



## Academic and Administrative Space Policy

<b>Responsible Official:</b>	Provost/Executive Vice Chancellor
<b>Responsible Office:</b>	Real Estate Services Group, Division of Planning and Budget
<b>Issuance Date:</b>	04/22/2014
<b>Effective Date:</b>	04/22/2014
<b>Summary:</b>	Guidelines intended to assist divisions and schools with management of space and provide information about space standards and facilities space planning.
<b>Scope:</b>	These guidelines apply to all University academic and administrative units.

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### I. SUMMARY & SCOPE

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In order for UC Merced to achieve its mission, it is essential to maximize the use of all available assets. Optimizing the allocation of building space ensures that, as an institution, UC Merced will use its physical resources effectively and efficiently. This Academic and Administrative Space Policy (Space Policy) sets forth space management responsibilities, describes factors to be considered in the analysis of new space requests and specifies certain space inventory reporting requirements. Space Allocation Guidelines appear in the Appendix of this document.

This Space Policy and Guidelines are intended to assist divisions and schools with management of their space in an efficient and effective manner. In addition, the Space Policy and Guidelines provide information about space standards and facilities space planning. The Real Estate Services Group (RESG) in the Division of Planning and Budget is available for consultation on the use of this policy and any other space related issues. Academic and administrative units with internal space policies or procedures should ensure that their procedures align with the information provided in this document.

Academic and administrative space is an important resource that helps support the instruction and research mission of the University. Campus facilities are resources that must be managed, maintained and controlled in accordance with University policies and procedures. Space is allocated on the basis of academic and institutional priorities and

programmatic need. Academic and administrative space may be reallocated if needs or priorities change.

Ownership of all UC Merced facilities, regardless of the original source of construction or acquisition funding, rests with the Board of Regents. The allocation or assignment of space does not constitute transfer of ownership of space and such ownership is not to be inferred.

The chancellor has overall responsibility for the equitable and optimal use of space resources with final authority over all UC Merced space assignments and designations. The chancellor has delegated this authority to make space assignments on a day-to-day basis to the provost/executive vice chancellor.

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## **II. POLICY**

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### **A. UC MERCED SPACE ADVISORY COMMITTEE**

The chancellor appoints a Space Advisory Committee (SAC) comprised of the vice chancellors, the assistant chancellor and the assistant vice chancellor for real estate services to periodically review the campus space inventory and make recommendations about space assignments to the provost/executive vice chancellor. The SAC ensures that space-related decision making is aligned with campus space planning principles.

The campus space inventory, managed by RESG, provides and maintains information necessary for space reviews, assessments and reporting. The campus space inventory will be kept as comprehensive, current and accurate as possible to inform recommendations and decisions regarding space assignments. A campus space plan should be developed periodically by RESG for consideration by the Space Advisory Committee.

#### **1. Campus Space Planning Principles**

- a. The top priority for on-campus space will be given to faculty and other instructional personnel, to administrators and staff who directly support students in the on-campus environment, and to administration and faculty who directly support faculty instructional personnel and research functions located on campus.
- b. Priority for on-campus space also will be given to staff who must spend the majority of their time on the direct care and maintenance of buildings and grounds or maintaining campus safety and security. All other persons, units and functions are candidates for off-campus relocation.

These principles are intended to be fair, consistent, sufficiently flexible and transparent to enable the securing of space for all campus units. The intent is to adopt and leverage a broad view of space considering the use and allocation of space across all units and recommending the optimal course of action for UC Merced as a whole.

#### **2. Space Management Responsibilities**

The chancellor, vice chancellors, dean of engineering, dean of natural sciences, dean of social sciences, humanities and arts, and chief information officer (campus executive leadership) are responsible for resolving space issues within his or her own unit, according to the principles in this document. Campus executive leadership is responsible and

accountable for the use of space within their own units and shall ensure space use is in alignment with the principles outlined in this campus space policy. All units requesting space or space resolution will first take their requests to their cognizant vice chancellor or dean, or in the case of the office of the chancellor to the assistant chancellor. If the issue is not resolvable internally and/or if the space issue requires addressing issues and needs that cross units, the issue may then be brought to the campus Space Advisory Committee for consideration and possible resolution. Campus executive leadership is responsible for ensuring that space assigned to their units is being used for the approved purpose.

Divisions and schools administer their space conforming to University policy and according to campus space standards where they exist. The provost/EVC assigns space designated for instruction, research and organized research that includes but is not limited to academic and academic support including: Castle facilities; Fresno Center; Tri-College; academic administration; Information Technology and the UC Merced Library.

Responsibility for the assignment of space designated to support housing, dining, student services, student development and student life, enrollment management, and recreation and intercollegiate athletics has been delegated to the vice chancellor for Student Affairs.

Financial responsibility to pay for renovations, furniture and space moves is the responsibility of the unit. Approval of a space plan or space assignment by the provost or chancellor does not constitute funding. In cases where a unit is required to move in order to benefit the campus at large, the chancellor may establish a budget for these expenses subject to funding availability and the recommendation of the Space Advisory Committee. In these cases, the affected units will work with Capital Finance and Space Management to facilitate space moves and the process.

Unit heads are responsible for being aware of contractual agreements and terms with respect to provision, use or space management. This includes requirements associated with federal and state programs and contracts in the University research environment.

### 3. Assignment of Space and New Space Requests

Campus executive leadership may assign or reassign space under their jurisdiction to units reporting to them and in turn, unit heads may assign space to subunits. In order to maintain flexibility in the allocation of space and to be able to respond to change, the provost/EVC may allocate or reassign space. The campus Space Advisory Committee advises the provost/EVC regarding space assignments and reassignments.

RESG within the Division of Planning and Budget has responsibility for maintaining the campus space inventory. Reassignment of space within a single direct report area does not require additional approvals; however, the re-assignment of space must be reported to RESG at the time it occurs for space inventory purposes.

Requests for new space should be submitted by senior campus administrators to RESG. A space analysis will be conducted and the requests will be forwarded to the campus Space Advisory Committee for review and consideration based on the principles and criteria in the campus Space Policy. The provost/EVC and Space Advisory Committee meet regularly to review requests. The provost/EVC issues decisions regarding new space assignments.

### 4. Resolution of Space Issues

Campus executive leadership is responsible for effective and efficient management of space just as they are responsible for the management of fiscal resources and personnel. Specific responsibilities for the management of space include: the assignment of space; resolution of space problems; verification that space is being used for the purpose specified and prompt reporting of changes in assignment, use or configuration of space. Assignment of offices and other spaces must be examined in light of this information and take into consideration the current and future use of space.

Not all UC Merced functions can be accommodated on campus and a significant number of academic and administrative personnel reside off campus in leased space.

Private offices may be cost prohibitive and are not required for all personnel. As a result, many campus personnel are assigned space in an open office environment including work stations. To address the need for very short-term space assignments or private office use, it is recognized that "hotel space" or the provision of office and work space for short periods of time is an economical and efficient way of providing additional space both on and off campus. "Hotel space" can be shared by more than one unit and is part of UC Merced's strategy to effectively manage its space.

## 5. Mandatory Space Reporting

[Facilities Link](#) administered by RESG is a web database application used by the campus to record building and room information and space assignments. Facilities Link is used for space planning, analysis and reporting. Facilities Link is the basis of space reporting to the Office of the President, the State of California, the National Science Foundation (NSF) and other entities in conjunction with resource management and accountability. In order to maintain adequate records and assist with the management of space resources on campus, the assignment of space must be recorded in Facilities Link. Space assignments are for employees who physically use designated space. To the extent that space is vacant, this must also be reported in Facilities Link.

Each division and school in collaboration with RESG designates a space contact with access to Facilities Link for the purpose of updating space records. A formal review of building and room inventory is conducted each year as part of mandatory state and federal space reporting requirements. Space contacts shall verify the accuracy of data in the campus space inventory for their area and assist with periodic on-site surveys of space including space utilization reviews.

To meet University requirements for maintaining accurate space inventory records including room-type categories and utilization, all reassignments of space or changes in function must be reported to RESG at the time space reassignments are made. Space changes can be input directly into Facilities Link by units or the information may be communicated to RESG staff who provide assistance for this function.

## 6. Space Planning Criteria and Characteristics

Space needs are analyzed in the context of the following criteria and characteristics:

- a. Established institutional priorities such as support of the University's academic mission including its research needs as described by academic space plans approved by the provost/EVC and the Academic Senate

- b. Consistency with approved long range planning documents including the Long Range Enrollment Plan; Long Range Development Plan and the Capital Financial Plan
- c. Programmatic need (for example, instruction and research, organized research, student services and support, administrative and support, or other non-instruction related);
- d. Space type (for example, instructional, research, office or other)
- e. Whether the space is temporary or permanent
- f. Whether the personnel are full time or part time
- g. Whether the personnel can be accommodated in off-campus space consistent with the campus space planning principles referenced in this policy
- h. Adjacency factors and the need for contiguous space, support facilities or access to campus operations and convenience and accessibility for faculty, students and staff to access programs and services
- i. University and campus policies and contracts
- j. Cost effectiveness

The costs to obtain additional space should be considered along with other resources in developing new space requests. Requests for new space are analyzed by RESG and presented to the Space Advisory Committee. New space assignments are approved by the provost/EVC.

Approval of additional space alone does not guarantee that funding for space moves will be provided. Annual operating budget requests should factor in space availability and costs. Space planning must be integrated with other resource planning.

Space planning decisions may involve complicated space moves, alterations and considerations such as limitations on when moves can occur to minimize programmatic disruption. Thus, it is essential that space needs be planned for as far in advance as possible. Final resolution of requests for new space may be in the form of reassignment, exchange or improvement of existing space, the acquisition of new space, or the assignment of off-campus space.

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### **III. SPACE ALLOCATION PROCEDURES**

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The following procedures have been developed to assure that there is a process to know where and how to make requests for space and what the decision process entails. The development of space planning information and consideration of space solutions by major units prior to submitting space requests to RESG is essential. RESG is available to assist units with space planning.

#### **A. REQUESTS FOR NEW OR CHANGED SPACE**

1. Requests for new or changed space must be submitted in written form to RESG by a senior campus administrator such as a direct report. RESG will conduct a space analysis by working with the identified unit(s) and will make recommendations to the Space Advisory Committee. Requests for new space should be submitted to RESG at least three months prior to space being required.
2. Each space request must include an internal review of space assignments and space considerations. New space requests must describe current allocations of space and resources available along with a justification and description of the additional space need. This space planning effort must be rigorous and must include consideration of part time versus full time assignments, opportunities for shared use and efficient configuration of space and use of furniture. Staff in the RESG office may be contacted to assist with space planning, including furniture planning for major moves.
3. In order to plan for a new building, or large assignment of space, the SAC will review the planned use of released space, in the context of broad campus space planning objectives.
4. Justification for large space requests must include a space audit by RESG. The request must include information about the new or expanded program requiring space, the schedule, whether the requested space is temporary or permanent, a list of the programs and personnel to be accommodated, and provide a funding plan for the additional space, including technology, furnishings and equipment.
5. The Space Advisory Committee strongly supports the use of shared space resources, minimization of private offices, creation of break-out spaces, hotel space, and collaborative spaces for multiple units (including within and across Divisions and Schools), full utilization of space, and the development of other creative solutions for effective space use.
6. Units are encouraged to plan for the space needs of all personnel, including student employees.
7. The Space Advisory Committee considers space requests according to the Space Policy and in the context of unit space plans and financial feasibility.
8. The Provost/EVC may assign blocks of space to Deans or other senior campus administrators for specific space assignments on a room by room basis, however, all such space assignments must be reported to CPSM when they are made.
9. Space requests will be reviewed for completeness and acknowledged upon receipt by RESG.

## **B. SPACE PLANNING CONCURRENT WITH BUDGET PLANNING**

Space planning must take place concurrently with planning for any programmatic growth, and space allocations must be requested, and appropriate space identified, in conjunction with the development of new programs and initiatives. At the same time a proposal is being developed for new funding each unit should also factor in space needs including grant funded projects. The Space Advisory Committee must approve in concept any allocation of

space for major new programs or large space re-assignments that may affect more than one Division.

### **C. RESTRICTIONS ON PRIVATE USE**

State and Federal governments impose significant restrictions on private use of University space by third parties including not-for-profits. It is a requirement to report any proposed private use or private activity by third party for space to RESG in advance of any commitments for review and analysis. Campus units with existing private use space must report it annually to RESG. The information is part of the official campus space inventory report sent to the UC Office of the President each year.

### **D. SPACE-PER-PERSON RECOMMENDATIONS**

The space assignment guidelines (Table 1) in this document show the recommended assignable square footage (ASF) by position type. These guidelines are not a guarantee that an employee or affiliate of the University will receive a specific office type or amount of square feet, but rather defines the recommended range of space a person in a specific role should be assigned. ASF is defined as the area of a building suitable for occupancy measured from the interior walls. This excludes main corridors, bathrooms, and other non-assignable space.

### **E. SQUARE FOOTAGE RANGES**

The square footage ranges are provided to accommodate the varying programmatic needs of these positions across the University. For example, a unit may assign an office on the smaller end of the square footage range to a person who is more likely to spend time working in a research lab than in an office. Conversely, a person may be assigned an office on the upper end of the range to accommodate frequent meetings with multiple individuals.

### **F. COLLABORATIVE SPACE**

It is suggested that the campus make spaces conducive to creative interaction a priority. Physical spaces where students can meet with professors, mentors and other students to enhance the learning experience are encouraged. The amount of individual assigned space can be streamlined in order to create group and collaborative spaces that facilitate increased creative interaction space and meet the goals of the academic and administrative space.

### **G. APPLYING THE GUIDELINES IN SHARED SPACES**

The recommended square footages of shared spaces specify the range of office space that is recommended for any one person. They do not necessarily indicate the actual size of the office or workspace. For example, a department could designate a cumulative 140-200 square feet for four employees (35-50 square feet per person); this space may or may not accommodate all four persons simultaneously.

### **H. TYPES OF SPACE**

The following space-per-person recommendations are based on space guidelines from other UC campuses and they are consistent with State guidelines and practices.

## 1. Private Offices

Management staff, depending upon the nature of their work, may require a private office. The size of the office varies depending on the type of work and the need to supervise other employees and/or participate in private discussions. When private offices are justified, management staff members typically are assigned private offices of between 100 – 120 ASF. If senior management staff and/or department heads require different or larger space accommodations for specific reasons, such cases are considered by the appropriate Vice Chancellor or Dean on a case-by-case basis, and space is allocated depending on the work needs of these individuals. In some cases, senior administrators such as Assistant and Associate Vice Chancellors may require an office of up to 150 ASF.

## 2. Shared Offices

Staff may be assigned to share an office, for example, an office space of 150 ASF amounts to 75 ASF per person. This is a reasonable solution for staff requiring a quiet office environment that is important for writing, financial planning or other tasks. In addition, shared offices may be effective for staff working in teams of two.

## 3. Touchdown Space

Touchdown, or hoteling space, is becoming more important as UC Merced faces the reality of moving administrative and other staff off campus in order to make campus space available for growing academic programs. Provision of touchdown space on campus is a resource for staff located elsewhere. Touch down space should be as centrally located as possible – near transportation, parking, and café venues or other amenities. Touch down space is most effective if it includes center elements that people require for their work. There are different types of touchdown spaces, facilitating a variety of needs. These may include teaming (groups working together), meetings and quiet spaces for concentrated work. Some types of touchdown space might require storage space for personal items and work that is in process. Furniture should be highly adjustable and very flexible, particularly the chairs and work surfaces. Whiteboards can be very helpful.

## 4. Advising

Advising, such as academic, financial aid, or student business services advising positions may require private space. A combination of open plan, with available private advising rooms, may optimize space utilization while meeting privacy requirements as confirmed by a campus senior administrator, such as: Vice Chancellor; Dean; CIO; or University Librarian. Shared space across units is strongly encouraged.

## 5. Graduate Student Space

Departments have various needs and requirements for space for graduate students depending upon the discipline. The teaching function of graduate students should be accommodated in a manner best suited to the subject. Graduate Student Researcher space is often provided by the School and is often in a shared space configuration. The space assignment recommendations listed here are intended as guides for the appropriate amount of space to be available for each student.

## 6. Part-Time Staff and Student Employees

Part-time staff should be located in shared spaces cubicles at the smaller end of the range. Student employees should be located in shared cubicles. Depending upon the number of students in a department, it can be a challenge to accommodate all needs equitably. Assignment of office space for students varies from school to school and unit to unit. In general and when it is available, space is allocated to students ranging from 35-50 ASF/student. It is often the case that student employees are assigned shared cubicles due to the part time nature of their positions.

#### 7. Instruction and Research Space

Workload factors for instruction and research space are based on Full Time Equivalent (FTE) students, faculty, and staff needing space for each activity. These factors include student course enrollments, weekly student contact hours in facilities, and numbers of faculty, graduate students, postdoctoral scholars, teaching assistants, lecturers, and other personnel. The California Postsecondary Education Commission (CPEC) space standards are used to calculate a broad envelope of space need for instruction and research activities. CPEC standards are intended to be used as overall planning tools. Campus practice has been to balance instruction and research space across Schools when adding new buildings and considering the disposition of released space.

#### 8. Academic Office Space

The highest priorities for space in academic departments are offices for regular faculty, research laboratories, offices for administrators, graduate student instructors/teaching assistants, etc. Space is also used for study facilities, computer rooms, departmental shops, scholarly activity, and other special uses that support departmental needs. Deans are responsible for the equitable distribution and optimal use of space for academic programs. They must evaluate space assignments and determine priorities within available resources.

#### 9. Library Space

Library space needs are based on numbers of users, collection size, library staff, user patterns and technology.

#### 10. Off-Campus (Leased) Buildings and Non-Conforming Space

In cases where existing conditions are non-conforming or in leased buildings, creative efforts may be needed in order to follow the guidelines presented here. RESG can assist with space planning with the goal of maximizing space utilization that meets programmatic needs.

#### 11. Multiple Offices

Assignment of multiple offices for any member of the campus community, including both faculty and staff, is strongly discouraged. Faculty with joint appointments and persons with staff in multiple buildings may be assigned a secondary office, provided it is not located within the same building as the primary office. The Provost/EVC must approve the assignment of more than one office to an employee.

#### 12. Use of Unoccupied Offices

One significant way to reduce the shortage of office space is to ensure that all offices are occupied throughout the year. When offices are left unoccupied for significant periods of time, such as during sabbaticals or other leaves, units and departments should use these spaces to alleviate any pressing space needs. Departmental and unit administration can schedule this use in advance in order to achieve a higher density for short term space uses.

### 13. Housing Space

Guidelines for establishing the supply of housing for students, faculty and staff shall be based on the demand for additional housing, financial feasibility, and the housing goals articulated in the most recent version of the campus Long Range Development Plan.

### 14. Specialized Space

Some space types by definition are non-standard and there are no campus space standards. This typically includes programs and activities such as auxiliary units and business enterprises with special uses. It may also include non-office type space used in health centers, counseling centers, recreation and athletics, or student programs. It is recommended that these units consult with RESG to offer resources and comparisons from similar projects within the University of California system.

### 15. Storage Space

Whenever possible, specialized storage should be off-campus so that on-campus space can be used for active academic programs priorities.

### 16. Emeritus Faculty

Deans are responsible for the equitable distribution and optimal use of space for academic programs in the Schools. They must evaluate space assignments to emeritus professors in comparison with alternative uses and determine priorities within available resources. All assignments of space to emeritus professors should be evaluated annually by Deans. As a campus standard, emeritus faculty may occupy an office on campus when they are actively engaged in substantial ongoing work that serves the university upon recommendation of the Dean and approval by the Provost. The assignment of a private office to an emeritus professor should be considered an exception to policy and should be based on a level of activity comparable to that of a full-time faculty member.

