

**IUPUI**  
**Academic Plan Action Team Summary**

**Goal #4: Enhancement of the Resource Base**  
**Category E: Space Issues**  
**Topic: Space Shortage**

**Committee:**

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**Committee Charge**

Some units (like the School of Science, the School of Liberal Arts, and the Administration building) seem to have severe space problems. Are there possibilities for expansion? Funding sources for new buildings? It could be worthwhile to give a careful look at installing trailers and other inexpensive temporary structures to alleviate severe space shortages, if they are hampering *research and* teaching activities.” (See note below related to research activities)

*Note:* It was the opinion of the Space Shortage Academic Action Plan Team that space shortages related specifically to research activities carry a much different set of issues than those related to teaching activities. Given that research space is the focus of the charge for Goal 2.C – Enhance infrastructure for research and creative activities (Space Planning), the Space Shortage team will address issues related to instructional space. (The report for Goal 2.C.- Enhance infrastructure for research and creative activities (Space Planning) was submitted a couple of weeks ago.)

**Introduction**

Whether real or perceived, space shortage is an issue that continues to be a challenge for IUPUI. With limited resources, there is competing need for faculty offices, research laboratories, classrooms, informal learning space.....the list goes on. Certain schools/programs seem to have a significant challenge while others appear to have a stronger resource base as it relates to space. In either case, however, there seems to be a continued competition for campus space.

**Assessment**

The challenge with respect to assessment is in determining what is “real” and what is “perceived.” A perceived need seems to permeate most levels of campus life and a real need is most obvious in a school like Liberal Arts where faculty have offices in rooms no larger than broom closets which are not even in proximity to their central academic offices.

In addition, the best use of space is often debated as competing interests and sound pedagogical needs conflict. With recruitment and retention in mind, when we contemplate what is the best use of space for our students, the research would tell us that good use of classroom and teaching lab space in a student’s major degree program is far more important in the eyes of the students than are gathering and informal learning spaces:

[http://appa.org/files/FMArticles/fm030406\\_f7\\_impact.pdf](http://appa.org/files/FMArticles/fm030406_f7_impact.pdf)

In addition, there is often an inherent conflict in priorities between seating capacity needs and initiatives to create space for interactive pedagogies in classrooms because the latter routinely diminishes capacity. Please note that an underlying premise as we move toward the future is that the new Campus Center should provide enough space for student organizations, freeing up other spaces on campus from those activities. It should also help with the very low s.f./student metrics as it relates to informal/lounging space.

In order to make an accurate and complete assessment of whether there is a space shortage and where it is more pronounced, accurate and complete data is necessary. Sources of data:

- **Space Utilization study from the Bureau of Facilities Management:** This report should include utilization data on the following:
  - General Inventory Classrooms -- (assigned by the Office of the Registrar)
  - School/Department controlled classrooms -- (assigned by the Academic Unit)
  - Teaching lab space
  - Other space usages – (i.e., Library auditorium)
- **Classroom projection project:** Using Bureau data, a project has been underway for some time that attempts to have agreed upon assumptions regarding future enrollments

and classroom square footage per station requirements. Once the assumptions have been agreed upon, projections regarding the needs for classroom space can be done. Determinations should also be made regarding under-utilized classrooms and how those spaces can be made more productive for fulfilling campus needs.

- **Waitlist reports:** <http://registrar.iupui.edu/waitliststats.html> These reports reflect classes in which student demand remained unmet after classes began -- students remained on the waitlist, did not get added into the requested class for that term. However, due to the structure of the SIS waitlist system since Fall 2004, the usefulness of this data is somewhat limited.
  - For example, if a student wishes to waitlist ENG-W 131 and is willing to take any of 10 classes, they would put themselves on the waitlist for each of those 10 classes (making it appear as though 10 requests were unsatisfied when it was only one student needing one class).
  - Also, some of the students who remain on the waitlist are actually enrolled in the class but have waitlisted a more preferred class meeting time. These would appear as unsatisfied waitlist requests when, in fact, the student is enrolled in the course.
- **Notes from Schools/Departments on their perceived space needs.** Determine if perception can be verified with data.

### **Strategy**

While the debate on space usage will continue, decisions on the best use of space should be based on our core mission. In the majority of cases, space should be prioritized to those revenue-generating, academic-based requirements for space; special events and other non-academic uses of space must be assigned lower priority. In addition, a space management approach needs to be flexible and responsive to changing academic needs in the market and on the campus.

For example, teaching lab space limitations in Science has resulted in a bottleneck in the academic programs in Biology and Chemistry. This is at a time when the campus and state are engaged in promotion of the life sciences initiatives. As those initiatives expand, there is a real need to be able to react with more room to grow for those needing various sciences classes. There is certainly a need for careful, diligent assessment, big picture mentality, and flexibility.

All of this requires a centralized authority to *efficiently* allocate general inventory classrooms and other shared space in order to maximize utilization and effectiveness. Laboratory, classroom and conference room space should be inventoried within Schools and the use assignments should remain within the units that pay the space assessments.

In addition to space shortage issues, which are the immediate concern of this action team, there are also space renovations, required maintenance, new building construction, etc. The activities surrounding these projects need to be coordinated with all stakeholders if we are to effectively use our limited space and make reasonable accommodations as space is being renovated. The need for central coordination has recently been made quite apparent by several initiatives surrounding Cavanaugh Hall. Since Cavanaugh is a space utilized by a large academic unit on campus as well as many of the central Enrollment Services offices, disruptions in that building could have significant impact on constituents and requires careful planning. While all involved in the many Cavanaugh initiatives are well-intentioned with a job to do, it is clear that as a campus, we have an opportunity to improve in our coordination, communication, and implementation of space changes.

Temporary structures (such as trailers) could always be considered to alleviate an immediate need. However, careful, detailed analysis of the true need, best use, etc. requires a time commitment and scope well beyond that of this academic action plan team and its members.

### **Recommendation**

This Action Team unanimously agreed that proper, thorough investigation and analysis of teaching space needs goes far beyond what can be accomplished in this small group. To begin, for a comprehensive plan, all space needs and issues should be addressed as a whole. To parcel out space issues to different groups diminishes the potential overall impact and renders an overall strategy inefficient.

It is the recommendation of this Action Team that IUPUI form a Space Management Advisory Committee charged with involving potential stakeholders and coordinating a well-informed recommendation on space

requirements based on core mission, academic unit needs with an eye toward flexibility and responsiveness. While decisions would need to be made at the campus administration level, a space management planning group could assist with analyzing, monitoring, reacting to academic needs, etc. and could provide input on space management recommendations made by those administratively responsible for campus space management. (The Assistant Vice Chancellor for Facilities is administratively in charge of campus space management and would, therefore serve *ex officio* as the co-chair of the group.).

An effective Space Management Advisory Council requires the right mix of campus experts to represent stakeholders. This group, much as the Budgetary Affairs Committee, should be appointed by Faculty Council or campus administration and should be composed of school representatives and representative of various support services such as Office of the Registrar, UITS, AES, Office of the Dean of Faculties and Campus Facility Services, Fire Protection Services. It is also recommended that the campus authorize the committee to hire a space consultant who can review space utilization and provide “what if” analyses for various uses of campus space resources. This could be particularly useful as it relates to departmentally assigned space.

### **Implementation**

Campus administration approval and sanctioning of the IUPUI Space Management Advisory Council (SMAC) Team detailed above.

Office of the Registrar to submit draft policy for General Inventory classroom scheduling following the guidelines set forth by IUPUI Faculty Council when the most recent class time module was implemented. This policy should be presented for IUPUI Faculty Council approval and then used as a basis for space assessment with respect to General Inventory classrooms.

Office of the Assistant Vice Chancellor for Facilities to provide classroom projections study outputs and reports regarding space standards and benchmarks. Also, she will identify a prospective space consultant once scope of study is identified. She will also convene the SMAC once it has been appointed.

### **Assessment**

IUPUI Office of the Registrar to publish class module usage reports on a school-by-school basis reflecting academic unit compliance with standard time modules.

Space utilization reports to be analyzed by SMAC on an annual basis to assist in future space decisions.

Annual Deans’ reports

## **Strengths, Weaknesses, Opportunities, Threats**

### **Strengths:**

1. Win/win attitude with parties involved in dealing with scarce resources
2. Direct connection of space management to facilities management organization ensures potential solutions/assignments are technically feasible
3. Strong collaborative relationships on classroom management (UITS, LEC, Registrar, and Facilities)
4. Space management tools available through Bureau of Facility such as space inventory and floor plans

### **Weaknesses:**

1. Lack of space and no funding for acquiring additional space or reconfiguring space for more effective utilization
2. Competing initiatives (classroom station size, maximizing space/people in the classroom vs pedagogical needs and styles)
3. Under- resourced campus space planning – Space programmers are in Bloomington, space data management is done from Bloomington, etc.
4. Unreasonable expectations from the campus community because various needs/requests have been historically accommodated
5. No professional space planner on IUPUI's campus (not data driven)
6. Lost classroom space (Mary Cable, 38<sup>th</sup> Street Campus) has not been replaced
7. No classroom building in the planning stages
9. Space management is not well-understood by campus stakeholders.
10. The sheer lack of space makes it impossible for academic priorities to be fulfilled

### **Opportunities:**

1. New classroom scheduling modules have resulted in better distribution of class times throughout the day, resulting in better use of classroom space. Need to continue that improvement.
2. Campus Center will provide space for student activities removing the special event stress from classrooms
3. Vacated space from the Campus Center occupants provides short term relief for some classrooms and faculty offices

### **Threats:**

1. Each semester there is the looming threat that classes will have to be cancelled due the lack of space
2. Needed faculty will not be able to be hired/retained because of the lack of adequate faculty office space and classroom space
3. Using temporary space for classrooms creates poor learning environments
4. Poor space gives the appearance of haphazard planning
5. The possibility exists that faculty are adjusting the way they teach due to the limited availability/flexibility of classrooms close to their academic unit