TO: The Academic Senate

FROM: The Committee on Budget and Resource Allocation (COBRA)

SUBJECT: 2017-18 COBRA 1: Report on the CORE Building

PURPOSE: For Information to the Academic Senate

BACKGROUND:

Debbie Chaw, VP Administration and Finance presented the CORE building to COBRA on November 8 and December 13, 2017. Ex-Com charged COBRA to provide a written report with recommendations with respect to the proposal for the CORE building by the end of January 2018. COBRA-1 is the report to the Ex-Com on the CORE building that includes the background and history of the CORE building, current status, concerns expressed and COBRA’s recommendations based on the review of the presented materials on the CORE building.

ACTION REQUESTED:

Accept this report as an information item for the Academic Senate.
**CORE Building**
Report From COBRA to Ex-Com

**Charge**
COBRA was charged by Ex-com to provide a written report with recommendations with respect to the proposal for the CORE building by the end of January 2018.

**Background & History**
The CORE building as a project was first presented to the campus faculty and staff community, including two Town Hall/Focus Group meetings (on 4/26/2017 and 5/31/2017 respectively) particularly targeted at department chairs in Spring 2017. The proposed project evolved from a capital improvement project to undertake required seismic retrofitting to the existing library building. The projected cost of that project was approximately $82M.

Since the project retrofit cost is approaching the projected cost of $90M for the current proposed CORE building, brand new though significantly smaller, it was decided at some point that a new building be constructed instead. It is conjectured that this decision was at some point made by the President’s Cabinet and approved through the Chancellor’s Office. One facet of the rationale for the decision to pursue a new building was that while the retrofit would bring the building to code, the building itself was no longer entirely fit for purpose based on current and projected needs. In particular, it seems the move to a more digital environment and space needs focused on a more collaborative and open learning environment could not be readily accommodated in the retrofitted building.

As noted above, the CORE building was first presented in Spring 2017 to faculty. At the focus group meetings, participants were invited to provide feedback on two key questions:

1. What services should be offered in the new building that would align with and support the following vision: “A place that extends learning beyond the classroom in ways that serve to create new knowledge and ways of understanding”?
2. Who should be valuable contributors to the consultation process in a stakeholder group (comprising of 30-50 people) representing students, faculty, and staff (in addition to the CORE Team and Focus Group)?

At that time a time line was laid out and the process of consultation for all potential users outlined. Details of the timeline and consultation process can be reviewed through the attached Appendices 1 and 2. A brief overview of the key milestones is itemized below. This process involved numerous stakeholders and led to a series of reports that identified current use and projected future needs. This process has been ongoing and has refined the parameters that will likely define the building that will be designed and constructed. It has also led to a timeline for the build and date of occupancy as follows (also see p. 33, Appendix 1):

1. September 2017: Vender begins designing (currently having provided massing options for its broad general building configuration)
2. Mid February 2018: Vender completes schematic design (to be discussed and viewed by campus stakeholders, and to be finally decided by campus for CO review and approval)

3. Mid March 2018: Campus presents design documents to CO staff, as preparation for presentation to CSU Board of Trustees

4. May 2018: CSU Board of Trustees review and approval of schematic design (this was originally planned for March 2018 in the Appendix)

5. January 2019: Guaranteed Maximum Price by vender

6. February 2019: Vender starts construction, breaking ground

7. February 2021: Vender completes construction

8. March 2021: Completion of furniture installation, move in

As apparent in the dates for Stages 2 and 3 above, this timeline presents a very tight time constraint, though still not impossible, for any consultative process from this point on. Appendix 2 shows some general conceptual renderings of the structure and potential floor plans that align the stakeholders’ needs (shown in Appendix 1) identified through the earlier consultation process.

Status

Given the consultation process described above and the timelines presented, several conclusions can be drawn with respect to the status of certain parameters that will define the new building. At this stage, it seems that the building will be (a) constrained by the budget (at current estimates about $91M (of which the university must find 10%\(^1\)), (b) sets the total floor square footage at NSF 75,001 (compared to ASF 105,374 of the existing library building\(^2\)), (c) establishes the proposed location (see Appendix 2) and the constraints/opportunities that site affords, (d) massing of the building (its broad configuration – three floors and square footage), and (e) a zero-net energy build (building generates more than the energy it uses).

Given the smaller usable square footage in the CORE building described above, the design strategy was to significantly reduce the open shelf book collection area (from the existing 30,909 sf to the proposed 9,250 sf) and staff/admin space (from 24,149 sf to 10,581 sf), while increasing the seating area (from 550 seats to 904 seats) and various service spaces (collaboration, meditation, tutoring, technology, event/exhibit, food, and outside space), in order to maximize the space use to reflect the current philosophy of information provision and learning (see details in Appendix 1).

With the presented timeline as briefly noted above and fully articulated in the attached documents, if that time table is adhered to, mid-February 2018 would be the deadline by which any comments would need to be submitted. Further, given the constraints noted above, such consultation seems to be limited at the level of input about the proposed

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1 At the time of writing this report the 10% the university needs to fund has not been allocated. It is hoped the funds will be raised through the Rising in the East Campaign. Funding the 10% from the budget is also being discussed, but funds would not be reallocated from essential operational expenditures. The 10% does not have to be found upfront or all the funds found at one time. The project will proceed even if the 10% is not fully or partially funded.

2 A survey of needs found that the square footage to accommodate those needs would come in at around $130M well in excess of the funds available. Given the funds available and the projected costs of a building of 100K square feet, a 75K SF usable footprint has been determined.
floor plans and layouts. It seems that the stage for any substantive input around the total square footage and massing of the building has passed.

**Concerns**
Several concerns have been expressed through COBRA’s review of the materials for the CORE building and the consultative process that has been undertaken.

1. Adequacy of the total square footage to meet current and future operational needs.


3. Operational costs of the new facility (e.g., moving to a more digital environment, staffing, utility costs, services).

4. Potential significant increase of costs of electronic subscriptions (projected as markedly higher than hard copy subscriptions), as mandated by the reduction of the open shelf space for hard copy collections in the new building.

5. Space designed for aesthetic presentation at the cost of operational function needs.

6. The weight that the user needs and input from users carried in the decision making process when set against budget and other considerations.

**Recommendations**

COBRA recommends that ExCom request the following from appropriate administrative units (e.g., University Facility Development and Operations, Administration and Finance, or Office of the President):

1. Clarification for the process by which a decision to go with a new build was made and the decision-making body for new buildings, and for the CORE building in particular.

2. Reiterating or clarifying the consultative and decision-making process for the CORE building.

3. Consideration/exploration of the possibility to extend the current time line to allow for substantive user comment.

4. Dissemination of the existing plans widely at the start of the winter quarter 2018 and timely circulation of any modifications made through the CORE Building User Group in the future to the larger campus stakeholder constituencies.

5. Seeking stakeholders’ input through both formal shared governing bodies (e.g., committees of academic senate) and through open sessions, such as town hall meetings.

6. Clarification of what suggestions and comments can be made and what the decision process will be to address suggestions and comments about the CORE building design – what is the scope for users (faculty, staff, students) to realistically effect change?
7. Clarification about the status of the existing library (planned seismic retrofit of Annex) and the dissemination of plans for the main building and annex in the future.
INTRODUCTION
Review Process

Process Map

**Process and Participants**

- **Executive Team**
  - President
  - Cabinet

- **Core Team**
  - Facilities Development and Operations
  - Dean of Library
  - Library Representative (Staff)
  - Chair of Academic Senate
  - Vice Chair of Academic Senate
  - Chief Information Officer (or designated representative)
  - Student Affairs Representative
  - ASI President (or designated representative)
  - Executive Director, Alumni and Constituent Engagement
  - Presidential Appointee (Academic Affairs)
  - VP for Administration and Finance

- **Academic Senate and Standing Committees**

- **Deans and Associate Provost**

- **Chairs Council**

- **Stakeholders**
  - Student Representative(s)
  - Alumni Representative(s)
  - Faculty Representative(s)
  - Staff Representative(s)

- **University Community**

**WHAT + HOW**

**SERVICE AND OPERATIONAL MODEL**

- **Core Team #1**
  - Planning
  - Outreach

- **Core Team #2**
  - Planning
  - Services

- **Core Team #3**
  - Planning
  - Program

- **Core Team #4**
  - Planning
  - Program

- **Exec Team Meeting #1**
  - Approved Services

- **Exec Team Meeting #2**
  - Finalize Program

**WHERE**

**PROGRAMMING**

- April
- May
- June

*Updates and Discussions*

*Survey Outreach
  - Faculty
  - Staff
  - Students

*Large Workshop
  - with Stakeholders

*Presentation

*Focus Group Library Staff
02
SERVICE & OPERATIONAL MODEL

/ Service Spectrum
/ Service Model
/ Operational Model
Service & Operational Model

Service Spectrum

Traditional Library
- Dedicated Use
- Dedicated Space

Adaptable
- Flexible Use
- Flexible Space

The “Everything” Building
- Dedicated Use
- Dedicated Space

EDUCATIONAL SERVICES + ENVIRONMENT = EXPERIENCE
CSU East Bay CORE Building Service Model

Social Justice, Diversity, & Sustainability

Collaboration & Engagement

Innovation, Learning, & Technology

Primary Library Services

Draft Service Model
Follow-up on Service & Operational Model
SPACE PROGRAM SUMMARY

/ Space Allocation
/ Readers Seats
Space Program

Space Allocation

Current Space

- Staff / Admin. 23%
- Collection 29%
- Service Area 46%
- Other 2%

Collection 30,909
Staff/ Admin. 24,149
Service Space 48,750
Other 1,566

Total (ASF) 105,374

Needs Assessment

- Staff / Admin. 10%
- Collection 11%
- Service Area 79%

Collection 12,290
Staff / Admin. 10,581
Service Space 84,300
Other 0

Total (NSF) 107,171

Recommended

- Staff / Admin. 14%
- Collection 12%
- Service Area 74%

Collection 9,250
Staff / Admin. 10,661
Service Space 55,090
Other 0

Total (NSF) 75,001

EDUCATIONAL SERVICES + ENVIRONMENT = EXPERIENCE
### Space Program

**Reader Seats**

*Exclude seats in specialized rooms and event*

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<th></th>
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<th>NEEDS ASSESSMENT (# SEATS)</th>
<th>RECOMMENDED (# SEATS)</th>
<th>INCREASE (CURRENT vs REC.) (# SEATS)</th>
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04
CORE STORY
KNOWLEDGE IS MORE THAN INFORMATION
INCUBATE

CONNECT

CONTEMPLATE
SUSTAINABILITY  DIVERSITY  SOCIAL JUSTICE
THE CORE
05
CONCEPTUAL PROGRAM

/ Welcoming & Information
/ Collection & Access Area
/ Self-Directed Learning & Work
/ Reflection Area
/ Collaboration Zone
/ Peer-To-Peer Learning & Collaboration Rooms
/ Innovation & Technology Space
/ Staff Area
/ Tech Service
/ Food Service
/ Event & Exhibit
/ Outside Space
## Conceptual Program

### Welcoming & Information

**Services**

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**Value**

- All event information in one place
- Clear wayfinding
### Conceptual Program

#### Collection & Access Area

**Services**

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<td>Special Collection</td>
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<td>Circulation &amp; Check-Out</td>
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**Value**

- Easy access to high-use materials
- Readily available staff support

## Conceptual Program

### Self-Directed Learning & Work

#### Services

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<tr>
<td>Relaxation</td>
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#### Value

- Right size carrels
- Power outlets & flexible seating
- Quiet area for computing
- 68% more total quiet seating
- 50% more carrels
- 100% more table seating
- 40% more lounge seating
Conceptual Program

Reflection Area

**Services**

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<tr>
<td>Quiet Study</td>
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</table>

**Value**

- Dedicated space for meditation, relaxation and prayer
- Culturally responsive
- Facilitates stress relief
- Quiet area
### Conceptual Program

## Collaboration Zone

### Value
- Power outlets & flexible seating
- 17% more table seating
- Computing stations in quiet areas
- Flexible furniture for collaborating with groups of 4 to 12 people
- Adaptable for large meetings

### Services

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<td>Staff Work Area</td>
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<td>Student / Faculty Interaction</td>
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<tr>
<td>Computer Access</td>
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Conceptual Program

Peer-To-Peer Learning & Collaboration Room

**Services**

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**Value**

- 560% more table seating
- Flexible furniture for collaborating with groups of 4 to 24 people
Conceptual Program

Innovation & Technology Space

**Services**

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**Value**

- Create a 21st century learning environment
- Enhance digital literacy and provide the support system for students to learn
- Foster ideation within creative spaces
- Incubator for programs of innovation and entrepreneurship
- Innovative meetings
Conceptual Program

Staff Area

**Services**

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**Value**

- Empowers staff to support CORE Building users
Conceptual Program

Tech Service

**Services**

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<td>Technology Support</td>
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**Value**

- Allow students, faculty, and staff to use the latest technology
- A launch pad for students’ personal and professional success
Conceptual Program

Food Service

Value
- Opportunity for informal dialogue among students, faculty, and staff
- Provides sustenance and stress relief

Services

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<td>Food Kiosk</td>
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Conceptual Program

Event & Exhibit

**Services**

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<th>LIB</th>
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<tbody>
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<td>Gallery</td>
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<td>Events</td>
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**Value**

- Learning leaves the classroom and continues in community
- Place where students participate with their cohort, faculty, and community to create new methodologies and ways of thinking
- Pioneer Pride
Conceptual Program

Outside Space

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<tr>
<th>Services</th>
<th>LIB</th>
<th>INN</th>
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<tbody>
<tr>
<td>Study Space</td>
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<td>Relaxation</td>
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<td>Social Interaction</td>
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<td>Events</td>
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Value

- Indoor / outdoor connection
- Additional social and event opportunities
What are we getting?

• 714 Additional Seating, including:
  • Individual Study (+134 carrels)
  • Open Quiet Study (+137 seats)
  • Study Room (+252 seats)
  • Lounge (+35 seats)

• Upgraded/Expanded Data and Power Connections
• Easy Access to General Information, Event Schedules, and Help
• Space for Innovation and Collaboration (Makerspace, Technology Areas)
• Easy Access to High-demand Collection Items
• Purpose-built, Modern, Space for Staff
• Tech Service, Food, Event Space and more….
CORE Building

Major Milestones

September 2017: Begin design

March 2018: Board of Trustees Schematic Design Approval
December 2018: Complete Construction Documents

January 2019: Guaranteed Maximum Price
February 2019: Start Construction

February 2021: Complete Construction
March 2021: Complete Furniture Install / Move-in
Program – Define Services and Operations
- User group
- Focus group(s)
- Workshops

Building Site
- Utilities
- Topography
- Zero Net Energy
- Access (ADA, service, fire)
- Cost
- Outdoor space

Massing
Conceptual Only
Conceptual Only
Conceptual Only
Core Building

Design Drivers
Conceptual Layout of Program – Level 2

Conceptual Only
Design Drivers

Conceptual Layout of Program – Level 3

Conceptual Only
Questions?

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