THE CULTURE OF SPACE AT KU

MINDFUL STEWARDSHIP: CULTIVATING AN EQUITABLE AND SUSTAINABLE SPACE CULTURE

2024 STAFF FELLOWS
FINAL REPORT

Contents

Opening

KU is committed to providing high-quality facilities across its campuses, and stakeholders benefit from having equitable space to work, teach, research, serve, congregate, engage, and learn. Consistent with this commitment is a responsibility to optimize the space needed to accomplish the university mission as defined by the 2024 Master Plan and Jayhawks Rising strategic plan. Maintaining the university footprint represents a significant portion of the budget. Consistently exploring ways to contain these costs and efficiently using the available space is paramount to sustainable success.

Space utilization is a significant issue on the KU Lawrence campus. The University of Georgia makes the following statement, which KU Space Management Policies echo, "Schools, colleges and individuals don't 'own' the space they use. Space is a resource to be managed in support of the mission of the university the same way we manage our fiscal and human resources" (Fahmy, 2017). This accurate and simple statement contains several nuanced meanings. After researching the topic in depth, the Cohort recognizes how leadership allocates space has less of a logical reaction and instead, can be fraught with strong emotions by stakeholders at all levels. The word 'own' is highlighted in the quote above because it reflects the deeply personal feelings attached to space management witnessed from individuals and units across campus. These visceral feelings often lead to resistance to change in the face of the broader needs of the entire campus.

In researching this critical topic and how best to offer insight to the campus operations team on changing this ownership-focused culture on the KU Lawrence campus, the 2023-24 Staff Fellows Cohort reviewed and analyzed related interactions or disparity with the emerging Campus Master Plan presented to the campus community in November 2023. To keep the scope of the project manageable within the time frame allowed, the Cohort focused on three research areas: internal, external, and literature review. After breaking into these three groups, each group researched and evaluated the culture of space and its utilization across a variety of lenses.

Through the research of space through the three groups, there were items uniquely identified by each group but common across all of them. The Cohort recommendations are aimed at strengthening the campus community with the goal of improving the three strategic priorities of the Jayhawks Rising strategic plan: **Student Success**, **Healthy & Vibrant Communities**, and **Research & Discovery**.

/ Executive Summary

The Charge

The Cohort collectively evaluated the current culture, policies, and space usage processes, addressing challenges anticipated in implementing the proposed changes to space usage on campus. Through the Discovery process, the Cohort researched space management best practices in higher education, gathered data from peer institutions, and collected qualitative and quantitative data from KU leadership.

Based on these findings, the Cohort formulated recommendations to assist leadership in aligning faculty, staff, and students with necessary campus space changes in support of the 2024 Campus Master Plan.

Cohort Recommendations:

Policy & Procedures

- Structure and Implement Space Committees (Learning Space, Workplace, Research, Outdoor)
- Expand Staff within Space Management (restructuring building/facilities manager role or new hires)
- Expand Existing Annual Space Audit (full-campus)
- Re-evaluate existing space policy/procedures/policy adherence
- Create Centralized Request Process for Scheduling, campus-wide (excluding research and office space)
- Reduce Space Exceptions

Communication & Changing Culture

- Craft a comprehensive strategy for the effective deployment of a communications plan. •
- Re-education, Training and Professional Development for the Lawrence Campus.
- Cultivate a collaborative environment with space management

Recommendations for Further Research

- Processes and Resources for decreasing physical space needs.
- Charging for Space Usage by Internal Users, including Renovation and Upgrade Costs.

The Value

The comprehensive assessment of KU's existing space culture, policies, and utilization proactively reveals anticipated challenges throughout the implementation of revised policy and cultural shifts. These challenges provide an opportunity for leadership to adopt informed, strategic decisions and recommendations targeting barriers that may prohibit an otherwise successful execution of the 2024 Campus Master Plan.

/ Discovery

Literature Review

Connecting Space Vision to Jayhawks Rising

KU developed a master plan of space around campus to define the future needs of the university. The primary goal was to ensure the physical campus supports and advances the three priorities set forth in the Jayhawks Rising strategic plan.

"To become a resilient institution that is sustainable for the benefit of future generations."

Our Shared Aspiration - KU Campus Master Plan

In November 2023, the completed 2024 Campus Master Plan was presented to the campus community. The 2024 Campus Master Plan was a culmination of input from various interviews, surveys, and workshops. A keystone vision within the KU Master Plan reads, "To become a resilient institution that is sustainable for the benefit of future generations" (University of Kansas Campus Master Plan, 2024).

This keystone vision is an important foundation to the way space is viewed in the current and future state of the space utilization of the university. The space vision should build upon performance goals outlined in the 2024 Campus Master Plan to build a culture of stewardship that guides every action related to space management. Finally, the space vision needs to be inclusive of the research and service themes identified in the 2024 Campus Master Plan.

Research Themes in Campus Master Plan	Service Themes in Campus Master Plan
Development Across the Lifespan	Indigenous Populations
Earth, Energy, and Environment	Rural Populations
Human Experience in the Digital Age	Underrepresented Minorities/Students of Color
Safety and Security	Military and Veterans
Molecules and Medicines	International Students

Cultural Change in Space Management

The unique challenge to addressing space utilization across the Lawrence campus is the change in culture, or the perception of space ownership and usage. In reviewing change management models in higher education and private institutions, the components of a successful model to support the shift in culture are: open support and commitment from administration, development of a vision for the change, creation of support groups, instillation of a collaborative and solutions-oriented environment, professional development for change leaders, celebrating short term successes, and transparent communication of why the change must occur throughout the entire change implementation.

Space Management at KU

The University of Kansas currently has a Space Management office, with policies, procedures, and structure in place to achieve the mission to "help build a vibrant and sustainable KU community by providing spaces that empower the success of KU students, researchers, faculty, and staff" (University of Kansas Space Management, 2024). The University Space Management office is charged with assigning space for non-research related activities on the Lawrence campus, as outlined in the University of Kansas Space Management policy (University of Kansas Space Management Policy, 2020). The same policy indicates the University Research Space Management Committee is charged with making recommendations to the Provost for research-related assignments.

The University Research Space Management Committee exists in name only. It has not been a functional committee implementing Research Space Management procedures for a long time. Instead, the University Space Management office currently (1) hosts all processes for requesting research, lab or classroom and office space, (2) liaises with the Office of the Registrar for classroom space requests, and (3) serves as the initial contact for additional space requests. However, other offices across campus also have request processes for differing types of space requests; these include, but are not limited to, the Office of Business & Financial Planning for leased space, and various space reservation request processes for event-based space in academic, unions, housing, athletics, and library spaces.

The University Space Management office provides communication regarding campus space information, including the types of spaces on campus, how departments and units should allocate employee workspace, hoteling space, how to physically change locations on campus along with how to update information about existing space on campus, and office standards.

While housed within the larger University Operations unit at KU, there is only one full-time staff working within the University Space Management Office – Director of Space Management, Karen Lavendusky.

Space Committee

The creation of groups or subsystems to assist in tackling the change of space culture will provide an opportunity to incorporate bottom-up and top-down change models, instill a holistic approach with a diverse group of people across the organization, and develop an avenue of communication between leadership, the group, and other members of the organization. A noticeable group developed by several higher education institutions are space committees which are ingrained in the space management process at their organization.

Space committees, when structured and implemented effectively, can positively influence decision-making and consensus on university campuses. Consideration should be given not only to who makes up the membership of a space committee, but also to the scope of a committee's responsibilities as well as relevance of the requests received.

EAB's (formerly known as the Education Advisory Board) Facilities Forum has conducted research to identify the three most successful structures of university space committee models. Utilizing one of these models leads to improved utilization of space by "improving space governance efficacy and decision-making processes" (EAB, 2016).

GATEKEEPER MODEL
The first is the gatekeeper model where a single person (the 'gatekeeper') is the first reviewer for all space requests. The gatekeeper identifies which requests should be moved to the space committee for further review while approving small projects or other in-scope requests that do not require space committee approval. While this model protects the space committee's time by prioritizing the most important decisions or space requests, it does require more of the person(s) in the gatekeeper role.

BICAMERAL MODEL
The second is the bicameral model which establishes a tiered structure of space committees (for the purpose of this description, 'junior' and 'senior' committees will be used as the designators to indicate levels). The junior space committee serves as the reviewer of all space requests relevant to their scope, approving requests and projects as able (like the gatekeeper), and then sends relevant or significant decisions 'up' to the senior committee. This model involves significantly more people due to the multiple levels of committees but is also able to take on additional responsibilities within the junior committees compared to the gatekeeper model. This model further guards the time of those on the senior committee.

EMAIL-ONLY RENOVATION COMMITTEE
The final is the email-only renovation committee which shifts all engagement of the space committee to an email-only structure for requests, increasing flexibility and decreasing time commitment of committee members. EAB's Facilities Forum indicates that in situations where this model has worked successfully, it was only implemented after institutions had already established an in-person committee structure and trusted space request processes that had been in place for one or more years.

"No matter which committee structure you use, clarifying the decision-making process is crucial for success. When people don't understand how the process works, they are more likely to use informal channels and circumvent the space committee" (EAB, 2016).

Collaborative and solutions-oriented environment
Instilling a collaborative and solutions-oriented environment during a cultural shift can produce buy-in and build trust amongst stakeholders. With support of a space committee, valuable feedback from organization members can be filtered to address concerns about the culture change, incorporate valuable input into decision-making, and adjust strategy when addressing cultural resistance. This allows the change management model to be fluid to unexpected changes or unique circumstances based on feedback from key stakeholders.

In addition to creating channels of communication, the integration of bottom-up and top-down influences are important with organizational change. According to Briody, Rodriquez-Meja, and Berger, research demonstrates staff working in higher education provide a holistic view due to their specialized roles and position as front-line employees at the university (Briody, Rodriguez-Meijia, & Berger, 2022). Actively recognizing staff as change agents is a beneficial strategy to support organizational culture change and encourage a holistic outlook to members who may be more resistant to change in space utilization.

Leadership
Cultivating leadership opportunities at the university, including professional development, communication, and empowerment, will produce a valuable resource to support culture change. An important change model strategy is to distinguish the difference between change management and change leadership. Change managers are skilled at harnessing changes within their control, but change leaders are "the driving forces, visions, and processes that fuel large-scale transformation" (Ellucian, 2021). To lead the change in space utilization, change leaders must have open support, commitment, and transparent communication from administration that clearly outlines why this culture change must occur for the university to succeed.

In addition to establishing the definition of a change leader, an investment in leadership development can foster talent and expand employee skills, strengths, and knowledge. An example of professional development for leaders in higher education is the creation of growth plans that may be incorporated with annual performance evaluations (Baker, 2023). The growth plans provide clear objectives of the university's goals, how the leader can support this in their role, and allow for the employee to request additional training for skills they need to be successful.

Communication & Training
There needs to be clear, transparent, and consistent communication with all members of the organization about the change and why culture change is necessary. Communication of the culture change is effective when distributed by leadership across the organization, but deploying a consistent message through a variety of channels will reinforce culture change to different groups.

Research by Bamford and Forrester demonstrates that middle managers are essential in communication about change and drive the direction for the organizational change (Bamford & Forrester, 2003). The inclusion of middle managers in the communication plan will reinforce the rationale behind the space culture change within their areas

of influence, and open channels for discussion that may contribute valuable insight to administration. In addition to a top-down and bottom-up communication model, a key strategy often missing in change management models is training managers as leaders. A study conducted by Phillips & Klein showed that nearly half of participants learned how to conduct change management on the job, and the remaining majority learned from books and academic articles (Phillips & Klein, 2023). Successful communication and training plans need to create tools and training for employees to proactively prepare them for this change and equip managers to lead as change agents.

Benefits to Stakeholders

All campus stakeholders will benefit from the results of proper space utilization. Clearly communicating those benefits throughout the process of culture change reinforces the message and convinces more individuals to become change agents.

As the Master Plan discovered and the literature review cohort's research reinforced, enhancing the functionality of classroom, research, and other campus spaces and aligning research partners closer to synergistic collaborators can shorten student travel time and encourage more cross-department interaction opportunities (University of Kansas Campus Master Plan, 2024). Collaborative spaces and additional flipped-style classrooms encourage student engagement and team building while improving attendance and learning opportunities over time. Additionally, redesigning spaces for future flexibility allows for superior adaptation to changing students' interests, industry needs, and anticipated major enrollment changes.

Creating additional, intentional outdoor spaces improves employee and student experiences, reduces employee turnover, reduces student drop rates, and improves mental wellbeing for everyone on campus. Spaces can be created where organic social justice demonstrations can take place, to rethink accessibility, expand the Hawk Route, and overhaul buildings to be more sustainable leading to further cost avoidance via lowered utilities, attract new students, support recruiting, and help do be proactive advocates for environmental progress.

Effective space conceptualization increases the efficiency of university resources. As an example, one successful case study completed by Western Kentucky University resulted in over $185,000 of savings over the course of one summer (Ad Astra Information Systems, 2012). Actively tracking university space utilization across campus avoids unnecessary costs with fewer empty spaces requiring utility usage when unoccupied, while also meeting Kansas Board of Regents (KBOR) requirements and avoiding censure. In addition to avoiding costs, space conceptualization allows KU to develop revenue streams via the Jayhawk Hospitality initiative and similar ventures. The cost avoidance and additional revenue streams would allow KU to redeploy financial resources to other strategic needs such as increasing employee wages across campus and addressing the $750 million deferred maintenance costs. Effectively utilizing space on campus increases the university's public image and marketing, allowing KU to recruit candidates and become more competitive in the education and research industry.

External Research

The Cohort researched peer universities to compare the varying cultures of campus space. KU is not the only higher education institution facing challenges surrounding space utilization. The team conducted six interviews with Space Management representatives from five institutions: the University of Kansas Medical Center (KUMC), the University of Oregon (UO), Indiana University (IU), the University of Missouri Columbia (UMC), and the University of Virginia (UVA). Resources included live interviews and published website information. *See Figure 1.* During discussions with each university, several similar themes across all universities. The topics include ownership vs stewardship, space assessment, funding of space allocation, and assigning space.
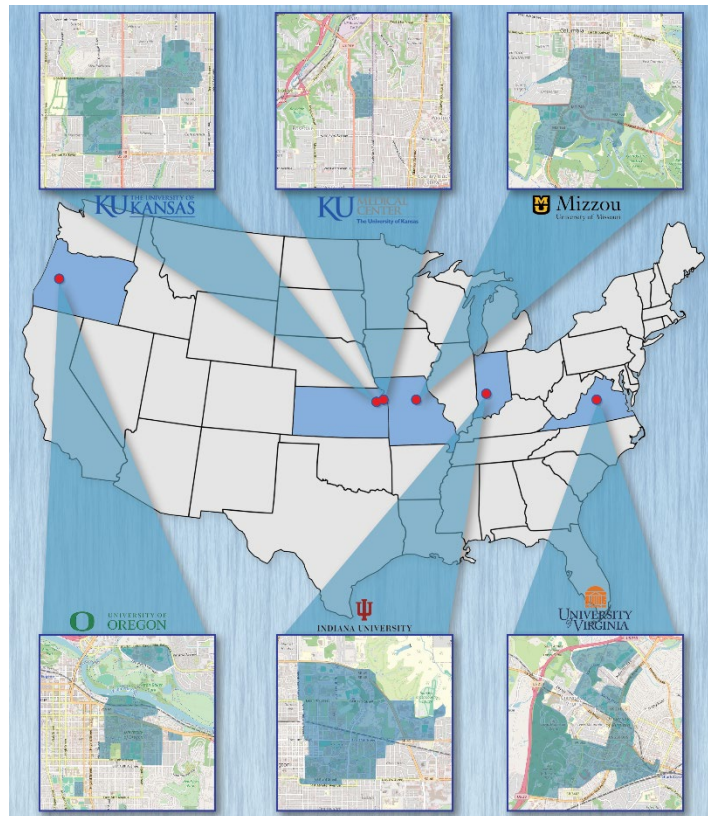

Figure 1 Map of Universities Interviewed

The Culture of Ownership vs Stewardship

Each university has a common challenge where faculty and staff develop a possessive attitude towards allocated spaces. With a culture of ownership versus stewardship, the optimal and efficient utilization of space may be limited. Ownership is often supported by traditional office protocol from a generational perspective along with prior grant and research history. The desire to change this perception is universal throughout all the department leaders. Each space department leader is looking forward to an evolution of space culture. This evolution arises from the hope that, as the culture in society continues to shift from being able to work remotely and constant evolutions in the research cycle, the attitude of space ownership shifts.

As Gerald Morgan, the Director of Space Planning and Management at the University of Missouri Columbia defined it, "People keep thinking of it as 'their' space and its really university space" (Morgan, 2024). This sentiment was echoed in each of the interviews. Karen Buckrop, Director of Space Planning and Utilization at Indiana University agrees. "Most people feel like they have ownership over their space. It's really a personal thing" (Buckrop, 2024).

The key hurdle in changing the culture around how space is utilized is to get people to understand ownership versus stewardship of space allocated to the unit by the university. "Some of that is generational," according to Tom Morrison, IU's Vice President of Capital Planning and Facilities. "Some younger faculty and staff come at us without some of the expectations held by older generations." This is a positive trend he hopes to see reflected in campus culture moving forward (Morrison, 2024).

Space allocation should be approached in an equitable way and be appropriate to the task or the work the department is doing, according to Esther Foss, the Assistant Director of Space Management at the University of Oregon. Foss believes the best partners are those units willing to look at the overall gestalt at what the university needs are. Currently, those partners are few.

> **"The state of Kansas owns this space. This is not yours because you have pictures […] here."**
>
> *- Leigh Ann Arbuckle, Space Allocation Administrator at the University of Kansas Medical Center*

"We occasionally have units that are realistic - often in the research area. Research grants cycle quite a bit, some are willing to change their space - it just doesn't happen very often" (Foss, 2024). She wants this kind of cultural shift to come from leadership, such as a President or Provost, by modeling it and implementing this change in culture. Recently, a transition to a new President and Provost at UO has Esther hopeful these fresh perspectives will take people out of their comfort zone towards stewardship.

> **"People are prospectors; they want to try and get control [of a space] first. We don't assign space based on dreams of growth, thinking you *will* grow. *When* you grow, then we'll hit that mark."**
>
> *- Tom Morrison, Vice President of Capital Planning & Facilities at Indiana University Bloomington*

Communication focused on the stewardship of university space through leadership and operations may drive a shift in culture desired.

Assessing Space / Annual Space Surveys

Assessing current space, assigning space, and reallocating unused or underutilized space are the primary functions of the Space Management department with support from the space committees. Other common discussion points affecting space assessment included ongoing deferred maintenance issues, keeping up with maintenance for aging buildings, hybrid working conditions, and outdated generational conventional office set up.

Annual assessments of current space occur at three of the five universities interviewed. Many of the surveys take place in the early spring semester with a two week to 30-day turnaround. Much of this information is self-reported, and few universities can validate the survey results. The annual space survey packet includes instructions, glossary, roles, and definitions along with room type codes, room use function among other information.

Areas of focus include reporting on campus spaces while faculty, students and staff are working, researching and teaching in the office and remotely, and coding space utilization information through using a standard coding of room type codes and room use code.

Annual surveys are held by the University of Virginia, Indiana University, University of Missouri, and the University of Michigan (Appendix 5). Tom Morrison of Indiana Bloomington completes an audit following the annual survey information. The University of Oregon primarily does an assessment (audit) at the time of a subsequent space request submission.

At the University of Michigan, Space Analysis denotes its role as "the official steward of university space and location data" (Appendix 5). "Space Planning and Management's mission is to translate MU's instruction, research and public service programs into physical facility needs" is a University of Missouri's guiding principle.

The size of the different university Space Management departments varies based on the processes used at the university. UVA is decentralized, thereby creating the need for more people to support the process. Oregon has double the square footage but fewer buildings to manage and has a department of three people to provide the services of annual surveys and space assignment and management for the University.

The graphic below demonstrates the scope of responsibility and each department management teams' size (Figure 2).

Roles and responsibilities by person vary in title and level from space analyst, leasing manager, and campus planning. Many of the universities have space committees in place. The membership of the space committees ranges from 10-22 people, with representation from faculty, staff, students, and executive leadership (Appendix 2).

SPACE SNAPSHOT

	Estimated Gross Square Footage	Buildings	Employees	Students	Space Management Department Size
KU MEDICAL CENTER The University of Kansas	2.4m	46	5,460	3386	1
KU THE UNIVERSITY OF KANSAS	10.5m	201	5,141	25,469	1
Mizzou University of Missouri	7.37m	211	11,180	31,121	7
UNIVERSITY of VIRGINIA	7.87m	306	10,000	23,721	12+
UNIVERSITY OF OREGON	9.43m	80	5,600	23,202	3
INDIANA UNIVERSITY	18m	573	10,000	47,527	5

Figure 2 University Space Snapshot

An example of charges and responsibility of the University of Oregon's Campus Planning Committee is as follows:

> "The Campus Planning Committee shall advise the university President on long-range campus development regarding the design of the campus, including buildings and landscaping, and to policy issues related to transportation. The committee shall ensure that all development is in compliance with the current Campus Plan. The Campus Planning Committee's duties shall include the following:
>
> 1. Serving as the primary author of proposed amendments and periodic updates to the Campus Plan;
> 2. Verifying the conclusions of the Biennial Capacity Plan as required by the Campus Plan;
> 3. Reviewing proposed development project designs for compliance with the Campus Plan;
> 4. Serving on architect selection committees for development projects;
> 5. Serving on project user groups; and
> 6. Reviewing policy issues related to transportation to determine their consistency with the university's transportation plan."

Assigning Space and Requesting Space

Overall higher education uses a space request form for all units to use to submit information to the appropriate space committee for consideration. The form provides consistent information to consider and standards to follow. Space data can be used by other systems such as procurement, IT, Plan operations and maintenance and first responders. (U-M)

Per the Indiana University Space Request FAQ: "Academic, administrative, auxiliary, and other units of the university all have dynamic needs for space. All requests for changes – including a unit seeking to repurpose existing space already in use by the unit for a different type of need, or a unit seeking to acquire additional space for growth – must be documented in a Space Request Form" (Appendix 1).

Once the form is filled out, it is sent to, reviewed, and approved by the assigned space committee. In the case of UVA, it is reviewed by both the Space Leadership Committee which is meant to develop and lead in the strategic planning process benefitting the university and the Space Working Group who is charge with optimizing resources and providing space solutions.

IU approaches the space committee's main function by stating, "The committee's main function is to evaluate space requests generated by executive leaders in academic and administrative units and provide recommendations to the university president for final approval. Deans, vice presidents, chancellors/vice chancellors, provosts/vice provosts, and executive directors (or their chosen delegates) are examples of those who may submit requests to the committees for consideration. The space committee evaluation process is intended to review requests that have already completed a unit's internal vetting prior to submission and should be taken as a serious statement of need for future successful work pursuits of the requestor and their unit" (Appendix 1).

"Many are convinced if they allow their space to be 'given up' they will never get it back."

- Esther Foss, Assistant Director of Space Management at the University of Oregon

Funding for Space Allocation

It is most common to use a centralized state budget allocation model to fund the operation and management of university buildings and space. The other option is a departmental model, where a unit is charged based on assignable square footage (ASF).

State and University funds are distributed based on institutional and strategic initiatives. Many universities are asked to follow, and fund deferred maintenance on a certain schedule as directed by their governing boards. Central administration, in consultation with departmental leadership through budget construction, oversees the distribution of funds to various departments and academic units. Indiana, Oregon and KUMC are funded through the process.

As departmental growth changes and the research cycle shifts, costs for reallocation of space are often supported by the group creating the displacement of others. Grants and donor funding can also alleviate some of these costs, but this is the general approach.

Both Indiana and Oregon occasionally employ a cost sharing mechanism. According to Tom Morrison, the "pusher pays" – meaning if one unit is growing and takes on more space that would displace another unit, the initiating unit is sometimes responsible for paying for the relocation of the displaced unit.

At UVA, the process of charging departments or academic units for space is based on ASF. These rates are based on a combination of factors, including the type of space, its location, and the associated expenses related to utilities, maintenance, renovations, and depreciation of facilities. Rates may vary depending on whether the space is used for administrative purposes, teaching and research activities, or specialized functions. Units or schools are billed for their space usage based on the applicable rates and the amount of ASF allocated to them.

Indiana previously charged for square footage, but it did not affect how people view space, there was still a possessive mentality. "It got baked into their budgets" and "didn't change anyone's behavior" per Tom Morrison.

MU started the process of charging for space but ultimately did not continue this process. While they were communicating that they were going to charge for space units started to give up space. "When we rolled out this potential model, amazingly in a two-year period I started getting space back from different colleges and schools which was huge. Then it got put on hold because there were a lot of reasonable and good questions about it." per Morgan.

Internal Research

The Cohort collected pertinent qualitative and quantitative information from and among faculty and staff to evaluate the existing culture of space utilization at Lawrence campus. Over a span of five months, the following approaches were taken:

- Conducted interviews with key stakeholders: Barbara Bichelmeyer, Callie Long and Karen Lavendusky.
- Engaged in interviews with four stakeholders in leadership roles: John Curran, Julie Murray, Jeff DeWitt, and Mark Reiske.
- Organized four focus groups, inviting 41 participants, both in-person and online, to include Building Managers/Facility Managers and individuals in leadership roles.
- Distributed a Culture of Space Survey to over 200 participants, focusing on awareness, perceptions and experiences with the existing space management office, policies, processes and the campus culture surrounding space.

Understanding the culture of space is a challenging yet crucial aspect when considering any changes. The goal was to ensure a wide range of perspectives were considered, and allowing participants to contribute to the discussion. This approach provided a deeper insight into the requirements for KU's future space management strategies.

Key Stakeholders and Stakeholder Interview Findings

The key stakeholders were asked to explain the current processes in place for space inventory and space requests. Karen and Callie provided detailed information about the current space allocation process on campus. Their responses were very similar and would ideally be carried out in this way.

- Someone in the department, typically the Chair or Building Managers/Facility Manager, would put in a request for a change to space or additional space with Karen in Space management either via email or as the space policy dictates, a request thru the Maximo system.
- Karen would conduct a walkthrough of the space to get a clear idea of current usage.
- Once a walk-through is finished, the department would discuss their needs with Karen.

Themes that were revealed in the Stakeholder Interviews are as follows:

- There is only one person to conduct the walkthroughs and survey all the spaces that need changes.
- There are circumstances where some of the unit leaders are intentionally misrepresenting where their people are working (on campus vs. hybrid or remote) so that spaces aren't taken away from their department. For example, units claim staff are on campus more often than occurs and may not have worked on campus since the COVID-19 pandemic.
- The information communicated about a space change is not regulated or consistent nor is it understood who should be communicating these changes.
- When units request more space or when buildings are taken off-line, there is not a clear-cut policy on how and what is to be communicated to all impacted staff/faculty.

The way cost and/or funding is tied to space allocations by department was a topic of discussion as well. Callie Long, Vice Provost of Operations, explained that currently funding/costs are not directly tied to space allocations by unit unless the work group is forced to move space to accommodate another change (forced move). On the topic of funding space, there is a difference in who is responsible for funding the space changes based on the type of update being performed. The unit would be expected to fund the changes when the space is a:

- Departmental space and the change that is needed is purely cosmetic.
- Departmentally scheduled classroom or lab.

Whereas, if the request is needed due to a safety hazard (i.e. the installed carpet is a trip hazard or in a centrally scheduled classroom), then facilities would be responsible for the cost. As previously mentioned, charging units for

the occupied spaces on campus is used at many universities but has not been studied at KU. It should also be noted there are currently units/schools that are charging other departments to temporarily use their space.

While trying to gain insight on the current culture of space at KU, stakeholders were asked what their views were on the culture of space on the Lawrence campus.

Jeff DeWitt, Chief Financial Officer, stated he noticed there is a sense of "entitlement" with space on campus. Barb Bichelmeyer, Provost, stated there is "no stewardship" surrounding space here on campus and that needs to change. When culture of space was the topic, Mark Reiske, University Architect, echoed all KU employees must be "stewards of space" in a time where there are departments that deserve more space and other departments are currently significantly underutilizing their space.

When space is needed/wanted, the proper channels and the set procedure to request space is not followed. Decisions around space allocation are overshadowed because of an overall consensus that space is owned by who occupies that space, or because of a sense of entitlement.

Many units will curate "under the table" space deals with other units without Space Management's involvement or knowledge. This leads to inefficiencies in space management at KU. Additionally, these situations directly impact the Director of Space Management's ability to efficiently fulfill requests because of inaccurate information in the system about what is and isn't available.

While discussing positive space management examples a couple of best practices were discussed in detail. One such example brought up multiple times was the Lindley Hall project. The challenge arose through taking an entire building offline, while effectively communicating to the individuals directly impacted and providing them with time to adjust to the change was vital. The changes happening at Lindley Hall were communicated in a top-down approach and were completed in a timeframe to provide long-term Lindley tenants a chance to relocate safely.

After discussing the positive experiences surrounding the culture of space on campus, stakeholders were asked to identify challenges surrounding space the participants witnessed directly. Through the interviews, a common and recurring theme was around communication. The communication surrounding space changes was nebulous, and it was not the responsibility of a specific person in leadership or department head. There need to be set guidelines on how Space Management communicates changes that are happening.

Lastly, stakeholders were asked for examples of collaborative spaces on campus and positive change leaders at KU. This provided insight into what collaborative spaces are being used and change agents to being utilized for guidance in potential recommendations to leadership.

The libraries and unions were consistently mentioned as examples of spaces on campus that can be utilized in different ways. In addition, common areas create an opportunity for students, staff and faculty to gather outside the formal spaces dedicated to gathering.

Positive change leaders that were mentioned, including key stakeholders as well as the following:

Michelle Carney, Dean of Social Welfare, for inheriting a difficult situation when entering a leadership position in social welfare. Sara Lynn Reece Hardy, Director of the Spencer Museum of Art, in efforts to bring the arts together with research. Adam Dubinsky, CLAS; Nick Stevens, Enrollment Management; Steven Mazza, Dean of Law, and many more.

It was concluded there are several people on campus that can potentially lead and/or support the administration in a way that can change the culture of space on the Lawrence campus.

Focus Group Findings

On May 7th, emails were distributed to 39 individuals inviting participation in a focus group aimed at discussing the results and suggestions outlined in the Master Plan. Four focus groups were held from May 13 to May 21. Two were conducted virtually and held onsite, involving 21 total participants. These invitations included a brochure (see appendix), which emphasized the deferred maintenance issue of $750M, providing a link to the presentation slides from the master plan, and specifically referencing slides 38-40 where the recommendations were detailed. Following the initial sign-up and the dispatch of calendar invitations, a subsequent email was sent to encourage participants to go through the presentation slides. Also, the team communicated the intention to discuss the existing culture and procedures related to space management at KU. It was communicated during the discussion that there would be a focus on participant insights, expectations, and emotions about the space usage at KU. Finally, discussions may follow to create improvement in the stewardship of the university's space.

Every session was presented with the same set of inquiries, with further detailed questions added when necessary. Most responses were based on their firsthand experiences within their respective units or schools. When asked about their thoughts about the master plan slides, particularly regarding the suggestions for slides 38-40, the predominant themes emerging from the four focus groups were:
- The Masterplan is hard to locate specific details and lacks ease of use.
- It is ambiguous and the maps are perplexing without additional context.
- There are doubts regarding the accuracy of how the actual use of space was determined.
- The master plan's stated objectives conflict with the actual implementation.
- The slides fail to indicate whether faculty input was sought on the requirements for classroom space.
- The updates to technology in classrooms and learning areas were not adequately covered, which is crucial for the future of the workspace at KU.
- There was a lack of explanation regarding how the funds from a shift in space allocation would cover the costs of deferred maintenance. Addressing this issue is crucial for gaining support from the campus community.
- There was confusion regarding the distinction between spaces scheduled centrally and those managed by departments.

A significant indication of assessing culture is identified based on the reactions of faculty and staff to an impending significantly different approach to how space is allocated. If supported by facts, logic, and a strong business case, the common themes included:
- People would react poorly based on past changes from the administration. Historically the faculty/staff are told one thing and then something different is carried out, which has created distrust between most of the staff/faculty and Space Management/Facilities Planning and Development.
- Unique needs are not being discussed and/or addressed. Decisions are being made without input from those being affected and with the vast knowledge and specificities of why the changes need to happen.
- There is an innate fear of losing space should the workgroup need to hire more FTE's making it a challenge to collocate with growth.

Suggestions to support the cohort's recommendations:
- There would be a much greater chance of support with clearer communication from administration early in the process, as well as clarity of what the outcomes will be.
- Changes should be clearly communicated and discussed with the unit/school that will be affected.
- Each unit should follow fair and consistent processes and procedures, and there should be accountability when these processes are not followed.
- There should be only one system to view space availability, schedule and cancel space needs across the Lawrence campus (as opposed to having multiple systems: 25Live, outlook, Connections, etc.).

- A suggestion was made regarding clearer communication around what is being done with off-line buildings. Space being "freed up" by moves was suggested to help build trust with Space Management and the units.
- Logical collaborative spaces for staff/faculty and students.
- There should be an annual space audit/survey.

What communication surrounding space changes should look like:
- There should be consistent advanced notice and early communication:
- Communication should include:
  o Why and who was involved in the collaboration process.
  o ALL impacted individuals: message from top down and inclusive of those impacted.
  o Transparency in how the decisions were made.
  o Open conversation – collaboration between Space Management and the department.
  o Unique circumstances and/or room types are being taken into consideration by space management.

Most participants seemed willing to envision their spaces differently, be more collaborative, or share their space. One exception is when either the unit recently funded a refresh, renovation or cosmetic improvements to the space or if specialized equipment and materials had been purchased, such as for laboratories. If a unit has paid for furniture, technology, equipment etc., they are less likely or unwilling to share space with others due to the financial investment by the department.

Discussions surrounding lab space occurred in almost all questions and across all focus groups (see recommendations for further research section).

Another consistent concern raised centered around when space is vacated, the process of cleaning out that space, and the responsibility that work falls on. With questions, such as "whose responsibility was it to ensure that happened, whose responsibility was it to do the work itself?" It was typically described as falling onto the unit's administrative staff to handle the cleanout. Many were unaware of the need to notify the Space Management unit when space is vacated, and further inquiry revealed many participants were unaware a building contact exists. An example of an issue that arose was when there was an incoming faculty member that needed a lab, but it took several months to clear out needed space, due to chemicals and no availability with EHS, readiness of the workspace took several months, which does not support the Jayhawks Rising Strategic plan.

When asked about the process followed for space changes, responses from participants varied significantly. Building managers or facility managers were aware they were to work with Space Management, while others made changes or deals within or across the units. Specifically, when discussing Maximo as the main software used during these processes, ironically a building manager suggested Maximo should have a place for space requests. It was mentioned how challenging Maximo may be for different staff to use. Additional comments identified the difficulty of using Maximo for requests.

When asked about what campus leadership, Space Management, and others should do differently to move everyone closer to the direction outlined in the master plan presentation, the themes that surfaced were:
- Mandated training for those needing to utilize Maximo.
- Automatic space allocation/vacated space update in the system when employees are onboarded or offboarded.
- Building managers should be assigned for all buildings, with the potential for them to report or indirectly report to either Space Management or FPD, not to specific units/schools. This issue created debate, as some believe they should report to a core building instead.
- Suggested accountability for not following procedures for space requests.
- Develop thorough and clear procedures that include training modules.

- Additional staff for Space Management (more than one person), since many requests get overlooked/prioritized based on one person's availability. Many requests or the need for space changes are sometimes never even acknowledged.
  - If funding to hire additional full-time staff is not readily available, consider hiring student hourly workers in Space Management. Hiring students may create community across campus and foster student experience while engaging in the sustainability of the university.
- Leadership should be consistent and clear with communication.
- Deploy one annual space survey that is read and acted on as outlined in the policy.
- The Space Management tile in Maximo should be more descriptive for users.
- People want more communication and or training about the Space Management website – links to training, policy, and processes.

When participants were asked, what support is needed to facilitate any potential space changes, many of the same themes outlined above were repeated:
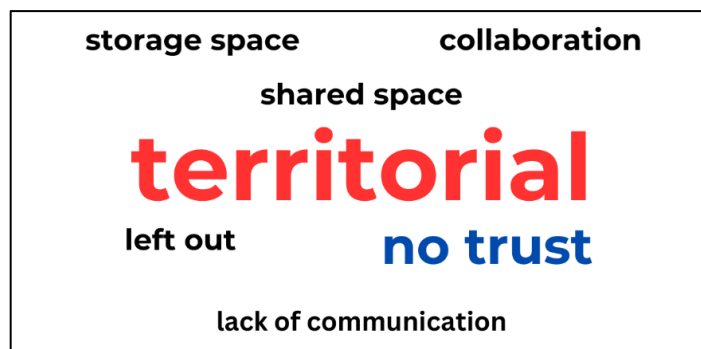
- The need for additional/specific training.
- The way space changes/updates are funded should be evaluated. This is what is causing the sense of ownership with space on the Lawrence campus.
- Clear communication and messaging about what changes are being made and the impact.
  - There should be conversations with the individuals utilizing existing space prior to decisions being made.
- Explaining why units must pay for updates, changes, and moves.
- Space allocation should always meet unit needs (example was that musical instruments should not be forced to be stored in a unit paid for that are not climate controlled creating additional costs for replacing instruments that are destroyed).
- An additional concern was raised surrounding storage space and the lack of adequate and/or enough storage space for departments in certain buildings.

Survey Findings

The Cohort determined conducting a survey would provide key insights and detailed quantitative information regarding the campus' space culture. After discussions with Analytics, Institutional Research, & Effectiveness (AIRE) and suggestions from sponsors, the survey was made available to 229 people (with titles ranging from Executive leadership to Deans to Chairs and others) throughout the Lawrence campus.

A survey link was shared with participants, along with providing extra resources: links to the KU Space Policy, Space Management Website, 2024 Master Plan website, and the guidelines for the operations of the KU Lawrence Campus and the KU Lawrence Research. By the conclusion of the ten-day period, the survey was accessible to the respondents, a total of 98 people participated (achieving a 42.79% response rate).

The complete report of the survey is included in the Appendix for additional review. An analysis of the survey findings revealed some intriguing insights. To summarize, the main themes that emerged from the survey data are as follows:

1. There is a general **lack of awareness and communication** regarding space on Lawrence campus, with 71% of respondents not even aware there is a Space Management website.
2. The **Space Management policy** existing today is **underutilized**. With almost half of the survey respondents being "slightly familiar" with the policy in addition to a **lack of awareness of how needs are prioritized** through Space Management.
3. A significant portion of respondents (around 61%) **are aware of space procedures at KU**. Additionally, most of them reported being slightly to moderately familiar with them. Which **indicates a baseline level of knowledge** among the respondents regarding Space Management procedures.
4. Overall, **most participants** responded their units are **adaptable to changes**. This indicates that there's a **positive mindset among the respondents** when it comes to **change for their department/school**.
5. Almost half (46%) stated that the **culture of space utilization/allocation** on campus was **negative or very negative**.
6. 84% were less than **moderately familiar with the 2024 Master Plan**. Many people were disappointed that the master plan did not make actual recommendations for the changes (outside of policy changes). **Many have expressed excitement at seeing how the recommendations will be rolled out.**

Cohort Recommendations

As a result of collective group findings, the 2024 Staff Fellows propose the following recommendations to campus leadership for consideration and implementation. These recommendations fall into <u>three</u> main categories:

- Policy & Procedures
- Communication & Culture Change
- Further Research

Within each category, recommendations are ordered by priority – those listed first are of the highest priority for implementation (denoted with +), considering the feasibility of implementation coupled with overall impact to space management at KU. Those listed later are still important and intentional but can and should be considered as supportive measures in addition to the primary recommendations noted.

Policy & Procedures

1. Structure and Implement Space Committees in alignment with the Campus Master Plan +
2. Invest in a reorganization of Space Management staffing through restructuring of Building Manager role and consideration of Additional Positions +
3. Expand existing annual space survey to be campus-wide and develop space representative in the units +
4. Create cohesive and centralized Request Process for reserving campus-wide schedulable spaces, excluding research and office spaces
5. Reduce the number of exceptions allowed/approved through the newly established committees and the education process
6. Re-evaluate existing implementation of Lawrence campus Space Policy and related procedures, and adherence to policy

Structure and Implement Space Committees in alignment with the Campus Master Plan +

- Create multiple committees to serve as the primary conduit to review space requests, evaluate space utilization and unit needs, assist with planning and future utilization conversations, and provide recommendations to the Provost regarding assignment of space within designated category:
  - Learning Space Committee
  - Workplace Space Committee
  - Research Space Committee
  - *A fourth committee could be considered for the category of Outdoor Space, however, the creation of this committee could be implemented later as outdoor space continues to be further developed through the implementation of the Campus Master Plan.
- Committee membership should include diverse personnel from units within each category, as well as representation of Operations and university leadership.
- Space Management should be directly connected to each space committee for efficient communication and collaboration but does not need to serve as Chair of the committees.
- Clear guidelines should be established as to where space requests are directed (what should be handled by Space Management, what is sent to space committees for review/approval, what needs to be reviewed by the Provost), with a focus on ensuring that those requesting space are able to submit information at a single 'entry point' to the process and it is properly filtered from there.

Invest in a reorganization of Space Management staffing through restructuring of Building Manager role and consideration of Additional Positions +

- Increase the staff within Space Management to assist with the campus-wide survey, implementation of recommendations from the space committees, and assist with moving/logistical support to units that are changing spaces. Suggesting an additional 2-3 staff as space analysts, space coordinators, campus planning or a leasing manager. May require a shift of the reporting structure of existing building manager staff to be more directed toward Space Management.
- Investment in a robust Space Management unit supporting the recommended new committee processes, mechanisms, and change management strategies will result in long-term financial returns and demonstrate the administrations open support and commitment to university constituents.

Expand existing annual space survey to be campus-wide and develop space representative in the units +

- Development of space representatives within the units who would be responsible for space requests to be submitted through to the space committees. This will allow for a central point of contact for Space Management to work with for the units to address their needs. Responsibilities include filling out the space request form, obtaining Dean/Chair approvals, and performing periodic space and finance survey requests pertaining to the spaces assigned to the department.
- Reimagine the annual space survey to be inclusive of the entire campus instead of just the research-intensive departments. Annual space surveys are already completed for research-intensive departments that include a utilization determination of the space. By expanding out to the entire campus, Space Management would be able to gather more information for data driven decisions and recommendations to the Space Committee.
- To alleviate concerns about fraudulent space surveys, the building managers review submissions to ensure accuracy.
- A space audit could be conducted after the space survey is completed utilizing student workers. Students will be assigned to buildings to walk through to conduct this audit utilizing the space survey data and physically confirming the information submitted.
- Implementation of a new space survey tool to help with the annual space survey. The new survey tool will help (1) Space Management perform periodic evaluation of spaces occupied and needs, (2) Financial Reporting Services to perform surveys to be included into the indirect cost proposal, and (3) substantial improvement to users through easier to use and fill out current requested surveys.

Create cohesive and centralized Request Process for reserving campus-wide schedulable spaces, excluding research and office spaces

A central scheduling system should be developed where **all space** not designated as an individual's office or workspace should be included in the system, including appropriate indoor and outdoor space suitable for gatherings. Hoteling space should be added here as well. The system should have in place the appropriate reservation approval process to allow units to review and approve requests. All denied requests would route to Space Management or others as designated to ensure denial was appropriate and not territorial. The spaces should be clearly defined in the system - i.e.: centrally scheduled classrooms, unit designated space, space designed for flipped classrooms/flexible learning space, etc. The current space classification in 25 Live is not as clear as it could be. All campus employees should have the ability to go to a website and see the availability of reservable space using their KU logon. Each unit's designated "space" person and/or the existing scheduling office for the unit could have the capability to request a space reservation.

Reduce the number of exceptions allowed/approved through the newly established committees and the education process

A standardized process should be developed when a department requests exceptions made beyond the scope of the newly established space committees and processes. There should be criteria and checklists developed that help to

clarify why a department is approved to be exempt from the standard space request procedures and reasons for approval/disapproval should be made clear to the asking party.

Re-evaluate existing implementation of Lawrence campus Space Policy and related procedures, and adherence to policy

If recommendations related to space committees, Space Management staffing structure, and/or request process structures are implemented, there will be a need to re-evaluate the existing Space Policy to better capture adjustments that are being made within the institution. In addition to ensuring that the Space Policy accurately represents changes made to structure or process, it is recommended that the authors of an updated Space Policy consider how the importance of adherence to policy is framed for the university community, and what, if any, repercussions may need to exist for those that do not follow policy.

Communication & Culture Change

"Being uncomfortable is important for growth."

- Tammara Durham, Vice Provost for Student Affairs at the University of Kansas

Changing the culture of space across the University of Kansas Lawrence campus will be uncomfortable for many stakeholders, but with a clear, shared vision to guide the process, will lead to important growth for academic units, recruiting, well-being, and sustainability into the future

1. Craft a comprehensive strategy for the effective deployment of a communication plan +
2. Re-education, Training, and Professional Development for the Lawrence Campus Community
3. Cultivate a collaborative environment with Space Management and space committees

Craft a comprehensive strategy for the effective deployment of the communication plan +

The successful introduction and sustainment of the cultural shift in space utilization at the Lawrence campus requires clear and transparent communication to all organization members throughout the entire change implementation. The development of a robust communication plan surrounding space and space allocation should align with the university's strategic goals, emphasize the "why" behind the cultural change to space, utilize multiple channels to distribute clear and consistent messaging, and unitarily celebrate the university's achievements. By executing these strategies, the Lawrence campus can effectively communicate the importance of the cultural shift in space and increase the likelihood of understanding and acceptance among organization members. Based on the research of space culture and processes, the cohort recommends incorporating the following components within the communication plan:

- Clear and consistent messaging throughout the entire change implementation that combines top-down and bottom-up modeling strategies. The top-down model must include an over encompassing message from the provost to lay the foundation for a clear vision of space utilization changes. Emphasize the "why" behind the change to all Lawrence campus constituents consistently across all communication platforms. Using multi-channel communication will supply a stream of repetitive reinforcement of culture change in space.
- Provide supportive examples and benefits of the "why," including success stories and additional short-term wins to demonstrate how the change is imperative for the university to thrive and continue its mission. Highlighting Lawrence campus benefits through success stories, shared perspectives, and how avoiding costs will lead to redeployment of resources to other priorities to further support why this culture change should occur. It seemed that if people understood why the introduced changes were happening, staff, faculty and students would be more likely to accept the change.

- Provide leadership and change agents with a template to ensure a shared and unified message, including instructions and clear expectations on what should be communicated. This will empower leaders to confidently lead their teams through the shift to mindful stewardship of campus space and further cultivate buy-in across the university and reduce misinterpretation of introduced culture change and processes.
- Establish clear and transparent milestones and timeline for the rollout plan. Throughout and after the rollout, leadership teams across campus should perform regular check-ins, follow-up, and re-communications with staff and stakeholders to further build trust and foster transparency.
- Align the messaging with the KU brand, Jayhawks Rising, and the Campus Master Plan to connect the transformation of space culture to the university's overall strategic goals and benefits. Administration must address the reasoning behind transforming space culture and demonstrate a recurring commitment in a campus-wide message, reiterating the "why" and its connection to Jayhawks Rising and the Master Plan.
- Centralize Space Management information on spaces.ku.edu with strategy to introduce the website as the primary resource regarding space utilization for the Lawrence campus and transparency of policy and any updates that would impact space. The communications plan should direct the audience to spaces.ku.edu throughout the implementation as a guide for space information and resources.
- Allocate resources for a communications role in Space Management unit to develop strategic communication plans to align the Jayhawks Rising and the Master Campus Plan, build partnerships with other communication ambassadors at the university for consistent and accurate information, and create success stories in support of culture change across campus. This position would manage multiple communication channels to solicit engagement with organization members and distribute important milestones and timelines for the rollout plan.

Re-education, Training, and Professional Development for the Lawrence Campus Community

Empower members of the Lawrence campus to serve as stewards of campus spaces with the reintroduction of space management resources through a variety of training and professional development opportunities which will simultaneously reinforce the space vision.

- Produce professional development opportunities to space representatives and leadership roles to empower culture change within their respective occupied and utilized space. This should include training on how to lead as change agents, incorporating growth plans into annual performance evaluations, and training on space changes in policies and procedures. Due to the current culture of space at KU, training on how to have difficult conversations would be beneficial for leadership relaying university goals to resistant employees.
- Provide re-education to the campus community of existing space policies, procedures, and resources available across campus. When policies and procedures are updated, then work through the communication plan to disseminate the updated information to the campus community. Support the cultural "why" through established training for building managers, space representatives, Space Management staff, and other members of the organization.
- Develop training materials to support any change in space policy or processes to stakeholders to produce long-term results in the shift of space culture.

Cultivate a collaborative environment with Space Management and space committees

Fostering an environment of collaboration will greatly contribute to shifting the university's current culture of space in relation to the space management unit. This includes emphasizing the space management department as the sole resource for space utilization and directing organization members to participate in established policy and procedures. The space committees are an additional communication channel for university representatives to share common or unique concerns for their units to top leadership, and in turn learn to be advocates for space management as decisions are made. A collaborative environment will demonstrate the university's commitment to employees while being receptive of valuable feedback for more informed decision making.

Further Research

1. Processes and Resources for Decreasing Physical Space Needs +
2. Charging for Space Usage by Internal Users, including Renovation and Upgrade Costs

Processes and Resources for Decreasing Physical Space Needs +

Through focus groups and surveys, the concept of 'storage' space was identified as a need for departments. Upon further shallow examination, the need for storage that was being referenced to is not only a physical location for currently unneeded objects but also a communicated need to store significant amounts of paperwork and documentation. While some offices and departments appear aware of the guidelines and resources that exist for documentation archival and digitization, it was made clear that many are not. It is recommended that additional research be performed to identify solutions and processes to assist departments in finding ways to utilize less physical space for storage of papers, research, and other items that could be archived or digitized to reduce their physical footprint.

Charging for Space Usage by Internal Users, including Renovation and Upgrade Costs

There are colleges and universities that manage costs related to space usage by charging units for the space they occupy, whether this is by total space utilized or only space beyond typical office and research standards. In different structures, these charges can occur in addition to renovation or upgrade costs that departments may already be responsible for, or the renovations and upgrades may be considered as included when developing usage charges. Further research into the process, benefits, and disadvantages of charging departments for occupied spaces is recommended, as it was shared in focus groups that charging for space usage between some departments at the University of Kansas may already be occurring without a formal process or approval. Additional research may lead to a better understanding of if and how the University of Kansas may need to consider financial structures and processes as they relate to creating consistency and equity with space usage.

2024 Staff Fellows

Program Directory

Staff Fellows 2024
→ Kirsten Andrews, Assistant Director for Residence Life, Housing & Residence Life
→ Sydney Coleman, Appointment Specialist, HR People Support
→ Jana Collins, Executive Associate to the Chancellor/Assistant Chief of Staff, Chancellor's Office
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→ Martha Kehr, Communications and Listener Outreach Coordinator, Audio-Reader
→ Joe Meinecke, Lab/Studio Coordinator for Ceramics and Sculpture, Department of Visual Art
→ Gowri Nagarajan, Equity Advisor and Director of Strategic Initiatives, Operations Business Office
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→ Mike Rounds, Former Vice Provost for Operations and Chief Human Resource Officer, Human Resources
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→ Karen Lavendusky, Director of Space Management, Operations
→ Callie Long, Interim Vice Provost, Operations

Mentors & Speakers
The 2024 Staff Fellows would like to acknowledge and show appreciation for the various leaders at the University of Kansas who took the time to provide individual mentorship to participants (*) and/or speak with the collective cohort at sessions throughout the semester (^).

→ Kathleen Ames-Stratton, Director of Learning & Development, Human Resources *
→ Mary Banwart, Associate Vice Provost for Faculty Development, Mentoring, & Growth, Office of Faculty Affairs *
→ Barbara Bichelmeyer, Provost and Executive Vice Chancellor ^
→ Mike Broadwell, Executive Director of Administrative Services & Equity Advisor, KU Libraries *
→ Jeff Chasen, Assistant Vice Provost for Employee Growth, Development, Accessibility, & Inclusion, Human Resources *
→ Stacy Cordell, Assistant Vice Provost for Academic & Professional Programs, Jayhawk Global *
→ Mike Denning, Director, Office of Graduate Military Programs *
→ Tammara Durham, Vice Provost, Office of Student Affairs *^
→ Douglas Girod, Chancellor ^
→ Shawn Harding, Director of Facilities Services, Operations ^
→ Saralyn Reece Hardy, Marilyn Stokstad Director, Spencer Museum of Art *^

2024 Staff Fellows

→ Derek Kwan, Executive Director, Lied Center of Kansas *^
→ Callie Long, Interim Vice Provost, Operations *
→ Nelson Mosley, Chief of Police & Director, KU Police Department *
→ Cate Neeley, Chief Audit Executive, Office of Chief Financial Officer *
→ Jennifer Ng, Professor, Department of Education Leadership & Policy Studies *
→ Amanda Ostreko, Assistant Vice Provost & Director of Graduate Enrollment Management, Office of Enrollment Management *
→ Mark Reiske, Director, Facilities Planning & Development ^
→ Nicole Reiz, Director of Professional Development & Communications, Office of Graduate Studies *
→ Carol Smith, Dean of Libraries ^
→ Leah Terranova, Associate Dean for Academic & Student Affairs, School of Law *

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Appendices

Appendix 1 - External Space Committee Links
Appendix 2 - Space Management Size & Responsibility areas
Appendix 3 - External Interview Questions
Appendix 4 - AAU Peer Schools
Appendix 5 - Space Management Resources and Campus Maps
Appendix 6 - Internal Research Group Interview Questions
Appendix 7 - Focus Group Questions
Appendix 8 - Internal Survey Results
Appendix 9 – Staff Fellows Informational Flyer

APPENDIX 1 - EXTERNAL SPACE COMMITTEE LINKS

Indiana Bloomington Space Committee (https://cpf.iu.edu/submit-request/space-committee-request/members/index.html)
Missouri Campus Space Committee (https://committees.missouri.edu/campus-space/campus-space-membership-2/)
University of Oregon Space Advisory Group (https://provost.uoregon.edu/space)
University of Virginia Space Governance
(https://space.virginia.edu/docs/UVASpaceGov_Diagram_20141203_revisedJan292015.pdf)

APPENDIX 2 - SPACE MANAGEMENT SIZE & RESPONSIBILITY AREAS

KU Medical Center
1 person: Leigh Ann Arbuckle, Space Allocation Administrator (https://www.kumc.edu/facilities-management/leadership.html)
Students: 3386
Employees 5,460
46 buildings
2.4m square feet
41 acres
https://www.kumc.edu/about/ku-medical-center-fast-facts.html

University of Oregon
3 people: (https://cpfm.uoregon.edu/campus-planning-staff)
Esther Foss, Assistant Director, Space Management
Jayde Hansen, Planning Associate, Space Analyst
Marie Swarringim, Space Data Program, Analyst
Students: 23,202 Students
Staff: 5,600
80 buildings
9,429,817 gross square foot
295 acres

Indiana Bloomington
5 people: (https://cpf.iu.edu/contact/people-directory/index.html?keyword=space&campus=all&unit=all&subunit= from Tom Morrison interview)
Karen Buckrop, Director of Space Planning and Utilization
Adam Milnes, Associate Director of Space Utilization
Janelle Reeves, Space Planning Coordinator

2024 Staff Fellows

Shannon Spence, Senior Space Planner
Anthony (Tony) White, Senior Space Planner
9 campuses
100,000 students
21,000 faculty and staff
900 buildings
36m square feet

Missouri
7 people (https://operations.missouri.edu/sites/default/files/2024-03/muoperations_organizationchart_updated_2.21.24.pdf) (https://committees.missouri.edu/campus-space/campus-space-membership-2/)
Gerald Morgan, Director of Space Planning & Management
Lori Hartman
Dilauna Burks
Kathryn Fleming
Morgan Kopitsky
Lauren Dahm
Secley Kennedy
31,121 Students
11,180 Faculty and Staff
1,262 acres
7,375,915 Gross Square Feet

University of Virginia
12+ people (de-centralized departments within each school)
306 E&G Buildings
7.87m square feet E&G
23,721 students Fall 22
10,000 Faculty and Staff

APPENDIX 3 - EXTERNAL INTERVIEW QUESTIONS
- What is your view on the culture of space utilization at your university currently?
- What are the current processes in place for assessing space inventory?
- What are the current processes in place for requesting space?
- What are the current processes in place to carve space back that isn't being utilized?
- How is funding/cost tied to space allocations by department?
- What are examples of positive culture experiences surrounding space utilization at your university?
- What challenges does your university experience surrounding culture and space?
- What collaborative spaces are currently available at your university?
- How did COVID change the way you approach space utilization on campus? Have any of those changes become formal standards?
- Who do you consider a successful culture change leader at your university?
- How many people are in the space management department (or equivalent) at your university?
- Do you have suggestions for additional people to interview for focus groups or individual interviews? How do you request space? What is your process (is it formal or informal)?
- How did COVID change the way you deal with space, and have those changes become standards?
- How do institutions communicate, and when do they communicate? Who do you communicate with and when?

APPENDIX 4 - AAU PEER SCHOOLS

Virginia, Michigan State, Oregon, Colorado Boulder, Missouri – Columbia, Indiana Bloomington, KANSAS, Buffalo, Iowa, North Carolina at Chapel Hill, Florida

APPENDIX 5 - SPACE MANAGEMENT RESOURCES AND CAMPUS MAPS

University of North Carolina, Chapel Hill: https://facilities.unc.edu/resources/mapping-and-space/
Indiana University: https://cpf.iu.edu/about/units/space-planning.html
University of Iowa: https://planning-and-development.fo.uiowa.edu/space-policies-and-guidelines
Kansas Board of Regents:
https://www.kansasregents.org/resources/KBOR_2020_Report_on_University_Facilities_JAN2021.pdf
University of Missouri: https://masterplan.missouri.edu/strategic-space-reduction-plan/
University of Michigan: https://procurement.umich.edu/wp-content/uploads/2023/03/Space-Survey-packet.pdf
University of Michigan: https://procurement.umich.edu/u-m-employees/property-management/space-analysis/

APPENDIX 6 - INTERNAL RESEARCH GROUP INTERVIEW QUESTIONS

- What is your view on the culture of space at KU Lawrence currently?
- What are examples of positive culture experiences you have observed surrounding space management at KU?
- What are the practices that worked in the past in initiatives similar to space management?
- What communication methods have you found the most successful in raising awareness surrounding initiatives like space utilization/allocation/changes/management?
- Do you see any challenges surrounding culture and space? If Y:
- What practices have you seen present in those examples that have created negative experiences?
- Are you aware of any collaborative spaces on campus currently?
- How are they being utilized?
- Who do you view as a successful culture change leader on campus?
- How is funding/cost tied to space allocations by department?
- Does leadership in your department adapt well to organizational changes?
- What are the current processes in place for space inventory; space requests?
- What should we be asking you that we haven't or what did you expect us to ask?

APPENDIX 7 - FOCUS GROUP QUESTIONS

- What are your reactions/comments to the master plan slide we sent?
- How do you think the Faculty and Staff would react to a significantly different approach to how space is allocated if supported by facts, logic and a strong business case?
- What would it take for you to support these recommendations?
- Given Jayhawks Rising and the recent Master Plan presentation that was completed, how could you envision using your spaces differently.
- What process does your school/department use when there needs to be space changes (moves/adds/decommissioning research space/vacated space)?
- What should communications surrounding any potential space changes look like?
- What sort of support would your school/department need to facilitate any potential space changes?
- What might Space Management and the departments and schools at KU need to do differently to move the campus in the direction outlined in the Master Plan?

1

Survey was distribtuted to 229 individuals, 98 responses were gathered for a response rate of 42.79%

Q - What is your current position on the KU Lawrence Campus? Please select the option closest to your role / tile / leadership level: - Selected Choice

Chancello	Senio	Vic	Vic	Dean / ...	Dea	Directo	Chair	Other
4	5	5	1	5	17	21	22	18

● Choice Count

Q - Are you aware there is a KU Lawrence Space Management website?

29%, 28
71%, 70

● No ● Yes

Q - The website is useful and informative.

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
0	3	13	9	2

● Count

Q - Do you have feedback you would like to share about the website?

When the Committe is developed information on input and process would be helpful.

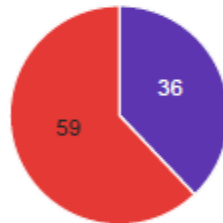I do not use it very often. The Associate Director for Facilities does.

I often wondered where to report something not working - toilet etc. It didn't dawn on me that it would be under the Space Management website. I wonder given the breath & depth of the office, if a more descriptive title might be considered.

Our school needs to find a whole new space for all of our programs to be together. We are presently in Wescoe and Snow. I'm looking for how do I as incoming Assistant Director of SPAA go about instigating the process of finding us a new home.

The maps are helpful, but it is not clear to me that the links/processes listed on the website will work for the majority of our needs.
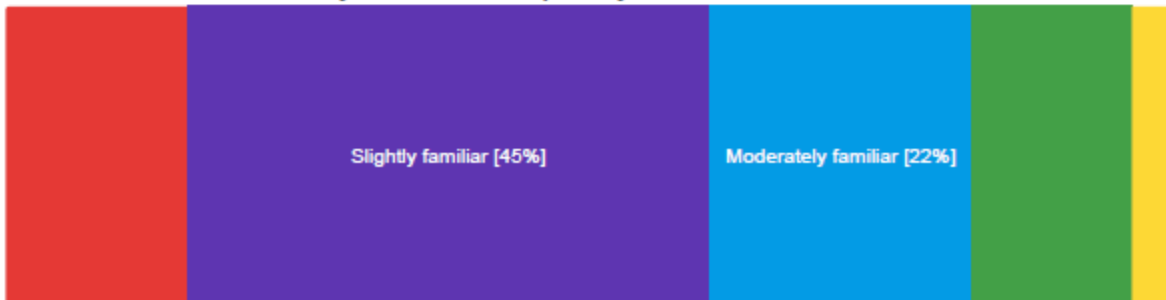
I have never visited, as we have our own space, and the administrative staff in my home dept. handle space requests for classes, lectures, etc.

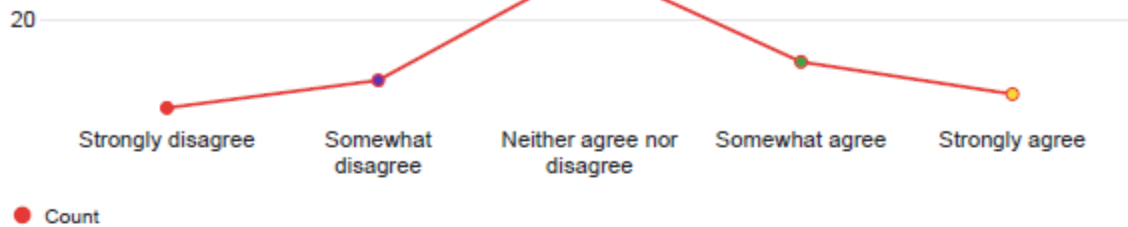## Q - Are you aware there is a KU Lawrence Space Management policy?

36

59

● No ● Yes

Q - How familiar are you with the policy?

Slightly familiar [45%]   Moderately familiar [22%]

3

Q - Do you agree with the policy?

20

Strongly disagree   Somewhat disagree   Neither agree nor disagree   Somewhat agree   Strongly agree

● Count

Q - Do you have feedback you would like to share about the policy?

Do you have feedback you would like to share about the policy?

If space is not being utilized by a unit and the other unit needs the space, it should not be an ordeal to reassign space to the unit that needs the space., especially for sponsored research.

I found it on the policy website. It is pretty concise and lacks details.

We need clear guidance on how space is a university asset and not fully owned by departments. We also need accountability for prepping your space for next users when you leave.

Perhaps have a presentation to various campus leadership and faculty gaps to make them aware of the space policy.

The policy should make explicit what to do when circumstances, driven by considerations of respect to some minorities, preclude the use of certain spaces.

No

The policy looks okay to me, it just doesn't address the issue of finding space for whole schools, departments, and their associated offices, front offices, and classrooms, etc. Not just individual offices.

My job does not involve scheduling, and I don't oversee the people who do it.

I do not

While I agree with the process review, I am unsure of what the priority matrix is for assigning space. Without knowing the full priority list, assignments can seem somewhat random.
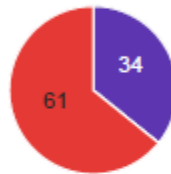
It is vague and insufficient.

One size does not fit the needs of all schools

4

From what I understand, in the past it was up to Department and School leaders to allocate spaces in buildings they occupied. Some leaders may not realize the processes of going through Space Management instead of the older methods. It may be good to send out reminders to let people know the policies for space allocation.
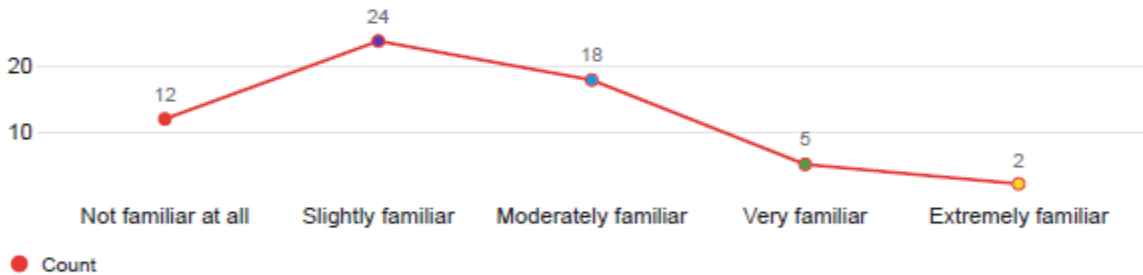
1) Libraries should not be listed under Student Services. It belongs under Research and Academics. 2) The second paragraph needs a separate sentence added with regard to the Dean of Libraries responsibility for Libraries space management. Happy to discuss this! :-) - Carol Smith

Q - Are you aware there are Space Management procedures for the KU Lawrence Campus and KU Lawrence Research?

34
61

● No ● Yes

Q - How familiar are you with the procedure/s?

24
20
18
12
10
5
2

Not familiar at all   Slightly familiar   Moderately familiar   Very familiar   Extremely familiar

● Count

Q- Do you agree with the procedure/s?

Neither agree nor disagree [62%]

● 1 ● 8 ● 36 ● 8 ● 5

Q - Do you have feedback you would like to share about the procedure/s currently in place?

Do you have feedback you would like to share about the procedure/s currently in place?

Not entirely transparent, but I believe the space management team works in the best interest of KU and for units. I know they are frustrated over underutilized space and know how much it could help others.

Except when space is needed and procedures have to be followed, I can't remember procedures.

NA

No

Same sort of comment - how do we plan moves for entire schools or departments. Also, how do we go about keeping historic buildings and coordinating fund raising for those buildings associated with schools or departments that might be able to connect to donors.

I've had problems with new faculty getting office space and SP not knowing about it. This should be part of HR onboarding.

I do not

I went to the policy (of which I was not previously aware) and read through the website again. The procedures listed are not what I had previously been directed to do for most of our needs. While the listed procedures make sense at some level, at first read it is not clear that they would work effectively for most of our needs. Also, the part about setting up a space allocation at the start of a faculty search doesn't make complete sense as we don't know what type of space future faculty will need as it depends on their specific research. I will spend more time looking over the policy.

Space management is becoming more transparent, but is not yet what it needs to be.

Clarification is needed with regard to space changes made within Libraries, as we discussed during my enjoyable visit with all of you.

Q - The current policy and procedure/s meet the needs of your unit.

Neither agree nor disagree [36%, 18]   Somewhat agree [26%, 13]

6

Q - The current policy and procedure/s meet the needs of the KU Lawrence campus.

Strongly disagree — Somewhat ... — Neither agree ... — Somewhat agree — Strongly agree

● Count

Q - The current policy and procedure/s meet the needs of the KU Lawrence campus.

Strongly disagree	Somewhat ...	Neither agree ...	Somewhat agree	Strongly agree
6	9	22	11	3

● Count

Q - Are you aware there is a KU Lawrence Space Management contact who manages all space requests/changes?


No: 26
Yes: 69

● No ● Yes

7

Q - With whom do you currently coordinate space allocations and/or request space changes? (select all that apply) - Selected Choice

	Director of Space Management	Unit/Area/Department/Leadershi	Other
Choice Count	40	54	16
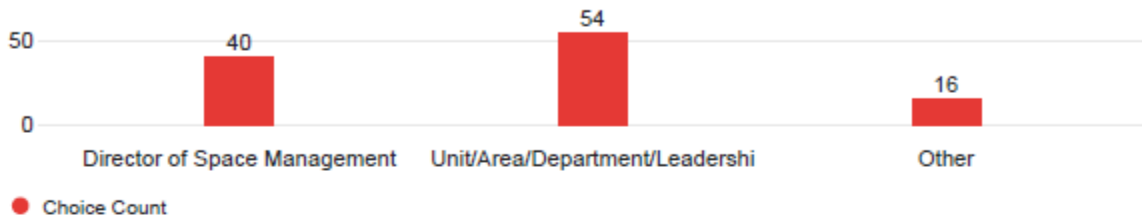
Q - How do you request space changes/needs for your unit? (select all that apply) - Selected Choice

Other: 21
Email - Who is your contact (role / title): 60
Maximo: 10
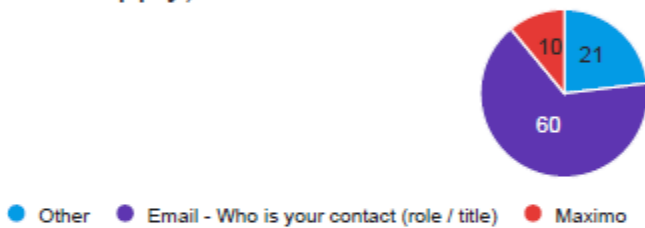
Q - Are you satisfied utilizing the method/s you selected above to request space changes/needs?

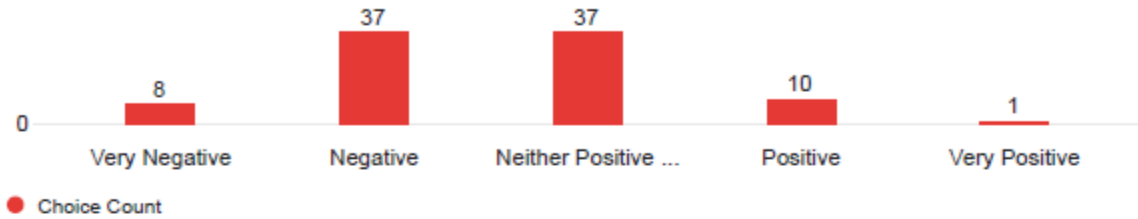Somewhat agree [33%, 28]   Strongly agree [27%, 23]

8
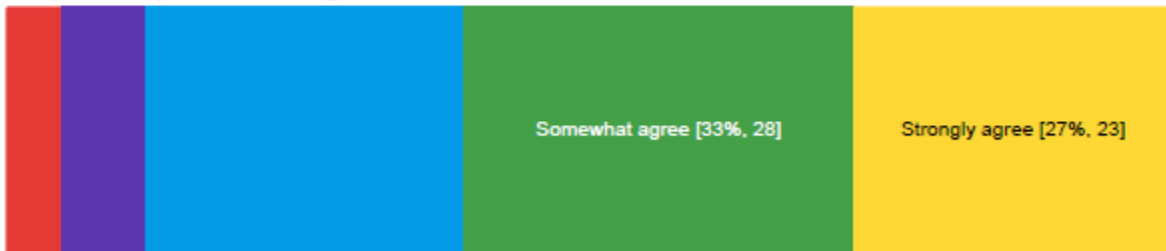
Q - How would you rate the adaptability of your unit to space changes?

● Choice Count

9
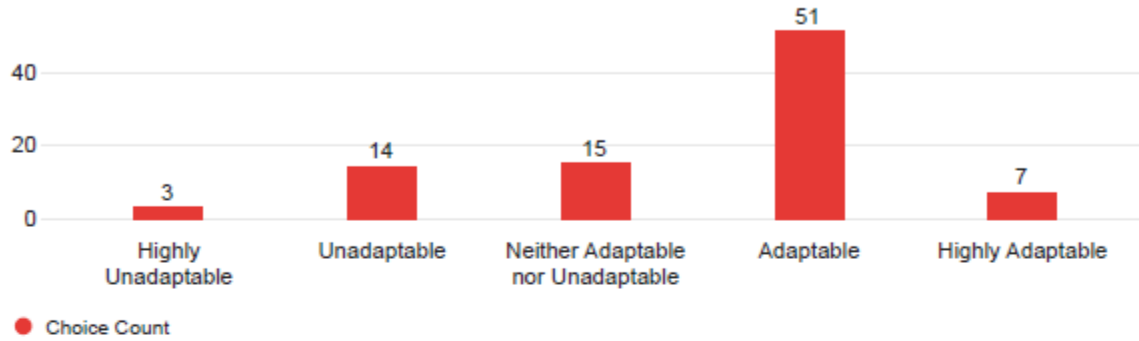
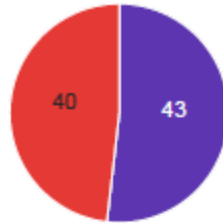## Q - How would you rate the culture of space utilization / allocation on the KU Lawrence campus?

	Very Negative	Negative	Neither Positive ...	Positive	Very Positive
Count	8	37	37	10	1

● Choice Count

Q - Are you aware the university is in the process of developing the KU Lawrence 2024 Master Plan?

No: 10
Yes: 83

● No ● Yes

Q - How familiar are you with the Master Plan?

Not familiar at all	Slightly familiar	Moderately familiar	Very familiar	Extremely familiar
19	28	22	10	3

● Count

Q - Are you aware there is a 2024 Master Plan website?

- No
- Yes

Q - How familiar are you with the Master Plan?

| Not familiar at all [23%] | Slightly familiar [34%] | Moderately familiar [27%] | | |
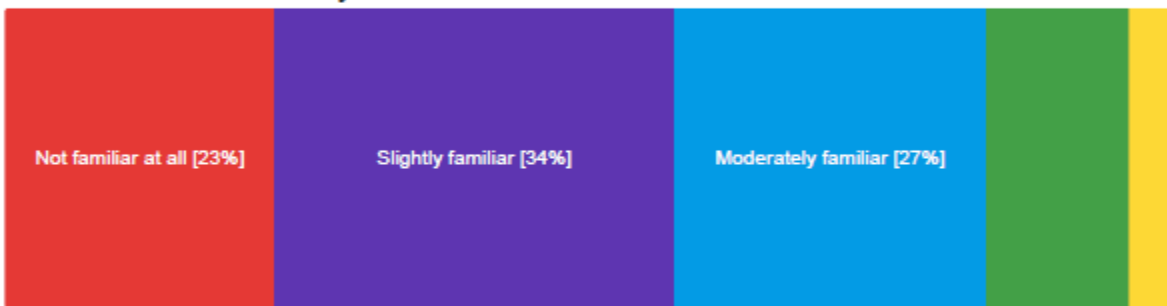
Q - Do you have feedback you would like to share about the KU Lawrence 2024 Master Plan?

Do you have feedback you would like to share about the KU Lawrence 2024 Master Plan?

I would like to see a list of projects

We were disappointed to learn as a museum that serves the entire campus, we weren't directly included in the public report

No

The central consideration of sustainability is impressive. I would like to see the landscape plan posted.

The recommendations from the master plan aren't clear to me other than policy recommendations that I think we already have but aren't enforced. Master plan doesn't appear to incorporate student housing and student union (our students first and third places on campuses).

Careful inclusion of the stakeholders that add value

I served on the steering committee. I brought up multiple times the need to be able to find a space for whole schools or departments but I have not seen any movement in that direction. We know we have all this excess space - now how do we get the space allocated to those who need it?

no.

No

No

I do not

I don't know what is included in the master plan, so no.

I have requested a copy of the master plan several times, and each time I am told it is not ready.

Very student driven, somewhat leaves staff and faculty out, need better plan for handling backlogged maintenance.

I can't find any details about the master plan on the website. If they are there, then finding them isn't intuitive.
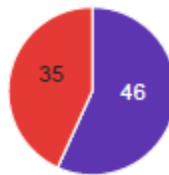
Updates?

Moreo transparency about what is happening with buildings slated for demolition

No

It would be really nice to have the allocation of classroom spaces more equitable

Concerned about the number of staff expected to work remotely vs. on campus

Q - Were you involved in the campus engagement process for the planning of the KU Lawrence 2024 Master Plan?
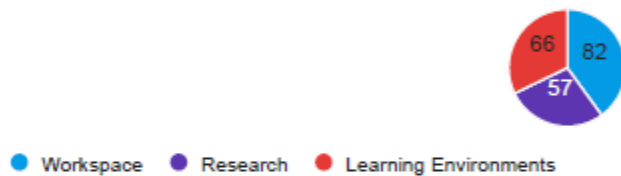

35 46

● No ● Yes

Q - How were you engaged? (select all that apply) - Selected Choice

- Count

Q - The KU Lawrence 2024 Master Plan outlines policy recommendations for 3 areas: Learning Environments, Research, Workplace (Slides 38-40). Which areas impact you? (select all that apply)

- Workspace ● Research ● Learning Environments

Q - I support the policy recommendations

Neither agree nor disagree [57%, 50]
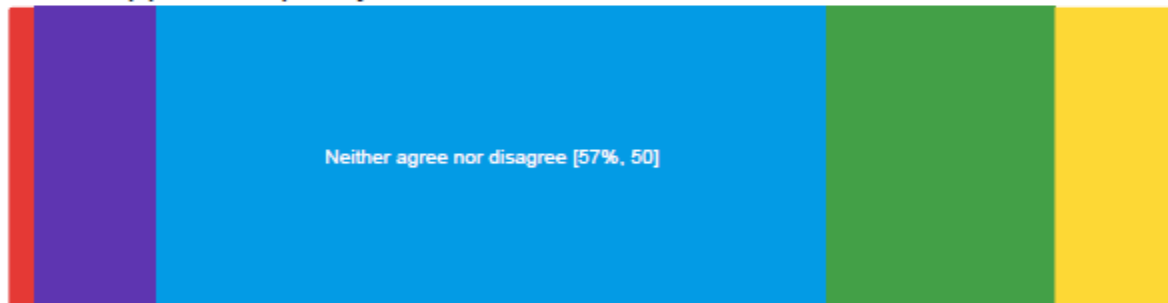
Q - Do you have additional feedback or suggestions you would like to share about space management in general on the KU Lawrence campus?

Do you have additional feedback or suggestions you would like to share about space management in general on the KU Lawrence campus?

My unit is growing in terms of students, our building is very efficiently utilized M-T-W-Th-F, and except for some classrooms at 8:00 am and 4:00 pm we are at nearly 100% utilization. Efforts to secure scheduling rights outside our building have been denied, although special post-optimization requests are often addressed. Meanwhile, there are many academic units whose faculty mostly teach between 10 am and 3 pm, whose enrollments are shrinking or stagnant, and whose facilities are underutilized.

No

I would like to see the rather critical needs of the Biodiversity Institute taken into account explicitly and clearly

no

More focus on how design is an integral part of the messages of KU

didn't see the slides that were referenced

I goto the website for the KU Campus Master Plan and I don't see any links to the actual plan. There is a video of a presentation and pdf of slides, but no plan document.

No

We are desperate for storage space, even short term while we decommision equipment.

The last question asked about my level of agreement with the policy recommendations -- but I have no idea what they are. That was odd.

Reduced cost to convert spaces to usable spaces (that help the university). As an example, we have several spaces that could be converted to shared spaces or meeting rooms (which we desperately need), but we have to cover that cost on our own without the ability to get bids and select the least expensive option. Plus F&O costs are outrageous and are only option, so things never change for the better (because we don't have money to cover that cost).

I don't know what the policy recommendations are for space management...

From my experience, there is a lot of territorial thinking going on between departments even in one School. We should be thinking about how to collaborate more and make space and facilities more accessible to all for research and teaching collaboration. However, for this to be effective, there cannot be abuse of resources and there must be some support (monetary and acceptance) for the idea of sharing of resources. Trust is low in some areas and this is not helpful for this concept to move forward. Use of personal relationships to get what you want versus looking at data should be better monitored.

A culture has been cultivated in which units are deeply territorial about spaces that supposedly belong to the university and not the units. Consequently, as far as I can tell, there is no overarching plan, just fiefdoms scattered across campus.

What makes KU a vibrant and engaged community is personal interaction. Forcing too many people to work only remotely or "hotel" disrupts that sense of community interaction and collaboration.

Space management is difficult to follow at KU.

14

The assignment of space has become an exercise in micro managem,ent. For example, research centers or departments may have general space allocated for their use but they are unable to move staff fom one room to another even though the move is logical and may incresae productivity. This counterproductive and not a good use of time.

As usual we are left out and will be informed when the process is done. I'm sure it will involve centralizing all decisions in Strong Hall.

no

As the new(ish) Dean of Libraries, I look forward to working with Karen, Callie, Mark and everyone as we advance KU Libraries. There are some policy and procedure changes that need to be chatted through, and I look forward to those conversations.

2024 Staff Fellows

KU - STAFF FELLOWS 2024

SPACE MANAGEMENT:
THE LAWRENCE CAMPUS

As laid out in the 2024 Master Plan, KU Lawrence has 940k assignable square feet above our calculated need with $750m dollars in deferred maintenance.

The Master Plan and Jayhawks Rising strategic plans are coming together with a shared aspiration: To become a resilient institution that is sustainable for the benefit of future generations.

Who We Are

The 2024 Staff Fellows Program is comprised of selected staff who are engaging in a project on space management. We are the internal research cohort charged with assessing culture on the Lawrence campus.

The Current Culture

We are researching and evaluating the current culture, policies, and processes associated with KU faculty and staff space usage as defined by the 2024 Master Plan.

Space Management Resources

KU Space Policy
Space Management Website
2024 Master Plan

The Goal

From the data gathered, recommendations will be made to KU senior leadership identifying challenges and opportunities when implementing the 2024 campus Master Plan.