

## **LSA Space Guidelines –February 2011**

### **Overview**

The rising costs of utilities and building maintenance have placed increasing stress on the University's operating budget. In order to better control costs, the Provost has launched a University-wide Space Initiative that will unfold over a period of several years. The Initiative will inventory all University space and study its management by the University's schools and colleges. It is anticipated that a better understanding of our space needs and improved management of facilities will both lower operating costs and improve the quality of the various operations that require access to specialized space.

Of the University units that report to the Provost, LSA, with more than 1.85M square feet of assignable space, is the largest user of University space and a major participant in the Provost's Space Initiative. As we prepare for the first phases of the Initiative, we think it advisable to remind LSA units of the College's practices for space utilization, the College's obligations to the Provost for the efficient utilization of the space assets that have been assigned to us and the College's use of space/utilization statistics in the review of space allocation and funding requests.

### **General**

All space at the University (outside of the Medical Center[s], Housing and Athletics) is controlled by the Provost's Office. The Provost allocates space to the academic units based upon their demonstrated need and available resources. Within LSA the Dean, through the Office of the Director of Facilities and Operations (LSA FO), manages all space assigned to the College by the Provost. LSA FO assigns space to LSA units for their administrative control but retains the authority to reallocate space between LSA units as needed. LSA units will manage the space assigned to them to house faculty, staff and students and to provide space for teaching and research activities. Although in many cases space within a unit that becomes available through personnel departures, program changes, etc. will be reassigned back to the LSA unit, the Dean may reassign space as needed. In all cases consultation will occur with the Department Chair or the Program, Center or Institute Director. Chairs and Directors must consult with the LSA FO before adding, deleting or exchanging any assigned space or negotiating space use agreements with other LSA or University units. The Director of LSA FO, acting for the Dean, will negotiate all changes or exchanges and space use agreements involving LSA space at the College level.

All significant modifications, alterations or renovations of space assigned to departments or programs must be authorized and initiated through LSA FO. This requirement applies regardless of the source of funds utilized. In LSA, funding for facilities improvements and modifications is managed centrally. Requests for facilities projects are submitted to LSA FO as part of the budget process. Any project request submitted by a department or program for which all or any portion of the necessary funds are expected from an alternate source should clearly state that fact. Funding, either in whole or part, from an alternate source does not automatically ensure project approval.

Requests for additional space resources received by the College will be evaluated and prioritized based upon the unit's demonstrated need, available resources and in the context of the unit's adherence to this set of space policy guidelines (including classroom scheduling guidelines).

LSA FO should be consulted whenever a research proposal requires a change to existing facilities, installation, up-grades or replacement of major pieces of equipment or requests the assignment of additional space resources. All facilities design and construction projects resulting from approved research proposals will be requested through and initiated by LSA FO regardless of the funding source.

Within LSA, the use of and creation of shared facilities is encouraged. Some of these spaces may be under departmental control and some may be College level assets. These spaces can house sophisticated, expensive or one-of-a-kind support equipment with broad application across the span of research and teaching activities. These shared spaces reduce our investment in capital equipment and specialized facilities, reduce the lifecycle cost of teaching and research programs and allow faculty access to specialized equipment that they might not otherwise be able to utilize. The College will exercise significant oversight of these shared facilities, ensuring that LSA faculty have access to these facilities at equitable rates, whether they are administered by a department or directly by the College.

LSA continually is exploring ways to provide an improved level of administrative support for academic activities. When properly designed and implemented, shared staffing/services arrangements across LSA units lead to greater efficiencies in administrative work. Increased specialization allows staff to develop greater skill at specific functions; separation of duties increases internal controls in smaller units, and effective use of staff maximizes the available financial resources. In support of this concept, all new construction or major space renovations will include space specifically designed to accommodate shared staffing/services.

Providing space centrally within LSA buildings and within LSA departments' space allocation to support undergraduate activities is a major College priority. Any significant renovation of departmental space must take into consideration the allocation and opportunities for the expansion of space for undergraduate activities.

### **Departmental Space Management**

It is not the Dean's Office intention to manage space within departments. Each department or program is expected to develop internal space management policies and procedures consistent with the guidance contained in this document to meet its operational needs. Particularly in large Science units, the use of a standing faculty space committee for this purpose, representing a cross-section of a department's research and teaching interests, maybe the best administrative arrangement to ensure that all departmental constituencies are considered. In other units a pre-existing standing committee or group may handle this function.

### **Administrative Space**

1. Each tenured or tenure-track faculty member is entitled to a single private office. A unit may also have a small number of additional offices that can be shared by visitors, adjunct faculty and individuals with split/dual appointments. Jointly appointed faculty are only authorized one private office. The

Chairs/Directors of the two appointing units will, after consultation with the faculty member, decide which unit will be the primary home for that faculty member. The availability of space in the appointing units, along with the intellectual needs and desires of the faculty member and the appointing units should all be taken into consideration when deciding which unit will house the faculty member. If space is available in the other unit and the two units are located in different building complexes, faculty with joint appointments may be assigned a shared office in the second unit.

2. Emeritus faculty may be provided shared offices, if space is available within a unit, as long as they remain engaged in unit activities. These shared offices are intended to allow an individual to maintain contact with their unit, discipline and colleagues. An emeritus faculty member actively engaged in teaching or research may retain a private office at the discretion of the unit, if space is available.
3. Research faculty (defined as persons appointed to titles in the Research Scientist and Research Professor tracks) should be assigned appropriate office space for their work, within the guidelines set by the University's Office Space Guidelines (issued by the Provost's Office). These guidelines state that non-tenure track faculty (which is the category that research faculty fall into) are authorized a "Private Office, Shared Office, or Cubicle of 80-100sf." The appointing unit will determine the appropriate type and size of space assigned to the research faculty member, within those guidelines. Like tenured or tenure-track faculty, jointly appointed research faculty are only authorized one private office.
4. Although each LSA building is unique, the College has set a range of between 120 to 160 square feet (SF) as the standard size of a LSA faculty office. Many factors contribute to a lack of uniformity in office sizes, both within buildings and between buildings. As far as practicable, new construction or major renovation projects will strive to achieve office sizes in the above range for tenured or tenure-track faculty. Standard office sizes are not tiered based upon the faculty member's rank or time in rank.
5. The University has a contractual and operational requirement to provide space appropriate for their assigned employment functions to members of the Lecturers' Employee Organization (LEO) and the Graduate Employees Organization (GEO). The specifics of the University's obligations are found in the appropriate sections of their current contracts. The LSA Academic Labor Relations Representative should be consulted if questions or disagreements about space assignments to LEO or GEO members arise.
6. Individuals are not required to relinquish their faculty office while filling administrative positions. However, if space constraints within a unit are tight, units should consider using offices of individuals that have administrative offices and individuals that are on leave or duty off campus (DOC) for visitors and other temporary uses.
7. The special space and equipment needs of faculty and staff due to the requirements of the Americans with Disabilities Act (ADA) or other applicable regulations and reasons should be considered in the assignment of space. LSA FO can assist in accessing University resources to provide professional consultation, if needed.
8. Graduate students that are not currently assigned as GSIs may be allocated the use of space within the resources that are assigned to their faculty mentor, advisor or Principle Investigator (PI). Such space

allocations are obviously contingent upon the overall priorities and requirements of the College and the applicable LSA unit.

9. LSA units are encouraged to support student activities, particularly those by concentrators. Providing office space for student organizations or activities using department resources is permitted, as space resources allow.

### **Instructional Space**

1. When necessary and available, LSA units are assigned College space for departmental teaching laboratories, teaching support, seminar rooms and classrooms. Although LSA units have responsibility for scheduling these spaces so that they are efficiently utilized, this space remains under the control of the College. Spaces that are not being efficiently utilized are subject to reallocation by the College.
2. LSA units are responsible for maintaining and monitoring the condition of the space and instructional equipment in their departmentally assigned teaching laboratories and classrooms. They may request room renovations from LSA FO or upgrades or replacement of installed media or instructional technology equipment from LSA Instructional Support Services (LSA ISS). The College provides a limited amount of funding (on the order of \$225K per year in FY08 for the entire College) through the Instructional Equipment Fund to support LSA units' instructional requests. These funds are requested through the budget process. In the vast majority of cases funding for the outfitting or replacement of equipment in departmentally assigned classrooms, outside of the Instructional Equipment Fund request process, is the responsibility of the LSA unit that is assigned the space.
3. Departments are responsible for maintaining, supporting and monitoring the space, furnishings and equipment in departmentally assigned instructional spaces. Although units may request renovations, upgrades or equipment replacement for these spaces from LSA FO or ISS, in almost all cases such improvements will only be considered if the space is converted into an LSA centrally scheduled classroom.
4. Departments may be designated as priority users of designated centrally scheduled College classrooms provided specific utilization criteria are met. LSA centrally scheduled classrooms assigned to a department for priority scheduling will be filled with classes from that department first. When the department has completed scheduling their classes into the room, the Registrar will then schedule other LSA and University classes in that room. If a department is not making full use of a LSA centrally scheduled classroom that has been assigned to them for priority use, that classroom may be removed from priority status by LSA FO and returned to the general LSA centrally scheduled classroom pool. Requests for priority assignments of classrooms should be submitted to LSA ISS.
5. The College has had long-standing guidelines for the efficient scheduling of classroom space. Each department's Key Performance Indicators (KPI) includes classroom utilization statistics. The Dean's Office will use these KPI as factors in resource allocation decisions. Department seminars and other events that do not occur on the Registrar's class time schedule are not included in the calculation of these classroom utilization statistics. These classroom scheduling guidelines are repeated below:

- Departments and programs may schedule no more than 67% (2/3) of class meetings between the hours of 10AM and 4PM. Conversely at least 33% (1/3) of class meetings must meet between the hours of 8-10AM and 4-9PM. Classroom availability, improving student class access and the efficient utilization of our space assets necessitates better distribution of classes throughout the instructional day and week.
- Ninety minute classes must be scheduled in the time slots of 8:30-10AM, 10-11:30AM, 11:30AM-1PM, 1-2:30PM, 2:30-4PM and 4-5:30PM. Ninety-minute classes may be scheduled freely starting at 5:30PM. Classes that meet for one, two, three or four hours must start and end on the hour.
- Approximately 20% (1/5) of class meetings should be scheduled on each day of the week, Monday through Friday. However, given the varying distribution of class meeting times, 20% may not always be achievable. Each unit should schedule at least 15% of their class meetings on Friday.

### **Research Space**

1. Each building and LSA unit is unique, and many factors contribute to a lack of uniformity in the amount, attributes and quality of space assigned to individual departments. The College seeks to have neither unrestricted control over large-scale facilities improvements nor unlimited funds. Individual LSA units, in recognition of this fact, will develop and utilize space assignment standards and policies that treat their faculty equitably and maximize the effectiveness of space assigned to them. The standards and policies for research space will be included in department space management policies and procedures.
2. LSA FO should be consulted early in the new faculty hiring process to assist in space planning and allocation. If it is anticipated that the new faculty member might require significant renovation of administrative and/or laboratory space, then LSA FO must be involved in the discussions with the candidate so that the extent of the space and renovation commitments are well understood and a renovation cost estimate can be determined.
3. Individuals assigned to laboratory space may be required to relinquish that space if they fail to maintain an active research program. Emeritus faculty should only be assigned research space if they have external funding that pays indirect costs. This same principle should also be applied when evaluating the assignment of research space to tenured/tenure track faculty and research scientists; faculty that are assigned research space are expected to maintain funding commensurate with the expectations of their field. In most cases brief gaps in external funding would not require an individual to give up his/her research space. However, extended gaps in external funding should result in the reallocation of an individual's research space to more productive colleagues. In some cases, it may be appropriate for a department to maintain a limited amount of laboratory space to be used by undergraduates who are mentored by faculty who lack externally funded research programs.
4. Within LSA units, common use research facilities should be utilized to the maximum extent possible and individual researchers may be required to use these facilities. They will remain under department control and house installed support equipment with broad application. They will be used to support both instructional and research programs whenever possible to reduce our investment in capital equipment and specialized facilities and the lifecycle cost of teaching and research programs.

5. LSA units are responsible for maintaining and monitoring the condition of the space and equipment in common use facilities and can request upgrades or replacement from LSA FO.
6. Department space management policy and procedures will specify how individuals or groups utilize the department supplied facilities and equipment for research, obtain and retain supplemental research space, request changes in space assignments or alterations in the space they are currently assigned.

### **Maintenance & Cleaning**

Maintenance and cleaning of LSA facilities is the responsibility of the Plant Operations service departments. The principle departments are listed below. Details of each unit's functions, how to obtain their services or contact their management can be found on the Plant Operations website (<http://www.plantops.umich.edu/>). If, after attempting to have problems or concerns addressed, contact your assigned Facilities Manager in LSA FO to assist you in their resolution. Basic maintenance and cleaning services are provided free of cost to LSA departments.

1. The Utilities and Plant Engineering and Facilities Maintenance departments within Plant Operations provide building utilities, maintenance and the daily monitoring and operation of campus buildings. They are responsible for the buildings, building systems and installed equipment. They do not assume responsibility for equipment and systems with specific programmatic applications, or that which does not serve the general occupant population. Renovations, remodeling and services in support of programmatic applications are available on a customer pay basis through the Plant Operations Construction Services or Facilities Maintenance departments. LSA FO will review all significant renovations and/or remodeling projects (> \$50K) prior to them being submitted to Architecture and Construction (A&E), Plant Operations Construction Services or Facilities Maintenance.
2. The Plant Building and Grounds Services department provides custodial care, pest management, other cleaning services, grounds and landscaping management and waste and recycling collection programs.
3. The Plant Materials and Moving Services department provides moving and trucking services on a customer pay basis.
4. Specific maintenance and cleaning standards for Plant Operations provided services can be found on the Plant Operations website in their Service Guide. Services in addition to or that exceed the standard criteria are available from Plant Operations on a customer pay basis.