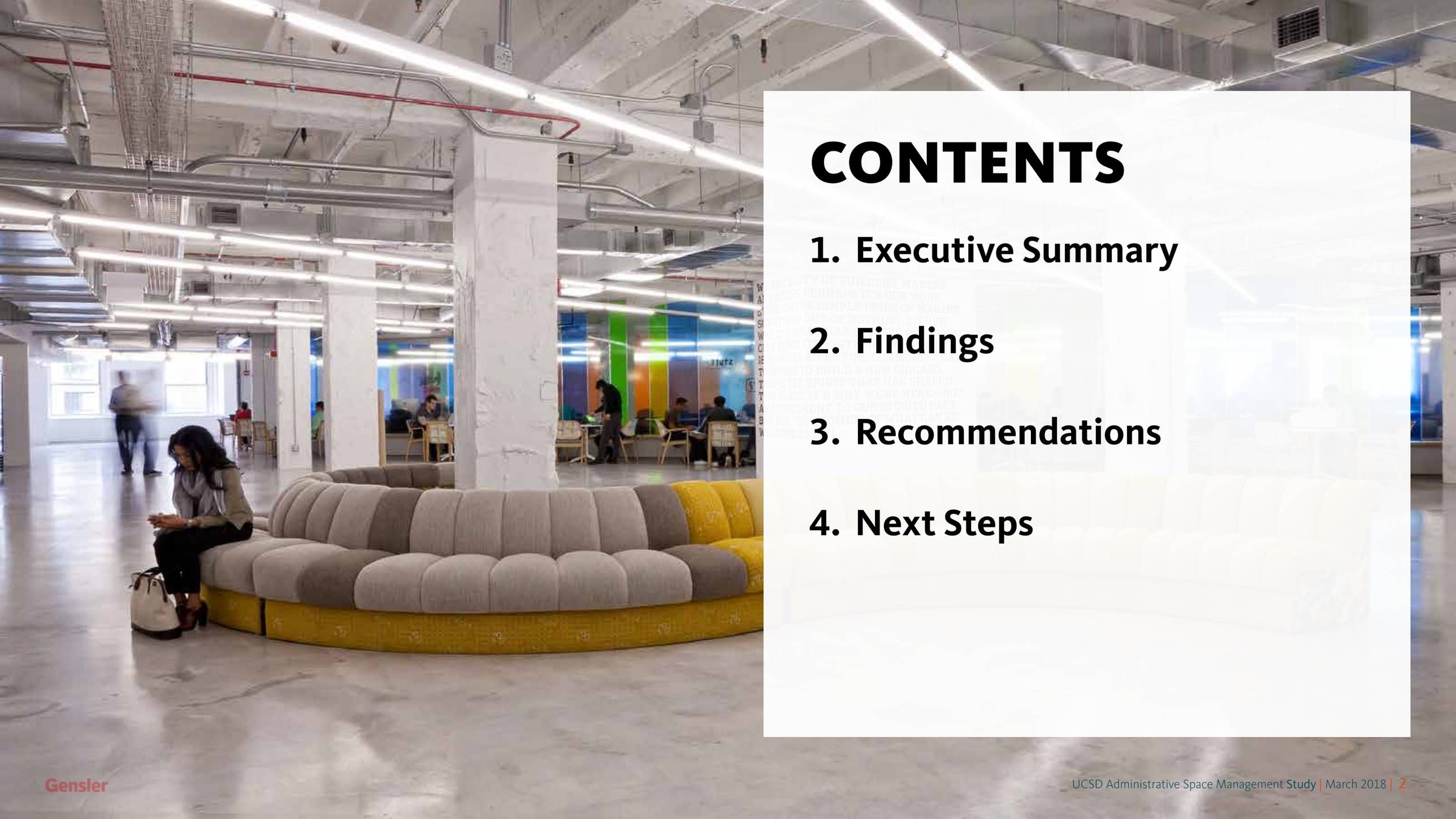
UC San Diego Administrative Space Study

March 2018

Gensler

UC San Diego



CONTENTS

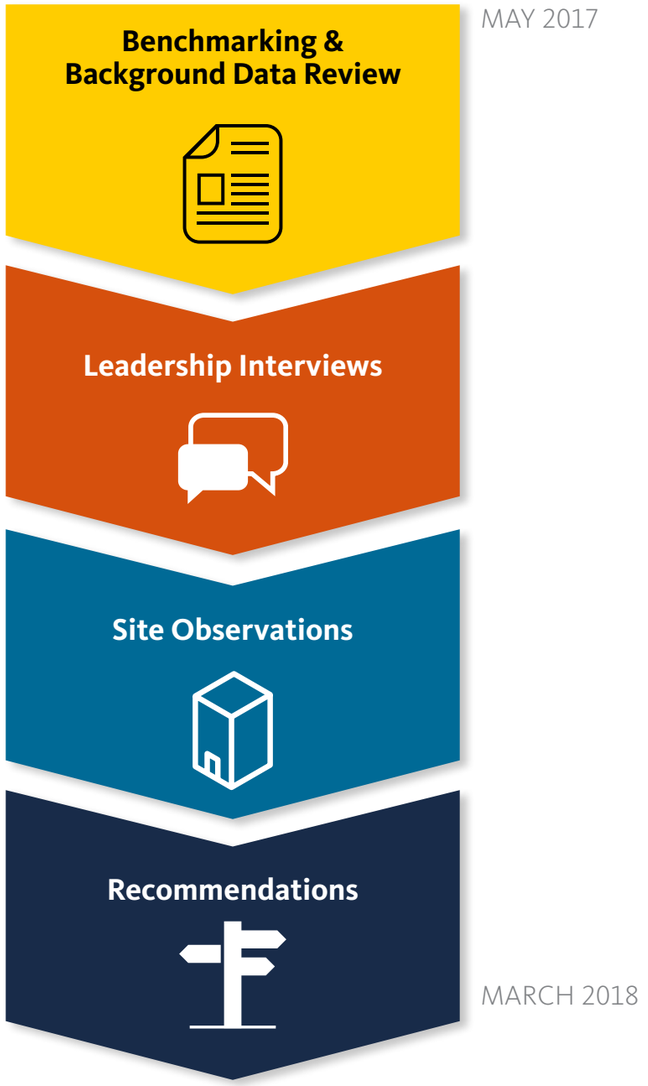
Executive Summary

Gensler conducted the Administrative Space Study to understand the current state of space administration, identify best practices from institutional peers and the private sector, and chart a course for UC San Diego to centralize its processes and standards for managing administrative space.

This document contains findings from a benchmarking study, leadership interviews with key stakeholders, and site observations of a sample of UC San Diego facilities. The recommendations include key ideas for successful administrative space management, a strengthened space committee structure, a space standard framework, potential backfill strategies, and considerations for the Tririga implementation.

An integrated, systems approach to administrative space management will help UC San Diego best support the goals of the academic enterprise.

Project Process



FINDINGS

» **UC San Diego**
Site Tours & Interviews

UC San Diego Interviews & Site Tours

Overview

» Interviews were conducted with key administrative space management stakeholders. Discussion topics included space management processes, vacancy, churn, communication, and space standards.

» Site tours provided context for current successes and opportunities for change.

INTERVIEWS:

» **UC San Diego Health** - Mike Dayton

» **School of Medicine** - Kim Carnot

» **Facilities Management** - Stephen Jackson, Richard Cota, Wendy Schiefer

» **Academic Senate** - Farrell Ackerman

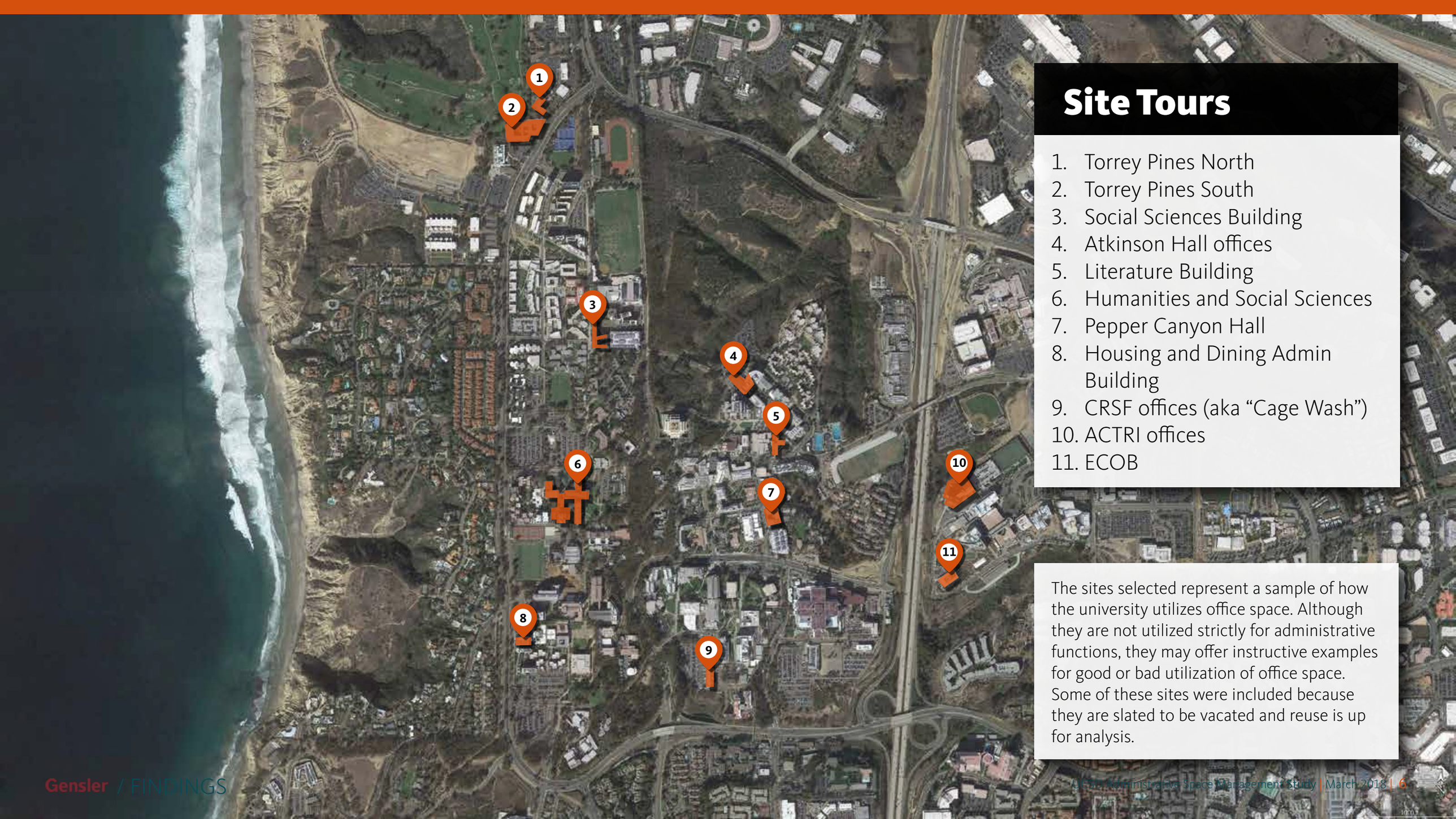
» **Division of Biological Sciences -** John Bauer

» **Jacobs School of Engineering -** Tana Troke

» **Academic Affairs -** Steve Ross, Tara Cameron

» **ITS** - Catherine Ledford, Sheryl Gerbracht, Gordon Hamman

» **Housing, Dining, Hospitality** - Russell King



Site Tours

1. Torrey Pines North
2. Torrey Pines South
3. Social Sciences Building
4. Atkinson Hall offices
5. Literature Building
6. Humanities and Social Sciences
7. Pepper Canyon Hall
8. Housing and Dining Admin Building
9. CRSF offices (aka “Cage Wash”)
10. ACTRI offices
11. ECOB

The sites selected represent a sample of how the university utilizes office space. Although they are not utilized strictly for administrative functions, they may offer instructive examples for good or bad utilization of office space. Some of these sites were included because they are slated to be vacated and reuse is up for analysis.

Interviews & Site Tours | Case Studies

Sixth College Admin
- Replication of status quo
- Primarily enclosed, private offices for administration

Housing, Dining, & Hospitality
- Fortuitous addition of open space
- Open office has led to increased communication

ITS
- Conscious / deliberate adoption of open space
- Work needs are well met by more open and varied workspaces

Triton Pavilion
Novel opportunity to discover and implement new planning practices

Interviews & Site Tours | Case Study

Benefits of open office design: flexibility, efficiency, productivity (Housing Dining Hospitality building - Russell King):

- Greater collegiality, sharing, and collaboration
- Increased cross-departmental awareness and communication
- Improved equity
- Operational efficiencies:
  - Less SF
  - Less HVAC issues with more open space
  - Easier upkeep
- Positive role-modeling
- Increased access to leadership
- Team-orientation
- Shared amenities, including:
  - Central break room
  - Wellness activities
  - Wellness room
  - Informal collaboration spaces on each floor
  - Outdoor spaces
  - Shared conference rooms

Interviews & Site Tours

Problems to Resolve—General

» No integrated systems approach to space management currently exists.

» Communication of space needs is not happening in a consistent and effective way.

» Divisions address space issues inconsistently and often autonomously.

» Space constraints will be the norm until the planned new facilities are built and occupied.

Interviews & Site Tours

Problems to Resolve—Space Policies

» Space management policies are inconsistent across VC Areas, and in some cases, nonexistent.

» Campus administrative staff growth projections are informal or inconsistent across campus.

» A standard utilization metric (square feet per person) to help inform space decision-making is not established.

» “Second generation” space prevails across most of the campus, limiting flexibility and creating space inequities.

Interviews & Site Tours

Problems to Resolve—Space Policies (cont.)

» Many departments give administrative groups private offices. An “office-less” open plan configuration is being tested by at least one department (ITS).

» Most departments meet current space demands by sharing private offices.

» While the CFO supports “open plan” workspaces, many department heads are resistant. A few champions exist (e.g. HDH, HR).

» Space hoteling is not common or culturally embraced. ITS is an exception, with liberal telecommuting and desk-sharing.

Interviews & Site Tours

Problems to Resolve—Structure & Process

» Space requests are often handled informally and not documented.

» Vacant space is likely underreported, lacking any clear campus-wide policy. VC Areas may be reluctant to “advertise.”

» Space needs are not communicated across VC Areas.

» There is no shared forum for Vice Chancellors to communicate with each other regarding space decision-making.

Interviews & Site Tours

Problems to Resolve—Structure & Process (cont.)

- Space management at the division level is decentralized. VC Areas solve independently and may or may not communicate up to a central working group.
- VC Area space committees (if they exist) are not always coordinated with central Real Estate.
- Some VC Areas measure administrative space annually (e.g. UC San Diego Health Sciences).
- There is a disconnect between VC Area space committees and building advisory committees during design (School of Medicine).

Recommendations

- » Key Recommendations
- » Space Committee
- » Space Standards
- » Tririga Implementation

Key Recommendations

1. Create and establish a campus-wide advisory space management framework that is standardized and integrated both horizontally (across campus geography and organization) and vertically from top to bottom. Processes, policy, and technology should target communication, standardization, and equity.

2. Require VC Areas to report on their strategic growth plans when identifying space needs for Administrative Space. Campus Planning will work with each VC Area for the reuse of space within their area.

3. Create a centralized policy governing administrative spaces. Utilize modern density and layout benchmarks.

Key Recommendations

4. Communicate the benefits to VC Areas when discussing modern space standards (flexibility, efficiency, productivity).

5. Develop and implement standards for workplace technology (e.g. laptops, docking stations, VOIP, wireless, etc.)—HDH and ITS are leading the way.

6. Plan and program appropriate support spaces in open office layouts (e.g. amenities, collaboration, phone rooms, etc.).

7. Include facilities maintenance and operations staff in the programming process for any new build out.

Key Recommendations

8 Establish a space management group within each VC Area group to define administrative space. SOM is leading the way with a robust review and space management process already in place.

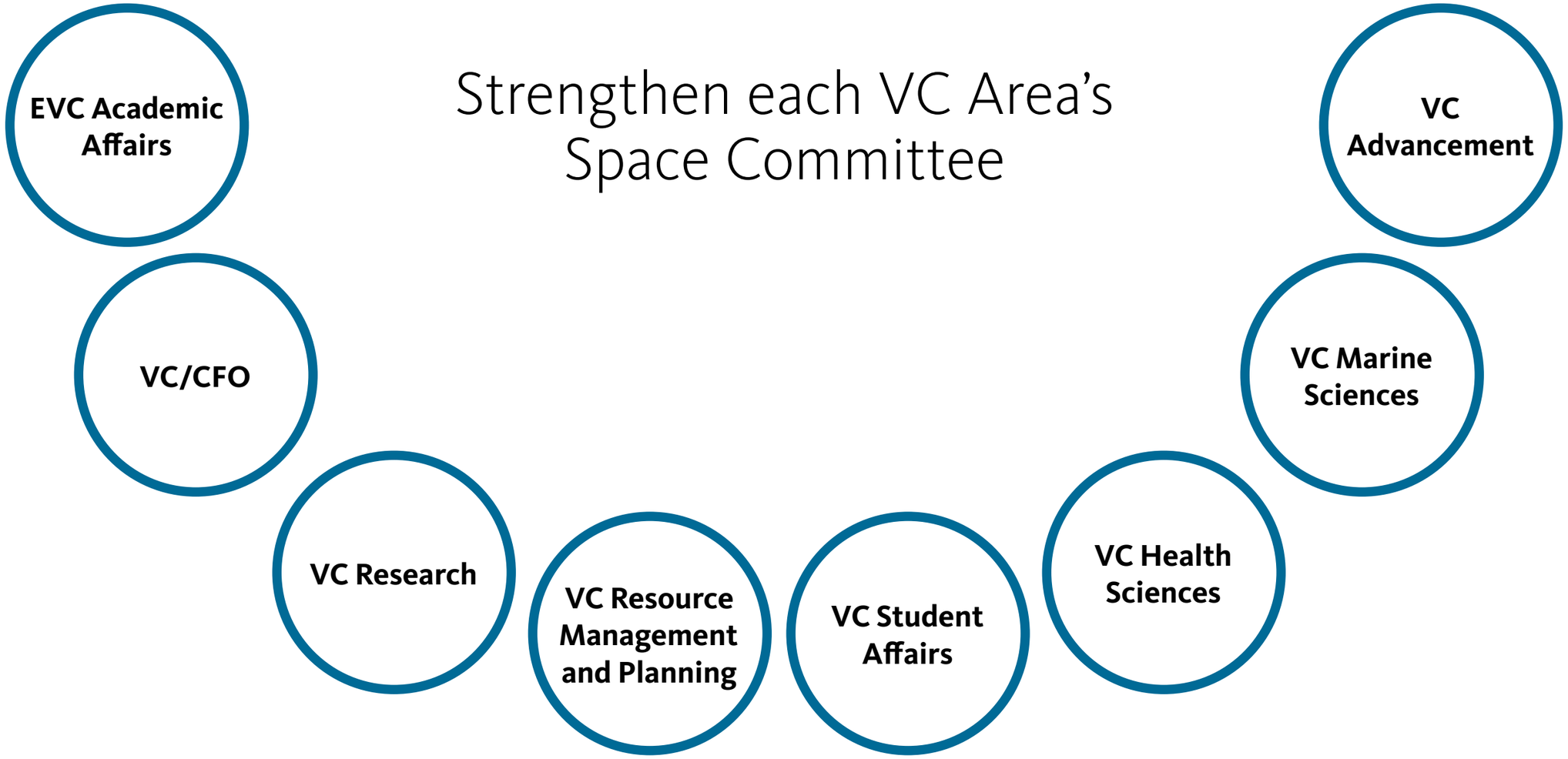
9 Create a campus-wide space management advisory group comprised of VC Area representatives along with space decision-makers. This group will make space recommendations at a defined threshold, define and develop standards across the campus, share best practices, and provide a forum for communication among VC Areas. Campus Planning will develop solutions to be presented to the Space Strategies Working Group.

Key Recommendations

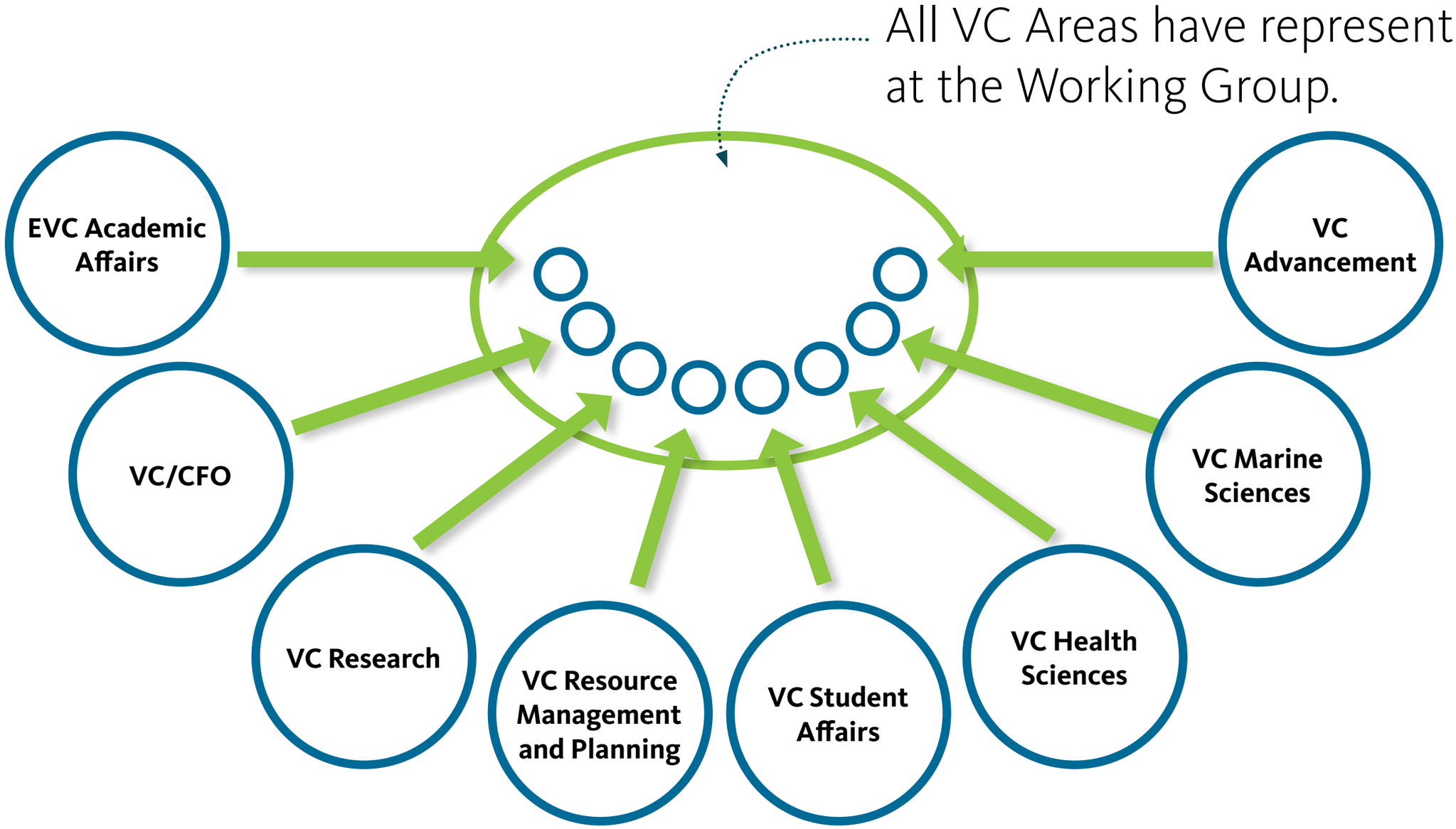
10 Establish a consistent forum to communicate space requests up to the Chancellor and Vice Chancellors when needed.

11 Leverage the Triton Pavilion as a novel opportunity to discover and implement new planning practices based on work activities, rather than titles. Undertake a discovery process with end-users to understand work styles and needs.

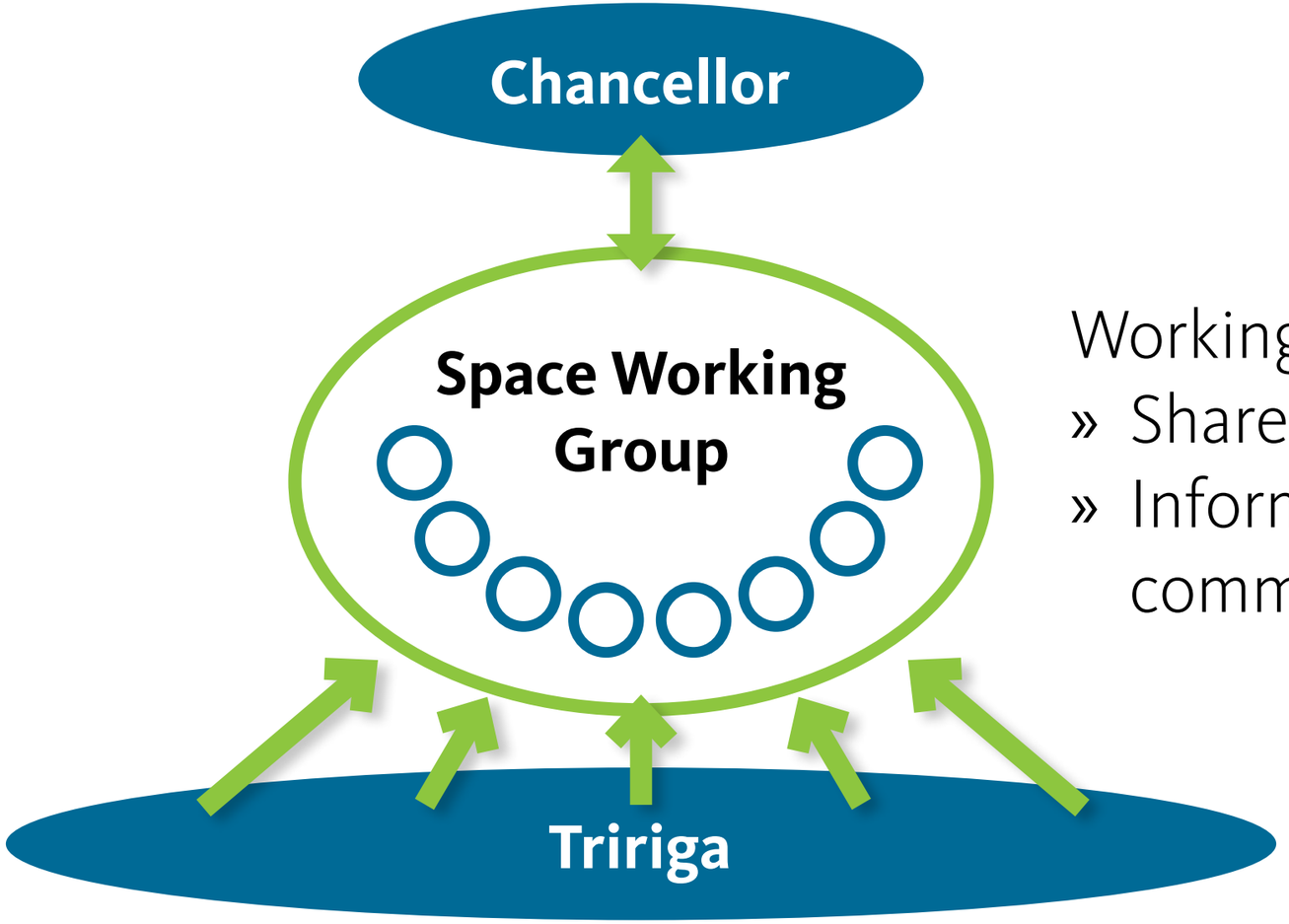
Proposed Space Committee | Step 1



Proposed Space Committee | Step 2



Proposed Space Committee | Step 3



Working Group

» Shares best practices

» Informs the budget committee

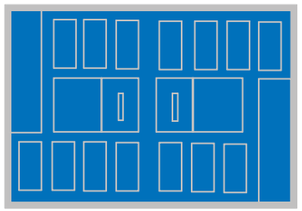
Space Standards | Overview

» The Space Strategies Working Group should develop space standards in coordination with VC Areas and key stakeholders.

» The following section includes industry benchmarks and general space type standards to help guide discussions on what is appropriate for UC San Diego.

Space Standards | Definitions

Gross Square Footage (GSF)

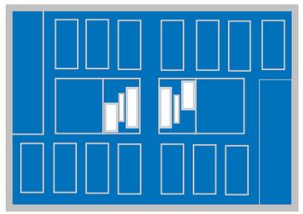


Gross Building Area (exterior gross) is the total area of the building enclosed by the exterior face of the perimeter walls, calculated on a floor-by-floor basis. Gross area is generally used by a construction company.

Gross Measured Area (interior gross) is measured to the inside of the exterior walls and is used as the starting basis for rentable and usable square footage calculations.

Gross area is composed of exterior wall thickness and all vertical penetrations (i.e. mechanical, electrical, plumbing, and elevator shafts and stairwells).

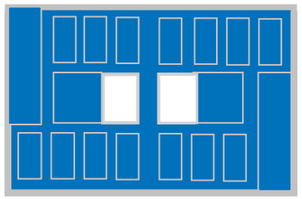
Rentable Square Footage (RSF)



Rentable Area is calculated by subtracting major vertical penetrations from the gross measured area and adding a prorated allocation of the building common spaces. RSF is used in leased and multi-tenant buildings.

Major vertical penetrations include stairwells, elevators, and major shaft spaces. Building common spaces include entry vestibule, ground floor egress corridors, common building service spaces (i.e. mechanical, electrical and plumbing systems, restrooms, janitorial closets and telecom/LAN closets, and loading docks).

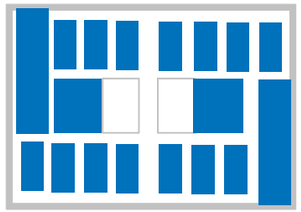
Usable Square Footage (USF)



Usable Area is the entire occupiable tenant area of the floor, excluding permanent core features such as elevators, exit stairs, mechanical rooms, and toilets (includes circulation).

Usable area is measured to the inside of the exterior wall.

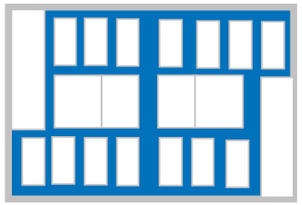
Net Square Footage (NSF) / Assignable Square Footage (ASF)



Net Area equals the actual square footage of programmed spaces (does not include ANY circulation).Net Square Footage is composed of workspaces, dedicated support (including dedicated conference spaces), and shared support (i.e. shared conference, entry lobby, shared floor support).

Assignable Square Feet (based on UC guidelines) is space within the interior walls of all rooms assigned to occupants for programs and functions related to UC San Diego activity. General custodial, public toilet, public circulation, and general mechanical (fan room, electrical closets, etc.) areas are excluded.

Circulation



Circulation Factor includes:

Primary Circulation - main circulation route connecting the elevator lobby, exit stairs, and core toilets.

Secondary circulation - includes all circulation for remaining areas between rooms and workstations of the Net Square Footage not within the boundaries of a workstation or enclosed room nor occupied by equipment or file cabinets.

Space Standards | University Administrative Space Benchmarks

This chart below provides a benchmark for space utilization at other universities. However, many of the standards are old and do not reflect current best practices in space planning.

The target average ranges from **64-195 ASF/person**. UC San Diego currently averages **91 ASF/person** (estimated average of all office types). Goals of ASF for particular roles are also reported. See the Appendix (p. 75-97) for more details.

Institution	ASF/person target	Large Office	Regular Office	Shared Office	Cubicle / Open Office	Shared Open Office / Touchdown
Auburn University	**90** ASF/person (for staff/administrative office space)	**225** ASF (Dean, Vice President) **180** ASF (Assistant Dean, Assistant VP, Department Head)	**140** ASF (Full-Time Faculty and Professional Staff) **80-100** ASF (Staff / Administrative Management Office)	**140** ASF (Staff / Administrative Office)	**60-80** ASF (Staff / Administrative Office	-
Oregon State University	-	**150-300** ASF, Goal of **200** (President, Provost, Vice President/Provost, Dean, Department Chair, Executive Director)	**90-120** ASF, Goal of **100** (Faculty, academic Professionals, Directors, Managers - Staff/ Faculty that require frequent meetings with up to two others and/or requiring confidentiality)	**90-120** ASF; **45-60** ASF/ Person (Faculty and academic professionals)	**42-72** ASF (Professional staff, support staff, faculty, academic professionals who do not require confidentiality or whose needs for privacy can be accommodated in a breakout room)	**42-72** ASF; **21-36** ASF/ Person (Support staff, student employees, graduate assistants and interns)

Space Standards | University Administrative Space Benchmarks

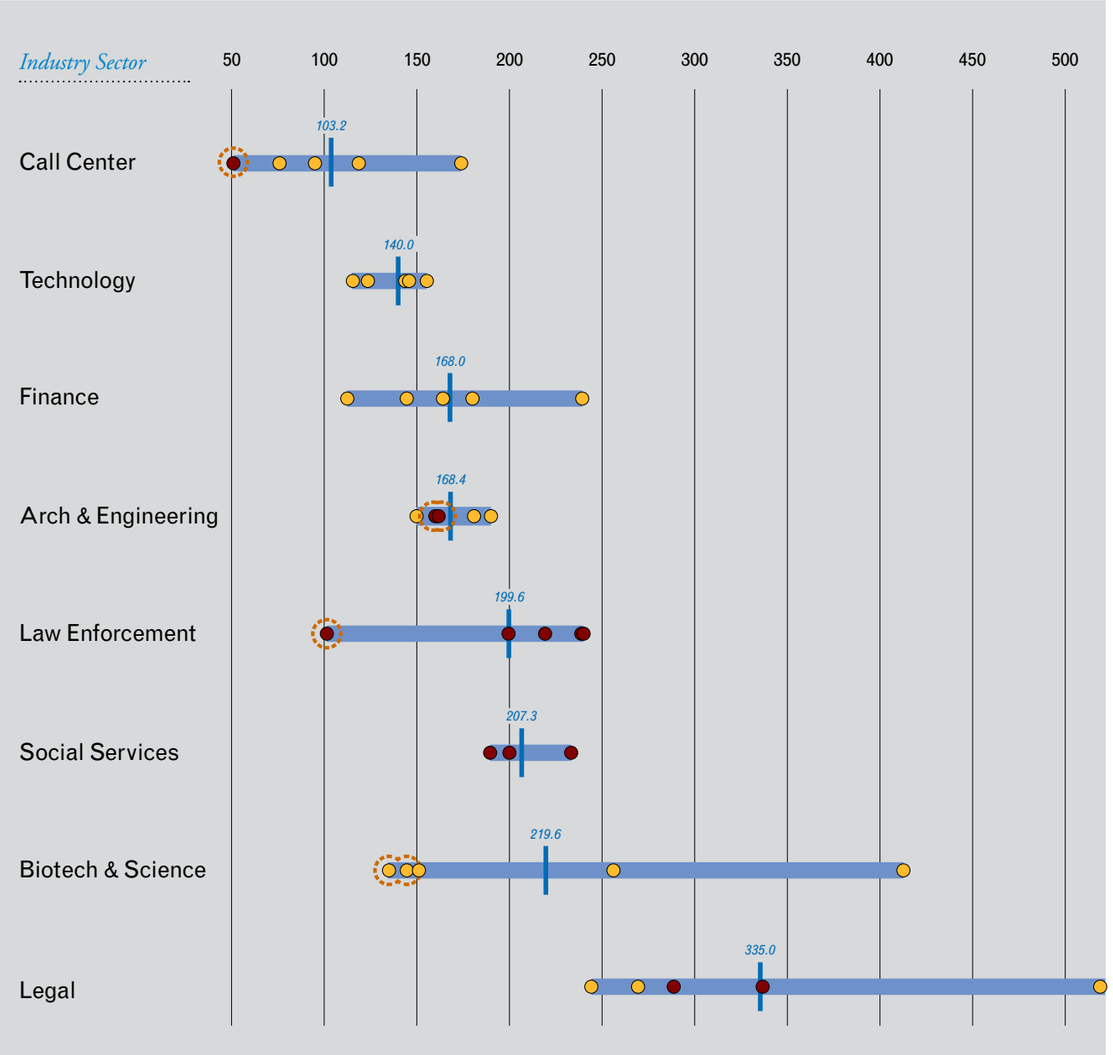
Institution	ASF/person target	Large Office	Regular Office	Shared Office	Cubicle / Open Office	Shared Open Office / Touchdown
Stanford University	**64-140** NASF/ person	**140** NASF (Staff Senior Associate Deans, Associate Deans, Assistant Deans)	**100-140** NASF (Departmental Managers and/or Program Directors with three or more direct reports)	**64-100** NASF (Managers and other staff with work that requires private space; part-time, seasonal, and job-sharing staff)	**64-80** NASF (Managers and other staff with no direct reports; All staff from other categories that work closely together on a daily basis, project-based groups, groups that desire or need interaction in order to complete their work, groups that rely heavily on cross-training and shared responsibilities)	**64-80** NASF
University of Cincinnati	-	**220-300** NASF (Executive VP, Associate VP, Assistant VP)	**150** NASF (Director)	-	**96** NASF (Professional Associate Director, Assistant Director) **64** NASF (Staff)	-
University of Michigan	-	**160-240** NASF (Associate or Assistant Vice President)	**100-160** NASF (Director) **100-140** NASF (Associate or Assistant Director) **80-140** NASF (Manager) **64-140** NASF (Professional Staff)	**80-140** NASF (Manager) **64-140** NASF (Full-time Professional Staff) **80** NASF (Part-time professional staff) **64-100** NASF (Full-time administrative support staff) **64-80** (Part-time administrative support staff) **30-64** (Temporary or Student Staff)	**80-140** NASF (Manager) **64-140** NASF (Full-time Professional Staff) **80** NASF (Part-time professional staff) **64-100** NASF (Full-time administrative support staff) **64-80** (Part-time administrative support staff) **30-64** (Temporary or Student Staff)	-
Utah System of Higher Education	**195** ASF/FTE for research university with greater than 10,000 students	-	-	-	-	-
UC San Diego	**91** ASF (Administrative Space)	**175 ASF** (Executive)	**150 ASF** (Director) **120 ASF** (Sr. Professional Staff) **100 ASF** (Professional Staff)	-	**100 ASF** (Professional Staff) **80 ASF** (Clerical/Support Staff) **50 ASF** (Student)	-

Space Standards | Private Industry Benchmarks

This chart illustrates the average space allocation rate for each industry sector based on USF per total personnel.

A conventional allocation of USF per person is between 150-200USF, inclusive of collaboration, social, and support spaces.

SPACE ALLOCATION RATE: USF PER TOTAL PERSONNEL



Legend

- Mobility Program
- Private Sector
- Public Sector
- ### Average
- Range

KEY TAKEAWAY #1

The Call Center sector has the lowest average space allocation rate at 101 USF per person. The Legal Sector has the highest average at 335 USF per person.

KEY TAKEAWAY #2

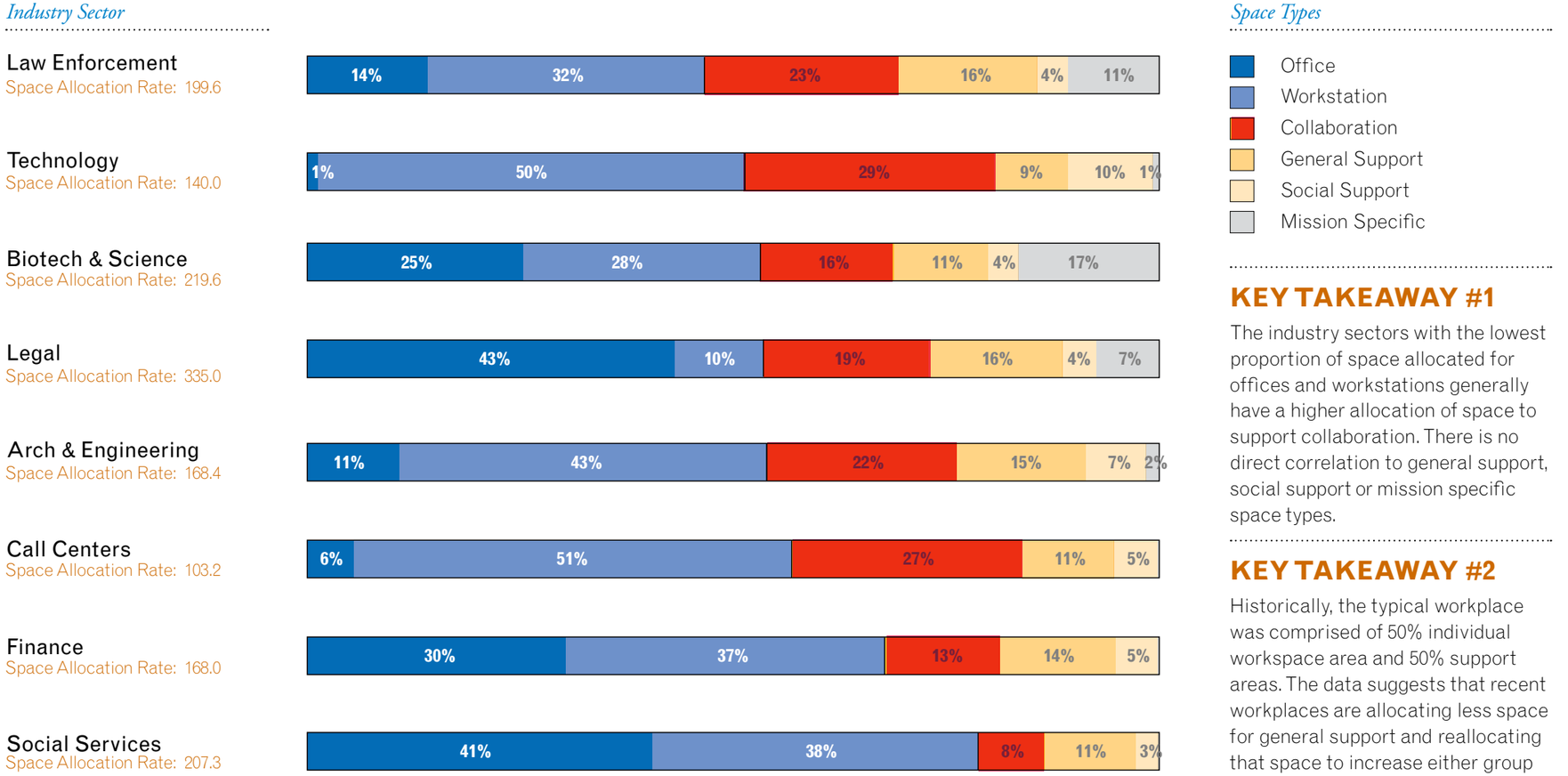
The Biotech & Science and Legal sectors display the greatest range in space allocation rates. The A/E, Technology, and Social Services sectors display the most consistent space allocation rates.

Space Standards | Private Industry Benchmarks

These bar graphs demonstrate the average proportion of NSF that is allocated to each space type per industry sector. Industry sectors are ordered by proportion of space allocated to individual workspaces.

In general, the quantity of private offices is inversely proportional to the allocation for collaboration space.

SPACE ALLOCATION RATIO CHARTS



KEY TAKEAWAY #1

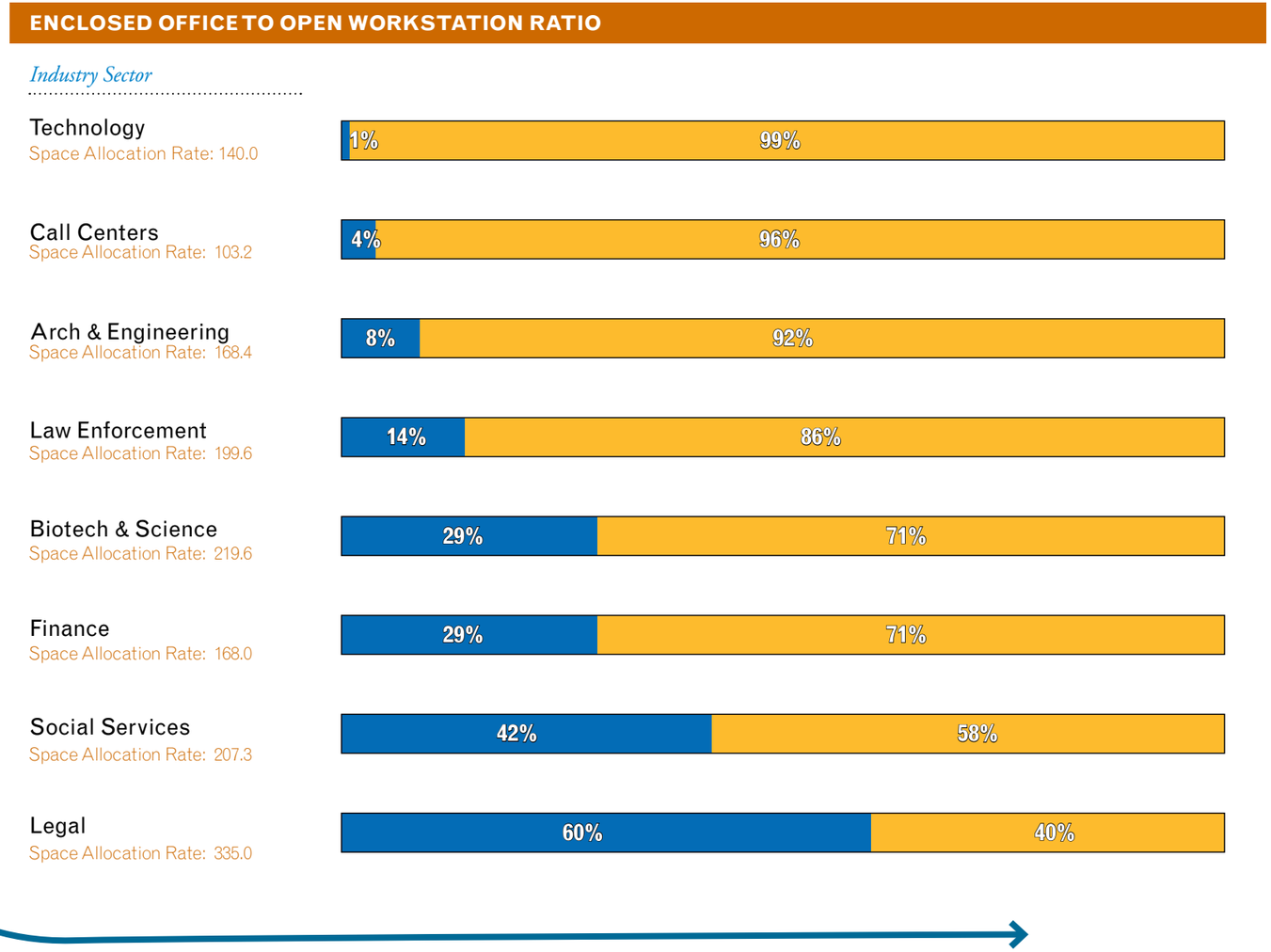
The industry sectors with the lowest proportion of space allocated for offices and workstations generally have a higher allocation of space to support collaboration. There is no direct correlation to general support, social support or mission specific space types.

KEY TAKEAWAY #2

Historically, the typical workplace was comprised of 50% individual workspace area and 50% support areas. The data suggests that recent workplaces are allocating less space for general support and reallocating that space to increase either group or individual workspace area.

Space Standards | Private Industry Benchmarks

This chart displays the average ratio of enclosed offices to open workstations per industry sector.



UCSD administrative space currently has a high proportion of enclosed offices to open workstations.

Exact numbers are not available because this information is not currently tracked.

KEY TAKEAWAY #1

The ratio of enclosed offices to open workstations is lowest in the Technology, Call Centers, A/E, and Law Enforcement sectors. All four of these industry sectors also have the most amount of area allocated for collaborative spaces (22-29% of their total NSF).

KEY TAKEAWAY #2

Legal is the only industry sector with a higher proportion of enclosed offices to open workstations. The Legal sector also has the highest average space allocation rate at 335 USF per total personnel.

Space Standards | Work Modes

FOCUS

Work involving concentration and attention to a particular task or project

Thinking, reflecting, analyzing, writing, problem-solving, quantitative analysis, creating, imagining, reviewing, assessing

Gensler research shows that people spend on average **48%** of their time in focus work.

COLLABORATION

Work with another person or group to achieve a goal

Sharing knowledge and information, discussing, listening, co-creating, showing, brainstorming. Interactions may be face-to-face, by phone, video, or through virtual communication.

Gensler research shows that across all companies, people spend an average of **32%** of their time collaborating.

SOCIALIZING

Work interactions that create common bonds and values, collective identity, collegiality, and productive relationships.

Talking, laughing, networking, trust-building, recognition, celebrating, interacting, mentoring, enhancing relationships

Gensler research shows that people spend an average of **6%** of their time in social activities.

LEARNING

Working to acquire new knowledge of a subject or skill through education or experience.

Training, concept exploration and development, problem-solving, memorizing, discovery, teaching, reflecting, integrating and applying knowledge.

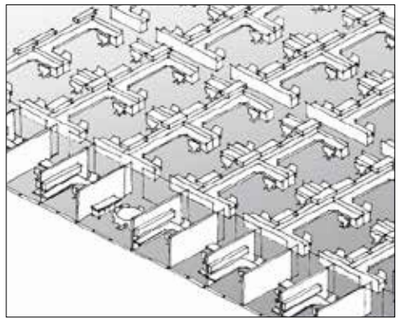
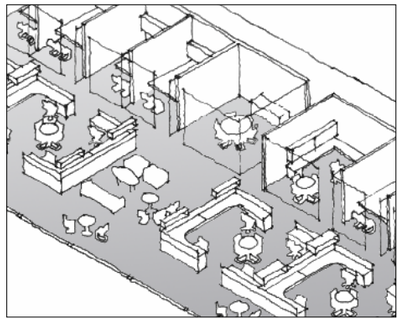
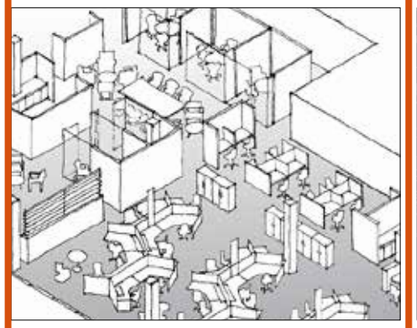
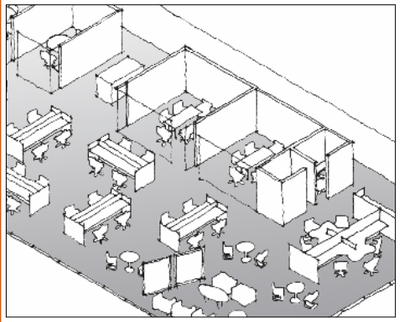
Gensler research shows that people spend an average of **6%** of their time learning.

Space Standards | Workplace Strategies

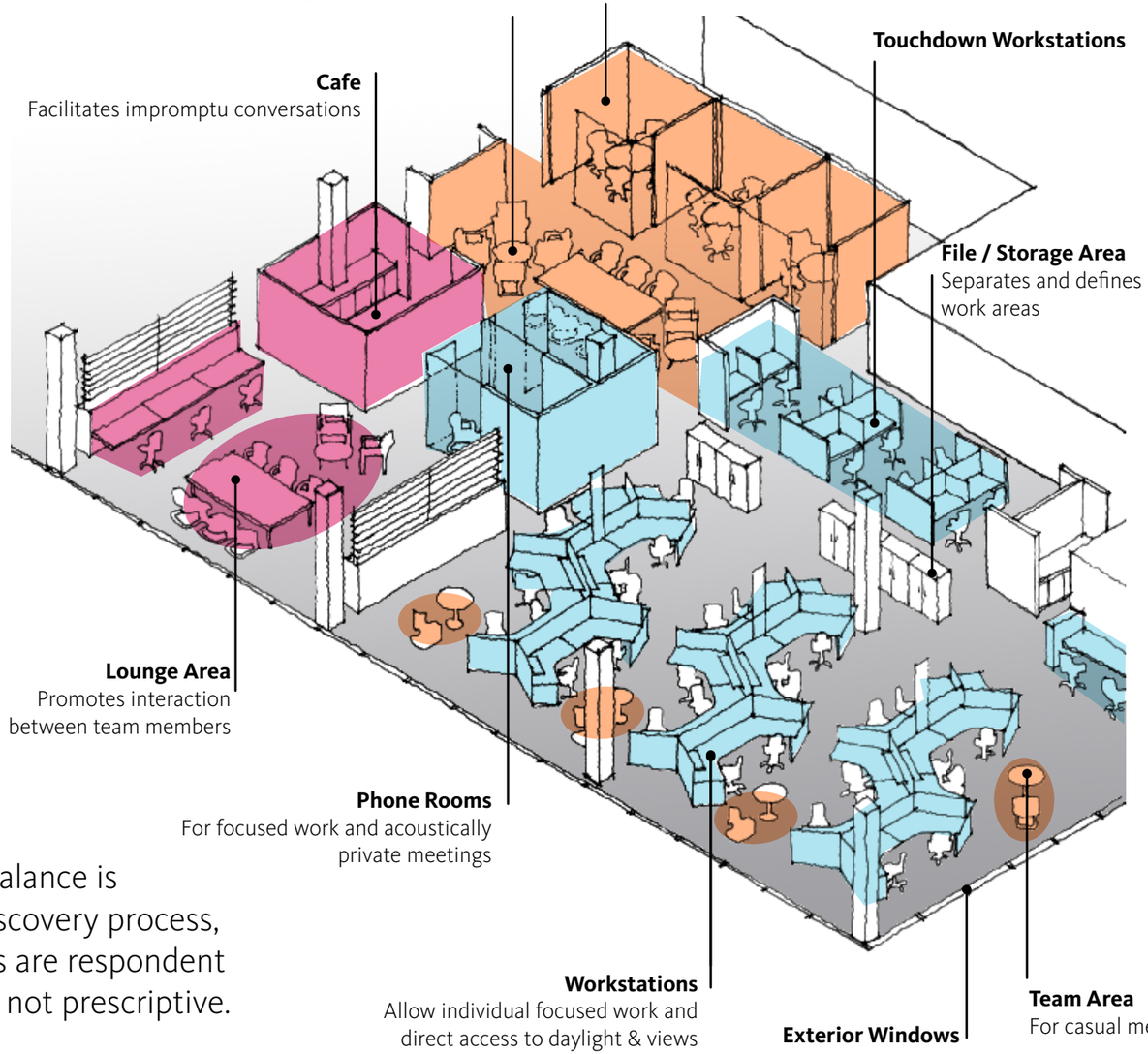
An activity-based workplace strategy best supports different work styles.

In an activity-based workplace, neighborhoods are planned to support all four work modes, giving people **choice** in how and where they work.

Range of Space Planning Models

CONVENTIONAL	TRANSITIONAL	ACTIVITY-BASED	MOBILE
			
			
• Perimeter offices and workstations with higher panels	• Inboard offices • Workstations with some adjacent informal collaboration spaces	• “Neighborhoods” made up of spaces that suit each work mode	• Fully mobile layout with no assigned seats • Shared focus rooms and workstations • Technology supports working in any location

Space Standards | Activity-Based Neighborhood Concept




Touch Down Spaces


Collaboration Space


Multiple Activity Space

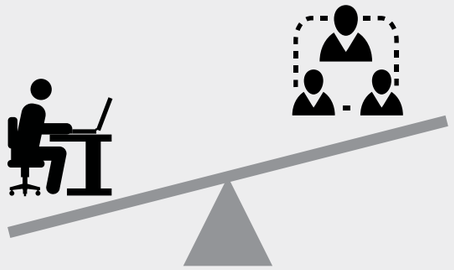
Finding the right balance is dependent on a discovery process, so that workspaces are respondent to work needs and not prescriptive.

Space Standards | Activity-Based Neighborhood Concept

An activity-based workplace, with a variety of open and closed space types, provides a more **balanced** work setting that enables both focus and collaboration. This creates an environment where people have more **choice** in where to work, improving the employee experience. A more open environment can also create positive cultural impacts, including greater access to leadership, increased awareness, and stronger teams.

The following pages illustrate how activity-based work settings can improve the employee experience by providing greater balance and choice in work settings.

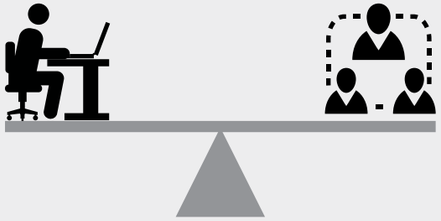
Traditional Work Environment



Prioritizes individual work space

Limited options (either individual desk/office or meeting room)

Activity-Based Work Environment

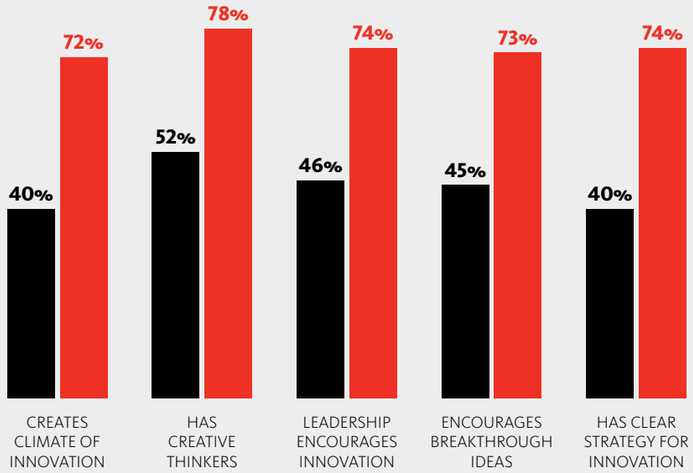


Balance between individual and collaborative work

Greater **choice** and variety of work settings for different activities

Space Standards | The Value of Activity-Based Open Offices

Balanced Workplaces Are More Innovative



Balanced = Majority of respondents report their workplaces prioritize **both** individual and collaborative work.

Source: Gensler 2013 US Workplace Survey

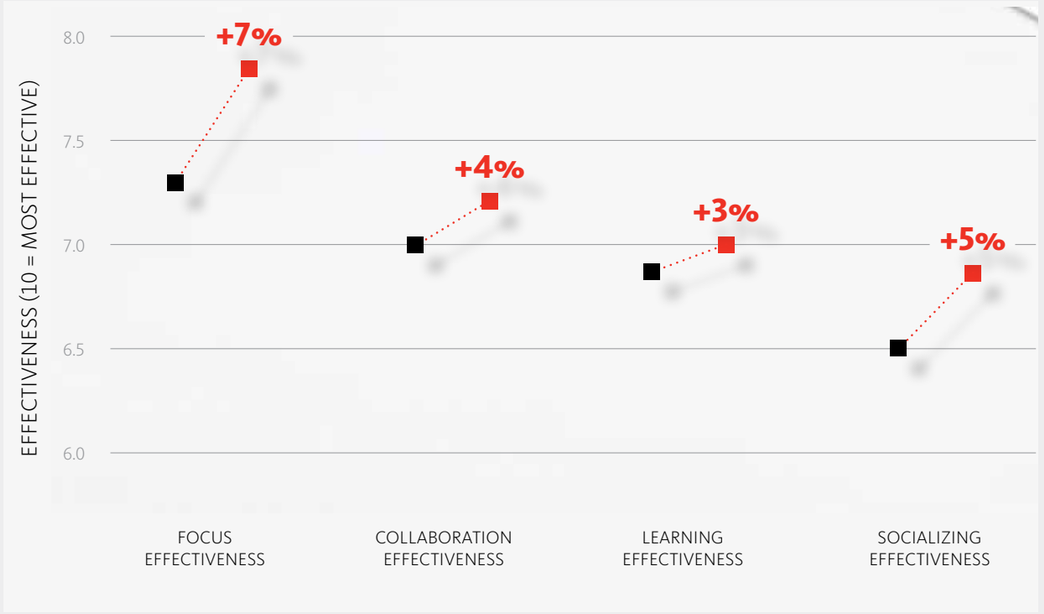
Face-to-Face Interactions Correlate with Performance

A study by MIT researchers was able to predict **35%** of a team's performance simply by measuring the number and quality of face-to-face interactions between team members.

Source: HBR New Science of Building Great Teams, Alex Pentland

Space Standards | The Value of Activity-Based Open Offices

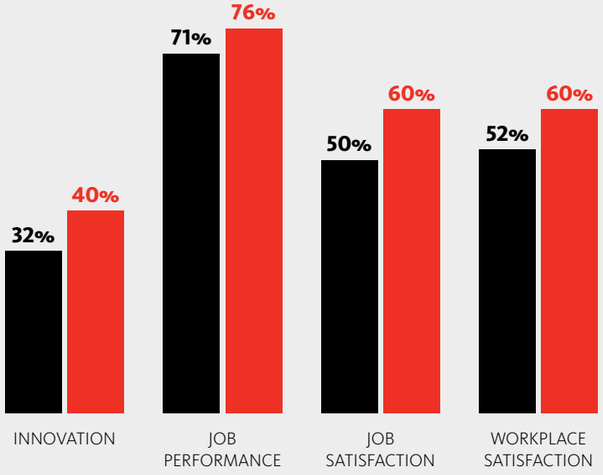
Employees With Choice of Work Setting Are More Effective



■ Employees Without Choice in Work Setting
■ Employees With Choice in Work Setting

Source: Gensler 2013 US Workplace Survey

Choice of Work Setting Improves the Employee Experience

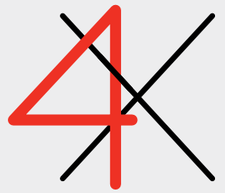


% OF EMPLOYEES WHO RANK THE FACTOR HIGHLY

■ Employees Without Choice in Work Setting
■ Employees With Choice in Work Setting

Source: Gensler 2013 US Workplace Survey

Autonomy Drives Performance, Reduces Turnover



A Cornell University study of 320 small businesses showed that companies that grant employees choice in how to do their work **grew at four times the rate** and had **one-third the turnover** vs. control-oriented firms.

Source: Drive, Dan Pink

Space Standards | Components of an Activity-Based Open Office Strategy

Activity-based open office strategies contain a variety of spaces for each of the four major work modes: focus, collaboration, socializing, and learning.

In addition to the space planning, technology that enables users to work in any of these spaces—and behavioral protocols to encourage their utilization—are critical considerations.

SPACE TYPES

Focus

- Workstations
- Benching
- Phone Room
- Single-Size Office

Socializing

- Lounge

Collaboration

- Small Conference
- Open Collaboration
- Medium Conference
- Flexible Conference

Learning

- Large Conference Room
- Multipurpose Room

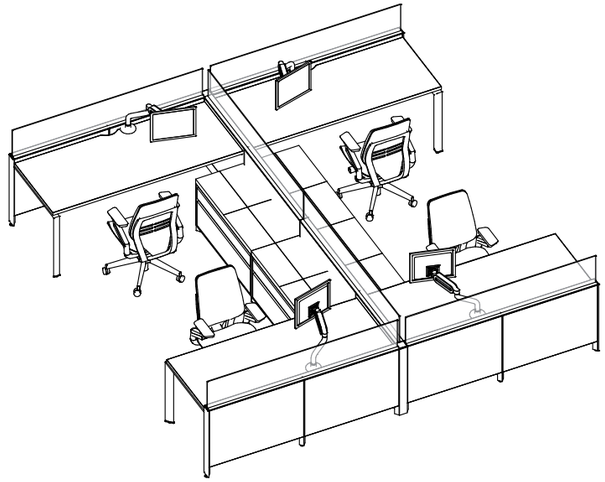
Space Standards | Focus Spaces

FOCUS

Workstations

Assigned individual workspace.
Typical sizes:
6’x6’
6’x8’
7’x7’
7’x8’

Option to include writable surfaces at workstations and some lateral personal storage.



Benching

Assigned individual workspace with minimal storage.
Typical sizes:
30” deep x 4’
30” deep x 5’
30” deep x 6’

Option to include ped on casters with or without cushion top.

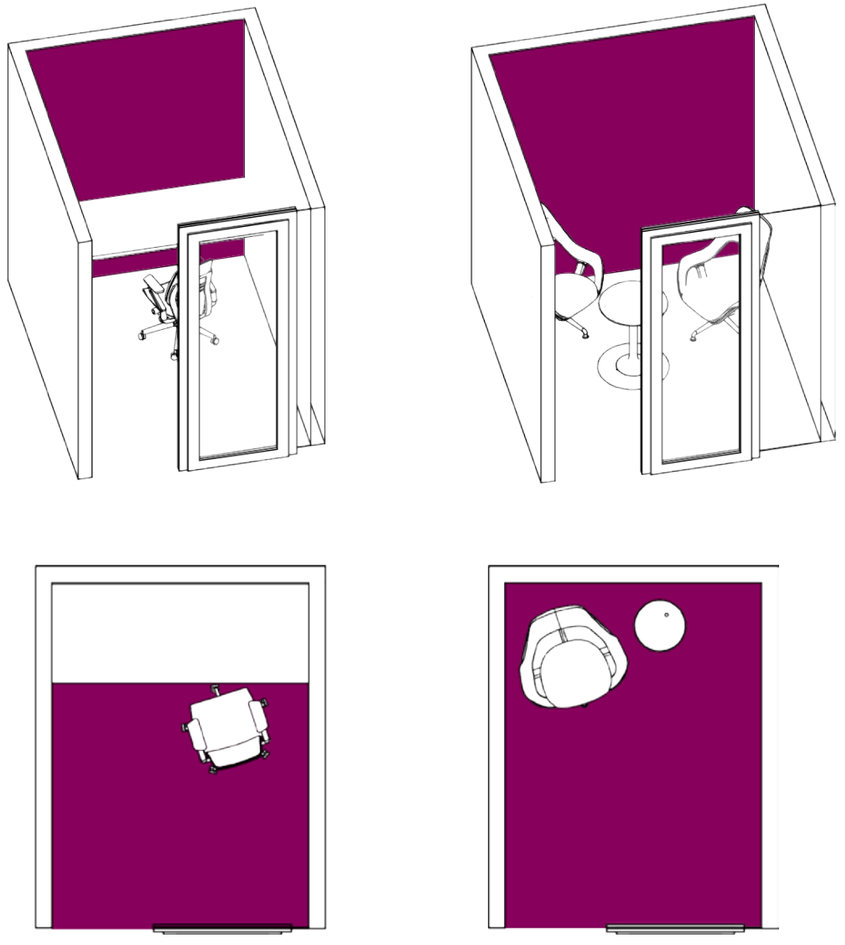
Space Standards | Focus Spaces

FOCUS

Phone Room

Not reservable. Impromptu focus space for one to two individuals.
Typical sizes:
5'x7' (no slider)
6'x8'

Option to include one writable wall surface or fabric wrapped panel.



Space Standards | Focus Spaces

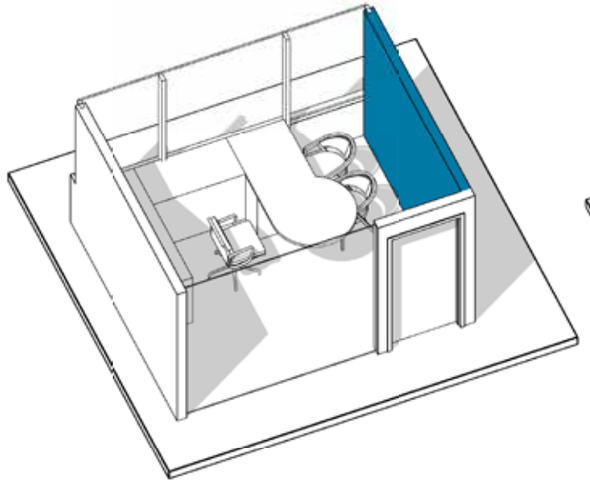
FOCUS

Single Size Office

Assigned to one individual.

Optional Components:

- U shaped desk w/ small mtg. table and guest chairs or P-top
- bookshelf
- pedestal
- marker board / tack board
- coat hook
- monitor arm
- glass fronts
- sliding doors
- privacy film
- egonomic features



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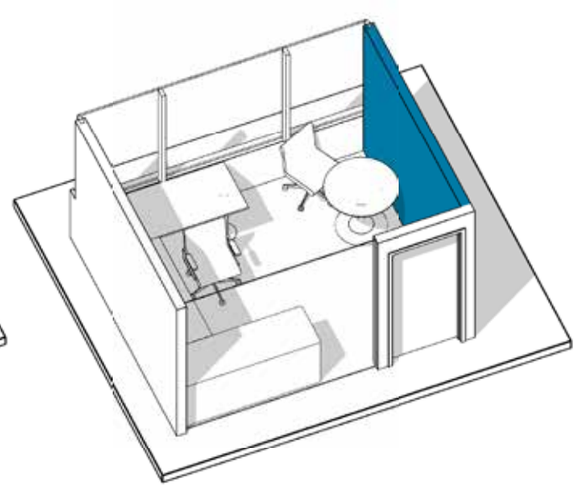

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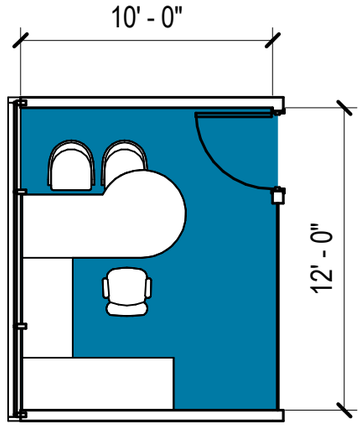
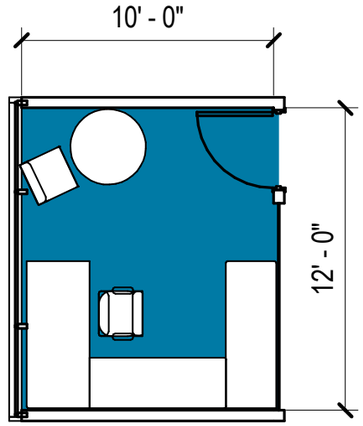




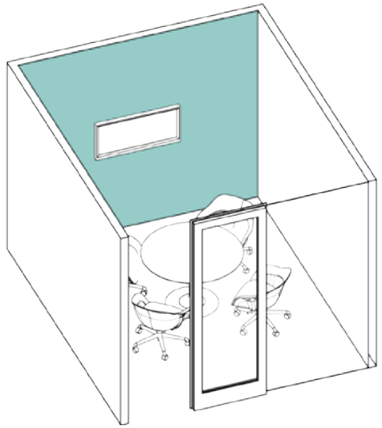
Space Standards | Collaboration Spaces

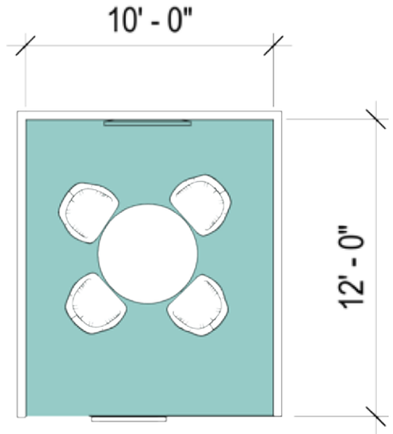
COLLABORATION

Small Conference

with digital or analogous features

Not reservable. Supports just in time (impromptu) collaboration. Same size as single size office module (10’ x 12’).





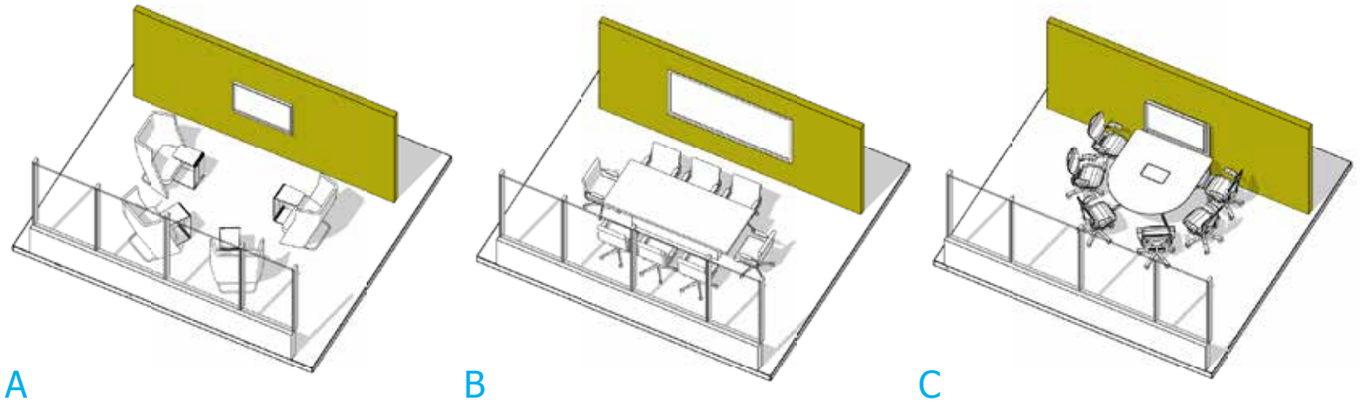
Space Standards | Collaboration Spaces

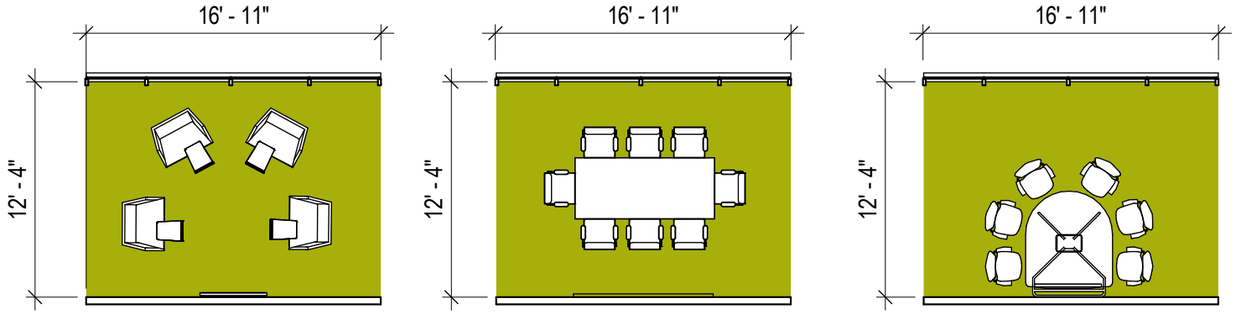
COLLABORATION

Open Collaboration

Not reservable. Supports just in time (impromptu) collaboration. Vary in size and can be configured with various types of furniture groupings.

The size, quantity, and placement of open collaboration spaces need to be carefully planned to ensure maximum utilization. It is not a one size fits all solution.





Space Standards | Collaboration Spaces

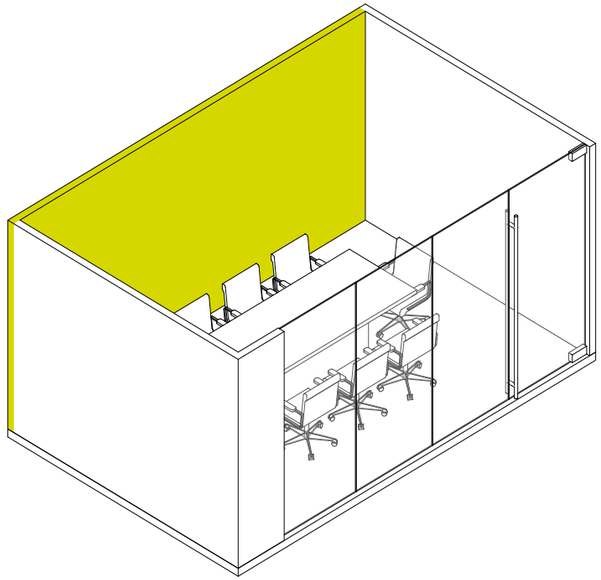
COLLABORATION

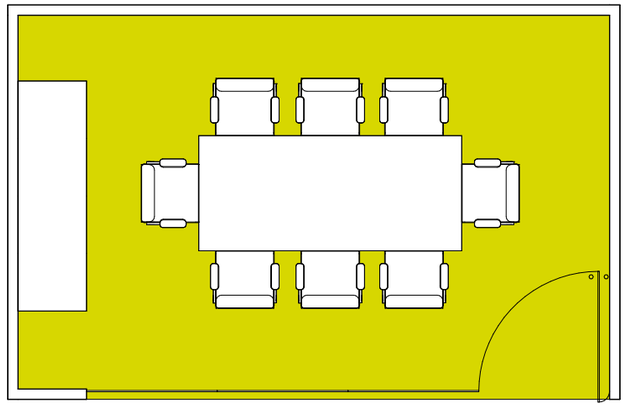
Medium Conference

Sizes range to accomodate groups from 6-8 person to 10-12 person.
Typical sizes:
12’x16’
15’x16’
15’x18’

Optional Components:

- writable wall surface
- A/V wall
- fabric wrapped wall panel
- glass fronts with or without privacy film
- A/V credenza





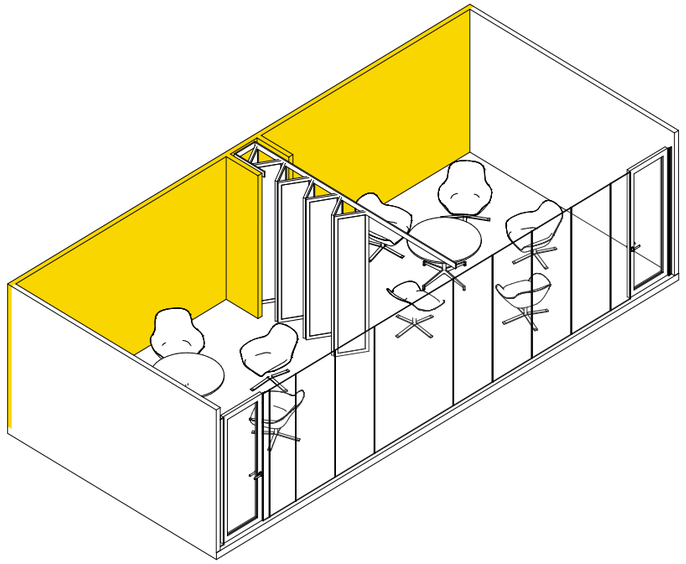
Space Standards | Collaboration Spaces

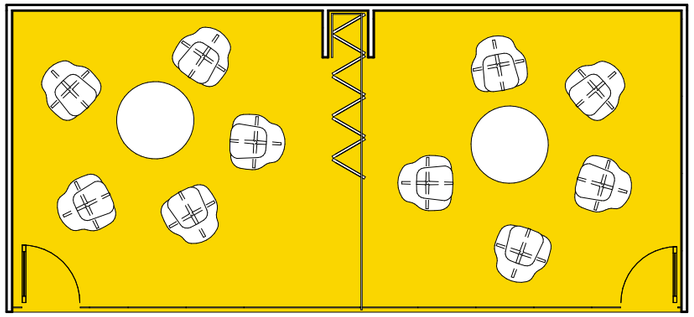
COLLABORATION

Flexible Conference

Optional Components:

- operable partition
- writable walls on most surfaces





Space Standards | Social Spaces

SOCIALIZING

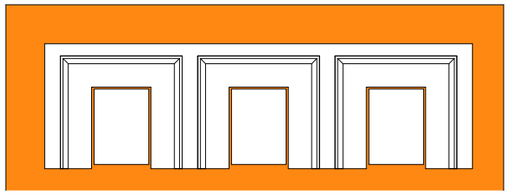
Lounge

Serving as a gathering point, the lounge can be designed to support a wide range of work modes:

A. Focus Lounge

B. Social Lounge

C. Collaborate Lounge



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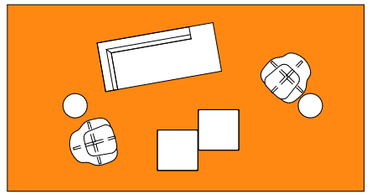

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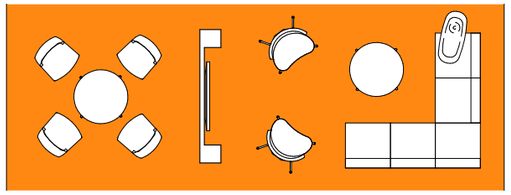

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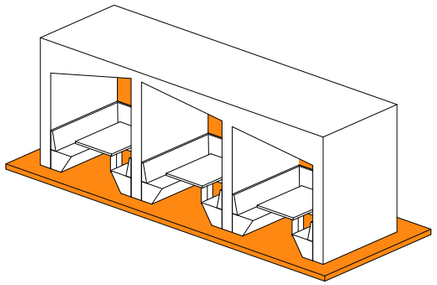
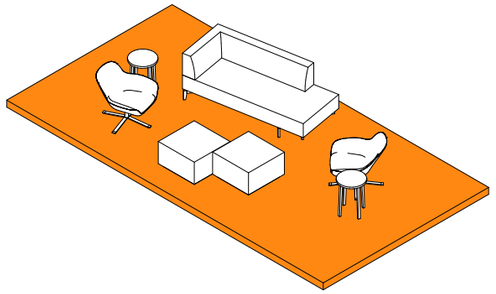
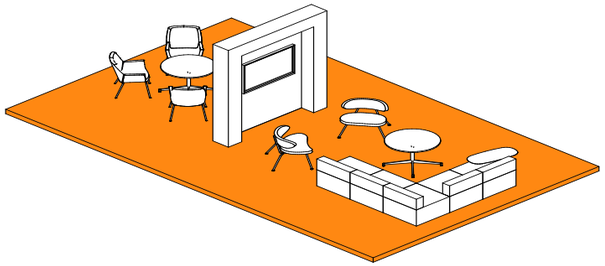






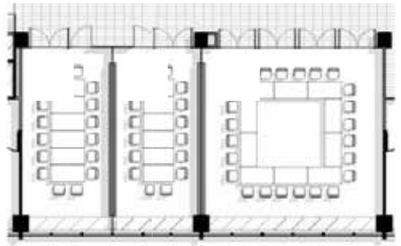
Space Standards | Learning Spaces

LEARNING

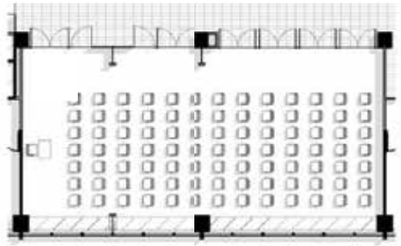
Large Conference & Multipurpose Room

Reservable meeting spaces that are defined by operable walls, allowing for a variety of room sizes and uses. Tables and chairs on casters allow for quick space reconfiguration.

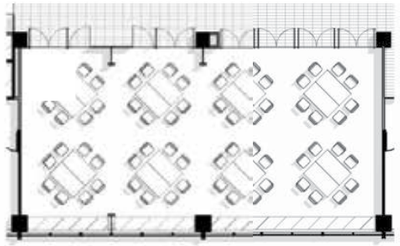
Supported by A/V room, serving area, prefunction space, and storage space for chairs.



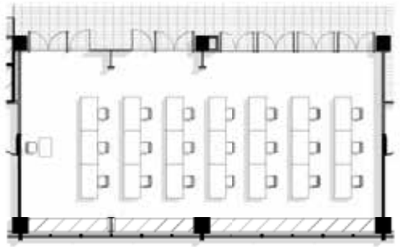
A. Conference Rooms



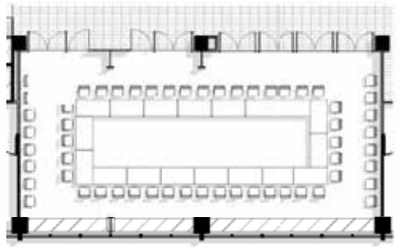
B. Theatre



C. Collaboration



D. Training



E. All Hands

Tririga Implementation | Process Best Practices

- Multiple request/approval levels (requester, approver, completer)
- Designate a coordinator in each department or school responsible for communicating MAC requests.
- Conduct regular coordination meetings/calls to discuss the logistics of pending and approved move requests. Attendees to include move coordinators within in each department/school. Establish and publish a fixed agenda so meetings are efficient.
- Occupancy and Vacancy is a priority of Chancellor and CFO. Conference scheduling will be phase 2 per Steve Ross. Classroom scheduling would likely be a separate tech initiative.

Tririga Implementation | Process Best Practices (cont.)

- Conduct monthly space planning meetings with decision-makers to review and approve move requests. Distribute meeting agenda and support materials at least 24 hours prior to meeting.
- Department coordinators (or student interns) to conduct regularly scheduled field walks to confirm that vacancy is accurately reported.
- Provide rewards and incentives to encourage accurate vacancy reporting.
- Move/Add/Change (“MAC”) request system easily accessible.

Tririga Implementation | Tools

General

» Friendly, easy-to-use Web interface.

» Your login controls what you can see and do.

» Questions answered with minimum “mouse clicks.”

Data

» Explore improved data support for contract and grant analysis.

Tririga Implementation | Tools

Floor Plans

» Floorplans that can be colorized on the fly depending on the need. For example:
- Department
- School
- Vacant spaces
- Vacant spaces that are “owned” by a department (shadow or reserved vacancy)
- Spaces that have multiple occupants
- Space type (based on UCSD space standards)

» Spaces that have a pending MAC or service request attached

» Occupant directory tied to floorplan location

» Drawings can be exported in CAD and PDF format.
- Entire floor
- Selected view (i.e., a portion of a floor)

» Floor plans can be searched based on data points (e.g. occupant name, department name, wing, suite, etc.).

Tririga Implementation | Tools

Moves/Adds/Changes

» System accessible using different login privileges depending on role (i.e. requester, approver, completer, etc.)

» Progress request status can be tracked to approval or rejection.

» Both individual and batched MAC requests can be processed.

» Floor plans can be interacted with to fill in MAC locations.

Tririga Implementation | Tools

Tactical Planning

» Hypothetical occupancy scenarios can be created and saved. Approved scenarios can be converted to actual moves.

» Scenarios can be created using department color blocks or individual occupants.

» Stack plans can be generated to easily see macro-level building occupancy.

Tririga Implementation | Tools

Tactical Planning

» Interactive reporting tool, allowing on the fly sorting and filtering (versus many fixed reports)

- True vacancy counts and square footage
- Shadow or reserved vacancy counts and square footage
- Square footages by Building and Department
- Pending requests
- Approved MACs
- MAC history

» Reports can be exported as PDFs, Excel files, CSV files, etc.

Next Steps

- [ ] Establish a campus-wide space management framework that is standardized and integrated both horizontally (across campus geography and organization) and vertically. Use processes, policies, and technology to increase communication, standardization, and equity.
- [ ] Create a centralized policy governing administrative spaces, utilizing modern density and layout benchmarks. Develop uniform space standards that improve equity and ensure flexibility for long-term growth. Campus Planning will work with each VC area for the reuse of space within their area.
- [ ] Develop and implement standards for workplace technology (e.g. laptops, docking stations, VOIP, wireless).

Next Steps (cont.)

- [ ] Establish a space management group within each VC Area.
- [ ] Build on the successes of the Space Management Working Group by creating a campus-wide space management advisory group comprised of VC Area representatives along with space decision-makers. This group will make space recommendations at a defined threshold, define and develop standards across the campus, share best practices, and provide a forum for communication among VC Areas.
- [ ] Establish a forum to communicate space requests up to the Chancellor and Vice Chancellors when needed.

APPENDIX

» Benchmarking Study

- Space Management Committee Frameworks
- Standards & Policies
- Private Sector

» Backfill Strategies

Benchmarking Study

Methodology

» The Gensler team studied the top 15 research universities to gather best practices in institutional space management. Additional universities with notable practices were added to the study group. The following data represents publicly accessible information published on university websites.

» Private sector companies, including Gensler clients, were studied as a comparison for best practices.

Benchmarking Key Findings

- Space Management Committee Frameworks
- Standards & Policies
- Private Sector

UNIVERSITIES

- Columbia University
- Columbia University Medical Center
- Cornell
- Duke
- Georgia Tech
- MIT
- Northwestern University
- Pennsylvania State University - University Park
- Stanford
- UC Berkeley
- University of California - Los Angeles
- University of California - Berkeley
- University of Florida
- University of Michigan - Ann Arbor
- University of Minnesota - Twin Cities
- University of North Carolina - Chapel Hill
- University of Pennsylvania
- University of Pittsburgh - Pittsburgh
- University of Southern California
- University of Texas - Austin
- University of Washington - Seattle
- University of Wisconsin - Madison

PRIVATE SECTOR

- ADP
- Genentech
- Marriott
- MUFG
- Twitter
- Willis Towers Watson

Benchmarking Study | Space Management Committee Frameworks

Committee Makeup

- A cross-division space management committee is crucial to making actionable decisions. Major space management decisions should require feedback at the level of the Provost, Capital Planning, or President/Vice President.
- Departments should be given autonomy on internal space management under a clearly defined threshold.
- Space management committees typically meet on a monthly basis.
- Committees are predominately comprised of senior leaders on the level of Vice Provost, Vice President, and Dean. They often contain administrative members from planning and budget divisions. Some committees include faculty and student representatives.
- Some institutions have separate committees for overall space planning and capital planning (e.g., Duke University).

KEY TAKEAWAY:

Space management committees, comprised of senior university leadership, authorize the use of space over a defined threshold.

Benchmarking Study | Space Management Committee Frameworks

Authority & Responsibilities

More Centralized Models

» Major space management decisions are made at the level of Provost, Capital Planning, or President/Vice President rather than being left to the individual schools.

» The administration of standards happens through a committee or group, such as Capital Programs/Planning or a Space Management Office.

More Decentralized Models

» The administration of space standards and space management decisions happen on a school/college level

» The committee only gets involved if there is a significant need for new space or if coordination between multiple disciplines or schools is required (e.g., University of Michigan - Ann Arbor).

KEY TAKEAWAY:

Committees range on the degree of authority they hold.

Benchmarking Study | Space Management Committee Frameworks

University of California Los Angeles

Structure

» Campus Space Committee: advisory body to Executive Vice Chancellor

» Chaired by Executive Vice Chancellor & Provost

» Members include deans, vice chancellors, Executive Director of Associated Students, and Chair of the Academic Senate Council on Planning and Budget

Responsibilities

» Reviews the Five Year Capital Plan (updated annually by Capital Programs), examines space issues, and develops principles for facility usage.

Threshold

» Review of space allocation and planning on a 3-year cycle (as of 2011, were exploring options of 3-year cycle based on either space type or discipline)

Duke University

Structure

» Academic Space Planning Committee comprised of deans and Facilities Department

» Chaired by Executive Vice Provost.

» Sits within the Central Campus Planning Committee

Responsibilities

» High-level assessment of academic spaces.

» Separate group gives oversight to campus planning projects.

Threshold

» Plans all projects with new or reallocated space

Frequency

» Monthly

KEY PRACTICE:

Committee meetings tied to deadlines for space requests.

Benchmarking Study | Space Management Committee Frameworks

University of Michigan - Ann Arbor

Structure

» Capital Projects Committee: cross-campus capital planning group made up of Dean of Academic and Budgetary Affairs and a few other departments.

» An additional committee manages timing and funding of capital projects: includes VP of Facilities and Operations, Provost, Campus Architect, Senior Staff for the Provost, Secretary for the University.

Responsibilities

» Accepts requests from schools and colleges that receive general funds for additions, renovations, or new buildings. Makes recommendations to the Provost.

Threshold

» Only gets involved if there is a large need for new space or coordination between multiple disciplines or schools is required.

Georgia Institute of Technology

Structure

» Space Use Advisory Committee: comprised of executive leadership.

Responsibilities

» Performs final review of Space Request Forms (departmental request for space above current allocation), after review by Director of Capital Planning & Space Management.

KEY PRACTICE:

Committee oversees any general fund uses and requests involving multiple departments.

Benchmarking Study | Space Management Committee Frameworks

Massachusetts Institute of Technology

Structure

» Committees for the Review of Space Planning: comprised of academics, research, and operations

» Includes a renovations sub-committee

» Space Management Systems consists of Space Mgmt Liaison, HQ Administrator, Supervisor, and Supervisee.

Responsibilities

» The committee is responsible for strategic planning and makes decisions and recommendations on all projects related to space, planning, and capital projects for new or reallocated space, regardless of urgency, cost, or funding source.

» Renovations sub-committee reviews and approves all requests for space, space changes, and leases. Approves, tracks, and communicates all project funding.

Frequency

» Monthly

» Renovations sub-committee meets bi-weekly

University of California - Berkeley

Structure

» Space Assignments & Capital Improvements Committee

» Chaired by the Vice Provost of Teaching, Learning, Academic Planning & Facilities. Other members include faculty, vice chancellors, and students.

Responsibilities

» Advises on plans and policies, evaluates space use and requests, and manages priorities for both existing space and capital improvements.

» Several building space subcommittees review issues in multi-unit buildings and recommend internal space reassignments.

Threshold

» Handles projects exceeding $1M

» Projects over $5M require Chancellor approval.

Frequency

» Monthly, for two hours

KEY PRACTICE:

Separate sub-committees for renovations or internal space reassignments.

Benchmarking Study | Space Management Committee Frameworks

University of Texas - Austin

Structure

» Office of Space Management

Responsibilities

» Sets standards and executes space surveys with involvement from the Office of Accounting & Financial Management as well as the individual college, school or administrative units

Threshold

» Deans approve work under $25,000

University of California - Los Angeles

Structure

» Campus Space Committee: advisory body to Executive Vice Chancellor

» Chaired by Executive Vice Chancellor & Provost

» Members include deans, vice chancellors, Executive Director of Associated Students, and Chair of the Academic Senate Council on Planning and Budget

Responsibilities

» Reviews the Five Year Capital Plan (updated annually by Capital Programs), examines space issues, and develops principles for facility usage.

Threshold

» Review of space allocation and planning on a 3-year cycle (as of 2011, were exploring options of 3-year cycle based on either space type or discipline)

Benchmarking Study | Standards & Policies

Space Management Policies

Policies at peer institutions provide structure and oversight over the following areas:

- Keeping space inventory and facilities data updated,
- Managing requests for additional space, reallocation of space, or renovation of space,
- Granting levels of authority for administrating space, and
- Establishing penalties or rewards for space utilization.

Space Standards

- Guidelines for space allocation and measurement of administrative space should be published and shared.
- Metrics and processes for justifying a need beyond the baseline space standards should be developed.

KEY TAKEAWAY:

Space standards establish guidelines for space utilization, such as SF per person or the size of shared spaces.

Benchmarking Study | Standards & Policies

Assessment Strategies & Evaluation Metrics

Criteria for evaluating space requests and utilization should be developed and shared. Peer institutions use the following measures to assess utilization:

- Adjacencies
- Financial feasibility
- Unit need
- Alignment with long-term priorities
- Opportunity for renovation/upgrading of existing space
- Opportunity to right size space allocations
- Length of commitment
- Qualitative measure of physical condition of existing space
- Number of students, faculty, staff served
- Alignment with utilization goals

KEY TAKEAWAY:

Clear evaluation metrics standardize the criteria for assessing a new space request or reassigning space.

Benchmarking Study | Standards & Policies

Incentives & Charge-back Scenarios

Only a few peer institutions were found to have an incentive or charge-back system to incentivize more efficient utilization.

- University of Florida: Penalty for noncompliance with annual space survey deadlines = all department space classified within highest cost category.
- Stanford: Implemented a Space Charge Policy in 2008 for office space in 6 different units.
- University of Michigan: Implemented charge-backs for research space only.

KEY TAKEAWAY:

A few institutions have adopted policies that penalize inefficient space utilization or noncompliance with policies.

Benchmarking Study | Standards & Policies

Information Management & Software Opportunities

The implementation of a new facilities management software means opportunities for centralizing data management processes. Best practices include:

- Annual space surveys tied to the fiscal year that update utilization data by department
- Tracking both space utilization (space) and occupancy (people)
- Training “data stewards” from departments to access data and report information to the space management committee
- Tying space inventory to the space application process
- Alignment of space codes with other UC’s

KEY TAKEAWAY:

Adopting new software is an opportunity to tie spatial data to space management processes, space utilization data, and HR data.

Benchmarking Study | Standards & Policies

Cornell University

Administration

- Occupying units notify the Director of Space Planning when spaces are vacant. Spaces are put on Space Use Advisory Committee meeting agenda and reallocated. Financial and facility directors submit proposals for reallocation of space to the committee. Proposals are ranked. Top requester must develop a funding plan.
- Deans, vice presidents, and vice provosts are responsible for managing space within their individual college/division.
- Annual space inventory conducted by unit.
- Budget model builds in stewardship, utilities, operations and maintenance.
- Ties space management closely to greenhouse gas reductions and University Climate Action Plan.

Evaluation Metrics

- Proposals for reallocation of space evaluated on: 1) need of unit 2) vision for space is achievable 3) space enhances physical adjacencies 4) financial feasibility.

Duke University

Standards

- Space standards are broken down by college.
- Measure utilization in research dollars per square foot.

Administration

- One property officer in each department is responsible for completing annual review of space allocation online (including additions, deletions, and updates).

KEY PRACTICE:

All vacant spaces trigger a proposal process tied to a funding plan.

Benchmarking Study | Standards & Policies

University of Michigan - Ann Arbor

Standards

» Special standards for research space allocation. Research space is owned by the Provost and University and can be reallocated. Units are encouraged to develop their own internal research space guidelines.

Administration

» Schools and colleges are responsible for their own buildings but need to get approval at a higher level. Main point of contact for space planning and utilization is the Provost's Office.

Evaluation Metrics

» (Research Space): alignment with long-term programmatic needs and priorities of the unit, part of long-term plan for research space management, offers opportunities for renovation or upgrade of existing space, offers opportunity to "right size" departmental or individual space allocations, length of space commitment, one-time and recurring costs, opportunities for co-location and sharing of common space and equipment, opportunities for interdisciplinary collaboration, affect on health/ fire/environmental/life safety and compliance. Research space is also given a financial measure based on direct and indirect costs per square foot.

Georgia Institute of Technology

Administration

» Space requests move from Department Chair/Director to Dean/ Associate Dean to Vice President or Vice Provost to Director of Capital Planning & Space Management

KEY PRACTICE:

Comprehensive evaluation metrics, including a quantification of more qualitative measures like collaboration.

Benchmarking Study | Standards & Policies

University of Minnesota - Twin Cities

Standards

- "Minnesota Facilities Model" (MFM) is a tool that evaluates space needs. Used for departmental/ college audits (comparing space needs to assignments), pre-design, spatial analyses, and guideline changes. MFM analysis is reviewed by Space Management. If a department's existing space is within +/- 10% of MFM guidelines, space is considered adequate for department needs.
- Office standard is 120 assignable square feet (ASF) per adjusted head count.
- Office service space (conference rooms, reception, file storage, copy rooms, staff lounges) is 30 ASF allocated per adjusted head count for.
- Common spaces are allocated 1 ASF per headcount employee.

Evaluation Metrics

- Qualitative Component: physical condition and functional suitability
- Program Component: students served by program, faculty/staff housed in program, programmatic data
- Predictor Component: establishes space allowances and utilization goals for office, research, instructional, and special use space.

University of Texas - Austin

Administration

Space Surveys include:

- Annual Space Survey
- Monthly Campus-Wide Random Sample Survey
- Continual Space Data Update Process

KEY PRACTICE:

Evaluation of space based on qualitative condition, program use, and utilization goals.

Benchmarking Study | Standards & Policies

Stanford University

Standards

» Guideline square footage per role for full time employees (FTEs) plus a percent buffer is used to calculate space charge baseline. (Example: Faculty at 160 SF with 15% buffer, regular staff at 100 SF with 5% buffer).

Administration

» Stanford Space Charge Program implemented in 2008:

» Units provided with annual funding allocation from the Provost's discretionary fund at a rate of $33/SF (total SF based on office space entitlement for FTE).

» A buffer is added to account for vacancy and site constraints.

» Units either receive general fund bonus or penalty based on utilization. Includes 6 units: Schools of Earth Science, Education, Law and Humanities and Social Sciences, Dean of Research, and Vice Provost for Undergraduate Education.

» Limited to office spaces only.

» Charged at the school level.

University of Florida

Administration

» Departments must fill out space survey every fiscal year to update the online space inventory system.

» Departments must have two different individuals: certifier and authorizer (Director, Department Chair, or Dean level).

» Certifiers verify space use, occupancy, and changes from the fiscal year. Authorizer signs off on designations.

» Space certifiers must go through a training.

» Penalty for noncompliance with deadlines means all space will reported with use code "Research Lab" to the Office of the CFO for RCM budgeting purposes, resulting in the highest RCM assessment available.

KEY PRACTICE:

Space utilization and compliance with deadlines creates either a financial benefit or penalty.

Benchmarking Study | Standards & Policies

University of California - Los Angeles

Administration

- Responsibility for the assignment and reassignment of space rests with the Chancellor, who has delegated it to the Executive Vice Chancellor & Provost.
- Management of space and resolution of problems is delegated to campus officers, typically deans and vice chancellors.
- In 2003, the Office of Space Management & Analysis was created.
- Several units have developed their own processes and guidelines to govern the allocation of space.

KEY PRACTICE:

Unique guidelines suited to specific units.

Benchmarking Study | Private Sector

Best Practices

- Hold regular team meetings with all space management stakeholders and site coordinators to discuss initiatives and offer support (typically weekly/bi-weekly)
- Establish a committee of Space Champions
- Identify a committee, person, or an interface as the single point of contact for all space users/space requests
- Schedule regular space audits
- Integrate space management across multiple software platforms (HR, Facilities, space requests)
- Maintain regularly updated, uniform set of floor plans for all space management purposes
- Have third party measure chargeback spaces and present information to all stakeholders at single meeting for transparency

KEY TAKEAWAY:

Private sector companies establish clear communication channels for space requests and integrate people data, utilization data (including sensor data), and floor plans.

Benchmarking Study | Private Sector

KEY PRACTICE:

Training of “Space Champions” to keep data current.

Gensler Workplace Information Solutions Platform (WISP) Clients

ADP, Marriott, Twitter, Wilson Towers Watson

Communications

» Move/Add/Change (MAC) email is automatically generated upon space request, upon approval/denial, and upon completion

Meetings/Engagement

» Weekly or bi-weekly tactical and strategic discussions

» Monthly calendar or data exchanges

Chargeback process

» Drawing management ensures accurate square footage allocations, names on spaces, and space type reporting

» Calculate actual square footage (space type and circulation, floor common, building common, suite shared, floor shared, and building shared) of various space types for accurate reporting

» Space Champions are responsible for marking spaces ‘assignable’ and with proper rent product code and department name to indicate that a seat does not belong to a department and can be allocated to different department.

Target capabilities

» Select spaces for change request with hand-drawn or PDF markup

» Use same plan drawings throughout organization to maintain “butts in seats”

» Combine HR feed and accurate plan drawings

» Can use plan drawings to create multiple scenarios

» Easily build user-friendly data reports

Key Performance Metrics

» Measure vacancy, density, capacity

» “Full training” for all Facilities staff, training on an as-needed basis for other staff

» Ensure lease module data refresh process is fully enabled and reporting confidence is at highest

» Integrate HR data for all new sites

» Lease data maintenance important as monthly reports are pulled from tool (WISP)

» Enable MAC process with automatic email notification

» Operation readiness

» Data integrity

Benchmarking Study | Private Sector

KEY PRACTICE:

Tie HR data to plans. Space requests automatically start MAC process.

MUFG Bank

Communications

» Move/Add/Change (MAC) email is automatically generated upon space request, upon approval/denial, and upon completion.

Meetings/Engagement

» Weekly status calls

Key Performance Metrics

» Measure vacancy, density, and capacity

» Scalable

» Tool can accommodate ebb and flow of real estate contraction and expansion

» Data integrity & reporting

» Integration with exiting and complementary tools

» Operational readiness

Chargeback Process

» Drawing management to ensure accurate square footage allocations, names on spaces, space type reporting

» Calculate actual square footage (space type and circulation, floor common, building common, suite shared, floor shared, and building shared)

Target Capabilities

» Select spaces for change request easily, with hand-drawn or PDF markups

» Use same plan drawings throughout organization to maintain “butts in seats”

» Combine HR feed and accurate drawings

» Ability to use plan drawings to create multiple scenarios

» Create user-friendly data reports

» Provide a single point of contact for MAC

Benchmarking Study | Private Sector

Genentech

Communications

» Engage change management team to mitigate employees' concerns about privacy

Key Performance Metrics

» Measure vacancy, density, and capacity

» Every 5 to 15 seconds collect sensor data on heat, movement, noise level, temperature, and air quality

» Understanding organizational distribution for charge back

» Using employee location data for Environmental, Health & Safety key processes

» Locating employees for facility maintenance requests

» Improved emergency notification systems, move management processes, tactical space planning (e.g., vacancy rates, adjacencies)

» Advance strategic planning (e.g., supply/demand, campus planning)

KEY PRACTICE:

Engage employees to mitigate concerns about data tracking and monitoring.

Benchmarking Study | Administrative Space Standards

Auburn University

4.3 OFFICES (300's)

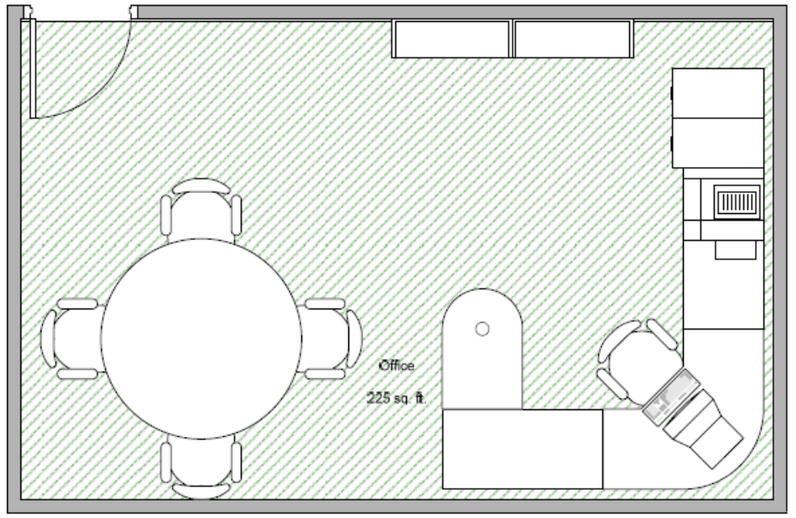
This category includes rooms that are used as individual, multi-person or workstation space that is used by faculty, staff or students when working at one or more desks, tables or workstations. It also includes service support rooms for those offices as well as conference rooms and their service/support rooms.

The assignable square feet (ASF) guidelines represent the standard that Auburn University strives to achieve for the different categories of staff. For current spaces, it is understood that current building configurations impact the ability to adhere to these guidelines. For new buildings, these guidelines will represent the standard for programming new space. For each category of office a figure is included that demonstrates a sample office layout.

Applies to all office space: "310" Office; "315" Office Services; "350" Conference Room and "355" Conference Room Service.

4.3.1 Dean/Vice President Offices (310) – 225 ASF

Dean and Vice President Offices should be a single, private office capable of accommodating a desk, files, bookshelf and a meeting area for an additional 4-5 people.



Source: The Office of Campus Planning & Space Management. September 2005. "Auburn University Space Planning Guidelines." 18-24.

Benchmarking Study | Administrative Space Standards

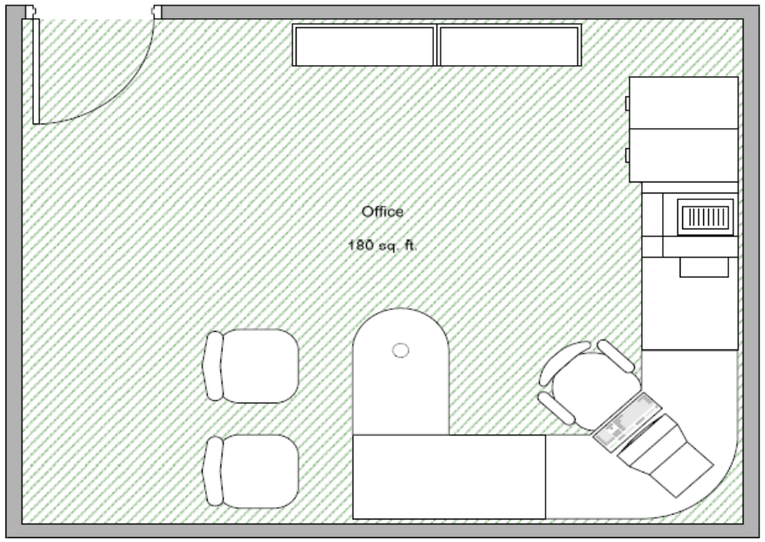
Auburn University (cont.)

4.3.2 Senior Secretary/Receptionists (310) - 125 ASF

Receptionist and Senior Secretaries serving Deans/Department Heads typically require a space adjacent to the office that they are serving.

4.3.3 Assistant Dean/Asst. VP/Department Head Offices (310) - 180 A.S.F.

Assistant Dean, Assistant Vice President and Department Head Offices should be a single, private office capable of accommodating a desk, files, bookshelf and a meeting area for an additional 2 people.



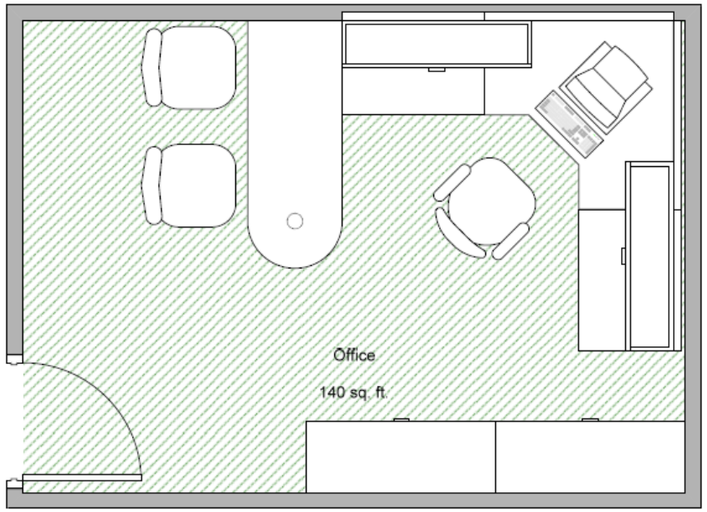
Source: The Office of Campus Planning & Space Management. September 2005. “Auburn University Space Planning Guidelines.” 18-24.

Benchmarking Study | Administrative Space Standards

Auburn University (cont.)

4.3.4 Full-Time Faculty and Professional Staff Offices (310) – 140 ASF

Full-time faculty and professional staff are generally assigned a single, private office capable of accommodating a desk, file/bookshelf and a meeting area for an additional 2 people.



4.3.5 Staff/Administrative Office(310) – 64-100 ASF

Staff/administrative offices can be accommodated in different configurations including cubicles, a shared office or a private office depending upon the available space (if current building) and the nature of the work being performed. The guideline for staff/administrative office space is 90 asf/person but is depending on the type of configuration being used. Below are the guidelines for these different types of spaces.

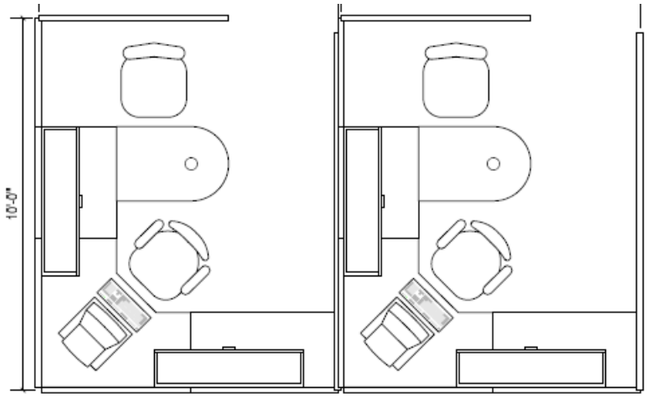
Cubicle 64-80 A.S.F/Person

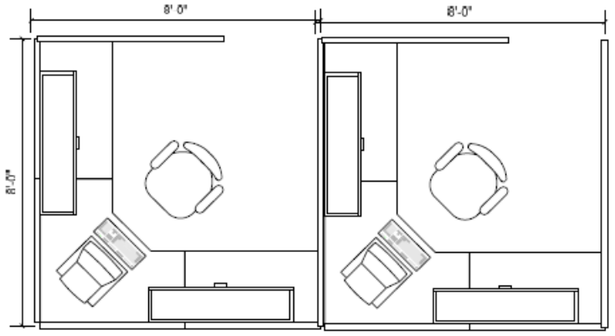
Cubicle environments offer unique benefits as a configuration for staff space such as being more open, more efficient and more conducive to a team environment. Cubicles can range from 64 to 80 ASF (see diagrams below). Considerations should be given to additional meeting and storage space is a cubicle environment is used.

Source: The Office of Campus Planning & Space Management. September 2005. “Auburn University Space Planning Guidelines.” 18-24.

Benchmarking Study | Administrative Space Standards

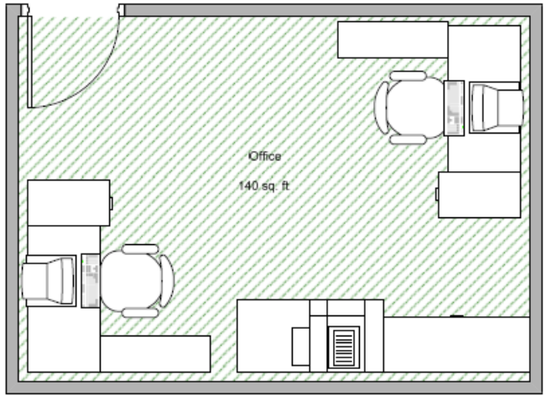
Auburn University (cont.)





Shared Office **140 ASF**

Shared offices are a good solution for existing buildings with standard, private offices that will house staff not warranting a single, private office. This solution is preferable to cubicles where staff require more privacy or may be handling sensitive documents that need to be secured. Below is a sample layout of a shared office. Shared offices may also be a good solution when using an existing building that has excess meeting room space.



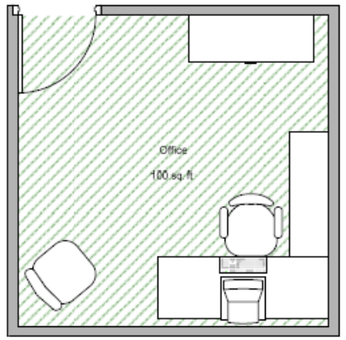
Source: The Office of Campus Planning & Space Management. September 2005. "Auburn University Space Planning Guidelines." 18-24.

Benchmarking Study | Administrative Space Standards

Auburn University (cont.)

Management Office **80 - 100 ASF**

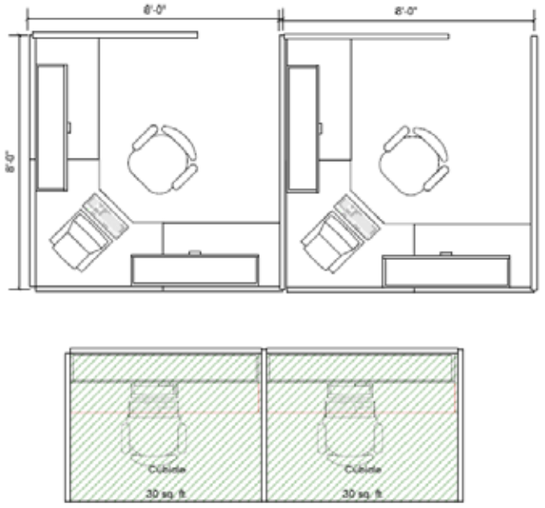
Management staff may require a private office depending on the nature of the work performed and the requirement for a private setting for discussions with staff.



4.3.6 Graduate Teaching Assistant Office (310) - 30-60 ASF

Assignment of office space for students varies from between the different schools and departments. When it is available, space is allocated to graduate students ranging from 30-64 asf/person. Cubicle environments similar to the illustrations below work well for this kind of space. Additionally, shared offices (see above) are often used for graduate students due to the existing configuration of buildings.

NOTE: Office space is not specifically allocated for Graduate Research Assistants and any required workspace is assumed to be included in the space allocated for research labs.



Source: The Office of Campus Planning & Space Management. September 2005. “Auburn University Space Planning Guidelines.” 18-24.

Benchmarking Study | Administrative Space Standards

Auburn University (cont.)

4.3.7 Conference Rooms (350)

The total amount of conference room space required to serve a building or grouping of office areas varies widely. Factors influencing the amount of conference room space required include type of offices being served (cubicles vs. private offices), number of offices being served, academic discipline, and nature of work being performed. Due to these various factors, the amount of conference room space is addressed on a case-by-case basis for new construction of renovations.

For planning considerations, CP&SM recommends using the following guideline for calculating conference room space:

Total Conference Room ASF Required = FTE Faculty & Staff X 15 ASF
* In general, the maximum required is 750 ASF for one grouping of offices.

For the purpose of these guidelines, a conference room is considered a meeting space planned for 25 or fewer people. The ASF per person for conference rooms is **16 – 26**. The larger ASF is for meeting rooms with space for A/V equipment, bookcases, serving areas, etc. The smaller ASF is for conference rooms consisting of simple tables and chairs with no additional requirements.

Depending on the nature of work, the size and quantity of the conference rooms will be dependent on the nature of work being performed. Below are sample illustrations of a small conference room (6ppl) and a large conference room (25ppl).

Source: The Office of Campus Planning & Space Management. September 2005. “Auburn University Space Planning Guidelines.” 18-24.

Benchmarking Study | Administrative Space Standards

Oregon State University

Oregon State University

Finance and Administration » Capital Planning and Development » **Space Management**

Home » Space Management » Office Space Standards » Office Facilities

Office Space Guidelines

Office Space Allocation

The decision about whether to allocate an office or a cubicle should be made on the basis of the type of work an individual performs and their time appointment (full-time vs. part-time, seasonal vs. year round). The following provides descriptions and articulate the sizes and utilization standards for various types of offices at Oregon State University.

- **Large Private Office**: these offices are for staff and faculty with functions that require high levels of privacy (need for frequent confidential meetings and/or phone conversations and working with high volumes of confidential materials) and enough space to frequently meet with 4 or more individuals. Typical assignments may include: president, provost, vice president/provost, deans, department chair, and executive directors.
- **Regular Private Office**: these offices are for 1.0 FTE staff/faculty that require high levels of privacy. Typical assignment may include: faculty, academic professionals, directors and managers.
- **Regular Open Office**: open offices are encouraged by Oregon State University and are to be used by all 1.0 FTE staff and faculty whose functions do not require additional space and who can use breakout and conference rooms for discussions that require high levels of privacy.
- **Regular Shared Office**: these office spaces are for below .5 FTE staff/faculty with functions that require meeting with up to two other

https://fa.oregonstate.edu/space-management/osu-office-space-standards/office-facilities/of... 5/14/2018

Source: Capital Planning and Development, Oregon State University. 2018. “Office Space Guidelines.”

Benchmarking Study | Administrative Space Standards

Oregon State University (cont.)

and/or requiring some confidentiality, security, visual and acoustical privacy.

- **Regular Shared Open Office**: these office spaces are for below .5 FTE staff/faculty whose functions do not require additional space for meeting and/or require confidentiality, security, visual and acoustical privacy.

Touchdown (Hoteling) Space

As space inventory becomes increasing limited, touchdown, or hoteling, just-in-time office space is becoming more and more utilized. Whether addressing staff needs for distant campuses or experimental stations or relocating administrative and other staff off campus to free space to accommodate growing academic programs, the use of touchdown space provides a convenient means for staff to accomplish work as they move from the main campus to other campus locations. As a "just-in-time" office space that is shared by many, touchdown spaces should be should be flexible to meet a variety of workspace needs, but also conveniently located with easy access to printers, copiers, etc.

Considerations for Improved Office Space Efficiency

- A modular planning approach, such as co-location offices of similar sizes and types provides increased flexibility of office use over time and assists in preparing for future needs and changes in academic and other programs.
- Positioning offices in the building core rather than along the windowed side of buildings increases flexibility and improves air quality and light penetration for the building.
- Eliminating excess paper by sorting, purging and archiving documents not only brings space efficiency, but also helps identify specialized storage needs or furniture solutions.
- Regular reviews of office space assignments and changing needs to ensure assignments still make sense helps to keep office rosters up-to-date, and helps identify space reallocations that might be necessary.

https://fa.oregonstate.edu/space-management/osu-office-space-standards/office-facilities/of... 5/14/2018

Source: Capital Planning and Development, Oregon State University. 2018. "Office Space Guidelines."

Benchmarking Study | Administrative Space Standards

Oregon State University (cont.)

- Lockable storage should be provided for faculty, staff and graduate teaching assistants (GTA) in open and shared office space situations.

Non-OSU-Funded Office Space

Emeritus, visiting, and courtesy faculty provide valuable contributions to the teaching, scholarship, service, and outreach missions of OSU. Thus, it is in the University's and a unit's interest to provide opportunities for all faculty to contribute toward the unit and its mission. However, because of limitations in available space, not all requests for assignment of office and\or laboratory space can be granted, and those requests that are approved may involve sharing space and equipment. Assignment of space has monetary consequences for a unit and the University. Providing space carries significant costs, both in terms of services associated with access and in terms of potential alternate uses. The following information is provided to aid unit supervisors' decision making process.

- Space belongs to the University, not to the occupant, unit, or college, and is to be assigned in the best interests of the university. Unit supervisors have primary responsibility for space management and assignments, as they are expected to have a clearer understanding of the most efficient use of allocated space.
- The unit supervisor shall periodically review space assignments for courtesy, emeritus, and visiting faculty and staff and, if necessary, reassign space to optimize performance of unit teaching, scholarship, service, and outreach missions. This will include an assessment of expected contributions of the faculty or staff member during the following year or period covered by an MOU or letter of appointment, and an assessment of the costs/benefits to current students, faculty, and the unit as a whole. The unit leader may request written proposals from courtesy, emeritus, and visiting faculty to aid in this review and shall consult a relevant advisory committee, when available.
- Not all meritorious requests can be guaranteed space. Appeals of decisions are to be directed to the administrator to whom the unit supervisor reports.

Source: Capital Planning and Development, Oregon State University. 2018. "Office Space Guidelines."

Benchmarking Study | Administrative Space Standards

Oregon State University (cont.)

- Successful requests for assignment of dedicated space should demonstrate clear benefits to the unit. Examples of departmental contributions that may warrant assignment of space include:
  - Instruction of at least one regularly scheduled course, as assigned by the unit administrator;
  - Being a principal investigator or substantive co-investigator on a research grant(s) that provides financial support to the department in an amount at least roughly equivalent to NIH Indirect Cost Guidelines;
  - Service on a significant standing departmental committee at the request of the chair. This service should be roughly equivalent in time commitment to teaching a course.
  - Formal advising and mentoring of graduate students.
  - Supervision of undergraduate research.
  - Service to the profession (significant journal or book editorial responsibilities, service on grant peer review committees, service as an officer in a professional society, etc). Such duties enhance the prestige of OSU and should be considered a contribution to the mission of the unit and/or university.
  - Faculty must make arrangements for the continuing management of their research and teaching collections, as well as equipment, at the time of their retirement. These arrangements should transfer management of the collections to the unit, college or university, as appropriate, and should be made in consultation with the Research Office.

Special Circumstances

When special circumstance meet the guiding principles of efficient space use and the mission of the university and are approved by the Director of Space Management, they may qualify for a variance.

- **Multiple (Second) Offices**: Assignment of multiple offices for faculty and staff is highly discouraged at OSU. However, when an individual has two different functions not performed in close proximity, the individual

Source: Capital Planning and Development, Oregon State University. 2018. “Office Space Guidelines.”

Benchmarking Study | Administrative Space Standards

Oregon State University (cont.)

may need two separate offices. Faculty with joint appointments and persons with staff in multiple buildings may be assigned a secondary work station in a shared or open office if there is a true demonstrated need.

- **Unoccupied/Underutilized Offices**: When offices are left unoccupied for a significant period of time or are underutilized, departments should utilize these spaces to alleviate any pressing space needs. If offices remain unoccupied for over six months, the space will be turned back over to the university for reallocation.
- **Emeritus Office**: emeritus faculty with significant continuing research and/or teaching responsibilities may be provided shared office space (private or open), if available, as long as they remain engaged in department activities.
- **Visiting Scholars**: visiting scholars may be provided shared office space (private or open) if available.

Office Space Allocation Table Guidelines

Office Type	Space Type	NASF per FTE	Typical Assignment	Functional Notes
Large Office	Private Office	150—300 Goal of 200	President, provost, Vice president, vice provost, dean, department chair, executive directors	1.0 FTE staff/faculty that require frequent meetings with four or more others and/or require confidentiality, security, visual and acoustical privacy

Source: Capital Planning and Development, Oregon State University. 2018. “Office Space Guidelines.”

Benchmarking Study | Administrative Space Standards

Oregon State University (cont.)

Regular Office	Private Office	90-120 Goal of 100	Faculty, academic professionals, directors, managers	1.0 FTE staff/faculty that require frequent meetings with up to two others and/or requiring confidentiality, security, visual and acoustical privacy
Regular Open Office	Private Open Office	42-72	Professional staff, support staff, faculty, academic professionals	Encouraged for all 1.0 FTE staff/faculty whose function does not require additional space for meeting and whose need for confidentiality, security, visual and acoustical privacy can be accommodated in a breakout room
Regular Shared Office	Shared Private Office	90-120 45-60 sf/person	Faculty and academic professionals	Below .5 FTE staff/faculty with functions that require meeting with up to two other and/or requiring some confidentiality, security, visual and acoustical privacy

Source: Capital Planning and Development, Oregon State University. 2018. “Office Space Guidelines.”

Benchmarking Study | Administrative Space Standards

Oregon State University (cont.)

Regular Shared Open Office	Shared Open Office	42-72 21-36 sf/person	Support staff, student employees, graduate assistants and interns	Below .5 FTE staff/faculty whose functions do not require additional space for meeting and/or require confidentiality, security, visual and acoustical privacy

Contact Info

Office of Finance and Administration
Oregon State University
Corvallis, OR 97331-4501

Contact us with your comments and questions

Source: Capital Planning and Development, Oregon State University. 2018. “Office Space Guidelines.”

Benchmarking Study | Administrative Space Standards

Stanford University

Staff Offices **64-140 nasf per person**

The Stanford guideline for full time staff office space ranges from 64-140 nasf per person. This space may be cubicle space, a shared office, or a private office, depending upon the nature of the work. Part-time staff should be located in shared spaces or cubicles at the smaller end of the range. Student employees should be located in shared cubicles.

One of the most challenging aspects of allocating office space for staff at Stanford has to do with determining which staff members should have a private office and which should have a cubicle or open office environment. Private offices are heavily favored at Stanford, and many staff tend to resist cubicles or open office settings, despite the fact that such settings are commonplace in our area of the country in corporate settings and also at many universities and colleges.

We have developed the following guidelines for staff cubicle/office/teaming spaces as a way to assist schools and areas in allocating office spaces on campus.
We welcome input, questions and thoughts on these guidelines.

Guideline for Determining Staff Office Space Type

The decision about whether to allocate an office or a cubicle or a teaming environment to Stanford staff members should be made on the basis of the type of work an individual performs. The following factors can be a part of determining workspace assignments:

- Job position, rank, and classification
- Time appointment (full-time versus part-time, seasonal versus year-round, job share versus more traditional job arrangements)
- Supervisory and/or managerial role
- Nature/frequency of interaction with internal or external client groups
- Nature/frequency of confidential communication in person or on the telephone
- Nature/frequency of working with other members of a team pursuing similar tasks
- Nature/frequency of processing confidential data
- Nature/frequency of handling equipment/material that requires secure space
- Volume of noise associated with departmental activity or individual job role
- Degree of isolation required for completion of routine job duties

Guidelines for the types of offices, cubicle and teaming spaces assigned to individual staff are as follows:

- Staff Senior Associate Deans, Associate Deans, and Assistant Deans generally qualify for an individual office. The size of such offices will vary depending upon the criteria listed above (need for meeting spaces, need for specialized secure equipment, etc. These offices might range up to 140 nasf.

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Source: Department of Capital Planning and Space Management Land Buildings & Real Estate. April 2009. “Stanford University Space and Furniture Planning Guidelines.” 19-20, 25.

Benchmarking Study | Administrative Space Standards

Stanford University (cont.)

- Departmental Managers and/or Program Directors with three or more direct reports generally qualify for an individual office. Managers with fewer than three direct reports qualify for offices when they are available and when the scope of work requires a private space. These offices typically range from 100 to 140 nasf.
- Managers and other staff with no direct reports qualify for a cubicle environment. Shared offices can be appropriate based on the criteria above (need for secure space, quiet areas, etc.) These spaces range from 64 to 100 nasf.
- Part-time, seasonal and job-sharing staff qualify for a cubicle environment or, based on the criteria above, a shared office. This guideline applies to all of the staff categories listed above, even senior managers. These spaces typically range from 64 to 80 nasf.
- All of the staff categories above, from Associate Deans to Managers to part-time staff might qualify for a teaming or open office environment. These environments are particularly useful for groups that work closely together on a daily basis, project-based groups, groups that desire or need interaction in order to complete their work, groups that rely heavily on cross-training and shared responsibilities, etc.

Comparative Data on Office Space

Comparative office sizes from different universities and from different state guidelines are available upon request. The reference documents section of these guidelines provide some of this information. The array of sizes used by peer institutions helps to place the new Stanford office space guidelines in perspective. Note that the sizes recommended for offices of different types at Stanford are generally similar to the larger size standards used by other universities or state space guideline models.

Space Planning Guideline Summary

Group	Employee Type	Office type	Recommended Sq ft
Dean	Dean/VP	Office	240
Faculty	Tenure track, full time	Office	160
	Tenure track, part time	Shared office or cube	80
	Second offices*	Small office, shared office or cube	80 to160
Emeriti	Active	Office	160
	Non-active	Shared office or cube	80
Other teaching	Lecturers Sr. Lecturers Consulting Faculty Visiting Faculty	Shared office or cube	80

Source: Department of Capital Planning and Space Management Land Buildings & Real Estate. April 2009. “Stanford University Space and Furniture Planning Guidelines.” 19-20, 25.

Benchmarking Study | Administrative Space Standards

Stanford University (cont.)

Others	Affiliates Visiting Scholars Fellows Research Associates	Shared office or cube	80
Staff	Program Directors	Office	140
	Full Time	Small office, shared office or cube	64 to 100
	Casual & Temp (full time)	Shared office or cube	64 to 100
	Part Time	Shared office or cube	64 to 80
	Research Associates	Small office, shared office or cube	64 to 100
	Student workers	Cube	36 to 64
Students	RAs	Cube	30-64
	TAs	Cube	30-64
	Grad Students	Cube	30-48

* Second offices
Note: Second offices for faculty or staff are highly discouraged.

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Source: Department of Capital Planning and Space Management Land Buildings & Real Estate. April 2009. “Stanford University Space and Furniture Planning Guidelines.” 19-20, 25.

Benchmarking Study | Administrative Space Standards

University of Cincinnati

Job Categories			Closed Office	Open Office	Finish
Administration	**Academic/ Research**	**Athletic**	**NASF**	**NASF**	
Executive V.P.	Provost	Athletic Director	300		§ Wood § Conferencing for 6 § Optional loveseat/ club chairs
Associate V.P.	Vice Provost Dean		250		§ Wood § Conferencing for 6
Assistant V.P.	Associate Dean Associate Provost		220		§ Metal files and overheads § Wood tops
	Assistant Dean Faculty Dept. Head Division Chair	Assoc. Athletic Director	180		§ Metal files and overheads, wood trim § Plastic laminate top
Director [a]		Assist. Athletic Director Head Coach	150		§ Metal files and overheads § Plastic laminate top
	Full-time faculty [b]		100–150		§ Metal files and overheads § Plastic laminate top
	Part-time faculty [c]		75 (shared 150 sq ft)	64	§ Metal files and overheads § Plastic laminate top
	Emeritus [d]		[d]	[d]	§ Metal files and overheads § Plastic laminate top
Professional Assoc. Director Assist. Director		Assistant Coach		96	§ Metal files and overheads § Plastic laminate top
Staff	Part-time faculty Research Asst. Teaching Asst.			64	§ Metal files and overheads § Plastic laminate top

[a] Director position requires direct reports with managerial responsibilities of those reports.
[b] Full-time faculty offices shall fall within the listed net assignable square footage (NASF) range depending on individual needs and potential physical constraints of existing structures.
[c] Part-time faculty offices shall fall within the listed NASF range depending on individual needs and potential physical constraints of existing structures. An option of shared closed office space within a 150-NASF closed office can be considered if the situation justifies.
[d] Emeritus faculty office space will be determined on a case-by-case basis in discussions among the department head, Campus Planning and Design, and any administrative space committee as necessary.

Source: Division of the University Architect. September 2003. “University of Cincinnati Design Guidance: Office Space.” 11

Benchmarking Study | Administrative Space Standards

University of Michigan

UNIVERSITY OF MICHIGAN

Office Space Guidelines

Overview

Optimizing our current and future office space ensures that, as an institution, we use these important physical resources effectively. The following guidelines were developed to help General Fund academic and administrative units on the Ann Arbor campus allocate office space and align these decisions with benchmarks of existing and future buildings.

Units should refer to these guidelines when planning new construction or renovations to ensure greater consistency with campus norms for office space. U-M Architecture, Engineering and Construction (AEC) will refer to this document when working with units and architects during the design phase of all new construction or renovations on the Ann Arbor campus. Exceptions to the guidelines require the approval of the Office of the Provost.

NOTE: Academic and administrative units with internal space policies or guidelines should ensure that their guidelines align with the information provided in this document.

Space-per-Person Recommendations

The following tables show the recommended assignable square footage for a person 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 maximum net assignable square feet (NASF) a person in a specific role should occupy. Net assignable square feet is defined as the area of a building suitable for occupancy measured from the interior walls, including closets and secondary corridors within assignable space. This excludes main corridors, bathrooms, and other non-assignable space.

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.

Applying the Guidelines in Shared Spaces

The recommended square footages of shared spaces specify the total amount of office space that should be dedicated to any one person. They do not necessarily indicate the actual size of the office or workspace. For example, a department should designate a cumulative 120-256 square feet for four temporary employees (30-64 square feet per person); this space may or may not accommodate all four persons simultaneously.

Source: University of Michigan. August 2012. “Office Space Guidelines.”

Benchmarking Study | Administrative Space Standards

University of Michigan (cont.)

The following space-per-person recommendations are based on recent construction projects at the University and on space guidelines from other higher education institutions and the private sector. They were developed in collaboration with the Office of the Provost; Architecture, Engineering and Construction; and various administrative and academic units.

NOTE: The types of room occupants listed below do not reflect official U-M job titles or classifications. They are listed strictly for the purpose of showing the relationship between role, space type, and net assignable square feet (NASF). The information is only to be used when making office space related decisions.

Types of Room Occupants	Space Type	Recommended NASF per Person
Executive		
President	Private Office	400
Vice President	Private Office	300
Academic Units		
Dean	Private Office	240
Associate or Assistant Dean	Private Office	160
Department Chair	Private Office	160
Faculty, Tenure Track	Private Office	100-160
Faculty, Research	Private Office	100-160
Faculty, Non-Tenure Track (e.g. Lecturer III & IV)[1]	Private Office, Shared Office, or Cubicle	80-100
Faculty, Visiting or Consulting	Shared Office or Cubicle	80
Faculty, Emeritus (Active)	Private Office, Shared Office, or Cubicle	64-140
Faculty, Emeritus (Non-active)	Shared Office or Cubicle	30-64
Fellow, Lecturer I & II, Visiting Scholar[1]	Shared Office or Cubicle	80
Unit Administrative Manager	Private Office	100-160
Technician, Associate, or Specialist (Research)	Private Office, Shared Office, or Cubicle	30-100
Research Fellow	Shared Office or Cubicle	30-80
Staff, Professional (Full-time)	Private Office, Shared Office, or Cubicle	64-100
Staff, Professional (Part-time)[2]	Shared Office or Cubicle	80
Staff, Administrative Support (Full-time)	Shared Office or Cubicle	64-100
Staff, Administrative Support (Part-time)[2]	Shared Office or Cubicle	64-80
Graduate Student Instructor[1]	Shared Office or Cubicle	30-64
Graduate Student Research Assistant[1]	Shared Office or Cubicle	30-64
Temporary or Student Staff	Shared Office or Cubicle	30-64
Administrative Units		
Associate or Assistant Vice President	Private Office	160-240
Director	Private Office	100-160
Associate or Assistant Director	Private Office	100-140
Manager	Private Office, Shared Office, or Cubicle	80-140
Staff, Professional (Full-time)	Private Office, Shared Office, or Cubicle	64-100
Staff, Professional (Part-time)[2]	Shared Office or Cubicle	80
Staff, Administrative Support (Full-time)	Shared Office or Cubicle	64-100
Staff, Administrative Support (Part-time)[2]	Shared Office or Cubicle	64-80
Temporary or Student Staff	Shared Office or Cubicle	30-64

[1] The University is obligated to provide space appropriate for assigned employment functions to members of the Lecturers Employee Organization (LEO) and Graduate Employees Organization (GEO), as defined in their contracts. Contact your unit's labor relations representative if questions about space assignments arise.

[2] Part-time denotes the room occupant is 50% FTE or less. If the occupant is more than 50% FTE, it is recommended to follow the guidelines for a full-time room occupant.

Source: University of Michigan. August 2012. "Office Space Guidelines."

Benchmarking Study | Administrative Space Standards

University of Michigan (cont.)

Private Offices, Shared Offices, and Cubicles

Private offices are necessary for many positions at the University. The size of the office varies depending on the type of work and the need to meet with individuals or groups frequently and in a private setting. These spaces should be able to accommodate a desk, files, bookshelves, and space to meet with an additional one to six people. The following positions would, in most cases, require private offices:

Executive	Academic	Administrative
President	Dean	Associate or Assistant Vice President
Vice President	Associate or Assistant Dean	Director
	Department Chair	Associate or Assistant Director
	Faculty, Tenure Track	
	Faculty, Research	
	Unit Administrative Manager	

Some positions in a unit or department may require private office space, while a person with similar duties in another unit or department may not. The following positions should be allocated private office space on a case-by-case basis:

Academic	Administrative
Faculty, Non-Tenure Track (e.g. Lecturer III & IV)	Manager
Staff, Professional (Full-time)	Staff, Professional (Full-time)
Faculty, Emeritus (Active)	
Technician, Associate or Specialist (Research)	

Shared offices, cubicles, and open workspaces are an efficient use of office space. Shared offices should be assigned to individuals who require a certain amount of privacy or reduced noise levels. Cubicles and open workspaces are particularly space-efficient, flexible, and can accommodate additional guests as needed. The following positions would, in most cases, be assigned a shared office, cubicle or open workspace:

Academic	Administrative
Faculty, Visiting or Consulting	Staff, Administrative Support (Full-time)
Research Fellow	Staff, Professional (Part-time)
Fellow, Lecturer I & II, Visiting Scholar	Staff, Administrative Support (Part-time)
Faculty, Emeritus (Non-active)	Temporary or Student Staff
Staff, Administrative Support (Full-time)	
Staff, Administrative Support (Part-time)	
Staff, Professional (Part-time)	
Graduate Student Instructor	
Graduate Student Research Assistant	
Temporary or Student Staff	

Source: University of Michigan. August 2012. “Office Space Guidelines.”

University of Michigan (cont.)

Special Circumstances

Multiple Offices

Assignment of multiple offices for faculty and staff is strongly discouraged, unless there is a true demonstrated need. 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. A secondary office can be shared or private; however, it should be smaller than the primary office. A size of 80 to 160 square feet is recommended.

All decisions related to multiple offices should be made on a case-by-case basis.

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.

Emeritus Faculty Offices

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.

Questions about these guidelines should be directed to space.utilization@umich.edu.

Source: University of Michigan. August 2012. “Office Space Guidelines.”

Benchmarking Study | Administrative Space Standards

Utah System of Higher Education

The most appropriate statewide space guidelines for office and office service are calculated on a space per full-time equivalent employee basis. The ASF/FTE employee used in the calculations includes both office and office service space, and **is not meant to represent an actual office size**. The number of FTE employees includes people such as operations and maintenance workers who do not have offices, staff who have shared offices, and faculty and administrators who require private offices. The recommended space per FTE employee used to calculate office and office service space needs on a statewide or campuswide level takes all these factors into consideration.

Space guidelines for office and office service space in other states range from 140 ASF/FTE employee to 195 ASF/FTE employee. The 195 ASF could represent 140 ASF for an office, 20 ASF for conference room space, and 35 ASF for office service space. **None of these numbers represents an actual room**, but are amounts of space recommended for the office, conference, and service functions. The office and conference facilities standard outlined in the USHE Capital Development Prioritization R741 Appendix A Section 2.3 is 170 ASF/FTE staff member which represents 130 ASF for office space and 40 ASF for service and conference space.

A number of states make distinctions by type of institution, using a higher ASF/FTE employee at research universities, a slightly lower ASF/FTE employee at four-year institutions, and less again for community colleges. The consultant reviewed the existing ASF/FTE employee at the Utah institutions and found a distinction by type of institution. The consultant, therefore, recommends a differential method to more accurately reflect the complex office and office service space needs of different types of institutions. The consultant did not see an economy of scale in office facilities spaces for larger institutions.

Space Type / Institution Mission	FTE Enrollment			
	Fewer than 3,000 students	3,000 to 6,000 students	6,000 to 10,000 students	Greater than 10,000 students
Office and Office Service				
Community College	150 ASF/FTE employee	150 ASF/FTE employee	150 ASF/FTE employee	150 ASF/FTE employee
Baccalaureate/Masters	170 ASF/FTE employee	170 ASF/FTE employee	170 ASF/FTE employee	170 ASF/FTE employee
Research University	195 ASF/FTE employee	195 ASF/FTE employee	195 ASF/FTE employee	195 ASF/FTE employee

The recommendation for office and office service space is 195 ASF/FTE employee for Research Universities, 170 ASF/FTE for the Baccalaureate/Masters Degree granting institutions, and 150

Section 3
Development of Space Model

Source: Paulien & Associates, Inc. December 2011. “Utah System of Higher Education: Higher Education Space Standards Study.” 47, 71.

Benchmarking Study | Administrative Space Standards

Utah System of Higher Education (cont.)

ASF/FTE employee at the Community Colleges. This analysis, using employee FTE, may understate need at complex institutions like the University of Utah, where office space is assigned to a portion of part time employees, active emeriti, or staff requiring two offices, such as staff with both administrative and teaching responsibilities or teaching and research institute responsibilities.

Office & Service

UTAH SYSTEM OF HIGHER EDUCATION

Office and Service 300 Space Needs Analysis

Office & Service Space	Fall 2010 Faculty and Staff FTE	Existing ASF/ FTE	2010 Existing ASF	Guideline ASF/FTE Applied	Guideline ASF	ASF Over/ (Under) Guideline	Percent Over/ (Under) Guideline
Institution							
Dixie State College	409	223	91,334	170	69,530	21,804	24%
Salt Lake Community College	1,743	142	247,453	150	261,450	(13,997)	(6%)
Snow College	256	286	73,334	150	38,400	34,934	48%
Southern Utah University	825	151	124,220	170	140,250	(16,030)	(13%)
University of Utah	5,219	216	1,128,241	195	1,017,705	110,536	10%
Utah State University	3,597	191	688,599	195	701,415	(12,816)	(2%)
Utah State University - CEU	238	205	48,746	150	35,700	13,046	27%
Utah Valley University	2,056	152	312,629	170	349,520	(36,891)	(12%)
Weber State University	1,624	169	274,176	170	276,080	(1,904)	(1%)
TOTAL	15,967	187	2,988,732		2,890,050	98,682	3%

ASF = Assignable Square Feet

UTAH SYSTEM OF HIGHER EDUCATION

Office and Service 300 Space Needs Analysis

Office & Service Space	LOW Estimated 2020 Faculty and Staff FTE	Estimated ASF/ FTE	2020 Existing and Pipeline ASF	Guideline ASF/FTE Applied	Guideline ASF	ASF Over/ (Under) Guideline	Percent Over/ (Under) Guideline
Institution							
Dixie State College	570	206	117,131	170	96,891	20,240	17%
Salt Lake Community College	1,940	137	265,343	150	291,055	(25,712)	(10%)
Snow College	376	202	75,837	150	56,395	19,442	26%
Southern Utah University	936	143	134,123	170	159,196	(25,073)	(19%)
University of Utah	5,259	224	1,179,855	195	1,025,415	154,440	13%
Utah State University	3,561	198	705,202	195	694,472	10,730	2%
Utah State University - CEU	341	143	48,746	170	57,991	(9,245)	(19%)
Utah Valley University	2,621	129	336,967	170	445,544	(108,577)	(32%)
Weber State University	1,929	149	288,065	170	327,963	(39,898)	(14%)
TOTAL	17,534	180	3,151,269		3,154,922	(3,653)	(0%)

ASF = Assignable Square Feet

UTAH SYSTEM OF HIGHER EDUCATION

Office and Service 300 Space Needs Analysis

Office & Service Space	HIGH Estimated 2020 Faculty and Staff FTE	Estimated ASF/ FTE	2020 Existing and Pipeline ASF	Guideline ASF/FTE Applied	Guideline ASF	ASF Over/ (Under) Guideline	Percent Over/ (Under) Guideline
Institution							
Dixie State College	670	175	117,131	170	113,929	3,202	3%
Salt Lake Community College	2,227	119	265,343	150	334,050	(68,707)	(26%)
Snow College	447	170	75,837	150	67,102	8,735	12%
Southern Utah University	1,081	124	134,123	170	183,712	(49,589)	(37%)
University of Utah	5,973	198	1,179,855	195	1,164,719	15,136	1%
Utah State University	4,067	173	705,202	195	792,971	(87,769)	(12%)
Utah State University - CEU	396	123	48,746	170	67,316	(18,570)	(38%)
Utah Valley University	3,034	111	336,967	170	515,745	(178,778)	(53%)
Weber State University	2,225	129	288,065	170	378,190	(90,125)	(31%)
TOTAL	20,119	157	3,151,269		3,617,733	(466,464)	(15%)

ASF = Assignable Square Feet

Source: Paulien & Associates, Inc. December 2011. “Utah System of Higher Education: Higher Education Space Standards Study.” 47, 71.

Backfill Opportunities

» Development of new academic space for the Divisions of Arts & Humanities and Social Sciences, and administrative space for the Sixth College in the North Torrey Pines Living and Learning Neighborhood will create significant vacated space across the campus:

- Literature Building
- Humanities and Social Sciences
- Social Sciences Building
- Social Sciences Research Building
- Sixth College Administrative space in Pepper Canyon Hall

» Backfill opportunities are presented on the following pages.

Backfill Opportunities | Literature Building

- 28,784 SF available
- Faculty offices backfill (Engineering)
- Potential for housing retrofit
- Demo and replace
- Suites on each floor, rows of offices with conference rooms at junctions, recently renovated Teaching and Learning Commons for Engaged Teaching and Learning

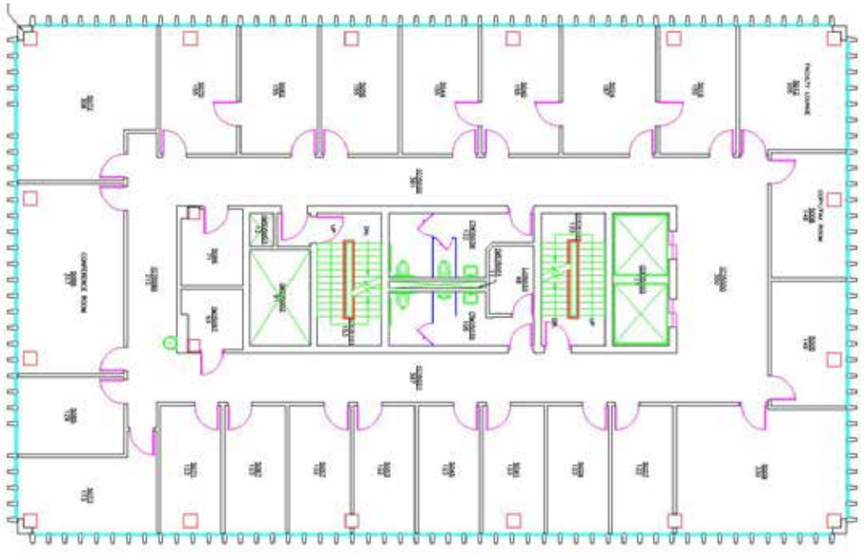
*Narrow floor plates with significant investment in hard wall construction mean limited opportunity for increasing capacity or density in a cost-effective way.

TYPICAL FLOOR

49,000 GSF

Backfill Opportunities | Humanities and Social Sciences

- 24,319 SF available
- Opportunity for faculty offices backfill
- Potential for housing retrofit
- Central core, continuous perimeter offices, no shared or collaborative spaces
- Small floor plate



TYPICAL FLOOR

101,000 GSF

*Narrow floor plates with significant investment in hard wall construction mean limited opportunity for increasing capacity or density in a cost-effective way.

**Facility Condition Index = “Fair” per FM 2017

Backfill Opportunities | Social Sciences Building

- 6,498 SF available
- Opportunity for faculty offices backfill
- Extensive private offices - minimal spaces for meeting / collaboration
- Narrow floor plates could be conducive for repositioning as residential

*Narrow floor plates with significant investment in hard wall construction mean limited opportunity for increasing capacity or density in a cost-effective way.

**Facility Condition Index = “Good” per FM 2017

TYPICAL FLOOR

84,000 GSF

Backfill Opportunities | Social Sciences Research Building

- 5,114 SF available
- Backfill as is
- Demo and replace (functionally obsolete)
- Remnant interstitial lab utilities gallery

*Due to interstitial space, there is limited opportunity to increase capacity or density beyond marginal changes.

**Facility Condition Index = “Fair” per FM 2017

TYPICAL FLOOR

59,000 GSF

Backfill Opportunities | Pepper Canyon Hall

- 22,751 SF available
- Backfill as is
- Renovate to new standard

TYPICAL FLOOR

59,000 GSF

Backfill Opportunities | Pepper Canyon Hall Study

+ 58%
increase in headcount

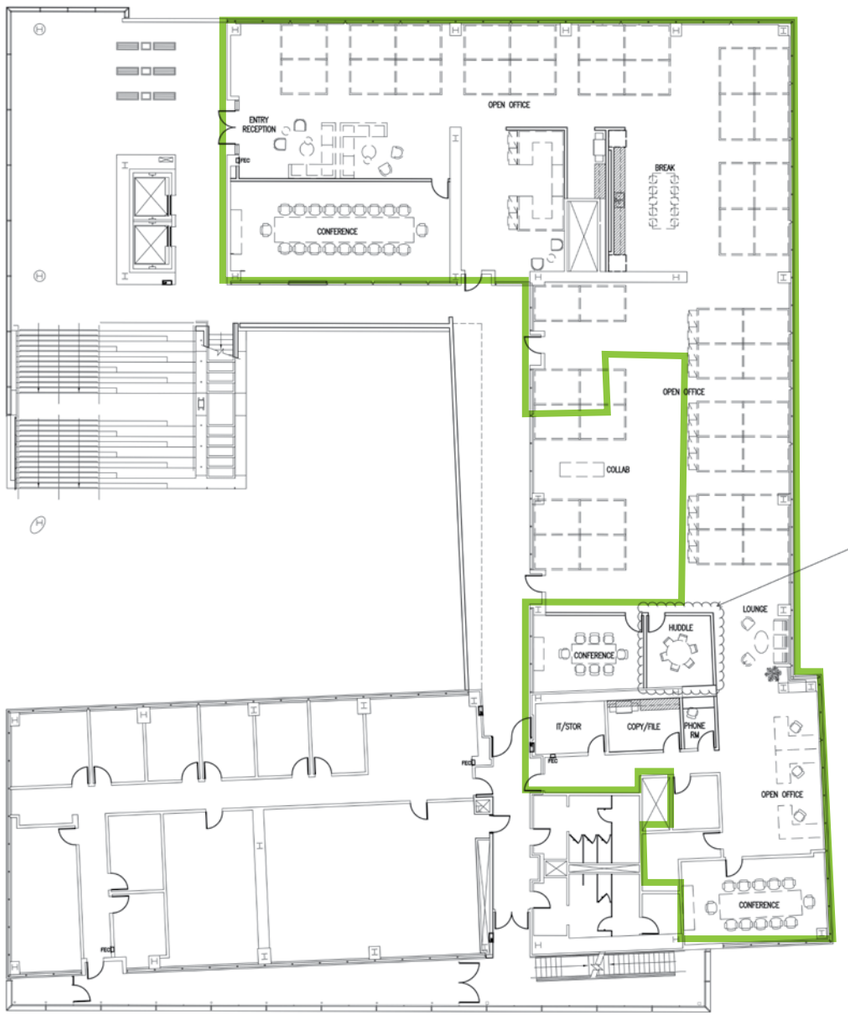
Efficiency ↑
143
ASF/Person

Current State

251 ASF/Person
342 USF/Person

26 Private Offices
3 Conference Rooms

Sample Test Fit with Activity-Based Standard



108 ASF/Person
217 USF/Person

0 Private Offices
41 Cubes (6'x8')
3 Conference Rooms
1 Huddle Room
1 Phone Room
Multiple Collaboration Areas