



AGENDA

OPEN SESSION

ACTION ITEMS

1. **Approval of the Minutes of January 17, 2024**
Marty Kotis, Chair

INFORMATION ITEMS

1. **Board of Governors Facility Inventory and Utilization Study - Classroom and Lab Utilization**
J. Christopher Clemens, Executive Vice Chancellor and Provost

UNC-CHAPEL HILL BOARD OF TRUSTEES
STRATEGIC INITIATIVES COMMITTEE
Open Session Minutes

January 17, 2024

Committee Chair Marty Kotis called the meeting to order at 4:24 p.m. in the Alumni Hall at the Carolina Club. Assistant Secretary Chris McClure called the roll. The following committee members were present:

Chair Marty Kotis
Vice Chair Rob Bryan
Brad Briner
Jennifer Halsey Evans
Perrin Jones
Ralph Meekins
John Preyer
Ramsey White

OPEN SESSION

The following item was presented for action:

Approval of the Minutes of November 8, 2023

The committee reviewed and approved the open session minutes of November 8, 2023. Committee Chair Kotis noted that without objection the item approved would be added to the Consent Agenda for the Full Board meeting.

The following item was presented for information only:

Board of Governors Facility Inventory and Utilization Study

The Committee heard an informational update on the Board of Governors Facility Inventory and Utilization Study from Vice Chancellor Knuffman.

Questions and discussion were entertained.

ADJOURNMENT

There being no further business to come before the committee, Committee Chair Kotis adjourned the meeting at 4:56 p.m. without objection.

Board of Governors Facility Inventory and Utilization Study

Nathan Knuffman, Vice Chancellor for Finance and Operations
Strategic Initiatives Committee, Board of Trustees

January 2024

Agenda

- **Facilities Utilization Overview**

- Space Profile
- Building Condition
- Building Age

- **Classroom Utilization**

- System Office Utilization Metrics
- Preliminary Takeaways
- Classroom and Lab Modernization

Space Profile

UNC System Capital Assets

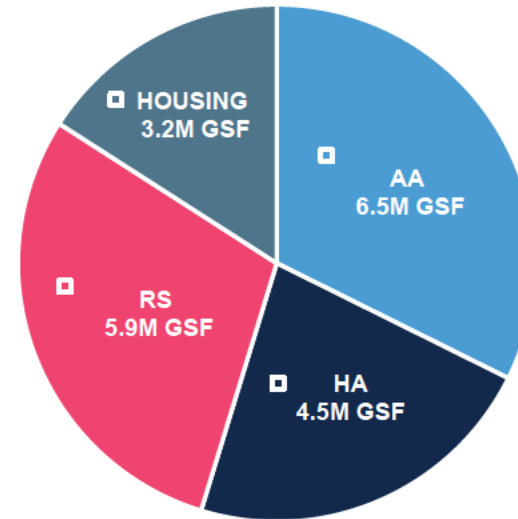
- The UNC System has approximately **92 million gross square feet** of capital assets.
- This includes close to **3,012 buildings**.*
- Current replacement value exceeds **\$27.4 billion**.

Number of Buildings by Fund Type	
1964	Appropriated
<u>1,048</u>	<u>Non-appropriated</u>
3,012	Total
Gross Square Feet (GSF) – in millions	
47.4	Appropriated
<u>44.6</u>	<u>Non-appropriated</u>
92.0	Total

* Includes all 16 university institutions, excluding UNC Hospitals

UNC-Chapel Hill Capital Assets Appropriated and Non-Appropriated

Distribution of Total Space,
20.1 GSF



Average Building Size

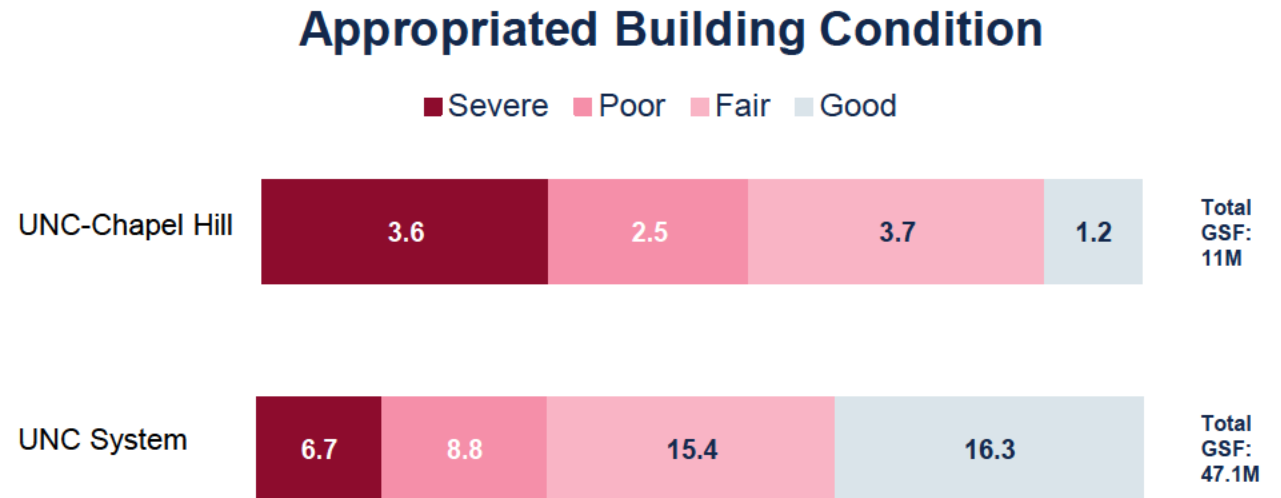


Total Buildings: 357

Source: Gordian ROPA 2022 Data

Building Condition Appropriated Space

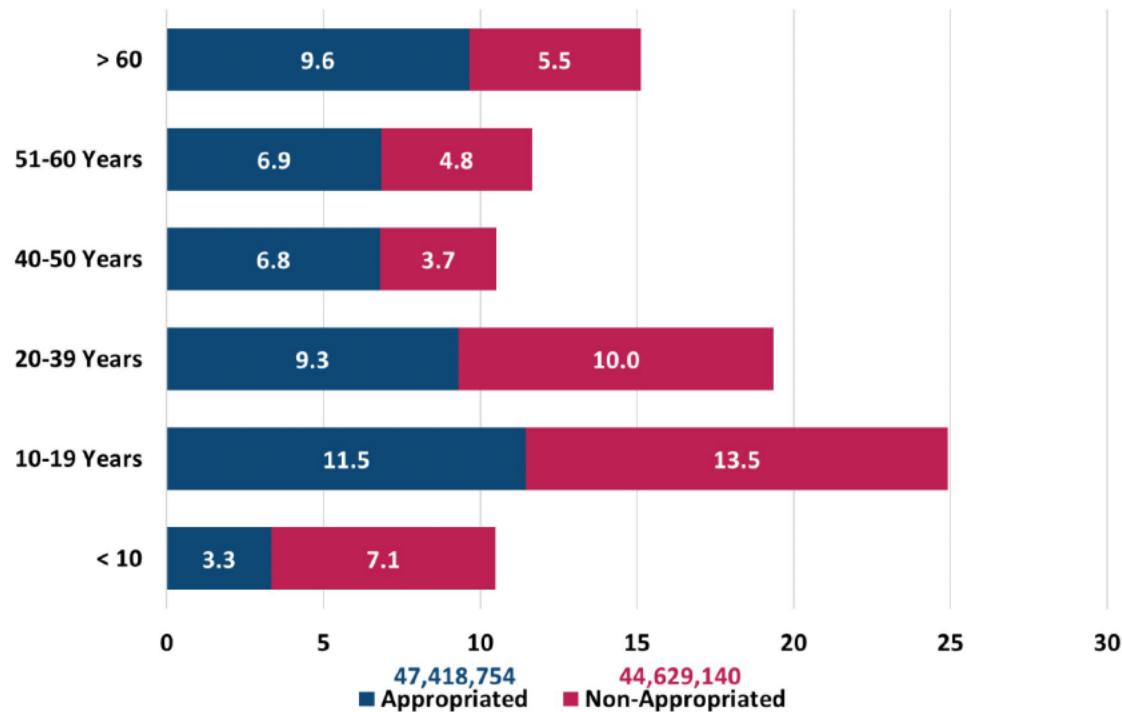
- Over 50% of UNC-Chapel Hill space is in severe or poor condition.
- Building Condition is determined by dividing deferred maintenance backlog by the current replacement value.



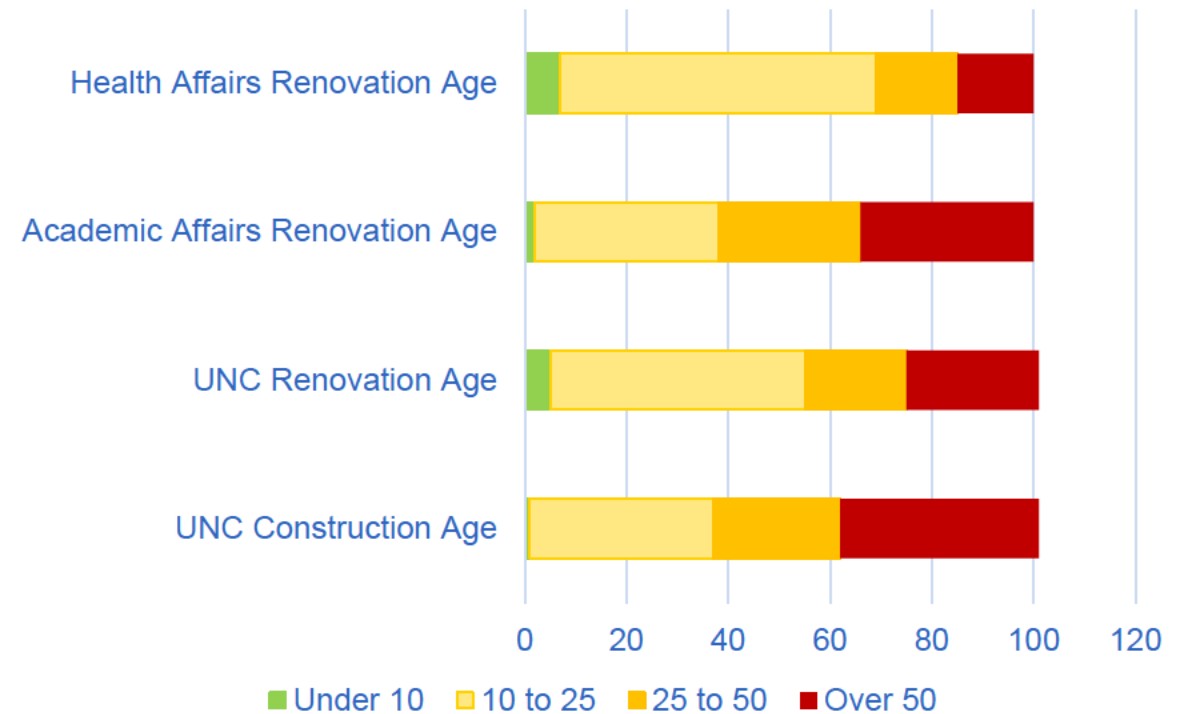
Chronic deferred maintenance continues to be the primary challenge for all campuses, particularly among appropriated facilities.

Building Age

UNC System Age of Buildings by Appropriation Type, GSF (in Millions)



UNC-Chapel Hill Building Age



Source: Gordian ROPA 2022 Data

Classroom Utilization

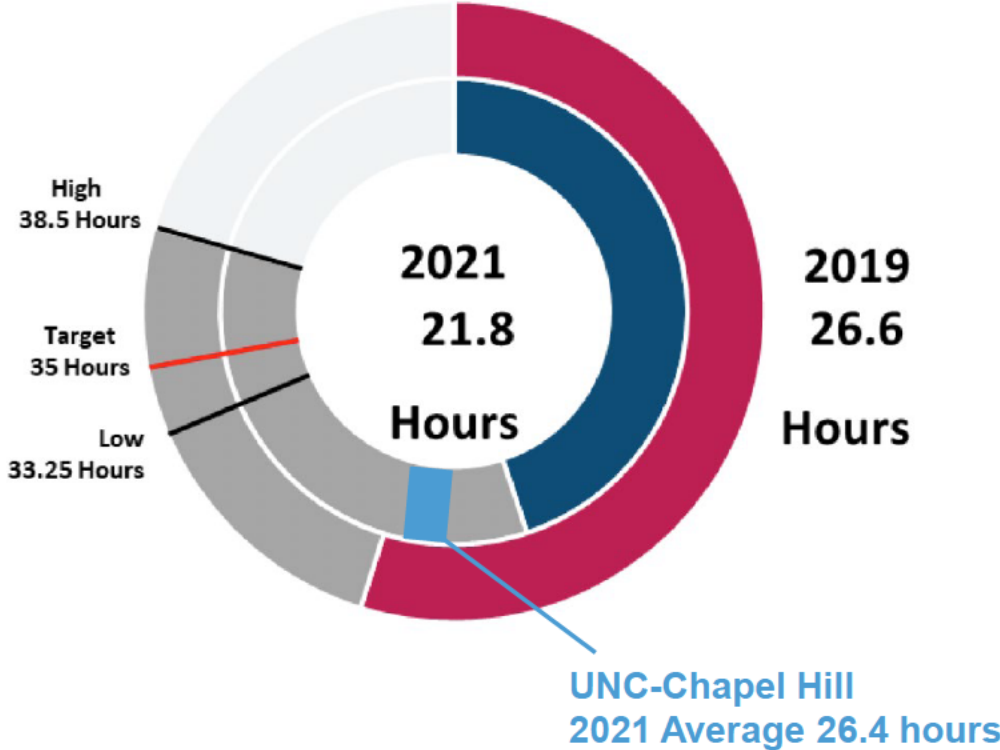
System Office Methodology

- Looks at UNC System facilities with a focus on three key areas:
 - Utilization of instructional space
 - Room space characteristics
 - Building characteristics
- Goal is to gauge the capacity and utilization of space with two primary measures:
 - Weekly room utilization
 - Seat fill

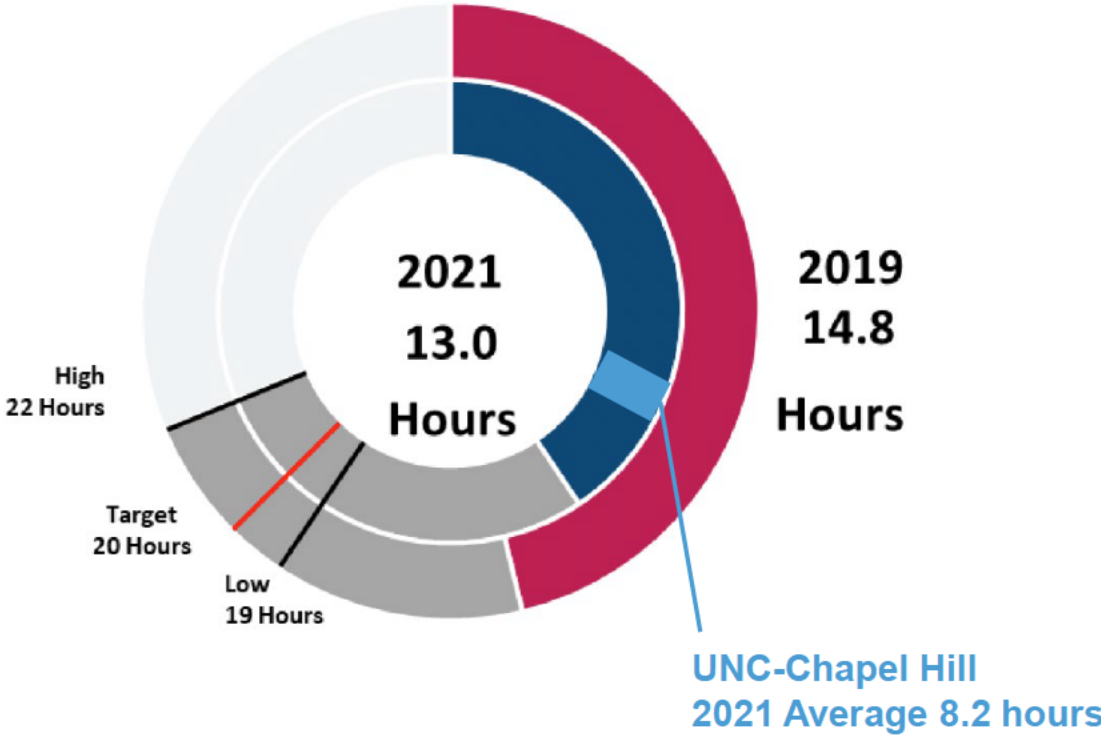
Classroom Utilization – Weekly Hours

In 2021, total average weekly hours of instruction systemwide in classrooms was 21.8 hours per week. Total average weekly hours of instructions systemwide in class labs was 13.0 hours per week.

Average Weekly Hours in Classrooms



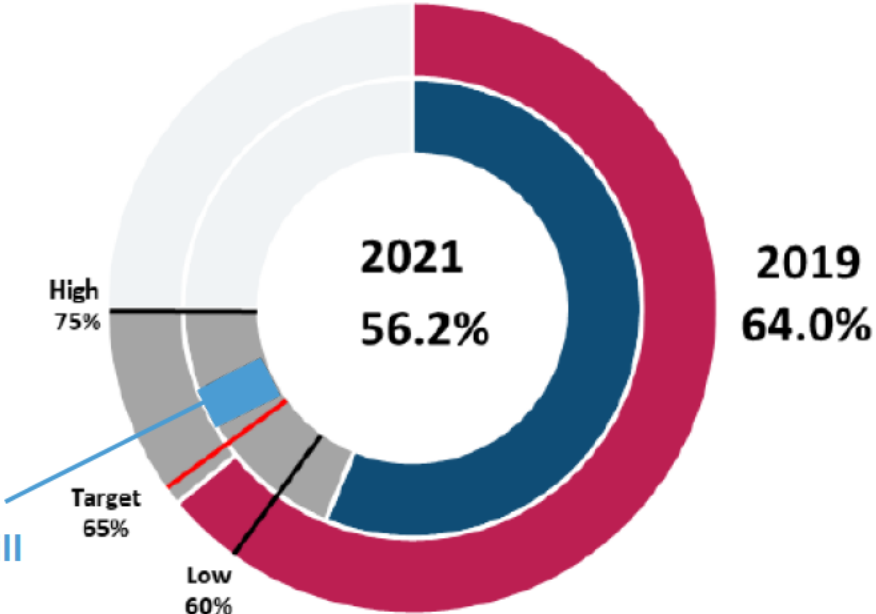
Average Weekly Hours in Class Labs



Classroom Utilization – Use of Work Stations

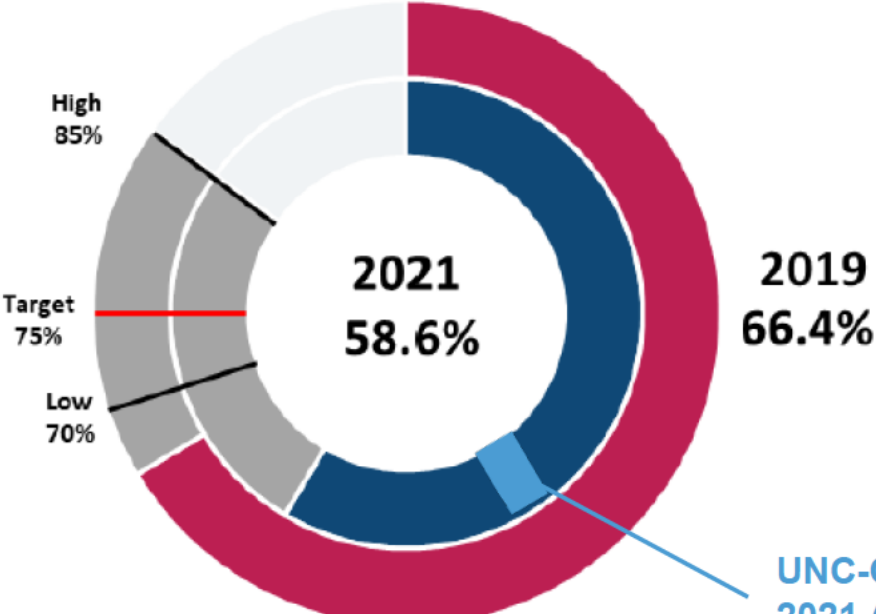
In 2021, UNC total average use of student stations for classrooms was 56.2%. In 2021, UNC total average use of student stations for class labs was 58.6%.

Station Utilization in Classrooms



UNC-Chapel Hill
2021 Average
68%

Station Utilization in Class Labs



UNC-Chapel Hill
2021 Average
44%

PRELIMINARY TAKEAWAYS

- Classroom utilization exceeds the UNC system average.
- Lab utilization appears to fall short of UNC system average and target.
 - Efforts underway to improve data collection and accuracy.
- We recognize that technology and layout flexibility of the space impact utilization.

Classroom and Lab Modernization

Phase One – 2018

- \$200K annually in GPC classroom furniture maintenance
- Carroll 111 Renovation
- Morehead Chemistry convert lab space to lab/class

Phase Two 2024-25 (Proposed)

- Comprehensive renovation Sitterson Classroom \$1.7M
- Stone Center Basement Design and Construction \$3.15M
- Convert (4) Classrooms to General Purpose
- Instructional Space Study

Classroom and Lab Utilization Improvements Underway

The University is taking a phased approach to increase classroom and lab scheduling efficiency:

- Phase 1 Spring 2024:
 - All classroom and lab space assignments entered into ConnectCarolina
 - Developed and rolled out departmental classroom and lab utilization dashboard
- Phase 2 Fall 2024: Standardizing class start times and balancing classes to non-peak hour

Additional Information from Provost/Registrar





November 15, 2023

TO: Deans, Senior Associate Deans, and Department Chairs

FROM: J. Christopher Clemens, Provost
Lauren DiGrazia, Assistant Provost & University Registrar

CC: Student services managers

RE: Classroom Utilization

Unlike the enrollment challenges many institutions of higher education are facing, at UNC Chapel Hill we have record numbers of applicants to our undergraduate programs, and we are at or near a historic maximum in enrollment. To accommodate these larger numbers of students, we are going to have to use our classroom spaces more efficiently. As of now, the average weekly course hours scheduled in each classroom is only 20 and the percentage of seats occupied is only 58%, below the system office goals of 35 and 65% respectively.

This underutilization arises from two inefficiencies in our current course scheduling; a significant portion of undergraduate classes are not following the standard meeting pattern or start times, and there is an excessive concentration of undergraduate classes during prime times: Mondays, Wednesdays, and Fridays from 9:00 am to 3:00 pm and Tuesdays and Thursdays from 9:30 am to 2:00 pm. This creates conflicts and difficulties for students in finding required courses, while also leading to overcrowding of some classrooms while at times these or other classrooms sit empty. These issues may adversely affect undergraduate students' time to graduation and create fire and other safety hazards for our students.

I am asking for your help to begin addressing these issues using a phased approach. In the first phase, **which will begin in Spring 2024**, we are asking:

- Enter all class space assignments into ConnectCarolina **NO LATER THAN** a week prior to the start of the Spring 2024 semester and for following semesters.

In the second phase, **which will begin in Fall 2024**, we ask the following:

- All undergraduate classes (<700) will **begin** at standard start times.
 - M/W/F Classes: 8:00am, 9:05am, 10:10am, 11:15am, 12:20pm, 1:25pm, 2:30pm, 3:35pm, 4:40pm, 5:45pm
 - T/R Classes: 8:00am, 9:30am, 11:00am, 12:30pm, 2:00pm, 3:30pm, 5:00pm
- Begin shifting undergraduate course times (<700) out of peak hours. We will strive to do this collaboratively and equitably.

Note that at this time we are not insisting that courses **end** at standard times, though that may be required in the future.

We appreciate your cooperation in implementing these necessary changes in support of our students and mission.



March 4, 2024

TO: Deans, Senior Associate Deans, and Department Chairs

FROM: J. Christopher Clemens, Provost
Lauren DiGrazia, Assistant Provost & University Registrar

CC: Student services managers

RE: Updated guidance on general classroom scheduling practices

As outlined in the November 15, 2023, memo on classroom utilization (Appendix A), the University has reached record numbers of applicants to our undergraduate programs, and we are at or near historic enrollment. To ensure that students can continue to enroll in the courses they need to graduate on time and to support future enrollment growth, we must use our classrooms efficiently.

I appreciate your efforts to date, implementing the initial guidance outlined in the November memo. Specifically, increasing classroom use efficiency by entering all class assignments into ConnectCarolina for Spring 2024 and aligning to standard start times plus some shifts to off peak hours for Fall 2024.

Today I am sharing updated guidance on scheduling undergraduate lecture courses for Spring 2025 and beyond. This guidance applies to courses designated as lecture courses in ConnectCarolina. This includes all undergraduate lecture courses taught in all classrooms, including priority-scheduled classrooms and classrooms managed by individual departments. This guidance DOES NOT currently apply to recitations, labs and other instructional meetings.

Additional guidance for Spring 2025 and beyond:

- Strive to ensure that **no more than 70% of lecture courses are offered during peak hours** (MWF 9:00am – 3:00pm and TTh 9:30am – 2:00pm).
 - **See Appendix B for guidance on ensuring an appropriate balance of peak/non-peak lecture courses.**
- Schedule lecture courses that **adhere to the start times in the standard meeting pattern.**
 - **There are six new afternoon 75-minute standard meeting pattern options being piloted for AY 24-25.** The new options are MW, MF, or WF. Courses offered on this new standard meeting pattern must start and end at the following times: 3:35pm - 4:50pm; 5:05pm – 6:20pm.
 - There may be exceptions, such as academic units with compelling pedagogical reasons, common examples include:
 - Courses that require more than three contact hours per week
 - Lab-lecture/performance courses that require set-up and break-down between classes
 - Courses that begin after 6pm or later on MWF and 6:30pm or later on TTh
 - **See Appendix B for guidance on scheduling non-standard meeting pattern lectures**

- Departments should strive for course enrollment caps that represent **at least 66%** of the seats in a classroom. For example, a classroom with 30 seats should be used for a lecture course with an anticipated enrollment of at least 20 students.

Visit the [2024 Scheduling Guidance website](#) for FAQ, contact information and other related resources.

Appendix A. Classroom Scheduling Guidance Memo Sent November 15, 2023

TO: Deans, Senior Associate Deans, and Department Chairs

FROM: J. Christopher Clemens, Provost
Lauren DiGrazia, Assistant Provost & University Registrar

CC: Student services managers

RE: Classroom Utilization

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This underutilization arises from two inefficiencies in our current course scheduling; a significant portion of undergraduate classes are not following the standard meeting pattern or start times, and there is an excessive concentration of undergraduate classes during prime times: Mondays, Wednesdays, and Fridays from 9:00 am to 3:00 pm and Tuesdays and Thursdays from 9:30 am to 2:00 pm. This creates conflicts and difficulties for students in finding required courses, while also leading to overcrowding of some classrooms while at times these or other classrooms sit empty. These issues may adversely affect undergraduate students' time to graduation and create fire and other safety hazards for our students.

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In the second phase, **which will begin in Fall 2024**, we ask the following:

- All undergraduate classes (<700) will **begin** at standard start times:
 - M/W/F Classes: 8:00am, 9:05am, 10:10am, 11:15am, 12:20pm, 1:25pm, 2:30pm, 3:35pm, 4:40pm, 5:45pm
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- Begin shifting undergraduate course times (<700) out of peak hours. We will strive to do this collaboratively and equitably.

Note that at this time we are not insisting that courses **end** at standard times, though that may be required in the future.

We appreciate your cooperation in implementing these necessary changes in support of our students and mission.

Appendix B. Guidance for Peak/Non-Peak Course Distribution and Scheduling Non-Standard Meeting Pattern Lectures

Guidance for Moving Lecture Courses Taught During Peak to Non-peak

It will be up to each academic unit that needs to shift lecture courses from peak hours to non-peak hours to determine how best to schedule and staff non-peak courses. Guidance for facilitating these changes include the following:

- Look for openings during non-peak afternoon hours on TTh (8:00am-9:15am, 2:00pm-3:15pm, 3:30pm-4:45pm, 5:00pm-6:15pm).
- Take advantage of new non-peak afternoon MW 75-minute meeting patterns being piloted.
- Schedule some core or required courses during non-peak hours.
- Schedule a mix of courses before and after peak hours.
- Rotate non-peak teaching assignments among instructional personnel. Early morning and later afternoon spots may be more viable for some instructors than others. Again, it is up to each academic unit to determine how best to schedule and staff non-peak courses.

Guidance for Scheduling Non-Standard Meeting Pattern Lectures

Block-scheduled courses are those lasting more than 75 minutes scheduled on a single day of each week. The duration of block-scheduled courses at UNC ranges from 80-180 minutes. Block-scheduled courses often result in poor utilization of classrooms on the remaining days of the meeting pattern.

- There are no restrictions on block courses offered 6pm or later on MWF and 6:30pm or later on TTh.
- Academic units should have compelling pedagogical reasons (see Common Exceptions) for offering block courses *earlier* than these times, especially if being scheduled in GPCs.
- For academic units that manage any of their own classrooms (non-GPCs), every attempt should be made to schedule block courses in those classrooms before scheduling a block course in a GPC.
- Block courses should not be scheduled in any GPC designated as an active learning classroom. See the [current list of GPCs designated as active learning classrooms](#).

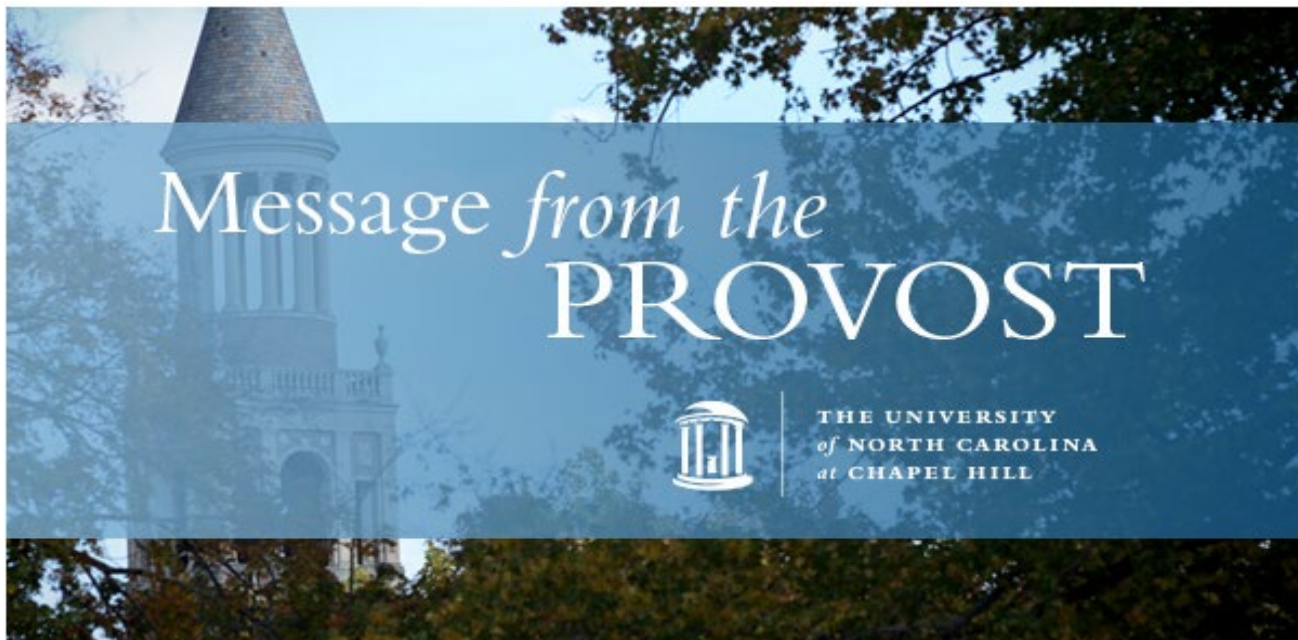
Single day courses are those with a standard duration (50-75 minutes) that meet only one day per week.

- Single-day 60-minute or 75-minute lecture courses should be offered on either Tuesday or Thursday, not on MWF.
- Single-day 50-minute lecture courses should be offered on MWF, not on T or Th.
- Academic units that schedule multiple single-day lecture courses should strive to schedule them across the week at a common time and classroom. For example, if a single-day 75-minute lecture course is scheduled on Tuesday at 12:30pm in Graham Memorial 123, the department should schedule another one of its 75-minute single-day sections on Thursday at 12:30pm in the same classroom.

From: no_reply@massmail.unc.edu <no_reply@massmail.unc.edu>

Sent: Tuesday, March 5, 2024 7:55 AM

Subject: [FORMAL NOTICE] Updated Classroom Scheduling Guidance Memo



Dear Faculty,

On November 15, 2023, University Registrar Lauren DiGrazia and I issued a joint memo to deans and chairs regarding the use of our classrooms. Enrollment growth at Carolina continues and we are seeking the cooperation of our faculty in efficient and effective use of the available classrooms. The 2023 memo asked that all course start times adhere to the standard meeting pattern unless exceptions have been granted and that all class assignments be entered into Connect Carolina no later than a week before the start of the semester.

Today, we are issuing another memo that will alter and expand the standard course pattern. The MWF 50-minute standard course time starting at 3:35 p.m. is being lengthened to 75 minutes, running from 3:35-4:50, and an additional course time is being added on MWF from 5:05 to 6:20 p.m. These times may be scheduled as MW, WF, or MF. We are also seeking to reduce students' schedule conflicts by asking that no more than 70% of lecture courses be scheduled during peak hours (MWF 9:00am – 3:00pm and TTh 9:30am – 2:00pm). Finally, we are asking that course enrollment limits be at least 66% of the capacity of the scheduled classroom.

I write today to ask for your cooperation with student services coordinators and other staff who are being charged to implement this new guidance. I am grateful for their work in collaboration with Lauren and her team, so please treat them with grace as you plan your own teaching schedule. I am also deeply grateful for your work as teachers and mentors; the continued strong demand for Carolina programs is a testimony to your dedication and makes me proud.

Thank you,
J. Christopher Clemens
Provost