

SPACE-USE ADVISORY COMMITTEE Proposed Carter Hall Recommendations Amended Spring 2019

Background

President Andy Feinstein formed the Space-Use Advisory Committee on Oct. 16 in response to a need to fill vacant space in Carter Hall created by offices relocating to the Campus Commons. The committee included representation from each division: Academic Affairs, Finance and Administration, Campus Community and Climate, University and External Relations, and Development and Alumni Relations. As part of his charge to the committee, Feinstein tasked the group with inventorying the vacated Carter Hall space (Admissions, Bursar, Office of Financial Aid, and Registrar), considering the Visitors Center as part of the review, soliciting information about space needs from vice presidents, and making a recommendation by Dec. 14, 2018. Further, the committee was asked to follow three goals, in order of importance:

- 1. Ensure the centralization of student services and gateway access at the center of campus.
- 2. Maintain the core function of Carter Hall as the university administration building.
- 3. Maximize University Center revenue within the confines of UNC's mission.

This report contains the committee's recommendation and represents a semester-long effort that is the result of the weekly committee meetings held October 16 through December 7. To arrive at the recommendation, the committee reviewed office units identified by VPs and/or their designees (Appendix E) and created a rubric (Appendix C) to evaluate and help in determining units suitable for Carter Hall. Beyond physical fit of the available space for those units, the committee reviewed whether it was in the university's best interest to pursue relocation. A variable considered in the recommendation was identifying administrative operations throughout campus where relocation to Carter would create possibilities for either additional classrooms or revenue generation.

A few caveats to be aware of: 1) Not all office units included in this recommendation have knowledge that they are recommended for relocation to Carter; 2) The committee reviewed units based on existing organizational structure but recognizes that units, including those in Campus Community and Climate, may change function, reporting lines, and location; 3) The review also identified spaces that need to be addressed in the future (Appendix C); 4) Once the final Carter Hall moves are decided, move costs and timelines will need to be determined.

The recommendation is as follows (see Appendix D for supplemental information):

Carter Hall First Floor

- > Space vacated: Financial Aid, Carter 1005 (Floor plan, Appendix B)
 - Expected move from Carter: Spring Break, 2019
 - Area square footage: 4,233. Accommodates 25+ employees.
 - Recommend new occupant: Advancement Development and Alumni Relations and UNC Foundation, 27 FTE and 4 student staff
 - **Summary**: Advancement includes the division of Development and Alumni Relations and the UNC Foundation. Advancement is responsible for informing, engaging and securing the involvement and investment of thousands of university constituents each year. Research and

best practices inform the university's integrated, co-located model of advancement. An increase in institutional reliance on donor investment and alumni advocacy support a relocation of advancement to Carter Hall. Relocation of advancement operations to Carter Hall provides the Office of the President and cabinet leadership with greater access to advancement's resources and support in the areas of philanthropic investment, constituent relations and data, and special events and program management. A relocation also provides greater proximity to university marketing and public relations staff who work closely with advancement's alumni relations and annual giving teams. Visitor parking, reception, hospitality, and a shared meeting or consultation room are required for donor and alumni meetings. Space for modular storage can be accommodated within existing floor plans. Shared conference room space can be accommodated with existing building facilities.

- Expense: Team supervisors use private spaces, but most team members are positioned in modular workstations, therefore this space accommodates relocation. Renovations will include a space on the first floor for the Development and Alumni Relations Call Center, 1 FTE, 15 student staff. The University's fundraising call center is managed by annual giving in coordination with consultant Wilson Bennet. The operation is responsible for calling thousands of alumni each year to raise funds for scholarships, thank donors for gifts, and invite constituents to university events. The call center requires proximity to the remainder of advancement, off-hours access, and networking access to run 16 workstations.
- Other Considerations: Advancement currently occupies the Judy Farr Center. The building is
 owned by the Foundation and named after alumna and philanthropist Judy Farr. The university
 and Foundation would need to discuss a transfer of ownership and associated funds for the
 university to assume facility maintenance and assign a new occupant. The Farr family would
 need to be informed of advancement's relocation and updated once a new occupant is selected.
 The exterior of the building includes donor-named bricks. A message to these donors should be
 prepared prior to relocation of the office unit to Carter.
- Space vacated by move: Judy Farr Center
- Possible use of space being vacated: Large university unit that requires a mix of office and hospitality space. Potential revenue-generation possibilities include renting conference room and/or building for special events.
- > Space vacated: Bursar, Carter 1002C, I and J (Floor plan, Appendix B)
 - Expected Move Date: Spring Break, 2019
 - Area square footage: 1,657. Accommodates 11+ employees.
 - Recommended new occupant: Creative/Marketing/Web Communications, 16 FTE, 2-6 student staff
 - Summary: An opportunity for revenue generation exists by returning Trotter House to its original purpose, student occupancy. Creative/Marketing/Web Communications moved into Trotter a few years ago, and they work in an open-office environment suitable for the vacated Registrar space. The Registrar's current configuration is an open-space setting with natural light conducive to fostering a creative environment. The space also includes three private offices. The arrangement integrates and creates synergies with other offices, including University News/PR, VP for External/University Relations, and the recommended new tenant, Development and Alumni Relations.
 - Other Considerations: Because the Trotter House can be rented for student housing following
 the spring semester, Marketing will temporarily move to Carter 1005 to provide time for minimal
 remodeling to Carter 3002 before Accounting and Purchasing can move there (see "Carter Third
 Floor" below).
 - Expense Considerations: Minimal remodeling is required.
 - Space vacated by move: Trotter House, 1634 9th Ave.
 - **Possible use of space being vacated**: Student housing. In 2008, Trotter was purchased from a private owner and converted from a fraternity house to campus housing for students who desire

to live on campus but not in a traditional residence hall. The house accommodates 12 students. Estimated revenue is as follows:

- o Room: 12 room contracts @ \$3,086/semester (\$74,064)
- Board: 6 board plans purchased @\$2695/semester (\$32,340)
- Summer use: \$5,000 (Flat rent for Little Theatre of the Rockies)
- Grand total = \$74,064+\$32,340 (less 15 percent financial aid discount)
 =\$90,443+\$5,000=\$95,443 (Less water, trash and other expenses)

Carter Hall Third Floor

- > Space vacated: Registrar's Office, Carter Hall 3002 (Floor plan, Appendix B)
 - Expected Move Date: Spring Break, 2019
 - Area square footage: 3,643. Accommodates 20+ employees.
 - Recommend new occupant: Accounting and Purchasing. This space will also accommodate
 Office of Sponsored Programs, too (recommend exploring option with the unit), or review
 organizational changes resulting from the UNC task force process for possible occupant(s).
 - Summary: The Accounting and Purchasing move is required to accommodate relocating Marketing. The Office of Sponsored Programs provides administrative support for the university's research enterprise and is housed in an academic building (Kepner Hall). Currently OSP operates with five private offices plus student workspaces and a reception area. While Carter 1002C, I and J provide square footage to accommodate a unit the size of OSP, it is unclear if the unit can operate in an open-office floor plan or requires private offices. Another possible alternative would be to review the organizational structure changes recommended by the campuswide task forces to identify a future occupant(s). The Small Business Development Center would remain in the space adjacent to Kepner 0025.
 - Expense: Contruction of up to four private offices.
 - Space vacated by move: Sponsored Programs currently occupies part of Kepner 0025.
 - **Possible use of space being vacated**: Kepner space could be repurposed for other needs of the Monfort College of Business.
- > Space vacated: Admissions/Campus Community Climate (AVP and staff), Carter 3005 and 3006 (Floor plan, Appendix B)
 - Expected Move Date: Admissions 3006, December 2018; Admissions 3005, TBD
 - Area square footage: Carter 3005 (2,281.6), Carter 3006 (2,354.2) = 4,635.8. Accommodates 30+ employees.
 - Recommend new occupant: IM&T
 - Summary: IM&T currently occupies space in several non-administrative areas on campus. These locations include Michener Hall, University Center and Snyder Hall. The committee recommends consolidating these functions into the former Admissions (3006) and Campus Community and Climate (3005) areas on third floor of Carter Hall. A small IM&T component will remain in Michener to provide service to smart classrooms on west campus.
 - **Expense**: This proposal would require relocation of the AVP for Campus Community and Climate and staff. The committee recommends relocating this function to the Visitors Center (see below). Any use of the Visitors Center will require construction of an accessible restroom.
 - **Space vacated by moves**: Michener (L008), University Center (1110 and 1112 former Bear Logic area), Snyder Hall (028 and others).
 - Possible use of space being vacated:
 - The space to be vacated in Michener can be converted to a very large classroom (75-85 seats) or a large classroom (55-65 seats) and a smaller space for approximately 30 seats. A shared training center for IM&T/HR/CETL was mentioned during committee deliberations.
 - The University Center space is the former Bear Logic retail area and is currently used for the IM&T Technical Support Center and receiving functions. This space could be used for new revenue generating retail or a student service or activity space. The receiving function and one staff member will be moved to the warehouse area of Parsons Hall.

 The space in Snyder Hall is not suitable for residential but could be used for resident programs or storage.

Visitors Center

- Space vacated: Admissions (Visitors Center) floor plan, Appendix B
 - Expected Move Date: January 2019
 - Area square footage: 2,637. Accommodates 9-12 employees.
 - Recommend new occupant: AVP Campus Climate and Student Affairs (Proposed name noted in final report of Student Affairs Task Force led by VP Rodriguez)
 - Summary: The house that has been used as the campus Visitors Center is a historic building on the campus. Before becoming a central place to welcome quests as a Visitors Center, it was home to eight former UNC presidents. Due to the building's historical and visible nature, a future occupant should use the space to build community and inclusivity on campus. Anticipating the new Division of Campus Climate & Student Affairs (CC&SA), this building would make an ideal central office and programming space for the Office of Equity & Inclusion and other units anticipated in the newly formed division. The house will facilitate, in conjunction with the VP's office in Carter Hall, the planning, operations, and execution of student affairs at UNC and a variety of student services that the university expects to provide to the campus community. The house mirrors the importance of the cultural center houses on campus and presents a feeling of home for all. As the president recently said in an interview, the cultural centers are not merely doors in a hallway, but true homes on campus — places to build a sense of family and community. The current Visitors Center provides enough space for the staff that supports the office, and perhaps some of the centralized team of CC & SA. It also has a kitchen, and programming areas — including outdoor programming space, that will support and welcome cultural programs. The historical importance and distinctive design of this space reinforce the message that UNC students are welcomed and supported throughout their education. Because it is in a visible location on campus, it will also underscore the centrality of equity & inclusion on the campus and will allow Campus Climate & Student Affairs to accomplish anticipated programs, service delivery, and business operations. Moving out of Carter 3005 also facilitates the proposed IM&T move into the Carter space.
 - **Expense**: The current Visitors Center space is accessible, although it needs some modifications to create a code-compliant, ADA-accessible restroom.
 - **Space vacated by move**: Carter Hall 3005 and three-person cubical area south of Carter 3005 (Appendix B)
 - Possible use of space being vacated: IM&T (see above)

Attachments

- Appendix A: Carter and Visitors Center area square footage
- **Appendix B:** Floor plans for Carter Hall, Judy Farr, Michener, Kepner (Sponsored Programs), Parsons, Snyder, University Center and Visitors Center
- Appendix C: Rubric for Office Relocation
- Appendix D: Supplemental information for offices in committee's recommendations
- Appendix E: Offices the cabinet provided to committee for review

Committee members: Lyndsey Crum, Tobias Guzmán, Nate Haas, Kirk Leichliter, Helen Reed, Gardiner "Tuck" Tucker

UNIT	ROOM #	ASF	WS
Bursar	1002A	124.9	
	1002C	1227.3	
	1002J	265.2	
	10021	165.3	
Total ASF		1782.7	11
Avg / WS in	ncl circ		162.0636

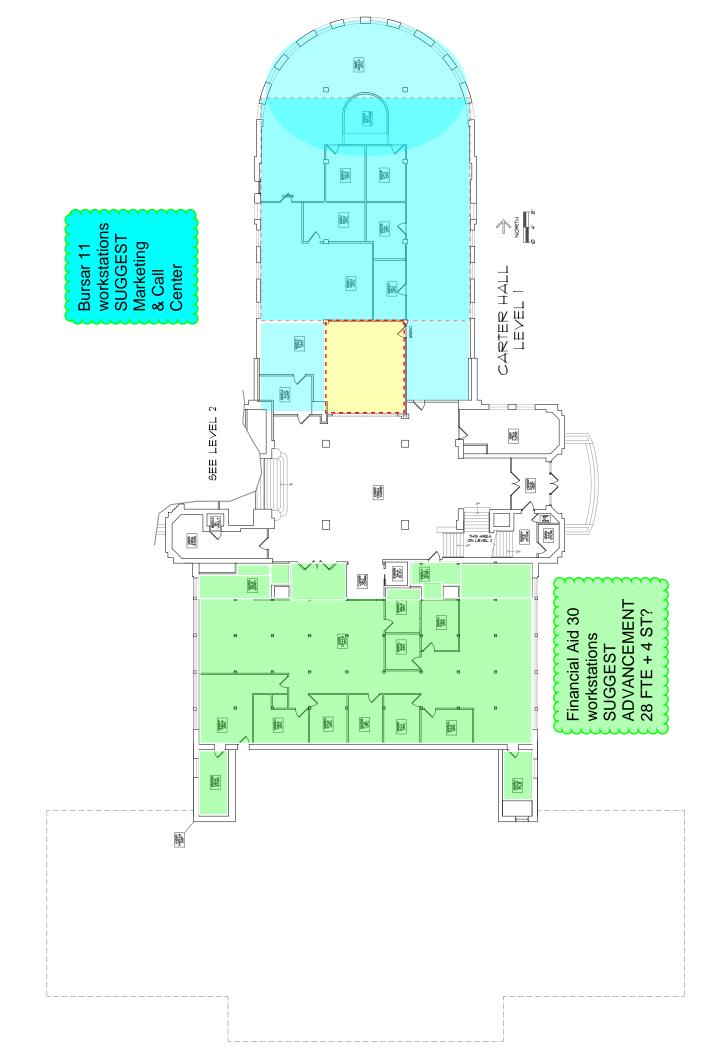
Fin Aid	1005	2544.8	
	1005A	102.3	
	1005B	135	
	1005C	148.9	
	1005D	127	
	1005E	117	
	1005F	122.4	
	1005G	123.8	
	1005H	104	
	1005J	128.6	
	1005K	106.8	
	1005L	84.8	
	1005N	85	
	1005P	302.6	
Total ASF		4233	30
Avg / WS in	ncl circ		141.1

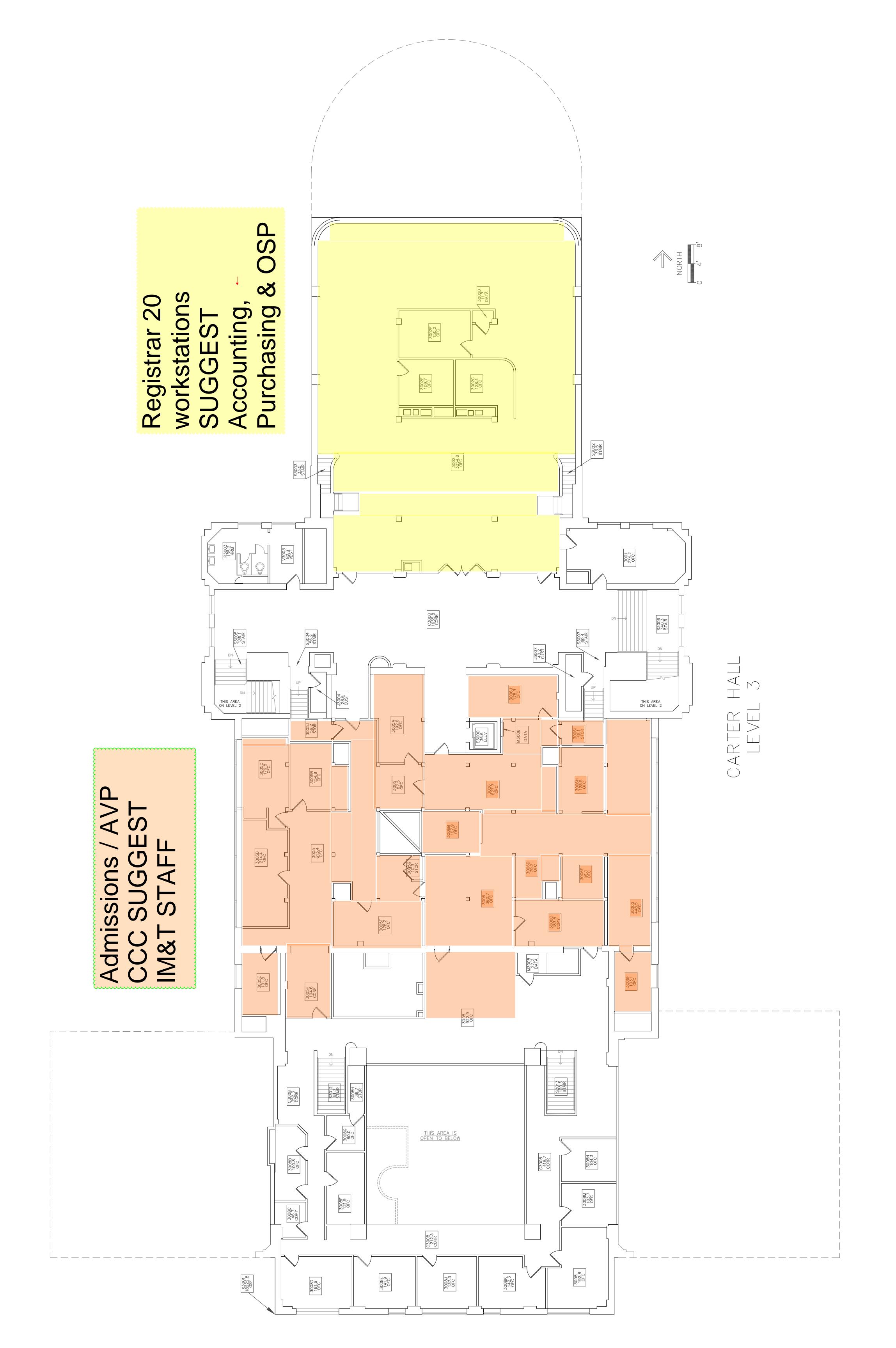
Regist	3002	3254.8	
	3002C	128.4	
	3002E	109.7	
	3002F	150.2	
Total ASF		3643.1	20
Avg / WS	incl circ		182.155

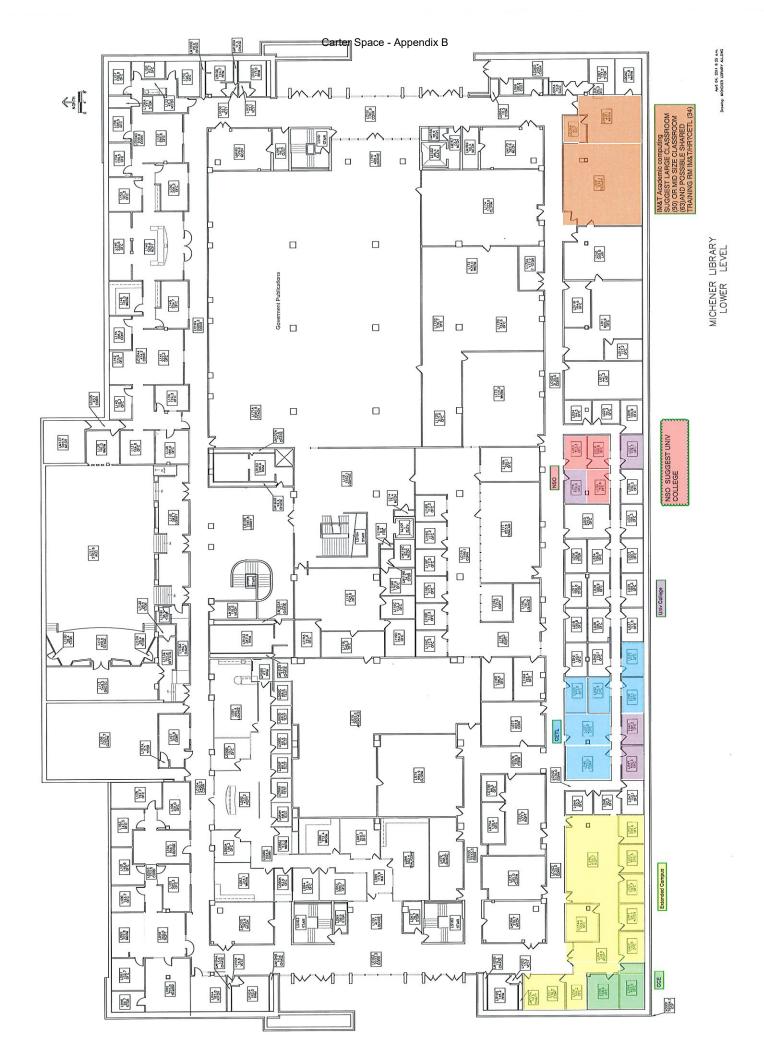
Admis	3006	360.7	
	3006	627.7	
30	06B	107.9	
30	06C	183.5	
30	06D	79.2	
30	06E	91.1	
30	06F	103.1	
30	06G	448.5	
30	06H	128.5	
30	061	45.1	
30	06J	178.9	
Total ASF		2354.2	13
Avg / WS incl	circ		181.0923

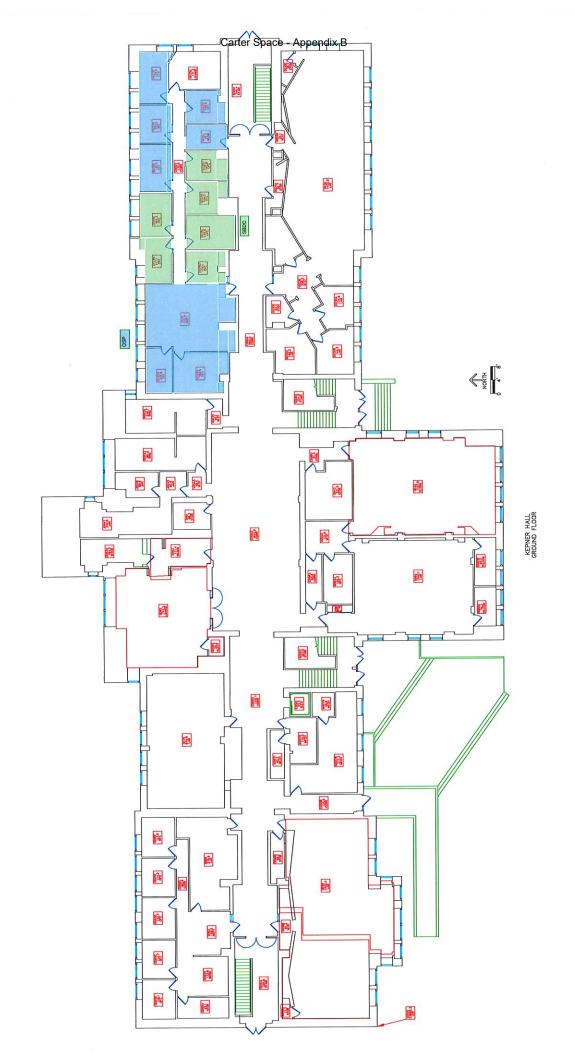
Visitors Cer	nter		
	1	486	
	4	115.8	
	101	82.9	work rm
	102	251.1	
	103	203.6	
=	105	350.9	LR
	106	125.5	Sun rm
	107	158.1	
	110	44.6	students
	201	157.2	
	202	199.5	
1	203	365.9	
	204	65.9	
	207	30.7	
Total ASF		2637.7	

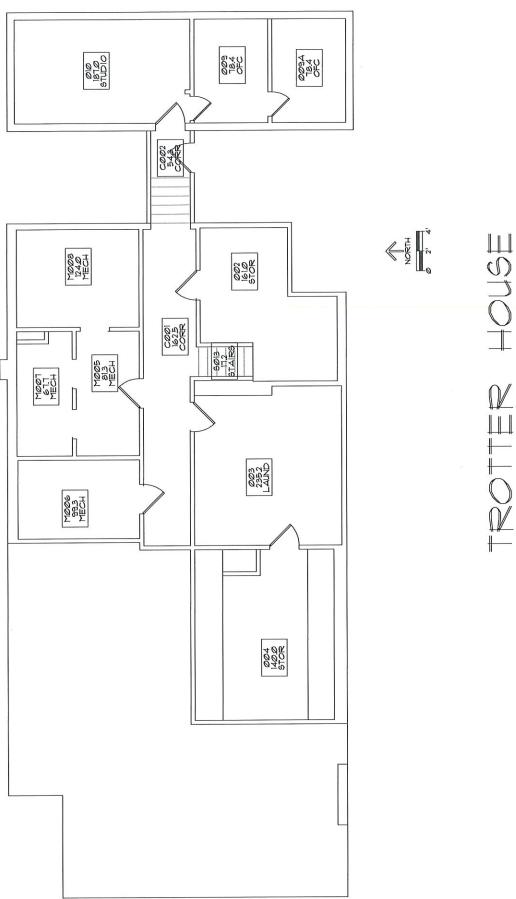
Carter AVI	CCC		
	3005	613.4	
	3005	87.5	
1	3005A	192.6	
	3005B	154.8	
	3005C	179.8	
1	3005D	214.4	(90)
	3005E	101.8	•
	3005F	176.2	
1	3005G	10.3	clo
	3005H	194.6	
1	3005J	56.2	
	3008	300	
Total ASF		2281.6	

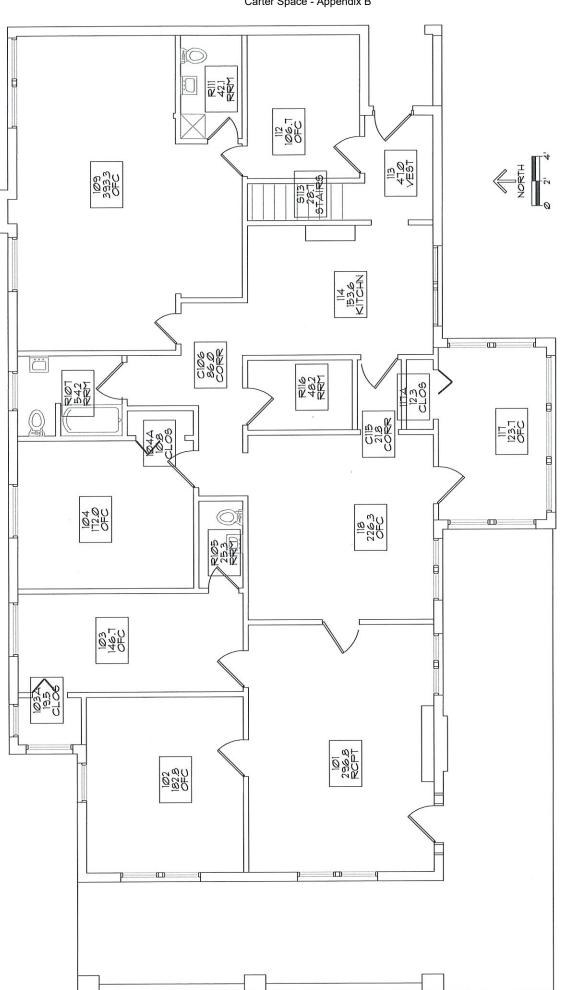






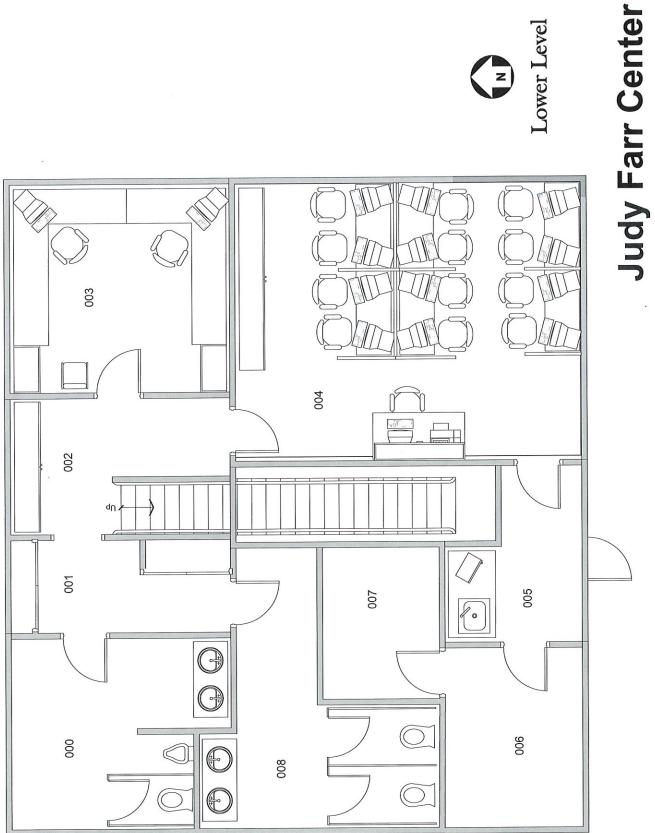


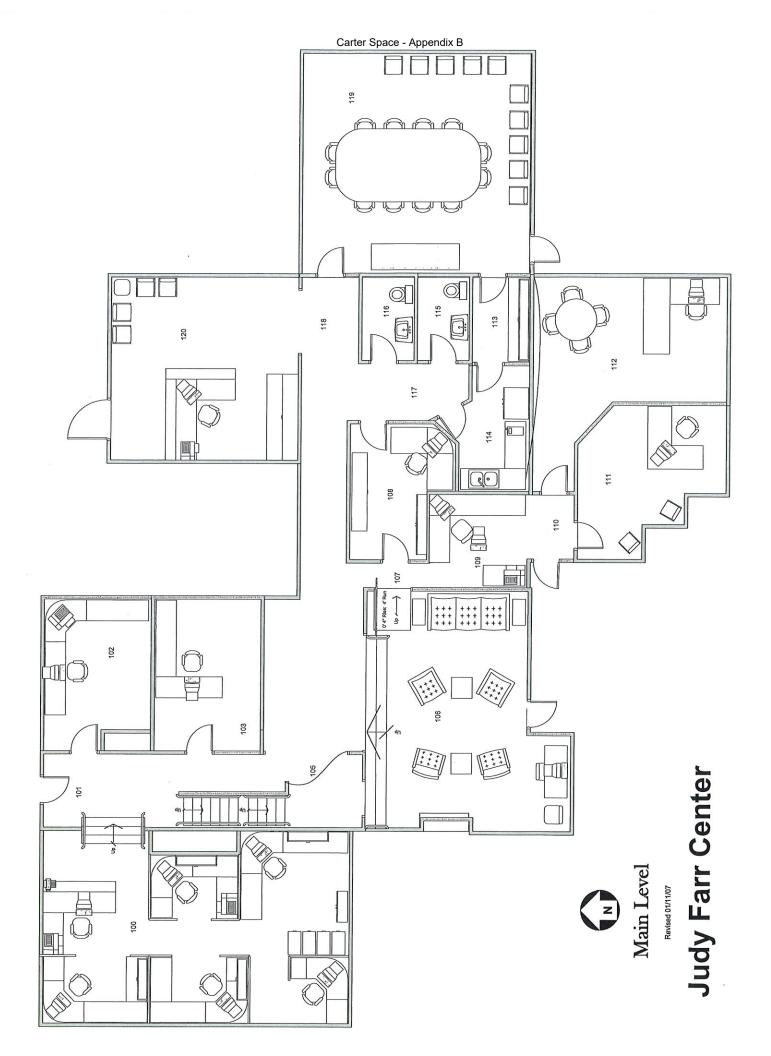


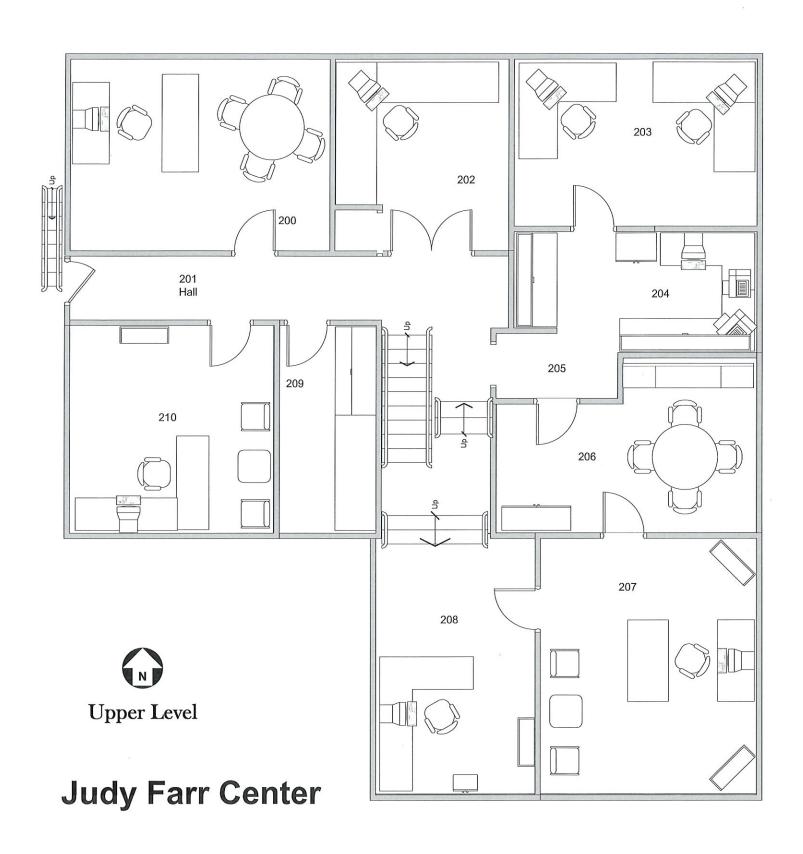


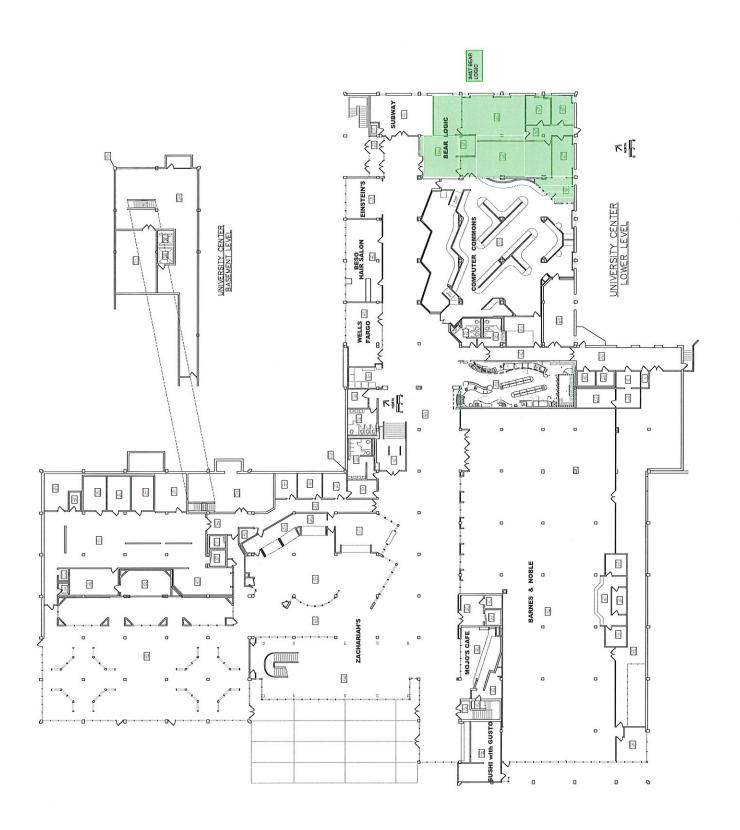


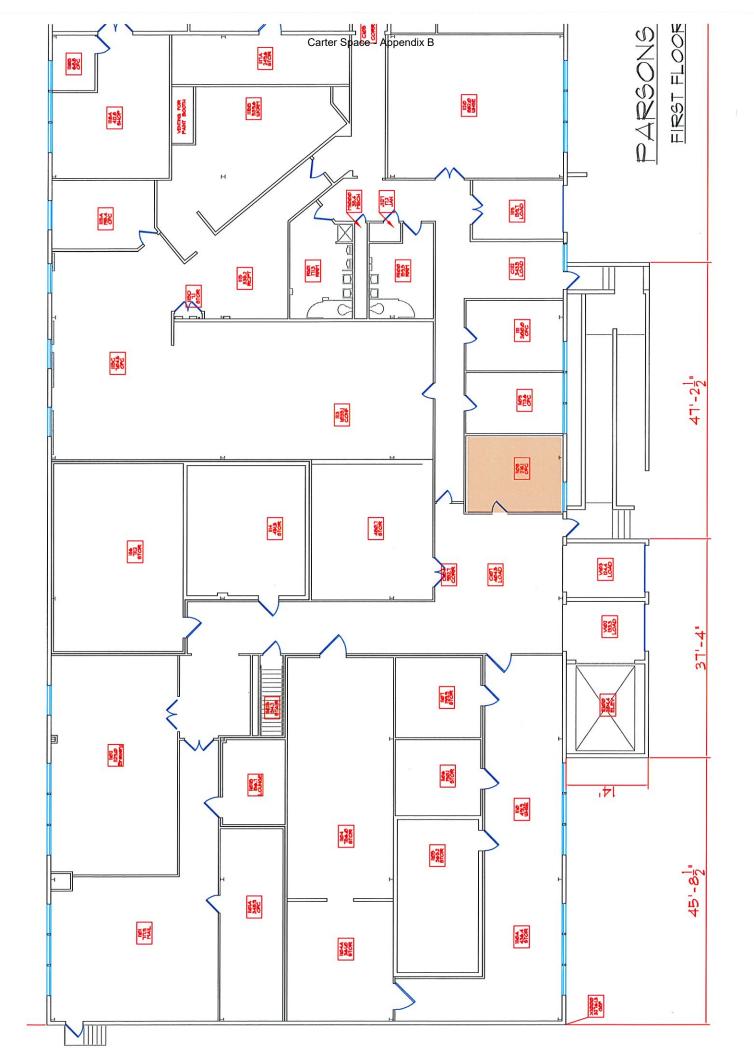


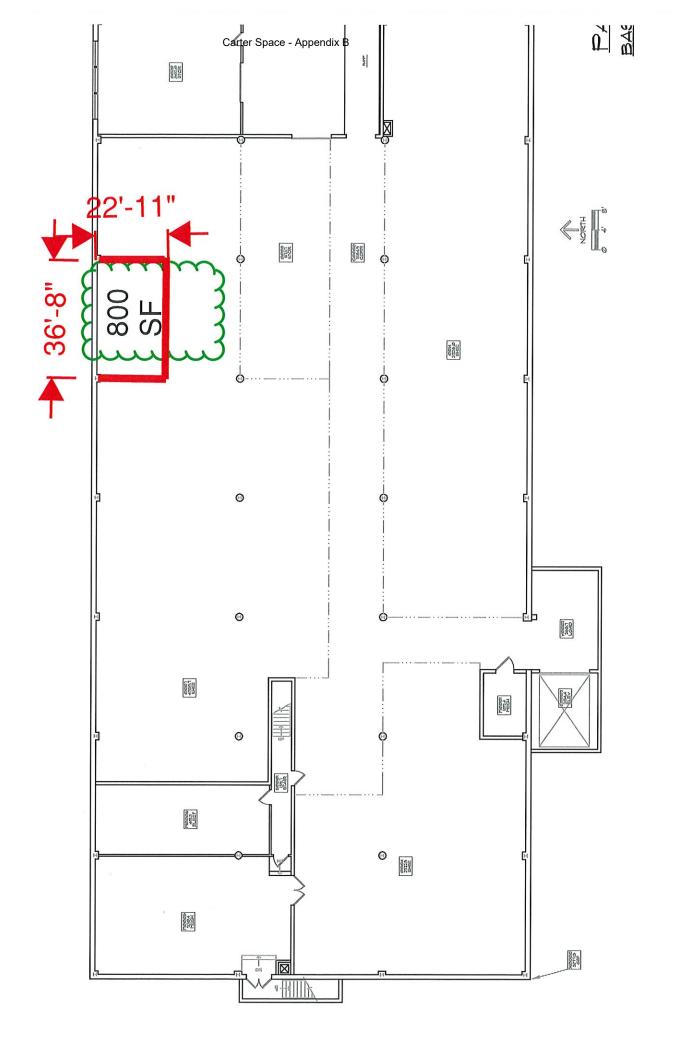


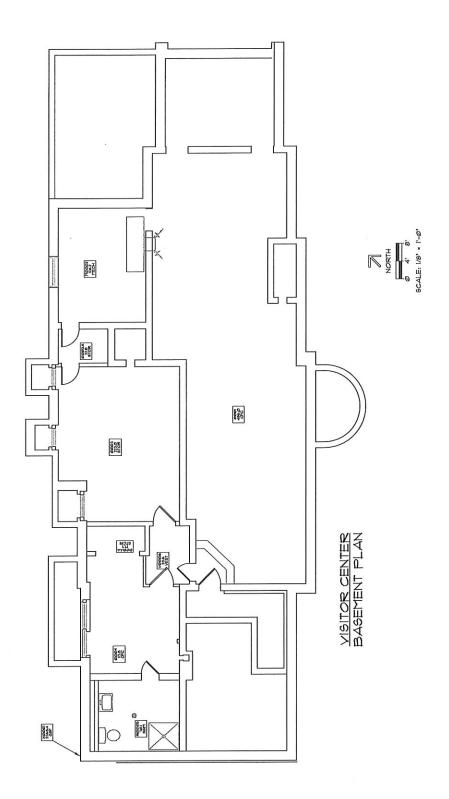


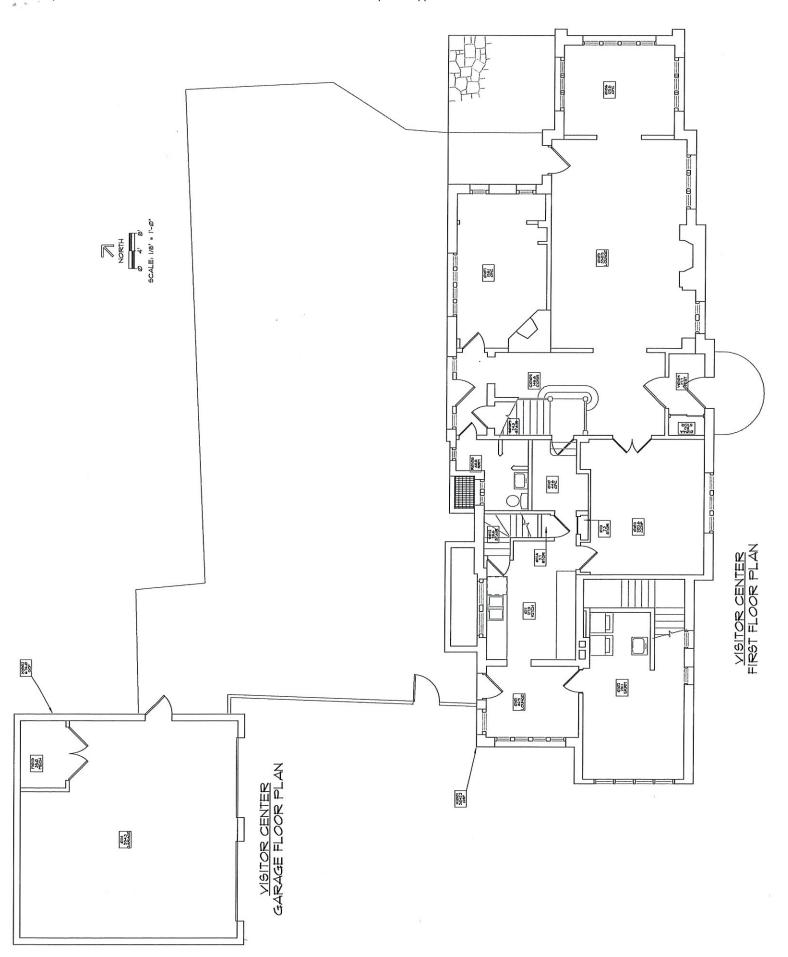


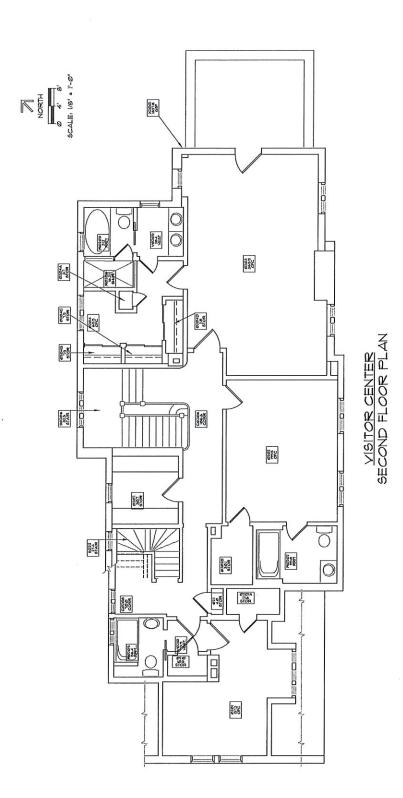












Carter Space - Appendix C

UNC Space-Use Committee
Rubric for Carter Hall Re-location

Charge: The committee's work will begin narrowly, by focusing on space to be vacated in Carter Hall when the Campus Commons opens. Please do an inventory of Carter Hall space to be vacated, solicit information about space needs from the vice presidents, and make space use recommendations by Dec. 14, 2018.

Goals:

- 1. Ensure the centralization of student services and gateway access at the center of campus.
- 2. Maintain the core function of Carter Hall as the university administration building.
- 3. Maximize University Center revenue within the confines of UNC's mission.

Logical target: Admin offices, with little to no student contact

Focus: Vacant space in Carter (Andy has given us the go-ahead to include Visitors Center, too)

Considerations:

- Office capacity (150 sq. foot/person)
- Move opens up classroom space
- Move provides revenue-generation possibility
- Offices move-in ready (preference: minimal/no remodeling)
- Costs associated with move (preference for moving expense only)
- Accessible (only consideration for Visitors Center)
- Parking needs/impact
- Private space needs
- Tech needs (e.g., ethernet ports, wifi spots)
- Storage
- Symbolism (message projecting)
- Ripple effects (how do we handle?)
- Transparency: what was recommendation process

						Move provides										
					Move opens	revenue-generation										
Current Space	Proposed Occupant	Administrative	Student Serving	Capacity Needs	Academic Space	opportunity	Costs	Accessbility	Parking	Private Space	Tech	Storage	Symbolism	Ripple	Comment	Recommendation
Financial Aid	Advancement	yes	no	27 FTE, 4 Students	n/a	JFC-yes	minimal	sufficient	occassional visitor	sufficient in existing configuration	sufficient	required with existing portable cabinets/shelves	aligns with external presidency and importance of revenue generation through fundraising; provides greater visibility and understanding of UNC's fundraising and engagement operation		assign ground floor welcome desk to advancement to ensure welcoming space for campus faculty, staff and visitors accessing administrative services in Carter	
Bursar (part)	Advancement Call Center	yes	no	1 FTE, 15 Students	n/a	JFC-yes	network set up and minimal modifications to create new designation of space minimal in Carter. Significant cost in	sufficient	n/a	sufficient in existing configuration	network set up, PCI complance review, card swipe for security	n/a	important to keep all fundraising administration centrally located; provides visibility and understanding of UNC's fundraising operation	opens JFC Provides large classroom opportunity. Possible	fundraising calls happen during nights	approve move and space modification to a part of the current bursar space
Carter 3rd floor				17 FTE + up to 12	yes in Michener Hall + student or retail	Possible revenue generation opportunity in the	vacated spaces to deveolp tech classsroom, training space and retail space in UC. Proposal required new space for former EMSA staff. Suggest Visitors Center. Would require creation of		offset by staff	sufficient in existing	some network drops to be added or		back of house operation. Much of IM&T operation already in the	shared training room space for IM&T/HR/CETL. Opens prime UC space for a student or retail function. Opens storage or activity space in Snyder. Need to relocate former		
Admissions / EMSA	IM&T	yes	no	student stations	space in UC	vacated UC space	HC restroom.	occupant.	moving to CC	configuration	relocated	?	building / area.	EMSA staff.		
Visitara Cantar	CCC (former EMSA		??	annew 033			IIC restrance		OK	OK	OK	OK	Nice space for CCC	N1/A		
Visitors Center	staff)	yes	tt.	approx 9??	no	no	HC restroom	restroom	UK	UK	OK.	UK	Open-space setting conducive to creative environment; fosters synergies with other			
Carter 3rd floor -				16 staff and 2-6									offices, including	House for student		
Registrar Carter 3rd floor Admissions / EMSA rooms 3006J and	Marketing/Creative		no	students	no	yes	minimal	sufficient	ok	ok	ok	?	DAR		Will need 1 (and preferably 2) offices (3006J and 3005A) for photo/video	
3005A	Marketing/Creative	yes	no												studios	

UNC Space-Use Advisory Committee

			Administrative Offices in Aca	demic Buildings (With Little to No	UNC Student Contact)			
Office	Function	Current Location (s)	No. of Employees	Current Office Space	Notes	First Floor	Third Floor	Other
CETL	Professional development for faculty		Director; 6 faculty fellows; Administrative asst.	Michener Library offices, conference room, small training room; large training room in Candelaria 1375	Being re-designed as a Faculty development initiative; will have a director, faculty fellows and an administrative assistant; need access to a meeting space and access to training/classroom space	Consider?		Need access to a computer- based training space such as have in Michener L12 as well as access to a larger technology-equipped (instructor station) space with non-classroom based furnishings (e.g. round tables or tables that can be moved)
IM&T	Campus tech service and support	Michener Library					Consider - co- locate	
IM&T	Campus tech service and support	Snyder Hall					Consider - co- locate	
IM&T	Campus tech service and support	University Center	7 FTE, 8 students stations	Open office space, receiving, storage, 1 meeting room			Consider - co- locate	
RVSP	Non-university volunteer program for ages 55 and older	Brown Hall						No move consideration at this time
Sponsored Programs		Kepner Hall sharing with Small Business Development Center	5 FTE plus a GA and a student worker	6 private offices plus shared reception	Proximity to budget, finance offices, grad school; if OSP is in proximity to the Grad Schl there might be an opportunity for sharing reception areas/staff	consider, open office		Co-location with grad school would be good but absolutely require private offices; Recommend exploring specific office needs with the unit

		Α	dministrative Offices in Non-A	cademic Buildings (With Little to N	lo UNC Student Contact)		
Advancement	Informing and engaging alumni and friends in support of UNC			28 work spaces	VP has requested third-floor space in Carter. VP & Assistant to VP reside on 4th Floor of Carter. With the exception of supervisors, advancement staff currently work in shared work spaces with access to shared consultation space for donor and board meetings. Storage is shared and open shelf model Small soft seated hospitality space is used to greet and hold visitors prior to meetings (existing JFC furniture is fine) Annual Giving call center is a revenue generating space with a small footprint requiring: condensed desk/computer set up per student, internet access per set up, adjacencies, off-hours building access (under staff supervision)		
UR Marketing and Creative	University promotion, brand management	Trotter	16 staff 2-6 students	Two-level house across street from Carter	Potential revenue generation (~156k/yr) for student rental	Consider	
Parking Lot Items				1			

Center for International Education	Provides services to international students, UNC students studying abroad, and manages the ESL program	University Center	21 professional staff, GAs, and students; of those 3 are full time staff;	University Center8 private offices and reception space; most offices are shared	Currently non-revenue generating unit in the UC; a proposal has been submitted to the Interim Provost for reorganization and creation of a "one stop"		Perceives need for room to expand to reframe operations and initiatives; needs space
			·		International Center to serve the needs of international students and scholars but also to include places for programming and gathering to promote cross-cultural exchange.		close to students
CETL	Professional development for faculty	Candelaria 1375 (TV studio)	training classroom	This space currently houses an enclosed sound booth, a partitioned off space video recording space used by a PVA class, and a large space with round tables used for training sessions	Put this room into the classrooms inventory. Large classroom 65 +. CETL should be able to schedule their training in any campus classrooms as needed. Would require some renovation.		For future consideration and discussion; Journalism and other units have ideas for repurposing this space; For instance, Journalism would like to revive the student radio station and use the sound booth; Journalism wants to use some of that space to move the Mirror back to campus (not clear if they have addressed the issue that the Mirror is separate from UNC now); CETL needs access to a nonpc based classroom that allows for flexible movement of furniture. HSS agrees with creation of a large classroom if other needs can be accommodated
DSS/Career Services	Career Services Works with students from first year through alumni status. Provides professional school testing, GRE, SATs, ACTs, etc. Disability Student Services current space needs include a single classroom with room for 45 seats that is dedicated space because students with accommodations come in at unpredictable times and need immediate accommodation.				Ultimate goal is to create a shared "testing" space; DSS currently uses the lower level area and classrooms in Michener during finals week.		
Engagement	Promotes and supports academic engagement with the university & community, facilitates connections among faculty, students, staff & community members, & encourages partnerships that are mutually beneficial to promote community and civic health.	Michener Library	Director; Asst. Dir. (.5), Faculty Fellow; shared administrative staff	2-3 Offices and small conference room; open reception area shared with Extended Campus	Desires 4 contiguous office spaces for Director, Asst.Dir., GAs, and engaged scholar; a reception/welcome area and access to a meeting/conference space for 20; accessible parking for community members per D Romero memo	Not a good match with Carter Hall space	Very interested in exploring JFC; space as noted in column f; feels it could be very compatible with "income generating" small conference facility on the 1st floor

	Interdisciplinary degree program currently reporting to HSS				A proposal is moving forward to merge the academic program ENST with Geography; this solidifies what has been an interim agreement; ENST has enough office space in Candelaria	
	Online and off-campus academic programming	Michener Library and Centerra	Michener 5 full time plus part time plus director part time; Centerra 8 staff	Michener space is intermingled with CETL and Community Engagement; currently Admin Assistant is shared with CETL, EC, and Engagement; this works well as a front face for multiple units	Need 5 offices for FT folks—these need to be private offices large enough to consult with faculty which is their primary role; possible proximity to grad school could be beneficial; need space for 2 part time staff and the director who splits Centerra and Greeley; overall operation and structure being studied through Academic Portfolio Task Force work; Centerra staff do not all need to be at that location but there will be no savings at Centerra in moving them to Greeley	need more info, is JFC a possibility?
	Grant funded; program to provide undergraduate students preparation for graduate level study through a variety of research and other activities	Michener Library	2 full time; 3 GAs; .5 Admin	2 private offices and open space	Could be relocated to Honors Scholars in Michener lower level	If move McNair to Honors Scholars the McNair space could be utilized for Upward Bound or other
	assessment, program review, and institutional accreditation		Shared director; 1 staff	1 office Carter; 1 office Michener	Could be co-located with CETL	
	students working toward a more sustainable culture	Currently share space		Desire 1 office possibly in Honors Scholars	Student focused program; Possible location of an office in Honors Scholars Leaders?? HAVE OFFICE SPACE IN PARSONS KLL;	Email of 9/17/18 requesting move in Honors Scholars in Michener LL to be more accessible to students, faculty & staff
	Program within College of Education; promotes exemplary teaching, provides meaningful learning experiences and coursework to build the foundation for undergraduate students' academic success.		1 staff; # of TAsdepends on # of sections being offered		Request is to occupy space in Michener being vacated by New Student Orientation to bring Director and TAs together and allow more offices for TAs per email from Eugene Sheehan	
University College	In transition	Michener Library	,	·	Could be re-located; other parts of University College are included in other sections of the document	University College Business Manager being reassigned.
Upward Bound	College prep, grant-funded program for high	Cesar Chavez Cultural	2 FT staff; 1 Pt time staff;	Basement of the Cesar Chavez	Need student facing space	lower level of Michener