or happy hour" with music would be nice to foster interaction between faculty and staff.
- 14 It's about time!
- 15 Conference and meeting space is essential.
- 18 Check out Santa Barbara and Davis. Both have guest centers.
- 20 I would use the facility infrequently, but would find it very useful. I would not join if a membership were charged.
- 27 A large part of why I would want such a facility is for access to meeting rooms. That is, the critical state of space (=lack) on campus colors my desire for a facility with space available for meetings, conferences, training, etc. I certainly wouldn't advocate allocating resources for this that might otherwise be used to make UCSC salaries more in line with local private industry standards (that is higher). If it does happen, it should be open to all faculty and staff and not be priced such that only upper management and hotshot faculty can afford it.
- 28 When I first heard about this, I thought that a central location was being created to house all "employee" related issues (i.e.- HR; Benefits; Ombudsman) as well as a central gathering place for faculty/staff to attend conferences and meetings and reserve for functions that they may have. Again, I thought this would be a great "perk to all" university employees and the idea of "membership" fees never entered my mind. I hope that while you are making plans you keep the idea of this as a true resource for the campus staff/faculty and that membership should not be a burden to the staff/faculty. I think S generating (catering, mixing, special functions) should be planned to offset the majority of expenses. I think the potential for this center is a lot more than a restaurant and lounge.
- 31 No alcohol. Breakfast = Buffet - fresh food, low costs.
Lunch = Buffet - salad, main, desserts. Food served like Country Buffet restaurant in Salinas.
Dinner = Buffet - Very good food and inexpensive and a fun way to dine.
73. Students (both and undergrad) have their own facilities. Faculty and staff need a facility where they can be among themselves, with students not present.

University Center Report Survey Attachment C: Comments about issues not covered in survey
Survey Comments

75. Child Care- The need for high quality year round childcare, especially for very young and ill children, is desperate. A faculty and staff center that could significantly reduce absenteeism, etc. Quiet dining- taking a college or seminar speakers out for lunch or coffee is often less than pleasant due to the line, and especially the noise level at many campus restaurants. A quiet pleasant spot centrally located (with respect to offices & boards) would indeed be very conducive to discussions. Guests- Faculty & Staff members should be able to include graduate students as guests.
77. I could not participate in any such center if the fees are high. Also it should have kitchen where you can make your own coffee or tea and warm up something you have brought.
80. Question #8 forced me to exclude for “faculty only” or alter the question.
94. Do not charge membership fees. Let the center be self-supporting through the Restaurant, catering and conference facilities. It’s not fair to charge membership fees and staff who will not use the center. I would only use it for lunch if the cost of a meal were inexpensive. \$3.00! Soup & Salad, for example.
96. The proper unit to support club, if necessary is University Advancement. There should be a special occasion where people behave properly not like how they do at Denny’s. Membership fees must be progressive.
97. We are faculty and staff at UCSC and should not have to pay a fee to be “members”. There should be a place on campus where we can socialize and eat and gather for meetings.
98. A faculty and staff center is a wonderful idea. It is annoying that there are not faculty and staff lounges at our working facilities. There are scattered refrigerators and microwaves, but nowhere but our offices in which to gather and eat and most offices do not accommodate a small group very well.
102. I would be seriously opposed to a “Faculty only”. Student Housing needs to be a priority on this campus before any more faculty and staff luxuries are built. This is extremely urgent!
110. Whatever plans are adopted, I encourage the committee to carefully consider ways to make the staff/faculty center inclusive and welcoming to both administrative and academic staff and to all levels of staff. A sliding scale membership would help make the facility accessible; some affordable and healthy selections of food would also be attractive. (E.G. the Whole Earth restaurant has a chameleon option- a healthy meal for under \$3.00). In order for the facility to succeed in the long term, I feel it will need broad support. Please do what you can to minimize barriers to staff at lower levels and classicism at UCSC. Are there representatives on the advisory committee from clerical or custodial staff? Also, once the project is underway, consider including review process by a nutritional advocacy groups such as the one which is active in the Housing Dining & Childcare Services Unit. (Gesna will know its name.)
111. “Fees” should be equal for all.
115. Location should have shuttle service access from/to as many points on campus as possible. Parking needs to be near by. Ability to accept payment by cash and membership card would be desirable.
119. I cringe when I read “membership”, implicating dues, etc. As a staff person. we already pay a ridiculous amount for parking, and I don’t believe we should need to pay for use of a faculty/staff center. I would really like to see a staff center, which includes quality childcare for staff. While there is plenty of child care for students and faculty can often work their teaching schedules around

University Center Report Survey Attachment C: Comments about issues not covered in survey
Survey Comments

day care issues, the staff (most of whom work 8-5) have no affordable, accessible daycare. There are very few slots allocated for staff in the 3 present UC facilities, and those are only if students don't want them. Because UCSC is so far removed from most of the town, and since the majority of UC staff, particularly departmental, are women, it would be a progressive "millennium" thing to include such a facility in your planning. There is a lot of grant money for studying children (building a site with two-way mirrors, etc.) that is available, possibly already awarded to the University.

Please make it easier for us!! If we must be away from our children, at least let them be nearer physically. This is of concern because of traffic hassles as well. It can take 25 minutes just to get to the freeway, and many centers are only open until 5:30 p.m.

Just my two cents, of course

122. The major attraction for me is an informal gathering place for hanging out with other faculty. Comfortable lounging space, perhaps fireplace, couches, overstuffed chairs, seems like the most important element. Beverages and snacks are next. Food like dinners comes 3rd.
136. This is a great idea, but I'll probably be retired before it's built.
138. I strongly recommend that the faculty and staff center should have an infant & childcare facility. This should be subsidized according to the salaries of individual and should strictly take children from UC members. Presently family student center supports children and mainly new students. Granny childcare is still full and there is a waiting list to enter there. Granny does not support infants.
138. I would be very helpful for families with children to have such a center. I also strongly recommend subsidized rates for Post- Docks and regular charges for faculty and staff.
143. In the absence of a campus center, a faculty /staff center could be an enormous help in: Building facility /staff members
144. Anything that will increase extra campus interactions will benefit to the campus community. This campus is too isolated from itself.
149. Parking must be available for all types of users.
150. I suggest calling it something besides Faculty and Staff Center, because this name implies a difference between faculty and staff, when in fact we are all employees of UCSC. I believe it would foster division, perhaps even a sense of class structure, which would be harmful to the intent of the center, if employees were referred to as either faculty or staff. Do UCSC faculty members think they are worthier than *staff* members'? It would be ridiculous call it a administrator, supervisor and line worker center", because it would set up barriers to open and free exchange of ideas. The same is true *if* it is called a faculty and staff center. (or are you proposing to have faculty on one side and *staff* on the other?)
151. We have 30 minutes for lunch, so it would have to be fairly *fast* food or food to go to benefit us. Also, I don't see how or why we could be charged a fee for this. I think that it should be a free service offered to the campus community staff and faculty. We are in communications, and if there were a place with tables to eat at, we might be able to have our long staff meetings there instead of in a stuffy small crowded office. Which would be very nice.
153. Take a look at all, Washington. Seattle faculty club. It has a very relaxed but beautiful space, buffet style, good and inexpensive food. Wait persons clean tables and assist on special orders. Casually, elegant. A separate bar in much smaller space has lots of cozy corner cluttered seats for

University Center Report Survey Attachment C: Comments about issues not covered in survey
Survey Comments

- chatting after work 3- 8pm. Some space open for breakfast in am up to 1 1:00am. Serve fruit, pastries & espresso. Very strong model - Can both see other faculty on casual scale and have intimate tables for two if private chats at both spaces.
155. Make it real keep it clean and private no children. If fees for membership and services are kept reasonable more people will take advantage consistent service and quality. If faculty and staff are to be separated or discriminated between, they don't mix, have faculty only and be honest about it. Keep special events to a minimum or it will defeat the purpose. Clean/Private! No Children.
156. Given the decentralized character of the campus, a faculty and staff center seems to me to be a good idea. Such a center would facilitate interaction between faculty and staff persons who might otherwise seldom have opportunities to see each other. Seminar and conference facilities, along with overnight accommodations, would obviously be very helpful as well.
157. I support the idea of a faculty center, especially if I can bring guests (e.g.) undergrad students for lunches on special occasions.) However, I think we have more important campus priorities (Improved childcare facilities for example), and I don't know if a self-supporting faculty center is financially feasible. I think a center should be conveniently located. I know this won't be a popular statement.... but the highest concentration of faculty without convenient dining facilities are in the science buildings..
159. Short-term parking is important -both for staff and esp. for community members and visitors. Any center that doesn't take this into account is doomed! Visibility and accessibility are critical to success.
162. Locate it with a gorgeous view of the bay.
163. As a dining facility a faculty/staff center should provide food that is healthier than most of what is available elsewhere on campus. Also, a faculty/staff facility should provide a nicer environment and better service. The menu should rotate or long-term patronage will not be sustained. One membership incentive is for members only to be able to schedule meeting rooms or schedule the facility for events. Membership fees should try to be inclusive of a broad section of the campus, but not so low that the faculty becomes too big or too busy. Foundation trustees or other "active" volunteers should have to opt to join. Should membership should not be open to students.
180. Mustn't be exclusive or expensive, but the absence of crowds, rock music or TV and junk food is worth an extra couple of bucks for lunch.
183. I think a faculty and staff center is long overdue on campus, and I hope that every effort is made to truly include staff. It should be a place we can all feel great about.
187. I'm probably dreaming, but I had an excellent experience at the University of Iowa with a faculty Center which provided faculty studies for folks on leave who did not "leave town". By providing an office away from the usual department location, more work got done. Plus the synergy of faculty from different areas working 100% research was great. Those folks were wonderful to have lunch with as they reinforced the research part of our lives in a pleasant surrounding. If one had the room in such a facility for a local CASBS/ADV. study center it would do a good deal to highlight the campus' commitment to supporting the research of the faculty at potentially low cost.
189. Is it necessary to require "membership" in the first place? If so, Non members should be allowed to use the facility, but possibly pay a premium for meal, or pay for use of a meeting room. Membership should be a desirable thing, but not one that is exclusionary to parties that either can't afford a membership or might only use the facilities on rare occasions.
190. Most-of any responses are made at the beginning of financial viability.
1. Regular dinner service is likely to have a lot of money!

University Center Report Survey Attachment C: Comments about issues not covered in survey
Survey Comments

2. Special event/catered dinners are a very good use of a facility.
 3. Lunch is by for the majority, use at other universities.
 4. Membership fee should be per person not based on rank (if UC does not adequately pay staff or junior faculty it's not the correct way to solve the problem.
191. Location is very important! Thanks Roger!
193. I think it would be great to have another option for lunch. If a meeting place. where faculty and staff from all over campus could meet. I think the Center should definitely be open during the summer. There are few choices on campus during the summer.
198. The old Cowell pool would be a great spot! No one is using it and it is an eyesore now! Pool parties! Great View!
199. I strongly disagree with ideas of taking the student center. That Center was constructed and funded for students.
200. I don't like the idea of it excluding students. There should be drop in staff Development Staff. Will this take \$ away from students? If yes, Then I'm against this center.
207. Must be central. Lunch weekdays most important!
211. I used to go to the faculty club at Davis weekly. This was very important for networking-feeling a part of a team- great way to meet/visit with people outside office-important is seating. They had a quick buffet/salad/soup line then you would sit at a big round open tables-had many people mixing that way. I liked the way the place operated-had some events there specially catered- dinner /concerts etc. brought in extra money to help support. Also good place for campus wedding receptions!
212. There should be adequate parking, if not located at center of campus.
214. Maybe a cafe-type restaurant would be sufficient, like the one at Porter, nothing too fancy.
- 2.16. Great idea to have a faculty & staff center. There are good on-campus dining facilities, but lines are often so long that it's difficult to receive & complete lunch in an hour. A quiet space would be great.
217. We need a place on this campus for faculty (staff & who ever) to come together for lunch, coffee, at least some dinners, that goes beyond the Whole Earth, dinning halls or coffee shops already existing. We need facilities, some privacy and quiet for informal meetings, intellectual exchange, comradely, promoting a sense of community. The transportation on this campus is abominable and a decent facility is at least a step in the right direction, of promoting some sense or a common purpose and community. I don't see much for hope for adhering these goals with out this long overdue facility.
218. I have thought for many years that we need something like a faculty club. We have a small campus in a small community and many of our junior faculty feel socially isolated, and lack opportunities to meet peers who don't happen to be in their own department. Also, faculty might spend more time on campus if they could get away from students now and then.
220. Available -information resource room/area. Perhaps in the reading lounge. So all the news & benefits could be place centrally so we can all keep up with what is going on. I can't pay for the facility but I'll use it and pay as I go. Could offer teleconferences in a meeting-conference room. I'd go a lot if kids were allowed and dinner was reasonable \$6.00 for me \$3.00 for the kids.

University Center Report Survey Attachment C: Comments about issues not covered in survey
Survey Comments

222. Car parking is important. High fees will mar the center's faculty only club. If this in any way drains funds from building much needed student housing and/or quality child care facilities then let's not go forward until some critical matters at UCSC are addressed.
224. We should make this a priority. An architect of distinction should be chosen. #1. Frank Gehry #2. Venhur Assoc. This should be a space distinct from all others on campus. Physically separate and also designed with comfort, grace and beauty in mind! This center should have approx. 20-25 (doubles) overnight accommodations for visitors, faculty of faculty, conference goers, etc.
229. There is presently a severe shortage of full time childcare for children of faculty and staff on campus. Although there are plans to establish a child development center on campus. This will most likely not come to function for a long time. In the meantime, I would like the committee to consider establishing a childcare facility in association with the faculty and staff center.
236. More than anything else this campus needs a better bookshop that sells a large inventory of university open books and other academic files. It would be a good idea to expand the Bay Tree Book Store and have an oversight committee of professors from different disciplines who could decide about titles.
237. The campus badly needs a conference center. It makes sense economically and socially to plan a facility/staff center to parts of the conference center.
238. A lot of us staffers would like to sit and talk or socialize with others over a beer.
247. I think it's a great idea! What about a gym?
249. Center could be located anywhere on campus as long as adequate parking was available.
252. Location should be based on easy access, parking shuttle stop- Possible location that would be in close proximity to a potential conference center joint use of catering, meals, meeting space, optional use with many options. Long term planning is most important- What ultimately does the campus want for such a center. Visitation to other campuses sites for information gathering is important. Since there is no interest in a conference center as well as a faculty staff center, there needs to be overlap in members or committee to plan the large picture that will incorporate a dual plan. Maximize efficiency-utilized one food service. We can not afford a facility that will not be self-supporting in time.
255. There is a critical shortage of quality day care options in Santa Cruz, particularly for infants and toddlers. The UC Child Care Center (on campus offers only 1 1/2 slots to UCSC faculty and staff for infant/ toddler care -this 1 1/2 slots represents the only availability for RIE-philosophy based infant care in the entire city (Dominican Center closed, and Good Beginnings no longer takes infants) Childcare in the city of Santa Cruz is almost unaffordable to families with 2 UCSC incomes and essentially unaffordable for single parents on UCSC incomes (staff or faculty) Many of the faculty and staff at UCSC would benefit much more from the establishment of affordable high quality childcare (such as what is now available to students of UCSC) than from a faculty and staff center which offers only what is listed on this survey.
256. I have found faculty center very useful when visiting other campuses. We don't have any comparable options here.
259. Use electronic Pre-Ordering
262. Perhaps the faculty/Staff Center could be the site of childcare facilities as well.
265. The center should be located near Science Hill.

University Center Report Survey Attachment C: Comments about issues not covered in survey
Survey Comments

268. #5-The range between asst. I salaries and faculty incomes is vast. Food prices should have offerings for a lower income level as well.
#E-6. There should be reservable conference and banquet rooms.
274. Regarding membership levels: Fac/Staff/Adm. who can afford more could pay more but, I would not like this to become hierarchical. This is difficult perhaps a % of gross as base rate? Members should be able to invite guests to some functions should be more open.
275. When O'Mei was on campus, there was an adult, quality place to entertain guests or meet with colleagues. There are plenty of casual places now with paper plats and Formica, shaky tables, but no where that feels like a serious professionally suitable atmosphere.
Location on central campus may be difficult, but driving is not a good option due to having to find parking again after lunch. Waiting for buses with a guest or colleague is ok, but in rainy weather often 3 full ones go by. Lunch is hard to fit in as it is. Cowell College House?
What ever you can do to make it easy access and available as a nature atmosphere would be wonderful.
Thanks for your hard work on the sorely needed center.
276. Cannot afford to subsidize as we do parking. How about a vote of faculty and staff (similar to assessing fees in student elections) and assess all faculty and staff a nominal fee that makes everyone a member.
277. On part D, Question #1 ("Membership fee levels should be base on position level"), I am assuming you mean that those with higher salaries pay more for a membership.
278. A Faculty/Staff center would be a great enhancement to the campus. It would also be invaluable as regards entertaining visitors, visiting speakers, job candidates etc. I have visited and used the faculty clubs at VCB and UCLA, which are modest but, very useful in this regard. I understand that UCSB has a faculty club with a pool. UCSD has a club house fees are so high that no faculty I know there can afford to be a member. Accommodation could be a bonus -also for UCSC faculty who live outside the area. How about incorporation a Child Care Facility? The faculty welfare committee has recommended this and I know that campus positions are woefully inadequate.
286. My main concern is that there is no place for non-students to congregate. We need a place for grown-ups! No litter, no graffiti, no tacky posters! We also need a one-stop-shopping place on campus; not running to mail room for a stamp and then to the bookstore for a pad of paper. I also feel that there should be a notary & other types of services as well. More time is lost at work due to the fact that staff have to go off-campus for many simple items.
289. Center should have rooms/sections that are reservable but, not entire facility. No Alcohol!!! Lunch break rooms!
291. A restaurant/gathering spot should be the primary focus. The restaurant should be attractive so that people think of it as a destination spot. The lounge /gathering area should be comfortable & inviting (think Lake Arrowhead style). The facility should have a major connection with summer conference activity - their ability to utilize the facility should be strongly considered at the design phase. Their utilization of this facility could help sustain it financially (pay to use meeting room's etc.). The restaurant should be self supporting (marketing is key!) The restaurant itself should be a destination spot, especially for patrons coming up to play or performance. To the extent that meeting/conference room is included, the administration might help subsidize it. Maybe have memberships, but also non-members could pay cover charge at door (\$2-3 per person?) Maybe SSC subscription holders could have temp membership as a perk, etc.)
Breakfast should not be a focus-perhaps continental. Student musicians could be hired to play background music for dinning, bands could play happy hour or events. (but, not attendance by students!) Make a connection with /new Child Care Facility to see if they can add in drop-in child care if patrons called ahead and reserve a spot, etc.

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292. I strongly support a faculty/staff center with a restaurant for this campus such as they have at UCB and at Stanford (and many other colleges elsewhere). The center could provide a lounge for socializing and could diminish the lack of collegiality at UCSC. Robert Sinsheimer floated the idea of such a center during his Chancellorship but it was criticized as being “elitist”, and never got support. A club/restaurant facility is needed here ; college -based student coffee shops e taco eateries are fine, but more “upscale” place for faculty and staff would enhance the campus and provide a more mature formal option for meeting together. I have hoped such an intuitive would be developed for over 24 years & delighted the administration is exploring the is possibility.
293. I think the facility should be simple. It should not be a big all things for all users type facility. Decide on what primary used service it will have to stick to that. Perhaps a buffet/dinning room, a lounge/library reading room and a meeting room.
As an aside: We have a beautiful campus but there are few places to sit and enjoy it. There is an appalling lack of benches and picnic tables for anyone to use. Perhaps you could start a bench donation program like there is on West-Cliff. Have benches installed in memory of someone etc. Place them in a variety of places-like in the woods - not always next to a building.
295. Provide opportunities for student employment.
300. I suggest including shower facilities. Since there is really no place on campus for staff and faculty to shower.
303. BBQ Area
305. Parking is important
306. Overnight accommodations for commuter faculty should be very simple (almost monastic) and inexpensive, and available as European style,” Bed and breakfast”. There should also be more traditional accommodations for visitors.
310. How about naming the center UCSC Employee’s Center” so that the words “Faculty and/or Staff” are left out and there is no appearance of favoring of favoring one group over the other. Either that, or call it the “Staff and Faculty Center”:
311. Some kind of fitness facility would be a good idea! Perhaps in conjunction with the new East Field House Facilities? Or perhaps classes could be offered. Also seminars, lectures or special events could be held which would be of interest to staff members and available for a fee (or as a “perk” to membership).
313. We need this facility desperately. We look like fools compared to other major campuses, including UC campuses. It is embarrassing to bring VIP visitors to campus and have to rely on vending machines for meals.
316. Please remember that many UCSC staff are not physically located on campus. I like the monthly & quarterly meeting idea because I’ll come over the hill for that. The building design could use lumber from our deconstruction project at Fort Ord.
321. A child center might be located near/at the center. Also would like to see teaching support services located there as well and other resources (e.g., Academic Human Resources, personnel, grant & research related program).
325. Thursday & Friday afternoons people like to have a space to unwind together, maybe have a soda or a cocktail, listen to a little music, have a snack, have a laugh. I support the idea of a socializing area whole heartedly.

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328. I cannot see a reason why this facility should be “Faculty Only”. Making it so it would be a huge blow to staff-personnel.
330. This facility is critical to making UCSC shed its “Flaky” image- full speed ahead!
331. The layout of the tables ought to include some areas for more privacy (i.e. booths) so that you don’t have to end up hearing every table’s conversation.
334. Musical entertainment for dinner or lunch. Staff and faculty could audition to entertain as well as professionals.
336. Part E #6 additional comments -to provide economic support extend current campus model of no charge for UC events but recharge for not-UC or those with mostly off-campus participants. Could make \$ on food & liquor that might provided significant support and help keep faculty staff meal costs subsidized or lower.
338. With this campus, there is not place for faculty to meet informally. For some of us, who are minorities, single, newcomers this campus can be tremendously isolating. Something you didn’t mention is that a faculty center should allow you to just hang out, drink coffee, chat & do whatever!
340. Staff should feel welcome. A good place to bring visiting staff/librarians no place on campus for a quiet lunch/meeting should be available for visiting staff from e.g. women’s centers. GLB center, multicultural centers, etc.
343. Why must there be a membership fee? Why not have the center as a restaurant where any faculty or staff can attend? If the atmosphere is nice and the food of good quality , people will welcome it. Smith College in North Hampton, Mass. has a wonderful faculty club. Consult as a model.
345. I have listed myself as a neutral on the permission of ChildCare Facilities at the Center: If it would advantage others, I would happily support it. I understand that CFW has urges the construction of a Child Care Facility in connection with a center. If this is the means of getting a Child Care Center constructed on campus for faculty and staff, I am very ready to support it. The establishment of a child Care Center on a scale appropriate to faculty and Staff need is long overdue.
353. I feel that the idea of a faculty/staff center is a good plan to address some of the isolation inherent in this decentralized campus. It is good to hear about a planning vision that takes staff welfare into account. However a center will do nothing to ameliorate the common & persistent complaints of UCSC staff related to underpaying position. Insignificant raises, overwork due to increasing demands & low resources. Many, many UCSC employees experience powerlessness and resentment over these dissatisfactory work conditions campus collegiality is deteriorating yearly. Instead of (or in addition to) the center proposal. I suggest a needs -assessment of employee welfare through survey, focus groups, and/or “Town Hall” type meetings with M.R.C.
356. In most departments are many of us that work in restaurants (cooks, waitresses, etc.) Mexican American, Filipino or other ethnic food to be served.
359. A provision of childcare for faculty/staff would be a wonderful addition to the center and most likely oversubscribed.
363. I think there should be child care/day care facilities = This would be great and a recruitment/membership incentive.
369. Committee- please think hard about the following: Is the “Faculty & Staff Center” something that the university will be providing and subsidizing?

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For us as faculty & staff members, or is it a true member supported club that we (as Faculty & Staff) are providing for ourselves and for the broader campus community?

370. Some type of physical activities, classes, seminars.
371. Use center for presentations of interest to faculty & staff-e.g. benefits retirement financial planning etc. Maybe a lecture series to acquaint staff with faculty subject areas.
372. I think it's nice to have a center. The center should have facility for visitors (including intellectual scholars up to 7 days for instance). It's embarrassing that we do not have a facility for University Scholars to stay (other than over in faculty apt. which is usually filled day-summer & vacation periods.) Excellent survey!
374. I know you touched on this briefly in part a, question 5 but, I thought I'd brazenly re-approach it now. A Reading Room with a view in my opinion would justify whatever membership fee I paid for the entire year. It's harder than hell to find a quiet place to read (with comfortable chairs) (make that big soft armchairs) on this campus that doesn't involve desk like apparatus or, a alternatively, dodging mountain bikers and gnats, (without the chairs, obviously) A truly good reading room is an oasis of quiet and serenity in what might otherwise be a frantic, scurrying, hell-bent on product & efficiency- kind of day. And to the members of the committee-for your work to make the center a possibility.
376. The center should be a comfortable place for faculty & staff to meet have breaks & relax. It should not be an exclusive club with membership fees which will exclude staff at low salaries.
380. Cannot emphasize too much the need for this facility.
382. A meditation or yoga room would be great!
387. I think this is a great idea. Promotes community spirit among campus members. Should be good food and offered several ways--waitpersons for dinner--fast accommodations for lunch. Gathering place for the holidays. Would support frequently. Would be a good way for retirees to stay in touch.
388. Adequate parking is an important consideration especially it to be utilized for meetings/functions with guests from off-campus. Facility should provide a "showcase" for the campus. e.g. architecture & sitting should exemplify campus.
392. I see the club providing:
1. A convenient place for lunch.
2. A place to hold professional meetings & certain visitors.
I think the facility will have to be entrepreneurial by providing a venue for private weddings, parties, clubs, etc. On evenings and weekends.
I seriously doubt the potential for regular breakfast and dinner patronage. Do not attempt to compete with hotels. Do not get into the child care business.
394. A faculty center is crucial for developing faculty collegiality on a campus where we are so dispersed. It is also crucial for entertaining visiting scholars- we need this badly!
396. Very important for faculty morale. I think the intellectual climate of the campus would be greatly enhanced if we had a faculty seminar series with speakers like Hayden White, Brewster Smith, Todd Newberry, etc. Emeriti as well as present faculty and visitors would also be potential speakers. These could be single talks or a series of talks.
398. Please make sure there is adequate parking at the faculty-staff center and photocopying services.

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399. 1. No room for elitism, there is too much of it already on our campus.
 2. Make it affordable for everyone, not just based on salary but based on salary but based on
 circumstances (a single mother could afford it as well).
 3. No badges with “*Staff*”, “*Faculty*”
 4. Fee to bring guests.
402. When the College Eight Inn existed in Kerr Hall it attracted many faculty and staff and students -
the food was good, it was inexpensive and the atmosphere fostered and encouraged communication
both within and across disciplines. It was a great loss when it vanished, primarily because it was
sited at the core of campus Any new center MUST be within easy walking distance of the Science
buildings, the libraries, Kerr Hall and the Bay Tree bookstore. The site between McHenry library
and EMS would be ideal. It should be primarily a place for lunch (or possibly breakfast) and
morning or afternoon coffee/tea. Any notion of a “faculty-staff center” near either U House or the
campus entrance (area D) should be dropped. Such places only encourage increased use of the
automobile, and would likely not attract faculty. I would not use such a place. I eat lunch once a
week with other faculty & staff (in Stevenson coffee house - which is agreeable, but a fair walk)
and would do so more often if there were a place closer by.
404. A pleasant but affordable restaurant would be best, If the eating facilities are too fancy, I will opt
to go to one of the existing coffee shops rather than pay for white tablecloths and a waitperson. I
would encourage the center to be designed in ways to maximize interaction between the faculty -
not just cater to groups that arrive to dine together.
410. I would be content with a staff lounge where our staff would take a decent break. I would prefer to
use vanpool but drive my car so I have a place to rest undisturbed after lunch for 1/2 hour each
day. We also need meeting spaces in our unit.
412. Why not include graduate students in the membership? We do need a quality restaurant on campus
to take visiting faculty/guests. The center could fill that role perfectly.
413. Pool tables, parties, etc.
417. Related to Part E, #3: The Student Center seems to be an ideal location. 1) it has not worked well
for the students, but with some modifications and remodeling would suit faculty and staff. 2) It is
fairly accessible to the local community since there are already buildings with public-interest
events; 3) we need a place for larger crowds than can be accommodated by the Univ. House,
especially for socializing. Perhaps the Club could be used for private events, like weddings, to
offset costs.
426. This survey should have been conducted on-line.
427. Look at UCLA’s Faculty Center for a fine example of how a center can be used productively for
meetings among faculty and staff, visitors, etc. They have a gourmet buffet style luncheon service;
sit down dinner service; waitperson served small lunches (for visitors/faculty/staff mtgs.); they
hold special dinners for Mother’s Day, Valentines, December holiday, etc. To get planning ideas
for such a faculty center, call Ali, the Manager at the UCLA Faculty Center - he’s top-notch.
428. As for a reading/quiet room - you can find quiet places all over campus. We need a place, centrally
located, to socialize.
430. I think a fac./staff center should include a pleasant place to eat one’s brought-from-home lunch
while reading or chatting. My office has no such space, so I need to either leave the building or eat
at my desk if I bring my lunch.

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434. I heard that the faculty & staff center might go in downtown where Fords used to be upstairs. I like that idea!
435. It should have a lot of parking, where the expected members can be sure they will be able to park. The food service should be good - it is not good in most of the current eateries on campus. Freedom from noise is an essential. I do not think a faculty club on campus can compete in dinners with all the restaurants in Santa Cruz. It would be better not to try to - it would make it more understandable to the community, and would do away with the need for (illeg). I think you are making a very great mistake in getting this questionnaire out on a rush basis, and asking people to return it in a week. Many people won't even know about it by then. No one will have discussed it or thought about it seriously. The replies you get will be biased toward a particular group of personalities. You may get a lot of misinformation, consequences of which will endure for a long time - whether yes or no.
436. The survey did not ask whether the University, or a private agency, should operate the Center. I would strongly agree with the survey statement: a private agency should bid on and, if successful, contract to operate the Center. That being the preferred outcome, I cannot envision a reputable restaurateur would be interested in such a contract were they are not able to establish a thriving dinner clientele. That being the case, the Center need be accessible to the community, who could be dinner guests of Center members. The argument for placing the Center in the center (of campus), is accessibility to the lunchtime crowd. However, as is well documented by the history of on-campus cafes, a central location is death to a dinner venue. To attract a dinner clientele, the Center need be located near the main entrance. The obvious, preferred location for the Center is a renovated Cardiff House. As part of any contract negotiations, the campus might consider the possibility of shared capital participation with the licensee in such renovations. This would displace the Women's Center, who might benefit by a move to a more accessible location on campus. To encourage the lunchtime crowd, the campus might operate noontime express shuttle buses from several central campus locations to the Center. Thanks for your efforts in helping to make such a Center a reality!
449. Most staff units do not have the space to hold unit retreats and an academic classroom must be reserved. If we had a fac/staff conference room to reserve, with a cafeteria style restaurant, there will be no problem with staff meetings & retreats.
451. Location is related to use as you know. The center should be located so that it is within walking distance for a majority of the faculty.
454. I would like to use such a place to bring groups of people together informally to talk about a topic - a step up from the generic brown bag lunch. I suggest small seminar size rooms in addition to large dining room. I hope the food would be distinctive but not highly priced. Group rates would be a good incentive, for specific events. I am unclear about "membership". If one must join to use this, I'd like to see a very low monthly cost to attract full participation, rather than a higher cost which would signal elitism. Let's look seriously for donors. Let's also bring in marketing experts in the planning stages. How we pitch this and it's potential to make it attractive to all campus constituencies is critically important. Let's think creatively. Let's stay positively focused. Let's not let reluctance from any quarter detail the forward momentum. Rather let's commit to making this happen and fine-tune the details as best we can. To launch it positively, let's proactively line up events and gatherings for the first year so it looks as though it's beginning with a bang. Then let's maintain the momentum through excellent management and regular feedback from clients. The campus needs a place that sparkles with warmth and life, yet does not resemble the traditional "faculty club" of yore. Let's add technology (e.g., access to the Web, video conferencing facilities). Let's involve our faculty in decorating the walls, the exterior. By taking ownership as a community, we can make this a place where the community will be proud to be.
455. Quality service is critical otherwise it is just a cafeteria or coffee house., e.g., linen', silverware, special food, fine selection, flowers, possible intimate tables & group tables, choice of buffet lunch

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or full service dinner. The view is not that critical as dining will mostly be inside but architectural interior should be pleasing & not noisy. Guests should be allowed - either individual or small groups (if previously arranged). I hope this won't be a large conference center, but somewhere that one could arrange small (i.e.: 20-25 persons) seminar or group sessions to lunch or dine in - or where one could take a colleague to lunch or special occasion. This is **long** overdue, UCSC needs to be more civilized and professional. Reading room/lounge idea less critical as we have those in colleges & library. Overnight stay for individuals or couple would be great but don't think conference like accommodations are necessary for many persons.

432. Since students are not to be admitted (hooray), no money for this project should come from (or be perceived as coming from) funds related to students. If you expand the facility to consider the needs of alumni, perhaps you could solicit them for funding. Please be very smart with the public relations on this project - you can get cries of "elitism" from students.
460. More important than the # of open hours is the quality of environment, here is no where on campus to have a nice lunch, or take a guest, prospective employee, or birthday guest on campus. The question about "how much do you spend on lunch" (#7) is misleading. It's hard to spend more than \$6.00 for lunch on campus. It isn't representative of how much we are willing to spend, which probably much higher.
461. Daycare facilities for faculty on this campus are not adequate. Please include provision of year round, professional daycare as a priority for the faculty/staff club.
462. The Emeritus faculty were not listed as such. I am assuming that we fit under the 'Tenured Faculty'. I would envision use by the Emeritus Faculty who would enjoy coming to the campus, using the library etc. and having lunch with past and present colleagues. I could also envision them using it for dinner if this were available.
463. While I agree that it would be nice to have a center for faculty & staff where meals/drinks would be served, to be perfectly honest, I don't know how much I would personally use such a facility. A far more pressing need for me is on-campus daycare for my two young children. At UCSC, there are currently two spots for infants and toddlers of faculty & staff at the childcare center at family student housing. This is extremely inadequate. Like with a faculty/staff center, UCSC lags behind the other UC campuses with respect to daycare availability. Would it be possible to incorporate a childcare center into the faculty/staff center? Surely a clever architect could think of a way to isolate squealing children from pensive beer drinkers!
464. Because of the lack of faculty/staff childcare on campus, this faculty/staff center might also include a childcare center. This doesn't need to be subsidized by the University (although that might be nice). The University has failed to provide infant/toddler daycare for faculty and staff, so if we have our own center it might be nice to combine these two goals. I have found it very difficult to meet faculty outside of my own department. Anything to improve faculty interactions would be great, and the center is a great idea which is followed on almost all other campuses. A nice restaurant on campus is long overdue. With parking so difficult on campus, going to town for lunch takes way too long especially when you have to spend 20 minutes hunting for a parking spot on campus.
466. **In Part B:** include an Exercise Facility.
468. There are so many interesting people on this campus. The research and education is exciting. I attend lectures and events when I am able but I would love a forum in which I could really feel like a part of the UCSC Community which I don't right now. Part of the reason is the lack of opportunity to connect with my peers on a regular basis. I'd like a place where the goal is to meet others, make friends, and share ideas. I think some very creative events will have to be planned to attract the right people and accomplish these goals. I find the Alumni Association luncheon fun

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- and interesting but there is no time for interaction among guests because the time is rightfully allocated to the guest speaker. Librarian, Alan Ritch, moderated a fabulous get together downtown call "Into the Future" which generated great interaction and discussion. It was on the formal side, but over time, an event like this would become more informal and comfortable.
470. As a retired professor who participated in much earlier consideration of a similar facility, I'm delighted that this is getting off the ground. I wouldn't use it often myself, but would use it and welcome it. The Campus needs it! This is an excellent survey.
473. I like the ideas of 1) making it a joint faculty & staff center (allowing for guests), 2) making it available for special events, 3) providing faculty study space especially (or maybe specifically) for faculty on sabbatical. I believe **location** and **parking** will be a key factor in getting faculty to use it. Near the bookstore is probably to most central location - but parking would be bad. I suspect especially for lunch faculty won't want to go someplace on the other side of campus (especially if it means losing a parking space.)
477. Should be within walking distance. Should have fast lunch and breakfast **service**. Should open at 7 a.m. For my needs, simply having an on campus restaurant with ample seating, quick service and some interesting vegetarian options would be fine. To me, this sounds like an expensive solution to having a decent restaurant (outside vendor) on campus. If the fee is anything but nominal, (\$30 per year), I probably won't join. Unless prices are reasonable, you will create a "Faculty Club" riot a "Faculty/Staff" club.
487. It is important that we can entertain visitors from other campuses in an accessible, dignified setting. Given the low vacancy and high motel rates, a few rooms for visitors would be very welcome and convenient. Conference facilities, while nice, would be secondary, since we already can use college and instructional space, with lead time planning.
489. The center should have adequate parking, appropriate for anticipated functions.
490. Dinner: depending on quality & hours. Availability & access are factors to purchasing lunch. Parking access major consideration.
493. A self service center with clean drinking water, microwave(s), ice machine, vending machines, etc. would be nice. Comfortable chairs in clusters. Tables for eating brown bag lunch. TV for special events only.
494. **Re: Part A, question 8: I** found the "faculty only" choice to be insulting; it supports and perpetuates the divisiveness that exists between (some) faculty & staff. Why call it a "Faculty and Staff Center" and then offer the choice to admit faculty only?
500. Please include "Alumni" access & active role in financially supporting "**Center**". **Each class 1968 & beyond** should be able to contribute something. Do include a "Quiet Reading Room" for alumni, staff & faculty. The environment should include "picture & bio" of each Professor who has taught at UCSC (dead or alive) who is no longer at UCSC.
503. Whatever the location, it should be easily accessible, and there should be adequate free parking available. Faculty/Staff would have to show ID to park; register visitors, etc.
504. Some questions not clear, such as Fac. only? Need good parking. Need computer access for demos, classes, seminars, etc.
505. Whether or not the Center is open for dinner, it definitely should be a place faculty & staff can get together after work to socialize. If the Center is not centrally located, it will have less of a draw (ample parking in any case would help). Faculty currently have few places to meet one another

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- socially/informally, and I definitely think a faculty center is needed, even if it must be subsidized by the University. If dues are too high, faculty won't join. If the center is spacious enough to have meeting rooms for small conferences, so much the better.
509. I would only support a center that was open to both Faculty and Staff. Classism is felt in all areas of the University - Faculty, Staff and Students all are effected negatively by it. A center would be more popular if classism were avoided in it's concept and management.
510. Why not convert the White Elephant that is the existing Student Center? It's perfectly located.
515. Audio/Visual equipment and a computer center would be nice. Coffee/beverage service would be great even if restaurant service is not provided. We should be able to rent meeting rooms for free is used for University business.
519. It's about time
520. I thinks a Staff/Faculty facility is a wonderful idea. I hope the membership dues are not prohibitive for line staff.
521. Center should be located at a spot on campus that is not often seen or visited to allow feeling of getting away from usual environment. Should have good shuttle service.
526. The restaurant should be at a five star level. Also have it open for dining to the Public. This will help pay the costs. Have member cards for Faculty & Staff for a discount.
527. Needs to be a place welcome to all career staff, faculty, emeriti, and retirees.
528. I feel this would be a nice addition to working up here - thanks for even broaching the subject.
531. The restaurant should have a long, big table like the faculty club at Stanford had and perhaps still has where faculty who come alone to eat can sit and thereby meet other faculty over lunch.
532. Good survey.
540. We should model the faculty club on existing UC faculty clubs, USC, Stanford. UCSD's is one of the newest and quite nice. Currently it is very embarrassing to not have a nice place to take distinguished visitors. Often meetings must be catered to avoid the long hike to - and the poor atmosphere of - existing facilities on campus. The facility should not be "far from everywhere" like McHenry library. It should not be a place where visitors will feel out of place if they are in coat and tie. It will be a place that visitors will associate UCSC. for good or for ill. We have a serious image problem in Silicon Valley and beyond. This is an opportunity to correct that misconception that should not be missed. I remember with horror one visitor's embarrassment at the open nudity at Kresge. I do not think that is an image we want to project.
543. Faculty & staff need ways to interact informally, as a means of team building and respect building. Why build this up as some elite "membership" idea? Leave it open to all who wish to participate. Many of us will reject the idea of becoming a "member" in order to be allowed to participate. Fees will discourage participation. UC should provide this space at no cost to faculty & staff, in lieu or lost pay increases over the years, and because of the improved working relationships that will result.
545. Will ID be required to get in door? If so, are guests of faculty/staff allowed, i.e.: spouse, friend, etc.?

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546. Every other UC campus has a faculty/staff center. Irvine is a good example of one. It is about time! How do you plan to fund such construction? Do you plan to buy the Student Center from the students? That restaurant is just sitting there. Parking is another problem.
547. I would like to see the Center not be located around student centers like dorms or dining halls. It would be nice to have view of the Bay, if possible. It would be great to offer quarterly parties for staff and an area with comfortable couches or chairs to sit in.
548. This is not “the right time” to develop a Center for faculty and staff: it should have happened at least 20 years ago. It is one for the great scandals of this campus - and there are many to choose from - that we do not enjoy what is deemed both an essential and self evident facility such as a Center. There is little doubt in my mind that interaction between faculty and faculty, staff and staff, but above all faculty and staff, would be enormously enhanced by the opportunity to enjoy eating and drinking in an atmosphere unpolluted by the noise, crowds and rowdiness of student dining halls, student coffee shops, and inedible snack bars. Why even a questionnaire on the matter? Just build it!
563. Please include retired faculty and staff in the membership. Parking problems should be addressed - especially for off campus community members and retired people. Guest passes should be considered.
566. I believe these centers on other campuses are rather snooty places. That is **not** in keeping with this campus. Primarily, I am looking for an on campus lunch alternative. I really get tired of the Whole Earth. The campus coffee houses/cafes are barely OK. The student cafeterias are too funky.
568. There should be a full time childcare center as part of the facility. How about computer terminals for those people who don't have them at home. The food should be high quality and varied - no mystery meat!
570. A faculty/staff club is an excellent - even indispensable notion. UCSC must rank among the least sociable campuses in the country; every year, as the colleges become less vital, like on campus becomes more sterile. Many young faculty live in San Francisco. As someone who frequently entertains visitors from other institutions, it is a constant source of frustration that there is nowhere on campus to wine and dine them respectably. As someone who is getting no younger it becomes increasingly irksome that faculty @ UCSC are expected to live like students instead of the other way round. It is foolish to expect civilization to flourish in the forest unless there is somewhere where grownups can sit comfortably and converse with a colleague or read a newspaper and get a fin and tonic at the end of the day. The founding fathers of UCSC still talk about what fun it was to work here in the early days. Fun has all but disappeared: no wonder the place is becoming a ghost town. 578. Staff fees should reflect FTE (60%, 75%, etc.). Inclusive not exclusive feeling very important to staff and faculty. A terrific view would enhance membership, group use and school pride. Members should be able to bring guests for an additional fee. Parking has to be considered very carefully - has to be accessible.
582. An exercise room & showers would be very nice. Overnight accommodations would be wonderful for those of us (many in the music dept.) who commute over the hill - also for guest artists, etc. At minimum, a place to eat & study is essential. Please include a microwave, computer, vending machines, etc.
589. No “all you can eat” buffet - sell it by weight. Could have 2 restaurants - or plans in same room, 1/2 service, 1/2 buffet. Comfortable, private outdoor smoking space away from Fascist smoke police! Membership cheap. Make people pay for what they use. Membership at least, should be % of income.

University Center Report Survey Attachment C: Comments about issues not covered in survey
Survey Comments

594. A F/S Center should not be another way to generate revenue from workers, - but it should be a part of what the employer offers. If this is a high fee place - like the pool & gym, it defeats the purpose. Also, shuttles so cars don't have to be moved.
596. re: B.4. The question of a conference center has also been circulating for some time. I responded that I do not think a Fac/Staff club should have conference facilities. I do think we desperately need conference facilities on campus, but they seem like separate issues to me.
re: C. Bistro atmosphere might be appropriate. In the day, this can be rather informal. At night, it can be more formal without being stuffy. If we are to take visiting colleagues to a center rather than to a restaurant downtown, it really has to be an appealing alternative in terms of quality & style.
re: B.5. It does seem some rooms for guest speakers would be useful. We sometimes use Provost House accommodations for this, but they aren't always available. It's nice for a guest to stay on campus, find a restaurant for breakfast close by, go to a lounge if they come in on a late flight, etc. This would also be very useful for job candidates!
598. During summer & breaks this campus is like a ghost town. This is a great time for staff to meet & we really need on campus facilities available. I think members should be able to bring guests for dinner or drinks etc. I would frequent it more if that was possible. It doesn't necessarily need to be restaurant style. But something "above" a cafe or dining hall would be wonderful. I would be willing to help fundraise if it meant the fees would be lower. If the fees were too high, I can't afford it. How about a games room? Pool table, air hockey etc. I think limits are important. What ages are allowed etc. when children can be there -after all, it is for faculty & staff. I think that this a GREAT idea - about time.
599. As we do not have a faculty/staff room or lounge, having a place to go and eat lunch is most appealing to me. The facility would not necessarily have to provide restaurant style amenities. What about vending machines? I fear a hefty membership fee would keep me from ever using the center. Although I personally would not need meeting rooms, I think a lot of other colleagues would as room space is always at a premium. If it could be open year round that would be good for staff members who work throughout the summer (when college coffeeshops close down). In general I love the idea of having a place to go, not crazy about having to pay to enter.
600. A fac. & staff center should not be so formal or fancy that it excludes more relaxed, spontaneous gatherings. But the food should be very good - varied - eclectic - interesting. Decor should be friendly - lots of art, texture, plants.
604. The center should not be financially subsidized by the campus at the expense of salary increases for staff. Ideally, the center would be built in a location offering a peaceful environment. Outdoor eating would be a good idea.
606. Please do not include graduate students - we need a center exclusively for faculty & staff. Graduate students have many ways in which they socialize among themselves. Most universities provide some kind of faculty club. Why can't we?
610. Have an outdoor patio. In fact, have two - one for smokers. Should have a view. It should be available for fun & education fun - a bar, a dance floor - pool tables? Education - a movie screen & room(s) equipped w/ multi media hook ups. Be located near parking.
612. Why don't you incorporate it into the new East Field House complex and combine service packages. Don't tear up any pristine areas not already wrecked by building - ie: meadow, etc.
614. Located near or as a part of Event Center on Hagar Drive next to east remote field!!

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616. Parking impact should be assessed. Meeting space is the most important use, which is of benefit to the University, not to the individual. Therefore nobody should have to pay dues. The University should pay for it. The idea of a faculty/staff center sounds exclusionary - wasn't the very idea of UCSC to minimize distance between faculty and students?
618. Thank you for asking for my input
620. If fees are charged, membership will end up being a "perk" of higher level positions - like parking -funded by units with stronger budgets. Already the campus is dividing into camps of over funded and under funded units, with the opportunities for staff development, training - even computer wiring and carpeting, falling to staff in under funded units/divisions and being absorbed by better funded units. Don't make a staff/faculty center part of the unfair, polarized funding structure of UCSC.
622. Consideration for location should be given to special event use & the proximity of parking and/or transit service to the location.
627. Status of emeritus faculty/retired staff. Notion of building in stages. I think most Universities have a need for conference and meeting rooms for campus committee and administrative purpose that support the notion of a campus "subsidy" for the meeting room aspect. Having at least a lunch cart or cafeteria in the building would be nice. The idea of a University Club seems to have already been approved: see enclosure.
634. Membership fee is probably important to give level of services desired. On campus lunch places are crowded & mediocre. A faculty club would (hopefully) be a significant improvement.
637. If a fee must be allocated for "dues" in this center- it should be less than \$15.00 a month, because otherwise it's a regressive type membership - only higher paid faculty & staff will be able to afford it. I love the idea, however, and I hope it become a reality. Thank you for your work on this.
638. I would assume other campuses are being surveyed as to their operations. Many have lovely accommodations.
641. Center would add to scholarly resources by developing - to attract more visitors & making it easier to recruit top (illeg) faculty
645. Should not have to pay membership fees.
647. Possibly allow post-doctoral fellows and graduate students limited membership, so that interactions between faculty and their students can occur. I favor this over staff memberships. Solicit donations from companies for construction and/or maintenance of faculty club.
649. I strongly support the Center, and have for many years. We need it both to increase the sense of community among ourselves, and to present the campus in a favorable light to visitors and candidates.
652. Include a spa or some kind of stress relief services like massage, breathing techniques, meditation.
663. It would be nice to have the center in the central part of campus - near the sciences since the largest number of people in one area is on Science Hill and there is no food there. Maybe on the road between McHenry and EMS.
664. This is important for visitors, industry relationships, recruiting and alumni relations. All of these contacts continue during the summer as well. I think a room with computer access would be as important as a library, they could be combined. I also think it provides a place where faculty &

University Center Report Survey Attachment C: Comments about issues not covered in survey
Survey Comments

- staff could have a meal with interesting seminars on continuing education issues, financial planning, etc.
671. It would be VERY nice to have some sort of facility that caters towards staff rather than faculty. STAFF keeps this place going, often taking abuse from faculty members in the process. Staff deserves a place in which they can feel appreciated for what they do!
674. This campus lacks a center, and there is little communication between departments. I hope a congenial center would encourage more collaboration! A nice, quiet uncluttered place to eat would be nice too.
676. The facility should be located where ever there is the most available parking with bus/shuttle stop as well.
677. I strongly agree there should be overnight accommodations only if it can be operated with a central registration desk 24 hours a day and the rooms decor and amenities of a hotel. The UCLA guest house is a fine example. I believe the center should have some subsidized financing from the campus as the campus now spends funding to bring in caterers, special cleaning of facilities etc. for campus meeting/conferences. I would hope the facility would have the staffing to set up meeting rooms, set up A/V needs to accommodate all users of the facility. The Covell at UCLA again a facility with rooms designed for meetings/conferences. A center can provide location for staff to hold events i.e.: retirement, baby, birthday, wedding, for colleagues. Location near arts facilities may enhance and provide patrons of events to drop by following the event for coffee, dessert or glass of wine, a gathering of friends at the conclusion of the evening. If located at center of campus reaching it and parking becomes an issue if it would **need community access to make it** financially self sufficient to meet certain percentage of operation costs, possibly a main campus entrance location is more important.
678. Bar/lounge area with good (quiet) music - jazz, soft rock, light classical. Maybe separate TV room One room - card tables, checkers, chess - maybe Ping-Pong (or ping pong in separate area) Library/Reading room - NY Times, LA Times. SE Chronicle. Maybe some organized activities dance party or bar area could have small dance floor. Make sure UCSC Extension is invited to join - consider alumni memberships..
688. It would be nice to have a faculty/staff workout area where we can use weights, Stairmasters, treadmills, burrow weights for walking or running, and have a place a dress afterwards. The student recreational Facilities are often full or inadequate or not very private (staffs faculty being asked questions about work related subjects by students during recreation hours). It would be nice if UCSC would be more concerned & supportive of faculty/staff health & welfare.
690. I would certainly use the facility for conferences. Food is not my thing but it would be nice to have a campus gathering place.
692. The Center should provide a distinguished but congenial atmosphere. suitable for entertaining important guests from outside the University.
698. Welcoming atmosphere. No stuffy English club style rooms. Needs an outdoors "beer garden" style for refreshments in warmer times.
699. The bar/lounge should have pool tables, darts, etc.
705. Only faculty & staff can be formal members but undergraduate and graduate students as well as guests can go to the center with a member That is what UCB does with, students, post docs etc. I don't want to see the center to be a student center, i.e.: lots of students there, even though they are welcome to visit once in a while with a member.

University Center Report Survey Attachment D: Comments by person opposed to the Center
Survey Comments

- Too elitist for my taste: not appropriate for public university or public land
- 354 I believe the colleges and various departmental lounges fulfill all the mentioned functions satisfactorily.
- 706 I believe the money for a staff/faculty center would be put to better use serving students. A campus-wide learning center is sorely needed on this campus and the idea of a staff/faculty center seems elitist to me.
- 711 This questionnaire is designed in a very pro-faculty/staff center fashion! You ask that those who don't want the center not to provide input on facilities. I think it is ridiculous to build such a facility considering the disparity of our incomes relative to the regional averages. Providing a Faculty/Staff center will not increase my happiness, since I could not see paying part of my meager salary for dues. If I had a family the situation would be even more ridiculous. I am a disgruntled Technical Staff Employee!
- 712 This is a ridiculous elitist concept.
- 713 Building yet another building on campus in this charged atmosphere. Competition with the colleges as "home base" for faculty and staff, to the detriment of the colleges. Drawing faculty and staff away from lunching in proximity to students would serve to make them more remote, as well as set up competition for the struggling coffee shops. etc. already here. I don't like it. I tell you: it's not consistent with the campus' personality or ideas. I vote no.
- 714 I am with UNEX and this doesn't seem to apply to my situation.
- 715 In my opinion, a faculty center would be very bad for the atmosphere at UCSC. One of the strongest things we have going for us is a lot of interaction between faculty and undergrads. We get rid of that and the reputation of UCSC will suffer greatly. Places like UCB lack our atmosphere but have the reputation and funding to still attract students. Unfortunately we are not in the same position, and I believe this center poses a serious threat to our future.
- 721 Given the popularity and growth of the UCSC campus among undergrad students, it makes no sense to limit or reserve space for non-student based offices, lounges, or other non-academic/academic support allocations. Because of the size and decentralized design of the campus, any F/S center would be used primarily by F/S closest to the site-especially given the parking and transportation liabilities the campus suffers. To mandate a F/S wide fee for such a site is completely unfair and unjustified. It would be like mandating an OPERS fee for every staff to have access to the facilities whether they plan to utilize them or not. I recognize the need for more staff based support and social programming especially in light of our increasing workloads. However, a campus wide facility is not the answer and would potentially serve as the primary resource for all staff/faculty rather than *servicing* a more campus wide short of needs and interests.
- 723 It is interesting to me that you do not want input from those who are against the idea, other than generally.
- 725 Aren't we allowed to have an opinion unless we're for it? 1)The effect on an relation to social and intellectual life in the colleges. 2)The fact that attitudes toward it will vary from division to division. i.e. scientists may discount it as a non-issue, whereas disciplines that make more use of the colleges may wish I had received further discussion.
- 727 I cannot support the idea of funding such a center as long as we don't even have a break room in the Applied Sciences building in which to eat our lunch. If we bring our lunch to work (which most of us do), the only place to eat is at our desks. Let's take care of these basic needs first, please.

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- 731 This sounds like a “done deal”. It flies in the face of the whole philosophy of this campus. Faculty should not be isolated from students, nor should the staff. What are the colleges for? This is an old idea, which has always been rejected before. Use the money more wisely in reducing parking fees!! On supporting auxiliary projects/programs.
- 732 If the faculty want this let them pay for it.
- 739 I am concerned that a faculty staff center would benefit only those interested in using it but the entire campus community would feel its costs.
- 741 Another useless expense
- 742 The money for this would be far better used to improve the financial status and family support opportunities of staff and faculty - How about lower parking rates? Some of us have families to support. Luxuries are nice but necessities come FIRST!
- 745 What we need on campus is a bakery/coffee shop that opens at 5am. A lap pool that never has classes in it. A staff/faculty table in each dining hall. Decent food in the dining halls. Lots more student housing. Shuttle busses running down to mission. A McDonalds. 24hr security at each college. Snack bars in the dining halls.
- 749 This campus is too big for a central facility. There should be several locations. Management will be very important. Remember that once built you will never be able to get rid of this club. So you really want to be sure you know what you are doing. Maybe it would be better to be like UCLA or Berkeley and let private enterprise build such a thing; off campus.
- 750 I would be interested in important conference facilities but not in a restaurant that is limited to faculty use. There are plenty of places for us to eat on campus where we can interact with colleagues and students.
- 755 A great Student Center more important, staff and faculty can go there
- 766 I am against the idea. I think we should encourage faculty and staff to spend time in the colleges both dining halls and coffee shops. That is one of the healthiest relations in a college campus. A central social hangout will pull life out of the colleges. I would suggest doing what could be done to encourage participation by faculty and staff in the dining halls and coffee shops - discount cards, upgraded menus. etc. Personally I eat in the Porter dining hall about once a week and I think the food is great. How many faculty and staff have tried a dining hall? A special peeve of mine is when we are recruiting faculty and they are taken out to restaurants on three meals a day. There is nothing wrong with faculty using a campus dining hall.
- 773 I do appreciate your efforts to add to an already excellent benefits package but I question the wisdom of increasing the creative efforts away from the work place. The qualified candidates that we do not attract and the highly qualified employees that we lose do not choose to work in Santa Clara county because it is more attractive. Our pay levels are less than UCR yet housed are sold there for half our market prices. Please bring our pay levels to that of San Francisco and Berkeley. Please address our living standard rather than where we eat lunch.
- 775 (Response to question 51 I have a problem with campus alcohol policies and think a “bar” on campus is a problem. I) It is not clear how this relates to a ‘faculty club’ like at UCSF or UCB? This should only be done if it helps campus diversity and faculty recruitment. 2) I don’t think people will stay for dinner in this community, maybe lunch if you have a VIP visitor. 3) Restaurants are a marginal business at best: this would require a campus subsidy.
- 739 Given the tight budgetary and space restrictions on campus. I strongly feel that any available resources should instead be diverted towards the establishment of a central administrative facility.

University Center Report Survey Attachment D: Comments by person opposed to the Center
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- Currently, the campus administration and HR staff are spread all over campus which waists valuable resources.
- 790 How about free parking at ones' place of employment? How about providing regular cost of living increases? How about providing a salary that allows an employee to be able to afford to live in the community where his/her job is located? How about employees who do their jobs? How about free access to recreational facilities? Who are you trying to impress by providing a facility of which components already exist all over campus. How much will you spend for your EGOs? Which Great Meadow do you plan to build it in? Will you have special Ph.D. seating?
- 792 Where is the funding to come from for such a center? It seems like a frill given all the cutbacks in budget that all university departments have been coping with.
- 793 We need more faculty/student interaction on this campus.
- 795 Resources should be used to improve campus as a whole (student housing, more classrooms, etc.) or build a BETTER restaurant on campus - and/or museum for all in the campus community to enjoy and support!
- 796 Although it is a nice thought I am adamantly opposed to a faculty/staff center. Many faculty and staff may enjoy the luxury of "nice" offices with ample space and current technology, Yet other work in cramped quarters using antiquated systems. This center would end up costing the university money to operate regardless of "due". Additionally, it really doesn't matter that funding for this would come form a separate pool as opposed to funding for office space, computers in other words "our unit allocation". All money is green!
- 798 Put the money into paying Instructors/Faculty for more classes and better salaries. STOP Building. I strongly Oppose!
- 815 I am still unsure why the staff and faculty center is needed or even desired, It seems certain to be a project which will only further divide students and staff and will make it easier for faculty and staff to stay distant and isolated from students. Furthermore, it seems an ill-intended "support" for staff, which does not address real issues for workers on and lack of cost of living increases. Looking at a project like this is a decadent and foolish project while academic divisions are still considering budget cuts.
- 816 I think that we have too many barriers between us and students already, we don't need more. I have visited such places on other campuses and they always seem to be lifeless and cold, catering only to the most ancient faculty. I think there's little hope such a facility would ever be self-supporting, and we can use the resources better else where.
- 827 Salaries at this campus and, I suspect, throughout the UC system are not competitive with industry. particularly in the computer technology realm. How about spending money on salaries? Perhaps those of you that have time to think up ideas like this have so much extra time that you need a place to relax during your 3-4 hours of break time each day. Those of us who work for a living, however, are unlikely to be able to enjoy such a facility since we are putting in unpaid Overtime, and at salaries well below the industry standard. UCSC already has an number of excellent establishments to relax at for those who are retired in place. The rest of us could use additionally monetary compensation for our efforts. So please don't spend dollars on this, redirect the funds to provide equitable compensation!
- 834 This sounds like an expensive venture and in no way should students bear the brunt of these costs. While the faculty and staff center sounds great on paper. I believe it will be overlapping many of the services UCSC already offers. I agree faculty and staff should not have to dine on dining hall food (you've already paid your dues) but other more feasible less costly services exist (such as the

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- Whole Earth. Howling Cow, etc.). In addition I am not entirely sure why faculty and staff would want to maintain such a distance from the students.
- 838 I don't think the center is a good use of our funds private or public and sends a statements that contradicts UCSC principles.
- 840 Where on earth is this money coming from? There are plenty of places on campus to gather. Faculty has had some nice raises in the last few years. How about taking that money and spending it on staff salaries instead? And drop that stupid 6 month dilaged thing! It cost staff just as much to be in this area as it does faculty. Faculty has always thought thing were better than staff. What makes you think they to socialize??
- 841 Fundamentally undermines marketable strengths of the campus.
- 844 Faculty should be encouraged to use College coffeeshops and meeting rooms to eat and meet informally, as well as student dining commons (as they do in Cowell). At a time when students are asking to see more faculty in informal settings. The colleges offer a better opportunity than would a center designed only for faculty and/or staff. Also at a time when excessive student enrollments are robbing students of decent housing on campus. when student lounges in dorms are being used as bedrooms. and we desperately need more on-campus housing. I think building something of this nature is very unwise. Finally, check out the history of such buildings at other campuses: many are underutilized and in debt. Surely, there are more creative and valuable ways we could spend money at this time.
- 842 There is not enough space on campus for our students - funding and supporting a staff/faculty center is egotistical separatist, and selfish and gives a message to our students that they don't count. I strongly disagree with the need for this facility. There is not enough extracurricular connection between students and faculty. we should use the same facilities as students and share their experience.
- 857 Does this mean it will be built regardless? Why don't you want to know why people are against it?
- 862 Money better spent on educational buildings.
- 865 I can think of an almost infinite number of better uses for the money.
- 367 No more "ghost" buildings like the ill-fated student center!
- 875 Our desks are from 1952 and are ergonomic nightmares. our computer equipment is old and antiquated. Most of us still have window 3.1 and cannot open 2 applications without crashing. Those of us that have Windows 95 or NT have used patched together systems-never new. Our jobs require that access the internet in addition to all of our own systems, yet our computer systems can't handle them an we are told there is no money for new ones. Our office space is so cramped we can't even turn our chairs around and stacked up reports and documents present a fire hazard. Our filing system consists of boxes stacked in every corner because there is not money more a computerized system. Though we pay for parking, if you arrive at the office at 7:55 there is no where to park. If you go to lunch and return at 12:50, there is nowhere to park. The university should provide its employees with adequate equipment, work space and parking before going off and spending obscene amounts of money on what amounts to a social club. The argument that these pools of money are apples and oranges is very old and tired.
- 879 Do you really believe a faculty and staff center is a good idea when: 1) There is not enough office space for faculty and staff now. 2) The campus is too spread out for everyone to access at their break time. Perhaps the way to go is to have a F & S lounge in each building or a cluster of buildings.

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- 884 I think it is certainly more critical and necessary for staff to have adequate and permanent office space prior to any F & S center is developed. Lets get the appropriate space needs met for folks to perform their jobs is a higher priority in my opinion. Central offices need to be put in permanent offices rather than temporary. Out of respect to staff and the valuable jobs that are performed that contribute to the success of this university -let's see them receive adequate space permanently. Then we could proceed with what seems like a nice idea and given our current space woes - its appears our priorities seriously require review. Adequate and permanent offices/space for staff are a higher priority and certainly show some respect to those that contribute to this campus' success.
- 887 I would like any money towards campus employees in raises, we deserve raises first!
- 890 I think an administrative building would be a better investment of resources. Many admin need a decent work space with up-to-date equipment and a lunch room and a meeting room.
- 891 I enjoy this campus because o the interaction with students. I don't mind eating in their presence. We have fine restaurants and don't need another one especially on e that excludes students. I will not use these facilities if built.
- 894 Faculty clubs across the US are closing due to lack of financial support — they are things of the past. I would much rather funds were out where they are needed. hiring additional staff, providing more TAs for classes, building more parking facilities.
- 902 The “Faculty and Staff Center” is perhaps a bigger boondoggle than the “student center” was. It weakens the colleges if it works, and it is unlikely to work — who has the time to go half way across for lunch?
- 905 Maybe its because I'm not some staff pulling in the big bucks. but I'd much rather see the money go to improved salary scales for employees, or reduced parking fees, etc. If I want to drink there are pubs in town. if I want to eat there are places already here.

UC UNIVERSITY CLUBS

	UCB	UCD	UCI	UCLA	UCR	UCSD	UCSB
1) Is there a faculty club or center on campus?	yes The Faculty Club	yes University Club	yes University Club	yes Faculty Center	yes University Club	yes Ida and Cecil Green Faculty Club	yes Faculty Club
2) What is the number of members?	1718	516	1000	2400	300 approx		325
Faculty	452	154	350	800	75-100	yes	yes
Staff	371	82	450	700	65-75	yes	yes
Retired	207	236		600	100-125	yes	yes
Community	8		150	no		yes, supporters	
Business	67 alumni	44 assoc	50	no		no	yes
What group is most active?	fac/admin		GSM/Med/Advanc	faculty	retired faculty	faculty	fac/admin
Are student members allowed?	no		no	no	some	some	some
Undergraduate	no		no	no	no	no	no
Graduate	no		no	no	yes	yes	yes
Are there honorary members?	140		yes	yes	yes	100	yes
Are there temporary members?	no		yes	yes	yes	yes	yes
3) Has membership grown over the years?	yes 5%		stable	stable	no	stable	no
4) Are there initial membership fees?	yes		yes	yes	no	yes	yes
How much?	varies			\$200	-	\$25-\$200	\$50-\$200
5) Do you charge monthly or annual dues?	yes	yes	yes	yes	annual	yes	yes
What are the monthly or annual dues?	varies	\$12/mo		\$15.50	\$60-120	\$10-\$18	\$18-\$30
Are the dues based on a graduated level?	yes				no	yes	no
Are dues different for faculty, staff, etc.?	yes			no	yes	yes	yes
6) Who are most frequent club users?	faculty/staff		faculty/staff	faculty	faculty/staff	faculty	faculty/staff
7) Is the Club vendor operated?	no		no	no	no	yes	no
Vender rents space (flat monthly/annual rent)	no		no	no	-	-	no
Vender rents space (% of profit to club)	no		no	no	-	profit share/call for info	no
Vender receives subsidy (% of club income)	no		no	no	-	-	no
Does the Club hire its own staff?	yes		yes	yes	yes		yes
8) What is the size of the building (sq. ft)?	80,000 sq ft		11,000	32,000	9200asf, 1200gsf	15,000	12,500
9) What types of rooms are part of the facility?	-				yes	-	-
Dining Room	yes		yes	yes	yes	yes	yes
Meeting rooms	yes		yes	yes	yes	yes	yes
Lounge/Bar	yes		yes	yes	no	yes	club room
Computer rooms	no		no	no	no	no	no
Overnight accommodations	yes		no	no	no	no	yes
Child Care	no		no	no	no	no	no

UC UNIVERSITY CLUBS

	UCB	UCD	UCI	UCLA	UCR	UCSD	UCSB
10) Is the Club located on campus?	central		yes	central	yes	yes	yes
11) What is the design/ambiance?	formal/casual		traditional	formal/casual	formal/casual	formal/casual	formal/casual
12) How is the Club managed?	private			independent	independent	food service management	
13) Who does the Facility report to?	none		none	none	board of directors	board of directors	
14) What type of restaurant service is provided?	all		lun/hap-hr/alcohol	all	buffet/catering	buffet	sit-down
15) Number of meals served per day?	-	-	-	-	-	-	-
Breakfast	10-20	don't serve	don't serve	80	catering	-	don't serve
Lunch	100-300	don't serve	60	500	25-50	200	75
Dinner	10-200	40-100	don't serve	80	catering	catering	don't serve
16) Average cost of meal per day (member/nonmember)?	-	-	-	-	-	-	-
Breakfast	\$6 - \$8		don't serve	\$3.00	\$5-\$7.50	-	n/a
Lunch	\$10 - \$12	\$5.50	\$6.95	\$5.50	\$5-\$7.50	\$6.50mem/\$7.50non	\$7.50
Dinner	\$16 - \$20	\$18.50	don't serve	\$16 - \$20	\$10-\$20	\$15-\$20special events	n/a
17) What are the hours of operation?	7am - 8:30pm		7am - midnight	7am - 7pm	7am -	8am - 5pm	8am - 5pm
Weekdays	yes		7am - midnight	yes		yes	8am - 5pm
Weekends	banquets only		7am - midnight	reservable		reservable	reservable
Academic year only	no		no		no	no	no
Summer	yes		yes		yes	yes	yes
18) Does the restaurant offer catering services?	yes		yes	yes	yes	yes	yes
What % of the Club income is from catering?	80%		80%	60%	75%	65%	50-60%
19) What is the Club's annual operating budget?	2-5 million		850k	2.5 million	100k	1.7 million	600k
What are the sources of income?	all of above		sales/banq/dues	sales/dues	sales/dues/cater	fundrais/sales/dues/cater	sales/dues/cater/guestrms
20) Does the Club break-even financially?	yes	no	no	yes	barely	profit	yes
21) If there is a deficit, what is the general amount?			< \$10K-30k		+/- 5k	-	\$1000-\$5k
Who covers the deficit?			reserves		reserves/member	-	reserves

UC UNIVERSITY CLUBS

	22) What was the process for developing the Club?	23) What are successful Club activities?	Describe fundraising activities of the Club.
UCB	It was incorporated by Faculty members in 1902 to serve the Faculty and the campus community.	We have a lot of events for members, but the more successful events are holiday brunches: e.g. mother's day, Easter, thanksgiving. 2)wine tasting & wine makers dinner 3)evening with events with special speakers.	There have been none. Currently the board is working on one, will have further detail later.
UCD			
UCI	Capital Campaign in 1967 and again in 1982.	mother's day brunch, murder mystery, ethnic dinners, holiday brunches	None currently
UCLA	Fundraising from Faculty 1/3. Loan from Regents 1/3. Loan from campus 1/3. http://facultycenter.ucla.edu	On-site catering: mother's day, valentine's day brunch, etc.	None
UCR	Fundraising of charter members, 1948 plus regents loan	Annual picnic with BBQ/games/raffle, Christmas Brunch, Early New Years Eve Party	Silent Auction, bingo, family night, Line dance dinners Most events either break even or make a few dollars.
UCSD	Cecil and Ida Green donated in order to erect the building. http://facclub.ucsd.edu	catering, ethnic dinners, holiday dinners, concert dinners, weddings	Just recently had a 10yr anniversary Gala Fundraiser (raised \$40k). They have a HUG program (Help Us Grow). They work with the Development Office in an effort to reach more donors and sponsors.
UCSB	It was incorporated by faculty and administration in 1968 to serve the campus community	winemakers, dinners, farmers market, and winetastings	Have only tried a few. None have been successful. We ask for funds for special projects and repairs and have received approximately 25% of actual amount.

University Center Report: Other UC Campus Faculty Club Survey Results

GROUP: Faculty, staff, advancement, retired faculty, administrator

SHIP GROWN? One - Yes. Two - No. Three - Stable.

RSHIP FEES? One- No. Five - Yes. \$25.00 to \$200.00

S? All - Yes.

\$10.00 TO \$30.00

ES? All - Yes.

ATED? One - Yes. All others - No.

MENT? One - Food service mgmt. Others Private/Independent.

WEEKDAYS, ALL YEAR.

VICES All - Yes. (Main source of income)

DGET: From \$100,000/Riverside to \$2.5 million at UCB and UCLA
(Santa Cruz proposed \$495,000)

VEN? Four - Yes. Two - No. One-barely.

? From 9,200 to 80,000 at Berkeley. Santa Cruz 9,750 gsf.

ANCHES/DAY?	UCB	UCD	UCI	UCLA	UCR	UCSD	UCSB	UCSC
	100-300	0	60	500	25-50	200	75	100
								(Campus Fin. Plan)
								(@500 Members)
OF MEMBERS	9%		4%	16%	21%		23%	20%

At 500 members at 16% is 80/day.

Income from 100 is \$160,000

University Center Business Plan submitted January 4, 1999

The University Center will be located on the third floor of the College Nine and Ten Dining Commons.

The Center will provide Dining and Lounge space for the University Club (Faculty, Staff, and Alumni) and private dining rooms and meeting rooms for the university, conference visitors, and special functions. Dining Services will be provided by separate contract (initially with Sodexo Marriott.)

The University Club would be open for weekday luncheons, weekday and evening lounge service, and for Club special dinners. The Center will also be available for meetings and seminars, catered meals and receptions.

Philosophy - Mission - Vision.

The University Center will serve multiple purposes for the University of California at Santa Cruz. It will provide a facility for the University Club (faculty, staff, and alumni) to meet socially in a central campus location. The Club will promote a sense of campus wide community and provide weekday lunches, special events and dinners, a lounge for conversation and relaxation, and space for special events. The Center will also provide a venue in which to hold scholarly meetings, summer programs and institutes, as well as to provide space for special events and space to rent to the outside community. It will provide for multiple meeting rooms that can be accessed and reserved by academic divisions and other campus units during the school year. It will provide a place where UC Santa Cruz Foundation Board Members, and members of friends' (support groups) can hold conferences, meetings and share meals among themselves or with faculty, staff, and alumni.

Background and Major Assumptions.

The Santa Cruz campus does not have a facility where faculty, staff, and alumni can meet socially. A significant proportion of the faculty, graduate students, undergraduate students, staff and alumni have expressed a strong interest in having a "place to go on campus" that will serve the needs of some or all of these constituencies. In June 1998, survey responses from 1,051 faculty and staff (approximately one-third of all faculty and staff) regarding the establishment of a "University Club" showed substantial support (approximately 67%) for such a facility. The development of this facility would help foster campus morale and improve organizational communication in a campus setting that is physically fragmented and organizationally dispersed. The University Club will be incorporated under California Law and will elect a Board of Directors from its membership.

Also, despite the unique attractiveness of the UCSC campus location and the active role of the faculty in the profession at large, the University of California at Santa Cruz is currently extremely limited in its ability to host scholarly meetings. At present UCSC faculty have hosted events in the following areas: one and two day symposia featuring 4-15 speakers; one and two day events with multiple, concurrent sessions held in

classrooms; summer institutes and conferences. All of these would be well served by the proposed University Center and more of them would be held if there was such a facility at UCSC. UCSC is currently unable to host the small to medium-sized events held on university campuses with conference center facilities. Given the spectacular beauty and desirable location of the campus, it is believed that a University Center would be used year-round by UCSC faculty.

The campus also suffers from a lack of meeting rooms for academic and administrative meetings, space for campus support committees, as well as space for conferences scheduled by the Summer Conference Office for off-campus groups.

Definition of the University Center.

The University Center is designed as the home of the "University Club" (for faculty, staff and alumni), as well as a Center for other groups using the private dining rooms and meeting/seminar rooms. It will be utilized as a meeting place, a social gathering place, and a site for the campus or the public to gather for socializing or for campus business. It will have a distinctive, more upscale ambiance and menu than the other cafes on the Santa Cruz campus.

University Center Program Goals and Objectives.

It is the intention of the University Center to:

- To create a place where University Club members (faculty, staff, alumni and their friends) will gather to conversation and meals, as well as conduct University business, informally.
- To create a Center with space that will accommodate scholarly and professional meetings, small conferences, summer programs, special events and rentals to the outside community.
- To create a place that is more upscale than existing campus conference and dining facilities.
- To create a place that is near the center of campus.
- To provide space for academic and administrative meeting rooms.
- To provide a flexible and multifaceted food service program for private functions, catered events, banquets or receptions.
- To create a place to host campus social gatherings
- To provide variety and flexibility of use for each area or room
- To create enticements to enhance the use of the University Center by University Club members , other faculty, staff, alumni, campus divisions and units, conference attendees, etc.
- To provide a comfortable, non-academic environment where people will feel at ease.
- To pay for the facility construction costs through a combination of reserve funds, donor gifts, and operating revenues.
- To pay for University Club operational costs without annual deficits.

Proposed Location of the University Center:

The University Center will be located on the third floor of the Colleges Nine and Ten Dining Commons. This attractive site is located near the center of campus, and is well served by campus shuttles. By locating the Center in the College Dining Commons, construction costs of the Center will be reduced by sharing delivery, storage and some kitchen space with the colleges, and by the sharing or elimination of site development costs

Description of the Facility:

The University Center will provide 9,750 gross square feet (GSF) that will include the following: a large conference/dining room which will be a central gathering for meals and receptions; an adjacent room to the large dining room for overflow dining or smaller meetings; a conference room which can be divided into three separate rooms which will serve as conference rooms, private rooms for special functions, and as luncheon overflow rooms from the main dining room. The plan also includes an outdoor dining deck for dining and receptions in good weather; a lounge and bar

with a fireplace as a place to relax or to conduct business; a lobby to greet guests or to gather before conferences or luncheons; a kitchen/service vestibule.

University Center Management:

We propose that the Housing Services Conference Office manage the University Center. The University Club will elect a Board of Directors that will work in consultation with the Conference Office for services related to the Club's operations in the University Center.

Sodexo Marriott (Campus Dining Services) will initially provide the University Center food service, for both the Club activities and outside catering. We anticipate that the following meals will be offered at the University Center: daily University Club buffet style lunches; full service lunches and dinners in a private dining room upon reservation; a one day per week specialty University Club dinner during the academic year; potential for dinner service upon reservation; and special weekend catered events, such as receptions, parties, and banquets. We also anticipate that there will be enough demand to offer daily breakfasts during academic terms either buffet style or "through the lines". The University Center will be operated in a businesslike manner, with prices for meals sufficient to cover operating expenses.

Construction Plans:

	<u>ASF</u>	
Faculty Dining Room (Large)	2,250	
Meeting Rooms (3 small)	900	
Meeting/Private Dining Room	1,250	
Outdoor Dining	1,000	
Lounge/Bar (w/fireplace)	730	
Lobby	475	
Dry Storage	100	
Liquor Storage	60	
Office	42	
Service Vestibule/kitchen	498	
 Total ASF		 7,305

FUNDING FOR THE UNIVERSITY CENTER CONSTRUCTION:

The campus has approximately \$1,012,000 in reserves that were accumulated from a variety of sources over the years with the plan of eventually constructing a facility for the University Club. The Advancement Office has considered the University Club in its funding raising program this year and estimates additional gift revenues of \$200,000 to \$400,000. The University Center would be partially funded by this campus reserve account, as well as revenues from Club operations during the academic year, and Conference Office revenues during the summer conference season.

The preliminary cost estimate for the planning, design and construction costs of the facility are near \$2,400,000. With \$1,012,000 in reserve, and the goal of an additional \$400,000 in gift funds, the campus will need to borrow \$988,000 to build the Center as planned. The annual debt service for this sum is \$79,000 (see Attachment A). We note that this annual debt service payment can be anticipated with housing capital project financing. If other funds were used, the required budgeted debt service would be 25% higher or \$98,750.

OPERATING BUDGETS FOR UNIVERSITY CENTER AND CLUB

The attachments to this business plan provide information about the financial feasibility of the University Center and the University Club. Attachment A gives information about contributions to the debt service from room rentals and other sources. Attachment B shows the anticipated revenues and expenses for the University Club, and Attachment C provides details about the room rental income that is in Attachment A. All room rental income and the debt service are allocated to the University Center and all other income and expenses are allocated to the University Club.

Attachment A shows that the operation of the University Center (room rentals and debt service) will initially require a subsidy of about \$35,000 per year. However this subsidy will not be necessary as the net income for the University Club increase. We anticipate that the University Club will show a profit of \$20,000 in the early years of its operation, and when this increases to \$35,000 a subsidy will no longer be required.

An important assumption in this plan is that University Advancement will raise \$400,000 for the University Center. If less or more is raised, the debt service will be increased or decreased. Also the plan provides quite conservative estimates of revenue for the food services and the management fees. For example the plan does not include revenue from breakfasts, and the lounge revenue is also conservative. We have also not budgeted possible corporate support for the Center.

CONCLUSION

The University Center will provide much needed functions for UCSC. The University Club will be an important meeting place for faculty, staff, alumni, and community members. The facility will also greatly enhance the intellectual life on the campus by providing an excellent facility for small conferences. The Center should be financially feasible, although some subsidy for debt service may be necessary in the first years of its operation.

Attachment A

UNIVERSITY CENTER OPERATIONS

Income:

Projected University Club Room Revenues (Academic Year) \$ 24,680.00

Housing Conference Program Room Revenues (Summer) \$ 22,398.00

Chancellor's Operating Subsidy (5 years) \$ 35,000.00

Total Income: \$ 82,078.00

Annual Debt Service \$ 79,000.00
(Principal \$988,000, 6.5% interest, 27 year term)

Surplus/Deficit \$ 3,078.00

UNIVERSITY CLUB OPERATING BUDGET

Attachment B

Food Service sales:

Buffet Lunches: 100/day@ \$8.00 for 200 days	\$	160,000
Served Lunches: 15/day@\$11.00 for 200 days	\$	33,000
Daily Lounge:40/day@\$3.00 for 200 days	\$	24,000
Specialty dinners \$18.00 @75 per week for 40 weeks	\$	54,000
Dinner Liquor sales	\$	10,000
Catered events income	\$	150,000

Total food service sales: ** **\$ 431,000**

Other Income:

Room Rental Fees (9 mos)	\$	24,680
Club Membership Fees: 500 members @ \$120/year	\$	60,000

Total other income: **\$ 84,680**

Total Income: **\$ 515,680**

Salaries and Benefits:

University Club Manager: 1FTE@ \$3,000/mo(1.3 ben)	\$	46,800
*** Head Chef: \$3,200/mo(1.3 ben)	\$	49,200
*** Asst. Cook: \$10/hr,(1.1 ben)	\$	16,000
*** Food Service Associates: \$6.50/hr (1.1 ben)	\$	80,600
Custodial:	\$	10,000

Total Salaries: **\$ 202,600**

Other Expenses:

Utilities (gas, electric, and water, trash, recycling)	\$	12,000
Phone, data	\$	2,000
Repairs and maintenance	\$	6,000
Liability Insurance	\$	12,000
Liquor license renewal	\$	600
Association fees	\$	400
Major Maintenance Reserve	\$	24,000
Office Supplies	\$	1,200
Campus Adm. Recharge	\$	3,000
Advertising/Promotions	\$	5,000
Linen/uniforms	\$	5,000
Replacement glass/china/silverware	\$	3,600
Paper/custodial supplies	\$	2,800

Total Other Expenses: **\$ 77,600**

Rental Recharge **\$ 24,680**

Cost of goods sold (38% of sales, inc. catering) **\$ 159,000**

Management Fee (8% of sales, inc. catering) **\$ 32,080**

Total Operating Expenses: **\$ 495,960**

Net Profit: **\$ 19,720**

* 1% project cost

**Liquor sales only estimated for weekly dinner, not lunches or catering.

***Sodexo Marriott employees

ATTACHMENT C

UNIVERSITY CENTER MEETING /EVENT SPACE

PROPOSED RATE SCHEDULE

	UC half day	UC full day	Non UC half day	Non UC full day
Large Dining Room 2500 sq.ft. (not available until after 2pm on weekdays)	90	120	170	225
Small Dining Room 900 sq.ft.	60	85	100	150
Meeting Space #1 1250 sq.ft.(2 sections)	75	100	125	170
Meeting Space #1, individual sections	50	75	85	125
Meeting Space #2 900 sq.ft. (3 sections)	70	95	100	160
Meeting Space #2, individual section	30	45	50	80

half day = up to four hours before or four hours after noon
 full day = more than four hours

For non-conference, non-UC Groups: A cleaning fee of \$75.00-\$150.00 will be assessed and refunded if space left in original condition

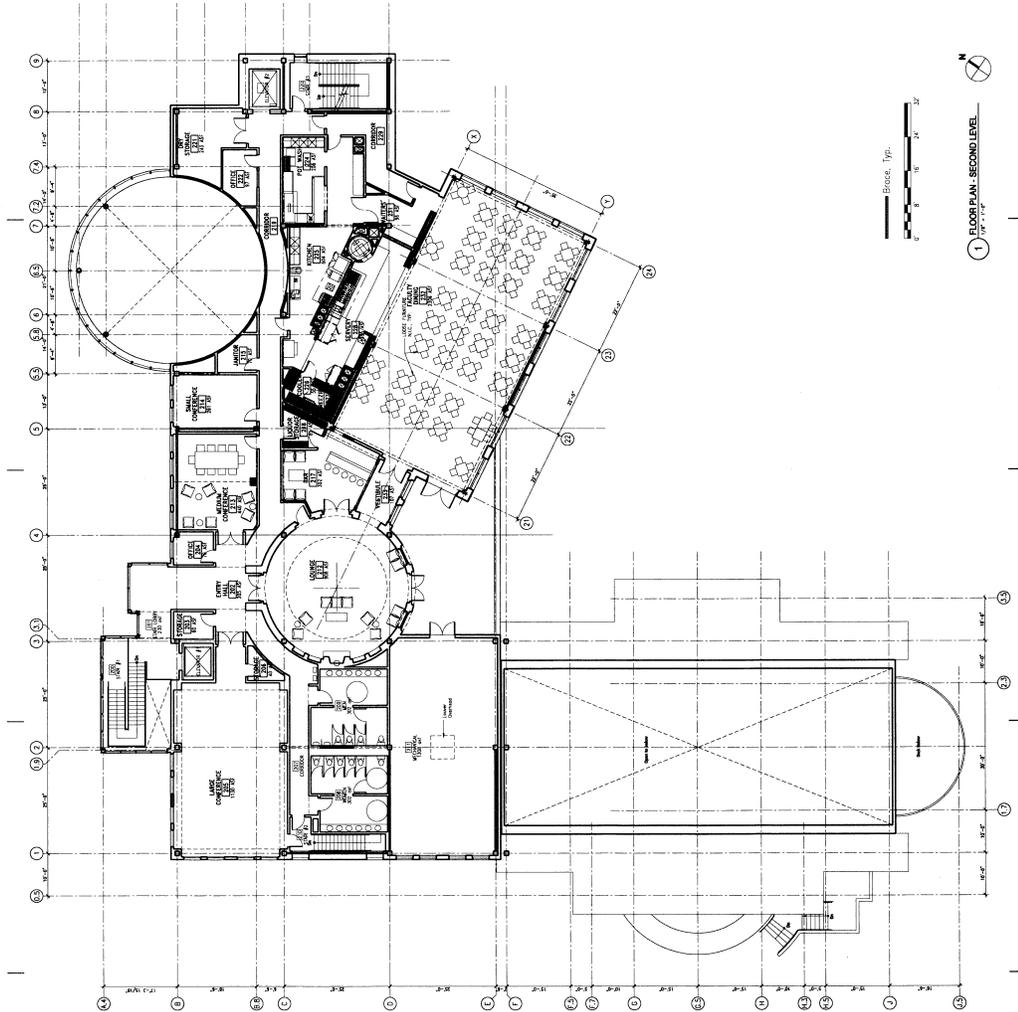
ESTIMATED INCOME

	Summer	Academic Year	Total
Large Dining Room 2500 sq.ft. (not available until after 2pm on weekdays)	4,023	6,740	10,763
Small Dining Room 900 sq.ft.	2,700	4,740	7,440
Meeting Space #1 1250 sq.ft.(2 sections)	8,285	6,800	15,085
Meeting Space #2 900 sq.ft. (3 sections)	7,390	6,400	13,790
	22,398	24,680	47,078

Assumptions:

Summer - 1/2 each UC & Non-UC, 50% 1/2 day bookings, no back to back bookings, one booking per area per day except Dining rooms which are 5-1/2 days and 2 full days per week
 Academic Year - based on 1 booking per week each space, no back to back

University Center Report: University Center Floor Plan



Prepared by: Deanna Shemek (Literature)
Academic Senate Committee on University Center
Document for Attachment:

Need for University Conference Center

This document was precipitated from discussions in the Ad Hoc Committee on a University Center, which met in the spring of 1998 at UCSC (Chair, Roger Anderson). Though we as a committee were charged with the task of proposing a social center for faculty and staff, the issue of a conference center consistently surfaced as well. We concluded that while the faculty/staff center addresses the important challenge of community cohesion on a widely dispersed campus, the conference center question relates to Santa Cruz's historic lower priority as a research campus. Despite the unique attractiveness of our location and the active role our faculty takes in the profession at large, the University of California at Santa Cruz is currently extremely limited in its ability to host scholarly meetings. At present we are able to host events of the following kinds on a regular basis:

1. One-to-two day symposia featuring 4-15 speakers. In this scenario, visiting participants are housed in hotels downtown and transported to the campus for the symposium events. The presentations themselves must consist of single sessions attended by the entire audience and thus are restricted to large lecture, small conference, or seminar formats. See below for examples.
2. One-day events with multiple, concurrent sessions held in classrooms. The UCSC campus is not equipped for comfortable use of this format, but it has been done. Sessions take place in classrooms with desks; a catered box lunch is usually offered. Such conference settings are considered unattractive by many groups and individuals, and they have a negative impact on the atmosphere of the conference.
3. Summer Institutes. These are longer-term events with a limited number of participants (usually in the range of 20). Participants are housed for several weeks in apartments on and off campus, and they conduct the institute's daily meetings in a single seminar-style room on campus. These are a regular presence on the UCSC campus during the summer, and they bring in significant revenues. See below for Summer Institutes in the Humanities hosted at UCSC over the past ten years.
4. Dickens Universe. The Dickens Project runs each summer a 9-day "Dickens Universe" which involves 35-40 graduate student participants and 30-40 faculty, all from the project's member institutions. The "Universe" is also open to the general public (100-150 persons average), and the 9-day event culminates in a conference held in the final weekend, which is also open to the public. Faculty and students are housed either in Kresge College dormitories or in the Santa Cruz community; a some commute on a daily basis from their homes outside Santa Cruz.

All of the above types of meetings would be well served by a conference facility, and more of them could be held if we had such a facility at our disposal.

Faculty also complained to us about the difficulty of securing rooms for one-time events (lectures or one-day symposia), due to the Registrar's stranglehold on rooms all over campus up until the second week of each quarter. This barrier has discouraged many faculty, who as a result hesitate to organize events that exceed the facilities of their own colleges (a limited number of college rooms are not controlled by the Registrar). Even faculty organizing colloquia within their own departments, moreover, are forced to hold them on Saturdays in their efforts to schedule events with some advance notice. This practice makes for poor attendance and thus undermines efforts to bring faculty and graduate students together in scholarly settings within individual departments.

UCSC is unable to host the medium-size events often held on university campuses with student union or conference center facilities (Indiana University at Bloomington; University of Maryland at College park; University of Michigan; University of Iowa; UCLA Center for Medieval and Renaissance Studies; and many others). Of course, many conferences of this size are held in suitable hotels, with only selected events taking place on the campus of the co-sponsoring institution. But the city of Santa Cruz has no conference hotels and has historically resisted their construction. The current move to develop a conference

hotel on Beach Street (featured in Surf City News Vol.1 No. 7) could help UCSC in this regard, but would not alter the long-standing need for a conference center of some sort on campus.

We urge the Chancellor to establish an ad hoc advisory committee to study the feasibility of constructing a conference center to serve this important purpose at UCSC.

Given the spectacular beauty and desirable location of our campus, we believe that a conference center would be used year-round by UCSC faculty interested in organizing events of this size. We believe it would be very attractive to the Alumni Center and to the UCSC Foundation Board of Trustees, the latter of which insists on meeting on campus but can only assemble when classes are not in session, due to lack of facilities. Such activities showcase the campus and its achievements, and they allow faculty to take a leading role in scholarly organizations. They also produce revenues from lodging, dining, and entertainment made available during conferences. Additionally, when not in use for UC related functions, a university center becomes a prime facility for rental by outside groups of many sizes. For UCSC this could mean both financial compensation and good relations with our local community. For optimal use and flexibility, we anticipate the following needs:

Primary needs:

- Registration area for conference participants.
- Meeting rooms of flexible size for conference sessions to serve 200-300 persons. Experience at such conferences indicates a requirement of a maximum of ten rooms, with variable seating capacities of 25-40. Some or all of these should be video/audio equipped.
- An auditorium with seating for up to 300 people, equipped with video and audio capacities. This might double as a performance space.
- Lounge or lobby area conducive to informal conversation and gatherings of participants between sessions.
- Book exhibit space
- Reception space adequate to the group size noted above.
- Cafe and fast food options on site or nearby for quick and easy lunches.
- Parking and transportation options.
- Staff: reservation, reception, and maintenance personnel.

Secondary needs to consider:

- Formal dining or banquet facilities may be available at the faculty/staff club which our committee is charged with planning. The banquet event for conferences of this size is often held off-site, but given the difficulties highlighted by faculty responding to our inquiry (see below) it may be wise to consider the desirability of a banquet room for use both by university groups and others who may wish to rent the facility. The space for receptions might also be convertible for this purpose, subject to kitchen needs.
- Lodging. Planning events at a conference center will entail working with several local hotels and providing regular shuttle service from lodgings to the conference center. We recommend that the university study the utility and feasibility of including at least some hotel rooms in the conference center. These rooms could serve smaller conferences and offset the housing needs of larger gatherings. When not in conference use they could lodge visiting speakers, job candidates, visiting parents, and other campus visitors.
- Child care. The Committee on Faculty Welfare (Chair, Karen Bassi) has pursued this issue with great concern. For successful conference center operation, child care will be key, whether on site or in another location.

Distinction from Faculty/Staff Club

The conference center might complement, but would not duplicate the faculty and staff club under current planning. The latter is meant to serve UCSC faculty and staff as a gathering place and a facility for congenial, small, informal meetings. The club might also offer lodging for commuter faculty, but such lodging would have to be available for those patrons regardless of conference events, in order to be dependable and functional. The conference center, in contrast, is intended to host larger meetings and to serve as an outreach facility in the ways described above. Though they might function compatibly together--for example if the faculty club dining room could be used for conference banquets

University Center Report: Need for University Conference Center

on occasion, or rooms in the conference center could be set aside for commuter faculty lodging, or if the faculty club included a child care center--they remain separate concepts requiring separate locations. A faculty club should be located as centrally as possible for maximum patronage; while a conference center would function well if located less centrally so as to maximize access and parking availability.

Initial Responses to our query

We contacted staff unit heads in each division via e-mail, requesting information about conferences they had hosted in the past year. Not all unit heads called on individual departments for information, but what follows is the result of this one-time query. Also attached is the 1997 Master Conference Schedule produced by the UCSC Conference Office (Nancy Dran D'Angelo, Asst. Director Housing, Dining, and Child Care Services). This information is submitted as evidence both of ongoing activities and current limitations in conference events at UCSC.

1997-1998
Conferences either co-sponsored or directly supported by
the Center for Cultural Studies

September 27-28, 1997

Ethnographies of the Urban in Late Twentieth Century China

Stevenson Fireside Lounge

Number of sessions/panels: 5

18 presenters+ 5 discussants: 23 participants total

October 18, 1997

Exile, the Nation, Globalization, and De-nationalization in Asian American Literary and Cultural Studies: A Workshop

Oakes Mural Room

Number of sessions/panels: 1

4 Presenters

October 30, 1997

Queer Theories, Early and Late

Kresge 159

Number of sessions/panels: 4

11 presenters + 4 moderators: 15 participants total

November 14-15, 1997

What Comes After Progress?

Kresge 159

Number of sessions/panels: 3

9 Presenters + 1 moderator: 10 participants total

January 31, 1998

Left Conservatism: A Workshop

Oakes 105

Number of sessions/panels: 1

4 presenters + 1 moderator: 5 participants total

April 10-11, 1998

Histories of the Future

Oakes Mural Room

Number of sessions/panels: 4

11 presenters + 3 discussants: 14 participants total

April 29, 1998

Emergent Latin Americanisms and Inter-Americas
Cultural Criticism

Oakes Mural Room

Number of sessions/panels: 1

2 presenters + 1 moderator: 3 participants total

May 9, 1998

Post Positions: Cultures on the Move

College Eight 240

Number of sessions/panels: 1

5 presenters

May 27, 1998

Huckleberry Finn: The Uses of a Hypercanonic Object

Oakes Mural Room

Number of sessions/panels: 1

1 presenter + 4 discussants: 5 participants total

May 28, 1998

Contesting 1898: Marking a Century of Resistance in Puerto Rico and Hawai'i

Oakes Mural Room

Number of sessions/panels: 1

2 presenters + 2 discussants, 1 moderator: 5 participants total

From Terri Ediger, Humanities Division Research Coordinator:

I've worked on several conferences this year, and I have some comments on the problems I've experienced in trying to organize them.

First, Murray Baumgarten and Peter Kenez, co-holders of the Neufeld Levin Holocaust Chair Endowment, sponsored a conference here April 22 and 23 entitled "Film and the Holocaust: A Conservation". The conference itself was held in Kresge 329 on April 22 (this was the public lecture part of the program) and in the Silverman Conference Room at Stevenson on April 23. There was a dinner on the 22nd at the Kresge Provost House and a lunch on the 23rd at the Stevenson Provost House. I don't know how many people came to the public event on April 22, but the scholarly conference portion on April 23 had 10 participants in the discussion and approximately 10 community people who showed up to listen to the discussion.

Finding space for the public lecture was difficult: we needed a big room equipped with film and video projectors, i.e., a classroom. However, as you know, you can request space from the registrar for the following quarter, but they can't let you know if you have it or not until the second week of that quarter. For spring quarter, that was 2 days before our event. We needed to get our press release and posters out far before that, so we listed the location as Kresge 329 and hoped that we would actually get it. It all turned out o.k., but not having a guaranteed room for our public lecture was a REAL drag. And if we'd lost the room two days before the event, it would have been too late to publicize it to the community and we would have had a lot of very angry people on our hands. As a sidelight, we also had to count on the generosity of the two provosts who allowed us to use their homes for our dinner/lunch.

I organized another conference which was held here at UCSC this last weekend, May 16-17. The conference, "Modernities' Histories," was led by Terry Burke and was held in the Stevenson Fireside Lounge with a dinner Saturday night at the Merrill Provost's House. There were 35 participants. Terry had arranged for the Fireside Lounge himself, and that was not a problem. But finding a place for the dinner was difficult. The Women's Center was booked, as was the Stevenson Provost's House. Finally we got the Merrill Provost's House, but again we had to count on the generosity of the Provost for the use of his private residence. I know this is common, but less than ideal.

This summer Terry is going to host a NEH Summer Institute on campus. It will bring together 25 participants from all over the nation to meet with Terry and 10 other speakers. The title of the institute is, "The Environment and World History, 1500-2000". It is scheduled for June 22 to July 24, 1998. Finding a place to have this five-week institute was problematic. Terry had planned to use the Cowell College Library as he had done for his previous institute in

1995, and as David Hoy has done for all his institutes. But apparently there is now a big summer advising event in the colleges which use up all their space. It took me literally weeks to find space for the institute for the days the Cowell Library was being used for advising (June 26-29 and July 6-10). I finally got Kresge 159 but now I understand that Kresge wants to use that room during those dates. I'm going to hold

firm, since my request has been in for quite some time, but it may make things hard on Kresge College to not even be able to use its own space when it needs it.

Speaking of summer institutes, I think your committee should be aware of how many NEH-funded institutes and seminars UCSC has hosted over the past 10 years. Here's a list:

1987	Gabe Berns (Lit)	\$155,303	Summer Institute for College Teachers
1988	Gabe Berns (Lit)	\$172,174	Summer Institute for College Teachers
	David Hoy (Phil)	\$155,899	Summer Institute for College Teachers
	John Jordan (Lit)	\$118,867	Summer Institute for High School Teachers
1989	Gabe Berns (Lit)	\$184,931	Summer Institute for College Teachers
1990	David Hoy (Phil)	\$210,000	Summer Institute for College Teachers
1992	Charles Hedrick (Hist)	\$174,460	Summer Institute for College Teachers
	David Hoy (Phil)	\$203,000	Summer Institute for College Teachers
	Wasserstrom (Phil)	\$67,421	Summer Seminar for High School Teachers
1994	David Hoy (Phil)	\$213,068	Summer Institute for College Teachers
1995	Baumgarten (Lit)	\$73,268	Summer Seminar for High School Teachers
	Terry Burke (Hist)	\$197,000	Summer Institute for College Teachers
1997	David Hoy (Phil)	\$184,902	Summer Institute for College Teachers
	John Jordan (Lit)	\$72,909	Summer Seminar for High School Teachers
1998	Terry Burke (Hist)	\$165,000	Summer Institute for College Teachers

In addition to these NEH events, there are also the annual Dickens Universes (which you heard about from Joanna Rottke, I believe) and the Central Calif. Writing Project Summer Institutes. I haven't heard back from the CCWP staff about their institutes, and the CCWP funding is currently in question, so perhaps that doesn't need to be considered at this time.

The majority of Humanities conferences, as you know, are organized by Cultural Studies. I understand that Katy Elliott will report on those.

From Kathleen Kish, Chair of Language Program and Associate Dean of Humanities:

The Language Program has sponsored several important events this year, but we have not offered symposia that featured more than one speaker. I can say, though, that we would be more likely to do so if we could count on being able to use a campus conference center. It was VERY time-consuming (and, I'm afraid, off-putting to potential audiences) to have our speaker this week have to hop from one end of campus to the other in the 3 presentations he offered within two days. It also meant extraordinary effort on the part of Media Services to set up for all this. We may be one of the most "wired" campuses, according to Yahoo, but we're not wired enough. And the wireless modem connection that we tried to use in order to be able to have examples from the Net failed. Of course! So if there's a way to incorporate any of this input when dealing with the proposed campus conference center, go for it.

From Wally Goldfrank, Professor of Sociology, Provost College Eight:

Last April 3-5 (1997) iI hosted a social science conference with about 18 speakers and about 10 other outside observer/participants. We had a Thursday evening keynote, followed by two full days of panels and discussion. It was quite well attended by graduate students, faculty, and a few undergraduates (maybe 200

at the keynote and an average of 15 at the regular sessions). The keynote was at Kresge Town Hall, the sessions at Stevenson Fireside; the guests stayed at the Ocean Pacific Motel. And we had a banquet at O'mei.

I think we called it "The Environment and the World-System." Every year a sub-section of the Amer Sociol Assn called PEWS (Political Economy of the World-System) holds a 2-3 day meeting at some university or other. Over the 20+ years of its existence, it has been at Wisconsin, Illinois, Northwestern, Duke (twice), Tulane, Florida International, UCI, UCSC (twice), SUNY Binghamton (thrice), American, Hawaii, Arizona, Johns Hopkins, SF State, Kansas State.

From Lynda J. Goff, Professor of Biology:

During the past several years, I have been organizer of several meetings on campus. The last and largest was held here in 1996 and was a National Scientific Group of about 400 attendees. Working through all these meetings over the last several years, has helped me develop some definite opinions about some of the logistical and infrastructural problems inherent in having conferences on this campus.

After the last one, I swore never to host another. I would be happy to talk with your committee about my experiences and provide my suggestions for how to address inherent problems. As a member of this campus I feel very strongly that we could and should utilize our resources much more effectively in sponsoring conferences of all sizes and shapes...not just the 200 or so you mentioned. We could make a great deal of money doing this, and at the same time, showcase the campus to parents of perspective students etc. This could be the Santa Cruz Conference Center with a few things solved. My main recommendation is that to make money, this campus will have to spend money. We need to hire the best and brightest person available to head this conference office...and to have help of the stature and training that conference centers such as Asilamar and others have (for us to be competitive).

The turnover of staff in the conference office during the last years, reflects problems in this organization. These include:

1. proper lecture facilities for multiple session meetings...situated closely enough to permit people to quickly and readily move between sessions
2. rooms properly equipped and of the right size. The college rooms used for many of these sessions are too far apart, and are just plain terrible rooms.
3. transportation - between sessions, different parts of campus, to airport, to downtown etc. This is a mess. My 400+ folks arrived on Sunday and many of them could not get here because the shuttles could not accomodate them from the airports. Those lucky enough to get an airporter shuttle were unceremoniously dumped at the bookstore (many spoke little English) and had to figure out where to go, and then, had to drag their bags up the mountainside to get to Crown Apartments. One Japanese visitor suffered heat stroke as a consequence!
4. food service - problems here.
5. advertising, collection of registration as well as housing fees, use of credit cards, etc.

You are opening a very very important issue and one that needs a great deal of attention on this campus. We are wasting a wonderful opportunity to utilize our campus much more effectively during the summer months for conferences. We need to think about how to use these to make money for the campus at the same time as providing opportunities to showcase our wonderful University.

From JoAnna Rottke, Dickens Project Coordinator:

Each summer the Dickens Project hosts a large week-long conference called the Dickens Universe. Last year participants included 38 grad students (who teach at the conference), about 70 consortium faculty and guest speakers, 45 Elderhostelers, and 50 attendees who are considered University Extension students and may take the conference as a course offered for credit. This summer will be the 18th running of the Universe, which is always held at Kresge. There are problems and advantages to this site, but obviously we would be very interested in a Campus Conference Center. In addition, we have received NEH funding for summer seminars for 15 schoolteachers and a Director. If you need more information, feel free to contact

University Center Report: Need for University Conference Center

me via email or phone me at 9-2103, or you can visit our website at <http://humwww.ucsc.edu/dickens/index.html> and then go to Conferences.

From The Astronomy Department (Cathy Clausen, Senior Word Processor):

Astronomy and Astrophysics sponsored two workshops in 1997:

Relationship Between Star Formation and Planet Formation
July 23-27 (109 participants)

Galactic Halos
August 11-15 (82 participants)

Both were held on-campus and the participants were housed on-campus.

From the Biology Department:

The RNA Center organized a symposium entitled "RNA Structure" June 25-29, 1997. Participants stayed at the Crown-Merril Apartments and meetings were held at the Earth and Marine Sciences Building. Approximately 40 speakers presented to approximately 250 registrants. Many of the registrants presented posters at sessions held in Crown College.

Jane Silverthorne, Assoc. Professor of Biology, hosted BARPh VI - Bay Area Regional Photomorphogenesis Meeting VI in August 1996 - it rotates here about every 5 years. We held it in Sinsheimer Labs on a Saturday in August. There were about 12 speakers and about 35 attendees. The participating campuses are Santa Cruz, Berkeley, Davis and Stanford. We have spawned a Southern California version called SCARPh, and yes, next year a joint meeting (SCARPh and BARPh) will be held at Bodega Bay Conference Center over a weekend.

From Robin Drury, Academic Coordinator Central California Writing Project

CCWP Invitational Summer Institutes, all at Oakes College;
June 23 - July 17, 1997 Teaching Writing: Developing Literacy in the Context of linguistic and Cultural Diversity, (19 participants, 3 facilitators, 3 guest speakers)

Ensenanza de Escritura: El Desarrollo de Alfabetizacion en el Contexto de Diversidad Linguistica y Cultural, (12 participants, 2 facilitators, 2 guest presenters)

June 16-July 17, 1998: Teaching Writing: Creating Classrooms as Communities of Literacy, Inquiry and Reflection (22 participants, 3 facilitators)

February 26, 1998, Monterey: In Our Own Voices: Workshops on Teaching Writing --200 teachers, 10 presenters.

This was sited in Monterey because it was connected with the California Teachers of English convention; we hosted a similar conference at Cabrillo several years ago for 100 teachers, involving five presenters.

We are co-sponsoring Voicing Cultura (July 10-11) with the CA Reading and Literature Project, here on campus, with probably a dozen presenters, for an unknown audience.

I realize this isn't part of the question, but we look to other locations because of the difficulty of parking on campus. Any consideration of a conference center will have to address this issue.