

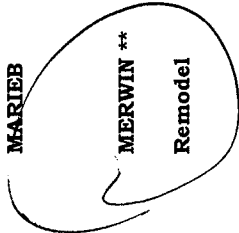
Appendix A [Space Allocation & Implications]

APPENDIX B

Office Costs as a Percentage of Building Costs

Building	Year	Building Sq.Ft.	Building Const. Cost *	Sq.Ft. Cost	Office Sq.Ft.	Office Const. Cost	Office % of Building	# of Offices	Total Cost
AB - 5	2006	39,182 sf	\$ 7,092,894	\$ 181	<u>17,451 sf</u>	\$ 3,120,873	44 %	74	\$ 42,173
LUTGERT	2008	64,097 sf	\$ 17,275,036	\$ 269	<u>15,570 sf</u>	\$ 4,146,008	24 %	102	\$ 40,647
AB - 7	2010	50,886 sf	\$ 14,904,401	\$ 293	<u>6,607 sf</u>	\$ 1,937,572	13%	58	\$ 33,406
MARIEB	2011	65,490 sf	\$ 16,443,120	\$ 251	<u>12,366 sf</u>	\$ 3,124,192	19 %	75	\$ 41,655
MERWIN ** Remodel	2012	2,808 sf	\$ 567,835	\$ 202	<u>1,848 sf</u>	\$ 374,771	66 %	16 (24)	\$ 23,423 (\$ 15,615)

Office Sizes



* Costs include site work, but not furniture.

** Proposed

Appendix B

FGCU FACULTY FEEDBACK REGARDING SPACE UTILIZATION:

In response to an e-mail sent to all faculty- the following responses were provided to Institutional Affairs Representatives and delivered to Win Everham and Margaret Banyan, Faculty Senate Representatives to the Safety and Facilities Committee of the Planning and Budget Council on April 10, 2012.

The following is a copy of the email that was distributed. This is followed by the raw data provided by faculty.

Sent on behalf of Margaret Banyan and Win Everham, faculty representatives to the Safety and Facilities Committee of the Planning and Budget Council:

Dear Colleagues,

As you may already be aware, FGCU is experiencing several challenges related to classroom and office space. The Safety and Facilities Committee (SFC) of the Planning and Budget Council has been charged with identifying opportunities to create efficiencies in both areas of concern.

As faculty representatives to this process, we would like to receive faculty input in order to receive the broadest possible set of solutions that the SFC might consider.

Given that we are coordinating this effort with the Institutional Affairs Team (IAT) of the Faculty Senate, we are asking that you communicate to your IAT representative any suggestions (or concerns) you might have to the following two questions:

1. How can we more efficiently schedule rooms for courses?
2. How can we more efficiently use office space (or, are there incentives we might consider for sharing of office space)?

Please respond to your IAT representative by April 10. Listed below is your college's representative to the IAT to which you should direct your feedback.

CAS	Nora Demers <i>(chair)</i>
LCOB	Eugene Hoyt
CHP	Rebecca Ali
COE	Dorothy Rea
CPS	Tara McKenna

LIB	[Reply to Demers]
WCE	Kristy Csavina

Sincerely,

Win Everham

Margaret Banyan

Faculty Senate Safety & Facility Representatives

The following comments are provided absent attribution by individual faculty members. Overall, the comments reflect a variety of perspectives, but there is an overwhelming sense that space decisions should serve be driven foremost by the core academic purpose. Where faculty provided several paragraphs of comments, they are clustered together.

General Comments

- Make sure that the core of campus serves academic purposes. The interpretation of this must be modified to fit the reality of space limitations in the inner loop of the campus. The Foundation and much of what occurs in AB5 can certainly occur elsewhere with no loss of purpose. That would free up limited critical space for us to teach- which is what this is all supposed to be about!

Office Space

- Although I have no good suggestions to help this committee, I do have a concern. I worry that if two professors/instructors are sharing a regular office space, our students will be even less likely to attend office hours. Instructors regularly teach 3 sections of general biology which is 216 students. It will be very hard to plan for 6 office hours per week per instructor and not overlap or invade the privacy of the visiting student asking about their grades. As you know, it is hard enough to get them to come in when it is just us.
- For use of office space, the only way that shared offices might be reasonable as an option is if the faculty volunteer to share based on the incentive concept mentioned—perhaps an additional amount of travel money or some other financial support or even software or something, within a certain budget, that the individual faculty might consider worth having to share the space. I'd hate to see this forced on people, especially on our many colleagues who are committed to being available for students in office on a regular/daily basis. There are also those who are not as tied to their office space and who might think the trade worth it, almost giving them license not to be available on campus (which is also potentially a downside). Perhaps, on a related note, those who offer mostly distance classes would be among those who would find some specific form of incentive worth the sharing of an office.
- Limited office space is definitely going to become a problem; if it's not already. I do believe that faculty sharing a small office space is destructive to our efficiency as teachers and scholars. Faculty need a private space to interact with students, without a doubt. Splitting days/times with another faculty member in a single office space is not feasible. When push comes to shove, faculty should get priority for office space over staff; including research staff. In looking around Whitaker (for example), I can't help but notice that spaces that can be used for future faculty offices are being populated by non-faculty at a relatively low population densities.

- This can only work if faculty and staff can develop and use office space at home. It is important for the university to bear some of the cost for faculty and staff to "telecommute" (i.e., computers, printers, screens, office supplies, etc.), otherwise we are then unwittingly subsidizing the university . . . not fair given current salaries, lack of adequate COLA, etc.
- Faculty are the foundation of a university and this leadership team seems to think it is the administration including its many forms of non-academic programmatic "stuff". This "stuff" has far too little to do with the core strategy of a real university. Office space for faculty is crucial for what faculty do and there should be no give to the administration on this. They are of, and should be of, cubicle world but that is because their role is to **serve** the core mission of a university. Instead, there has been four plus years of bureaucratic empire building which now, apparently, has outgrown its space. The bureaucracies growth in human resources is apparently, though not surprisingly, requiring additional physical resources. Ask this: "Does the decision serve the **core** educational requirement of an institution committed to higher education?" If not, it goes to the back burner.

Classroom Scheduling

- Specifically, my department has a number of 4 credit courses (calculus sequence, etc), most of which meet twice a week. However, they are rarely placed back to back in a room, so there are empty periods of time when the room is not utilized. Placing three of these sections consecutively in a room would allow a minimum of empty time for the room, though it does require at least two classes to start at atypical times (for example, have classes 11-12:45, 1-2:45 and 3-4:45). I'm sure there are other departments/programs with the same issue.
- For scheduling, a reasonable option is to have quotas by program (including gen ed and colloquium) for Friday, 8:00 a.m., and evening courses. We might also encourage MWF courses and, for graduate sections, perhaps also a more regular Saturday option. Each program leader would be responsible for x number of such courses on the schedule each term in order for the schedule to be approved.
- How can we more efficiently schedule rooms for courses? Allowing 9:30 AM to 12:15 PM, 12:30 to 3:15, and 3:30 to 6:15 class times on Friday would generate more usable/desirable session times than current schedule does.
- Not sure if true for other rooms, but the classroom I teach in has 45 min rather than 15 min between classes.
 - Example: AB7-227 scheduled for class M/W and T/Th 8-10:15; 11-1:15; 2-4:15; 5-7:15 (8 classes) It could more effectively be scheduled M/W and T/Th 8-10:15; 10:30-12:45; 1-3:15; 3:30-5:45; 6-8:15 (10 classes)
 - Of course, every plan has drawbacks and these are the ones I see: 1) less time for the lab managers to set up between classes (15 min instead of 45 min) 2) time added to

nighttime schedule (but more likely someone would want to teach a 3:30-5:45p class rather than a 5-7:15p class) and 3) loss of coordination with the 2hr 45 min classes.

- The university's schedule of two 75-minute classes a week makes for very full Monday-Thursday classrooms and empty Fridays. I would like to see the M/W schedule stretch into Fridays (three fifty-minute classes a week, for instance). This does not help the office space situation but does make more space available in the week. It also helps the campus when students and faculty are here to interact more on campus. The lack of people on campus on Fridays is troubling to me.
- Why doesn't FGCU make more immediate use of the many facilities at the Buckingham Campus to address the challenges related to classroom and office space? It would be particularly suitable for M&ES Environmental Biology, Environmental Geology, Environmental Science, and several of the new Environmental Education minor courses. Someone like Billy Gunnels also could use it for his Animal Behavior course. And much, much more. I'm sure there are many students from Lehigh Acres, Fort Myers, and places farther north and east who would appreciate being able to attend courses out at the Buckingham Campus. In addition, the university should arrange for regular and frequent bus services back and forth to the main campus, for example in cooperation with Lee Tran (<http://www.rideleetrans.com/>).
- In thinking about class schedules, the first thought in my mind is to consider more classes on Fridays. Also, I think that too much time is left open between classes. In particular, for some of our biology classes, 45 minutes exist between the end of one class and the beginning of the next.
- In trying to speak to the issue of scheduling classrooms in the most efficient way, I want to first come across in a positive way. I do not want to sound as though I am complaining, but since they asked...
It tends to frustrate me to be assigned a very small, rather hot, room with 35-40 students, when a very nice room upstairs is "rented out" to the community for special speakers and meetings. I also feel as though the College of Education should be teaching in rooms with SMART boards, in order to train our teachers on the technologies that they will see in the classroom.
- How can we more efficiently schedule rooms for courses? (1) Note days that hybrid courses meet f-t-f and schedule room for use at other times. (2) 1) Note days that hybrid courses meet f-t-f and schedule room for use at other times.. (3) Offer more hybrid sections of courses. (4) Offer fewer f-t-f sections of courses. (5) Offer more f-t-f sections in non-tradition venues, e.g., dorms, off-campus locations such as rooms on other university/state college/PK-12 schools.
- Series of comments:
 - Up in Charlotte County, the university has space available at the Charlotte Technical Center. This is different from the space at Herald Court in downtown Punta Gorda. The space is part of the technical center near Murdock (US 41 and St.Rd 776). When last I checked, the space included office space as well as classroom space.
 - The Charlotte County Sheriff's Office has previously offered space to FGCU for classes in the Criminal Justice program. Lee County Sheriff has done the same, and I would

imagine that, if asked, so would the Collier County Sheriff. All of these agencies have classroom space.

- In the Division of Justice Studies, our programs include both distance availability as well as on-campus option for 100% of each of our programs. For many years, I taught nothing but distance courses, meaning that I did not teach on campus and did not need any classrooms. This also meant that I did not need to have an on-campus office. For several years, I used a small space on the Edison Campus in Charlotte County as an office. For some reason, last year all professors in the division are now required to teach one on-campus course. This change also meant we had to have an on-campus office. I would be very happy to return to 100% distance, without any on-campus sections, and would gladly return to a small office space elsewhere. In fact, I would be willing to dedicate a portion of my home office as my FGCU office (since I do much of my work here anyway - as I am right now) and not have a physical office at all. I do my student meetings via email, Skype, video conferencing, or telephone. My office hours are primarily virtual, since 170 of my 220 students are virtual. If I need to meet with a student, there are plenty of available options, including the library, conference rooms, and available cubicles on the main campus or at any of the branches or centers.
- We need to be more creative and flexible when looking at space availability. I'm sure there are others like me who would be willing to become "virtual professors." Participation on committees is not a problem, since we can do those by teleconference and email. Attendance at faculty or division meetings is no problem at all. It is a matter of looking at our roles in a different way. Though FGCU is transitioning to a more traditional university, we still hold many of the original goals of the university - including providing quality programs via distance. We should be able to look at some of our faculty staff in that way as well.
- Identified that there are two offices in Sugden not currently in use and could be used for overflow of faculty or staff.
- By incorporating the "hybrid" format (part on-ground, part online) into more courses you are doubling efficiency. One classroom can be used by two professors during the same semester using this method. Sue, the scheduler, puts the exact dates that each class meets in the room onto Gulfline for all students/faculty to see, so there is no problems regarding double-booking.
- To maximize room utilization, my recommendation is to increase the number of fully online courses—particularly, in technical fields such as IS. I volunteer to teach all my sections online.
- For what it is worth...
 - (1) Faculty are the foundation of a university and this leadership team seems to think it is the administration including its many forms of non-academic programmatic "stuff". This "stuff" has far too little to do with the core strategy of a real university. Office space for faculty is crucial for what faculty do and there should be no give to the administration on this. They are of, and should be of, cubicle world but that is because their role is to **serve** the core mission of a university. Instead, there has been four plus years of bureaucratic

empire building which now, apparently, has outgrown its space. The bureaucracies growth in human resources is apparently, though not surprisingly, requiring additional physical resources. Ask this: “Does the decision serve the **core** educational requirement of an institution committed to higher education?” If not, it goes to the back burner.

- (2) Inevitably, Friday classes will be pushed by the administration. When that happens please consider block scheduling on that Friday. Friday, at many universities is a day of research and/or committee work and I hate to see it go. Friday, for me, is a great day on campus because all the students are gone and so are 75% of my colleagues. But when Friday does come into play - and trust me this is their goal – PLEASE consider long blocks of classes that meet Friday only. Some would welcome such longer blocks and others can maintain the time-learning space they need to teach effectively.

- I would be happy to start classes at 8:00 AM. And have class from 12:30 to 1:45. That might solve it.

- Assign (or reassign) classrooms based on actual net enrollment (after withdrawals) rather than original gross enrollment. This might mean moving some classes 4 – 6 weeks into the semester. Earlier withdrawal deadlines would help.
 - Selectively offer some Friday classes with faculty concurrence.

 - Review the need for private offices for positions that require little student or employee contact (no overwhelming need for privacy) and have ample and effective meeting facilities nearby. Many administrative positions might function adequately in a partitioned area, rather than assigning each one a private office.

 - Most offices are too small to accommodate two occupants simultaneously; sharing of a work station, a computer terminal, a telephone, a file cabinet, or a bookcase is simply not effective. Productivity would plummet.

- As our representative I would like for you to propose the use of an innovative scheduling approach that keeps two-day classes without having to go to an onerous 50 minute MWF schedule. My approach involves pairing rooms to permit the following schedule: MW, MF, WF. Here’s how it works. Let’s assume that we pair Lutgert Hall 2201 and 2202 for a 9:00-10:15 class. We would have the following: M in 2201 and W in 2202; M in 2202 and F in 2201; W in 2201 and F in 2202. All that students have to do is to keep the rooms straight. Notes on doors greatly help. We thus utilize the campus 5 days a week and not 4 and stay away from a 50 minute class that ends too early for effective teaching. It also evades a T/R versus MWF faculty divide and helps to keep faculty from teaching 5 days a week.

- I would like to see COE courses have priority for rooms in Merwin Hall (AB3). We sometimes have our faculty teaching class in the Library or Holmes Engineering when there are other classes taking place here.

Appendix C: Faculty E-mail

██████████

Thanks for your contribution to this important discussion. I can see in your e-mail and ██████████ e-mail that we have had a role in discussion of the principles of space allocation. If you go back to the start of this thread, however, you will see that it started with an announcement of the decision to create 8 single and 8 shared offices in the newly planned space in Merwin Hall.

As your own account describes the process, that level of detailed planning had never been shared with faculty. To say that the specific allocation of space might be discussed in a future PBC meeting after a decision has already been reached without faculty input to the specific configuration is the crux of the issue of shared governance, as far as I am concerned.

If the PBC and it's subcommittees only exists as a place to announce a decision that was already made, when, as you describe it, the discussions are ongoing and may be altered by BoT decisions, then it's not the particular shared governance that we were promised in the wake of the BHG space allocation decision.

Thanks,

██████████

Hello all!

I want to first thank everyone their comments, feelings, and ideas related to the overall space on campus. I was asked in one of the train of emails to discuss some of the discussion related to office space that was occurring at the PBC . With that sprit, I have also included ██████████ ██████████, ██████████, and ██████████ to these emails since they sit on the PBC with me are also representing the faculty.

I first want to begin with a notion that ██████████ discussed about the letter to the Senate from President Bradshaw and is no secret to anyone, FGCU is in a very tight position on resources, so much as over the past 4 years, E & G funding has decreased in upwards of 27%. Fortunately through growth in student enrollment and tuition increases FGCU has been able to continue functioning as we know it. With that said, there is a finite amount of space at FGCU and as noted in the President's Letter, PECO (Public Education Capital Outlay) funding does not look very promising for meeting any future building needs. Therefore looking at the function of space and enrollment is critical. Provost Toll has referred to this as the triangle of Budget, Enrollment and Space.

During the first week of March, Provost Toll met with all of the chairs and co-chairs of the PBC's sub-committees, Budget, ERM, and SFC committees and charged each chair to work within each committee to develop strategies to address the triangle of budget, space, and enrollment that we are facing. As you know, all of these committees have representation from all facets of the university committee, including excellent faculty representation.

The topic of space has been at the forefront of Senate, the PBC, and its subcommittees. It has also been a large topic among the newly created SPBAC (Senate Planning Budget Advisory Committee), which I chair. At our ██████████ meeting it was discussed how best to solicit feedback from all faculty to help inform space decisions, i.e office space, classroom scheduling and etc As noted in ██████████ and ██████████ emails, it was decided to coordinate with the Senate IAT and the faculty representation from SFC to solicit feedback through an all faculty survey about space and possible solutions. This survey was sent to all faculty on April 5, 2012 from Senate President Harrison, and the results of the open ended question were submitted to the SFC via an email (in raw data form without the respondent's name) on April 11, 2012.

Also, I would like to point you to the PBC webpage on the Provost's homepage and you will see the meeting summary from May 15th, that discussion occurred about space and Provost Toll

noted that renovation plans to convert space into faculty offices in Merwin and Reed Halls were under considerations. At the end of the meeting, it was noted the PBC would have another meeting at a time that plans were ready to come to the PBC. This is now my opinion, but I would assume that these meetings will occur post the June BOT meeting which is very crucial to FGCU. At this meeting, the Board will decide on the 15% proposed tuition increase that would allow for the 2012-13 Budget deficit to remain at about 3 million.

With that said, I am missing where the act of shared governance is not occurring. Anyway, I hope this helps clear up some of the information gaps. Have a great afternoon.

Take care,

██████████

I second this idea. The modular offices are much nicer than sharing an office.

I'm not intending to derail this important discussion, but I want to add to the conversation by alerting us the negative consequences that are bound to arise because of the decision making processes that have become a pattern. The conditions in which we are working are ripe for cultivating a culture of hostility between faculty and administrators and between faculty themselves. Experts in the study of incivility on college/university campuses have shown that power imbalances in the workplace can lead to aggression, suspicion, bullying, and mobbing (when more than one person bullies another). University structures are developed and reinscribed via shared governance; a structure that is unique among other workplaces. When this is usurped, the incongruence between staged goals and processes (and promised ones, as in this case) and what actually happens, fosters low morale and distrust toward administration. It increases divisiveness, dysfunction, frustration, marginalization of certain individuals (or groups), and ultimately impacts the ability of faculty to do their jobs well. Soon after, faculty check out, stop participating, stop being good citizens in their institutions, and lose their power as a group. The more powerful administration (and the faculty that have chosen to ally with them) use these factions and the hostile climate to serve their goals and ensure conformity. Whether this is deliberate or not is irrelevant, it happens - it is happening.

With few exceptions, the faculty here at FGCU are collegial towards one another, work together across disciplines, and respect each others' work. However, in my ████████ short years of being here the mistrust and cynicism that is brewing is palpable. ████████████████████ allows me to see (predict?) where this is going. We have become an incubator for hostility. The bullying, harassment, and marginalization that is sure to follow is not even taken seriously in upper administration. In a recent "town hall" style meeting at the beginning of last AY, during which we were invited to attend to hear updates on responses to the climate study (that's a whole other issue!), president Bradshaw addressed bullying and mentioned the development of a policy on bullying. What did he say? "Just don't do it, okay? It's not nice."

It seems inevitable now: some of us are going to be assigned shared offices, others are not. Some will be left in the mod to languish with the cockroaches and leaky roof. I urge us to use whatever means necessary to draw attention to the fact that once again the process in which we are meant to have input has been subverted. I also urge us to not turn against each other, or other faculty who, for whatever reason, feel that they do not have a stake in this struggle and remain silent on the issues. We should not be appeased by hearing that this may have been another "missed opportunity." Fool me once - right? The "solution" to create offices in Merwin Hall may ultimately be a good one. But that is not the only issue that we should focus on, and I'm glad the conversation has drawn attention to the decision making process (thank you ████████, ████████, ████████, ████████, and ████████). The process that is supposed to include faculty voice at every turn has been usurped, and we continue to lose ground as a group.

What is our due process as a faculty? When can or does this become a grievance against the administration, or specific administrators? I'd like to understand what Faculty Senate and the union can do, together or independently, to interrupt this cycle.

Thanks for reading,

[REDACTED]. In reviewing the minutes, faculty office space was not discussed.

[REDACTED] The IAT had collected feedback from faculty about office space sharing and classroom scheduling. The SFC recommendation was to conduct a survey of faculty to determine what incentives might be a tradeoff for sharing offices. There were no conclusions as to what approach FGCU should take.

[REDACTED]

Thank you [REDACTED] for a wonderfully detailed and accurate description of what needs to be done to make the mod more habitable. The issue of the vending machines is not a small deal considering our isolation from the rest of the campus. There are also no changing tables in either of the women's restrooms, and this must create serious difficulties for the infant lab, as well as for students coming by with their children.

I would also add, building on the points raised in my last email, that we need proper transportation between the mod and the main campus. We need to have access to a golf cart, in order to allow us to run the kinds of small errands that are very straightforward for people on the main campus, in a more efficient manner. At present, if I need to drop off a form with Donna, for example, it is a 25 minute trip, and this is an incredible waste of time, that most other faculty are not subject to.

We also need the shuttle to the mod to be reinstated, to allow us to get to class and to meetings without a 15 minute walk in the heat. Again, this is something all other faculty members on campus can take for granted, and it is not a small deal. If you have class twice in the same day, this can entail as much as an hour of walking back and forth, and this adds considerably to the stress of our work day. There are additional challenges for women faculty, who often struggle with the slits in the bridge. I know I am not the only one who has ruined shoes when my heels have fallen through the slit, and you have all seen me doing my ridiculous tip-toe across the bridge when I have forgotten my flat shoes to change into for the walk. Again, this might sound trivial to someone who hasn't experienced it on a day-in, day-out basis, but it really, really isn't - it is demoralising and degrading. There are also deeper issues of equity at stake - last semester, we had a pregnant faculty member in the mod, and she told me on several occasions that the walk over to campus made it much more challenging for her to keep teaching in the later stages, as by the time she got to class she was so exhausted from the walk that she really struggled to stand up to lecture. Having the shuttle would also make it far more likely that students would attend office hours, as at present they avoid coming out to the mod, as was evidenced by the interviews with students presented in the Eagle News last semester.

Anyway, I apologize for yet another long email on this topic. As you may have gathered, this is an issue of incredible importance to me, and I appreciate the help and support of everyone invested in gaining improvements in working conditions for mod faculty.

Best wishes,

██████████

Hi ██████████,

I completely agree with you that the discrepancy between the comments about the missed opportunity re. BHG and the way the Merwin extension seems to be moving forward at present means that this is a shared governance issue, and personally I would be incredibly grateful if the Senate leadership could help to try and make the decisions about how to move forward with a more inclusive process.

Best wishes,

██████████

██████████ & other colleagues,

I'm only replying to the faculty here, because I want to focus on the issue process adequacy and I don't want to make an issue of it to the administration unless the faculty see it as an issue.

My own position is as follows. There was a significant "missed opportunity" that both the President and Provost admitted in regard to the specific allocation of space in Ben Hill Griffin and there was considerable distrust that caused by the lack of shared governance in the determination process. I read the President's letter to say that future decisions would not proceed without thorough discussion and open consideration of alternatives. I heard the Provost promise the same ██████████.

I do not find the PRC processes you have described, which includes the discussion of general principles of space allocation in PRC or it's subcommittees but reserves detailed space allocation decisions that directly affect faculty office accommodations, to be in keeping with either the letter or the spirit of those post Ben Hill Griffin discussions.

Therefore, I see this 'decision' as a continued missed opportunity in regard to shared governance. Simply put, i think we were promised more input, dialogue and consideration than we were given. I don't see evidence that there is a shared understanding of what constitutes a "collective exploration," nor do I think that the traditional role of the SFC (prior to the February letter) is particularly relevant, given that the President indicated an expanded role for PRC and SFC in regard to this specific issue.

My position may not be an accurate representation of the voice of the faculty in this matter, though, and I'd like to hear other faculty thoughts on the issues of process and shared governance.

Thanks,

██████████

██████████,

The latest version of the CBA doesn't include requirements on the square footage of offices. I don't know why that was removed, but the union was stupid to agree to it. The provost

unilaterally announced his plan for Merwin Hall last week. Until then Donna knew nothing about it. I doubt the provost consulted anybody about it. I think the provost wants to shift to a model where most faculty have shared offices. He keeps talking about it too much for it to be an off the cuff idea. The provost also seems to be under the impression that many faculty teach all of their classes online which in his mind means they don't need private offices.

The Mods are of different ages. Mod 1 is the oldest (I've been here for ■ years) and needs the most work. Personally, I think Mod 1 is rapidly reaching the end of its lifespan and needs to be replaced, but if that isn't an option then a lot of work needs to be done. The floors in some of the building corners are sagging and need to be shored up. The roof needs to be replaced because it is continually springing new leaks. We need new photocopiers – Mod 1 has the most used photocopier on campus. The two copiers we have are constantly breaking down. Mod 1 doesn't have a centralized air conditioning system. The A/C is broken up into 6 separate systems and they are constantly breaking down. The A/C can't cope with the idea that one side of the building is hot in the morning and the other side of the building is hot in the afternoon. We also have old, outmoded vending machines. They don't take plastic and dispense soda (no juices and the water is always sold out) in cans. This may seem trivial, but it harms moral since we get stuck with all the old stuff and feel neglected (Holmes, Lutgert, Sugden, and AB7 are palaces and we're stuck in a trailer even though we're just as productive as anyone else). In fact, a few months ago they tried to remove the soda machine and ■ had to beg them to leave it! Mod 2 next door doesn't have any vending machines at all. Cockroaches have been found throughout the building (including my office) and I think it's too late to do anything about it. The WiFi out here isn't always reliable.

And hot water would be nice since there are a lot of babies visiting the Infant Development Lab and a lot of diapers are getting changed in the building. An actual diaper changing station in the men's restrooms might be nice, too, although I have no personal experience on the subject and can't be sure.

Thanks,

■

I like ■ final point: "What is needed to make the modular offices acceptable? Let's push to get that done." It seems it should be possible to upgrade and repair the mod enough to extend its life beyond ten years, then give the option to those people who want it to stay where they are (and not share offices, of course). I have copied in ■ people in the mod because this affects them equally.

Dear ■,

Thank you so much for your detailed and thoughtful reply. This really helps to understand the process,

I can't speak for others, but my number one concern is the issue of shared space. To me, shared offices are completely and absolutely unacceptable given the nature of our work. I understand that it exists on campus, but I don't understand why - if we are saying people who share get a double size office, I can't understand why those spaces are not divided to allow faculty the privacy they need to work effectively.

The second issue is then the condition of the mod. Of course I understand that some people have to be out here (although I am still not entirely sure why the decision was made to allow one of the largest departments to languish out here, rather than using it as overspill, but still.) The main thing

is the distance from the main campus and the challenges this causes. We need transportation to the main campus to allow our students to easily attend office hours, and to allow faculty to get to class without being hot and sweaty on their arrival, in an equal manner to that enjoyed by every single other faculty member on this campus, other than those in SoBe. This transportation used to exist and was taken away 2-3 years ago, and that would be my main priority in terms of improving work conditions out here.

I don't believe it is the case that every other building on campus lacks hot water, but since AB5 apparently does, I will drop this argument. I apologise if I sometimes come across as dramatic on this issue, but it is incredibly frustrating and demoralizing. Hot water or not, the mod is very substandard when compared with other buildings on campus, and isolates the faculty housed within it from the campus community. When the issue of the Merwin Hall extension was first raised we all felt as though our voices were being listened to and our complaints were being registered and heard, and now with these new plans it feels like we are back at square one - 8 people will escape; the rest will be in an even worse position than they were before, and that makes me angry and disappointed.

Thank you again for your concern and support on this issue and best wishes,

██████████

I went ahead and replied to all – as everyone else has too. Hope that is acceptable and appropriate.

I think it is very important for us as a faculty to decide what is the issue we want to focus on: 1) process, 2) shared offices, 3) office size, 4) condition of the mods, or 5) all of the above (and maybe ones I am missing).

- 1) ██████████ The SFC was asked to review space needs for next year and to prioritize possible repurposing of space, i.e. are additional faculty offices more important than additional classroom space, the Merwin Hall space was used as an example. The response was that we could not adequately prioritize between the two uses when we did not know : the anticipated change in enrollment for the Fall, the stress that would put on our current classroom spaces, the number of new faculty and staff with anticipated office needs, the number of current faculty offices that would be available (i.e. how many empty offices we have). ██████████ ██████████ but unless it was discussed there, we did not have the opportunity to make a final recommendation for the Merwin Hall space, nor did we ever review a proposed plan. However, I don't think that is the intended mission of that committee – to review specific plans. ██████████ did 'collectively explore alternative and creative approaches', ██████████ did not, ██████████, review specific plans for that one place on campus.
- 2) ██████████ did include a discussion of 'shared offices', but that discussion focused on the idea of two faculty 'hotbunking' an office. I think we made it very clear that this would be unacceptable, though might be possible with adequate incentives. We were unable to expand that discussion – of possible incentives – to the entire Senate for feedback. It was passed to IAT to begin to collect ideas. My sense was that this was a possible future policy to which we would have the opportunity to have feedback. I believe our current CBA does NOT guarantee faculty unshared space.
- 3) It is unclear to me whether the larger offices are intended to be 'shared' potentially by two faculty using them at the same time, or through some kind of alternate scheduling. If it is the former, it is probably important to recognize that this has been,

and is currently being, done in multiple places on campus. Faculty have been given options to share space. I believe all these spaces are approximately double the normal office space, rather than just slightly larger. I personally feel this 'size' issue is important. At one time I believe square footage of offices was part of our CBA. If we go forward with managing our space challenges with successively smaller offices, we'll have some nasty internal fights about who gets the 'good' (i.e. large) offices and who doesn't and why. If I had the opportunity to comment on the plan, I would have pushed the same idea that apparently [REDACTED] did at LT – fewer offices, regular sized, no sharing. If we need to have some 'shared' they should be double-sized, to be consistent with past practice. I believe this kind of change is still possible. Construction hasn't started.

- 4) We need to recognize that with fewer, unshared offices – and probably even if the current plan goes forward – someone will still be 'out in the mods'. We need to decide what upgrades are needed. [REDACTED] push the issue of hot water at the Senate, and was embarrassingly corrected. No one on campus has hot water, so let's stop using that argument. What is needed to make the modular offices acceptable? Let's push to get that done.

I will continue to do my best to represent faculty concerns in all venues that I can. Please let me know.

[REDACTED]

[REDACTED],

Thanks for including [REDACTED] in this discussion.

I recall the last sentences in the President's letter to the Faculty Senate President:

"Public Education Capital Outlay (PECO) funding from the State may be non-existent this year and for the foreseeable future, and thus we will need to collectively explore alternative and creative approaches to housing the University's faculty and staff. The Cabinet and I commit to you and the Senate that **these overarching discussions and considerations will include participation by the PBC's Safety and Facilities Committee.**" [emphasis added]

From the way the information regarding new space was presented to faculty, it is not apparent to me how the process fulfilled the President's promise in February that we collectively explore alternatives and use the PBC subcommittees as the venue for such discussions. I may be wrong, however, so I have included our representatives to the PBC SFC and the chairperson of the Senate Planning and Budgeting Advisory Committee on this e-mail. [REDACTED], [REDACTED] and [REDACTED], can you please let us know the level of participation the PBC, SFC and faculty in general had in this "collective exploration of approaches"?

Thanks again,

[REDACTED]

Dear [REDACTED],

Thanks so much for your firm support of faculty interests on this issue. This is infuriating and disgusting news, and further evidence of the ongoing failure of the campus leadership to listen to faculty voices and needs. We have said pretty firmly and categorically that we don't want to share offices. It also seems to me that this is another act of discrimination against SoBe - if we did move in program groups as originally planned, then we would be the only department whose main-

campus space consisted primarily of shared offices. This does not seem to be any kind of improvement from the situation we have now. The choices we are being offered - an eight year old cockroach-infested trailer with no hot water one mile from the center of campus, or a shared office - do not apply to other programs, and are an enormous challenge to the quality of student interactions and to faculty morale.

I completely support your proposal that all offices being created in the AB3 extension be for single faculty use. It is really important for the administration to remember how the nature of faculty work requires private space. Our job depends on our ability to hold private and confidential meetings with students and to have quiet, protected space for writing lectures and scholarly articles and book manuscripts.

Thank you again for defending our interests and keeping us informed.

Best wishes,

██████████

Hi, all. At this morning's leadership team meeting, I learned a bit more about the office space they are creating in Merwin Hall. There will be a total of 24 spaces for faculty offices. There will be 8 private 90 square foot offices, and 8 shared 130 square foot offices. Put another way, 8 faculty will get private offices and 16 will share. The offices will be available around Sept. 15th. Donna would prefer to move entire programs together, and she will give first priority to MOD people, but she said she won't force anyone to move. She also said that faculty would have the option of moving at the end of fall semester if they prefer doing so. If she can't get 16 current faculty to agree to shared offices, she will assign them to new faculty.

As you may imagine, the chairs were unanimous in stating that faculty won't willingly share offices, and that assigning new faculty to shared offices is a terrible idea. Although it seems the provost has already committed to the idea of shared offices, she is going to ask him to reconsider. I pointed out that they could create 18 private 90 square foot offices in that space, and everyone agreed that this would be a better use of that space; that is, 6 fewer spaces, but no one would be asked to share.

I'm assuming that no one is willing to share an office, even if it means staying in the MOD, but if you feel otherwise please let me know. I'll keep you all posted.

Hi, all. Regarding a possible office move for some of us, I'm going to ask the question in a slightly different way, and I'm going to ask everyone to respond only to me (not to all). First, I'll tell you what I know about the space (which is very little): The plan is to enclose the breezeway on the back side of Merwin Hall to create office space for up to 24 faculty. I was told that some will be small (80-100 sq ft) private spaces, and some will be larger, shared spaces (I don't know how many of each). By comparison, offices in the MOD are 120 sq ft. These spaces are designated as offices for A & S faculty. That's all I know for sure

Here's what I don't know: I don't know whether the spaces will be available by August or January. I don't know how many spaces will be offered to MOD and/or SOBE faculty, although I will advocate that we be given first choice. I don't know exactly how the space will be configured. ██████████ took a walk over there today, and looked at the space upstairs. I encourage everyone to do the same. My best guess is that it will be laid out in a similar fashion to the second floor offices above it, except the rooms will be slightly smaller (or shared, larger spaces).

Upstairs, there is a center hall, with 20 offices, 10 on each side of the hall. Each office seems to have a window, some looking out toward the swamp behind Merwin, some looking in toward an open patio area. I don't know whether there will be space for an office staff person.

I also don't know whether there's a possibility that some of the space could be turned into lab space. I've been told that it's office space, but I can ask whether it's possible to use some of it for lab space if anyone would like me to do so.

My question is, given this very limited information, would you personally prefer staying in your present space, or would you prefer to be considered for a move to the new space? if you have a preference to remain in a private office as opposed to sharing a space, please let me know that as well. [REDACTED], so please let me know before then. Some of you have already responded with your personal preference, so no need for you to do so.

Thanks!

[REDACTED]

Appendix D

Safety & Facilities Committee

June 15, 2012 Meeting

AB5 - 210

3:00 p.m.

SFC Members Present:

M. Banyan, S. Blanchard, W. Blood, W. Everham, B. Fuentes, B. Genson, J. Hehl, P. O'Connor-Benson, R. Rodrigues, M. Rollo

SFC Members Absent:

L. Johnson, S. Moore, SG Representative

Guests Present:

Provost R. Toll, Vice President S. Magiera, Director, Budgets & Management Services J. Baker
Faculty Members: H. Smith, A. Zaleski, E. Carlson, and M. Cole

1. Review of Minutes from the Previous Meeting – 5.09.12

- a. No Review took place, however, such a review will be completed at the 6.20.12 SFC Meeting.

2. Old Business:

- a. No old business was discussed.

3. New Business:

- a. Review of the possible Addition to Merwin Hall for faculty offices and potential for faculty having to share some offices.
 - This meeting was called by Co-Chair B. Genson in response to concerns about the above subject from various sources.
 - A brief introduction was provided by B. Genson in response to a request by administration to hold such an informational meeting. Facilities Planning is waiting on a response from administration to proceed with the Addition to Merwin Hall to facilitate as much of construction of such a project during the summer months and prior to the resumption of classes for the fall semester, 2012. Without a quick decision to proceed, the completion of the project will be jeopardized for use by the spring semester, 2013.
 - Additional information regarding the need for such faculty offices now due to the continued growth of the student population was provided by Provost Toll, and given the possibility of not receiving any Public Education Capital Outlay funding for the next few years. This project, among other things, is dependent on the BOT approval of a 15% tuition increase for students on 6.19.12.
 - A lively discussion of the situation followed with input from various faculty representatives present, SFC members, Provost Toll and Vice President Magiera.
 - In general, it was perceived from faculty comments that they would prefer a private office, no matter the size, instead of having to share an office.

- b. The following motion was made by W. Everham, seconded by R. Rodrigues:
 - **The Safety & Facilities Committee recommends to the Planning & Budget Council that sole occupancy faculty offices be created at the proposed Addition to Merwin Hall in which the sizes of those new offices are equitable and comparable to other existing faculty offices on campus.**
 - **The SFC also recommends to the PBC that, in the future, the PBC seek input from faculty regarding the sharing of offices.**
 - **Motion was approved by a unanimous vote of the SFC members present.**
- c. Co-Chair B. Genson will forward these minutes to Provost Toll and Vice President Magiera for further action as necessary.

4. Adjournment of Meeting by unanimous vote: 4:30 p.m.

5. Next Meeting:

- a. 6.20.12 – AB5-210 at 3:00 p.m.
- b. The primary agenda item will be a presentation by R. Rodrigues and W. Blood regarding information developed in consultation with Marc Laviolette and the impact(s) of space planning efforts on class enrollments.
- c. Note: B. Genson's attendance at the 6.20.12 SFC meeting is problematic due a personal situation, however, he will make every effort to attend the meeting. In the potential absence of both regular Co-Chairs, R. Rodrigues and W. Blood have been given permission by B. Genson to chair the 6.20.12 meeting.

Minutes written by Barrett Genson--6.16.12