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Based on space management policy policies at UCLA, UCB, UMich, and The University of Washington.

BCOE Space Management Policies

Overview

Research and graduate education are central elements of the mission of the Bourns College of Engineering (BCoE), and require substantial infrastructure, especially laboratory and office space.

Space needs vary greatly both within and across academic disciplines; we must therefore articulate the general principles governing the allocation of space. Our policy must also include sufficient flexibility to respond to changing opportunities and needs.

The principles articulated in this document will be of help to our college, departments, and centers as they work with central administration to seek support for the allocation of additional space.

Goals and Principles

Research and office space needs for BCoE, departments, centers, and individual faculty members will vary by field and over time. Space needs also sometimes arise unexpectedly, say, because of funding successes; these must be accommodated quickly to ensure the timely delivery of promised outcomes.

Therefore, space must be managed dynamically, and no space assignment should be considered permanent—even those outlined in offer letters. While standardized allocation policies help ensure fairness and uniformity, strategic considerations and longer-term goals must take precedence over formula-based allocations. Since long-range planning is always subject to significant uncertainty, periodic adjustments of decisions already made are inevitable.

Guiding Principles for Space Allocation

We begin by articulating the following general principles:

1. Space is a valuable resource that is key to UCR's mission as a research University. All space, including research space, belongs to the University.
2. Space assigned by the campus to BCoE is allocated by the Dean based on strategic and programmatic needs and priorities, as determined in consultation with chairs, faculty, and staff. Campus charges BCoE $18.82/SF annually for all space assigned to the College.
    - Space assigned to BCoE may be reassigned by the Provost based on campus priorities. Space assigned by the Dean to activities conducted by individuals, centers, or groups may similarly be reassigned based on priorities and need.
3. Management of College space is ultimately the responsibility of the Dean. The Dean may delegate to department chairs and center directors the responsibility for making space allocation recommendations.
    - Space is assigned for activities, not to individuals, groups, or to departments.
    - Chairs must apply their in-depth knowledge of the activities and needs of their faculty and researchers, and use fairness while making space allocation recommendations.
    - The Dean will strive to support these recommendations, while balancing the College-level strategic needs and resource constraints.
4. Space that is vacant or deemed underutilized should be reassigned or repurposed.

Research Space Allocation

1. Research space assignments are not permanent. Space is assigned to activities and not individuals, departments, or groups, and may be reassigned as activities change or needs evolve.
    - Overly frequent space reassignment affects continuity and stability and is undesirable. Space reassignment is justified when necessary to further institutional goals.
2. Each department should develop metrics to assist in the evaluation of research space utilization, and regularly assess if current research space allocation meets programmatic needs and priorities.
    - Quantitative measures should be used as important factors in the space allocation process, but should not be the sole determinant of space allocation.
3. Space allocated to research center activities is for center use. It is not assigned to individual faculty members. This space may be reallocated as center activities change.
    - Space assigned for center activities may be reassigned by the Dean, in consultation with department chairs and center directors, as appropriate. The Dean may form, and will form upon request by an affected center, a committee of faculty to advise on recommendations.
    - At the end of their association with a center, all center members, including directors, will be reassigned laboratory and office space appropriate to the scope and nature of their research program.
4. Whenever possible, research groups with compatible interests and/or shared laboratories or equipment should be placed in shared space, or at least adjacent space, or space nearby.
    - Sharing, adjacency, or proximity improves access to facilities, enhances contact among both faculty colleagues and students with similar interests, and promotes synergies.
5. Shared space and facilities should be prioritized over space for individual faculty members.
    - Research space utilization is optimized by shared use of resources and facilities.
    - The manner of use of shared space should be determined by all faculty using the space, with one faculty member appointed as the laboratory director and/or contact point.
6. Whenever possible, research space allocations should be made from existing facilities, to optimize the utilization of current facilities before requesting major construction, renovation, or expansion.
    - Space renovations must follow institutional approval processes, as well as ensure that their utilization meets strategic needs and budgetary constraints.
7. Research space, equipment, and materials must conform to all health and safety regulations and procedures, as defined by Federal, State, Local, and Campus regulations.
    - Lab Safety Officers and Department Chairs are expected to cooperate to maintain these standards whenever space is shared across departments or programs.

Office Space Allocation for Faculty and Researchers

1. Each Ladder-Rank, Professional Research series, or LSOE series faculty member is assigned an office. Rank is not a consideration in faculty office assignments. Reassignments may occur as appropriate, based on institutional need and in consultation with the concerned faculty member.
    - Office space for faculty with “cooperating” status will be assigned on a case-by-case basis and depends on availability.

2. The default assignments for post-docs, research engineers (not in the professional research series), and other research ranks are shared offices. Single-office assignment may be considered when space is available.
3. Visiting Faculty, Visiting Scientists, and Lecturers will be assigned shared offices. Sponsoring faculty must give the college advance notice of space requirements prior to sending invitations.
4. Emeritus Faculty and Professors of the Graduate Division are assigned office space commensurate with their level of engagement in teaching, research, or other contributions to the institution.
5. Adjunct and Affiliate Faculty will not normally be assigned office space. Office space may be an option, based on need, and driven by their level of activity in teaching or research.

Space for Funded Graduate Students and Postdocs

1. Funded full-time Ph.D. students and full-time M.S. students funded by extramural research grants are allocated space appropriate to the nature of their research. Every extramurally funded, active, full-time graduate student will have at least a desk unless all space has been filled.
    a. Space assignments are based on the needs of the research without regard to the requestor's identity. Assignments should follow the best practices of the research field.
2. Post-doctoral scholars should be assigned shared offices whenever possible. If office space is not available, a cubicle should be assigned, at a minimum.
3. Teaching Assistants should have access to space suitable for student meetings without interfering with other ongoing activities. Separate space dedicated to conducting office hours is the ideal.
4. Personal computing equipment should be accommodated within the space allocated to students.

Space for Unfunded Graduate Students and Undergraduate Research Students

1. Unfunded Ph.D. students will be provided a desk when possible.
2. Unfunded M.S. students need not be provided a desk, by default. However, unfunded M.S. students may be provided access to a general assignment study/group collaboration area or assigned a desk if space is available.
3. Undergraduate researchers may be assigned dedicated desk or office space, depending on availability.

Other Student Space Needs

1. Student societies should be assigned common space to be shared amongst their groups.
2. Student professional activities that require additional space (e.g., concrete canoe, EcoCAR) may be assigned space on a case-by-case basis, and subject to annual review, at a minimum.

Staff, Support, and Other Non-Research Space

1. Staff are assigned individual or shared offices, depending on their job needs and space availability.
2. In shared offices or common areas, efforts will be made to provide the desired level of individual privacy (say, using partitions) within the constraints imposed by cost and other uses of the space.
3. Technical staff and research staff should be located near the facilities and faculty they support.
4. Common space suitable for tutoring, office hours, meetings, or other intermittent activities should be placed under a reservation system accessible to appropriate groups.
5. Regularly scheduled seminars and events should use university general assignment classrooms.

Roles and Responsibilities

The following individuals and entities manage, allocate, and use research space in BCOE.

BCOE Dean	Manage and assign space to activities in departments, programs, centers, and by faculty and other individuals, based on the needs of these academic units, centers, and individuals, as well as College priorities.
Department or Program Chair	Manage assigned space and recommend space assignments to the academic unit's activities and faculty based on faculty activities and the unit's needs and priorities.
Faculty members	Effectively utilize space under their direction to meet the research and educational needs of the department.
Center or Program Director	Effectively utilize assigned space to meet the research and educational needs of the unit and the College. The Director plays a role similar to that of Chair, in reviewing space allocation within the center or program, ensuring that it meets the College criteria, and making internal adjustments as well as recommendations to the Dean.
Space Review Committee	Made up of membership from all BCoE departments, this committee provides recommendations to Chair or Dean on the space allocation issue under review, in accordance with the strategic plan and an analysis of the current and long- term Department, Center, or College needs.

Considerations in Allocating or Reassigning Research Space

When allocating or reassigning research space, the following considerations will help optimize existing research space and avoid unnecessary renovation or construction costs:

- Will the allocation or reallocation align the space with long-term programmatic needs and priorities?
- Is any new allocation part of a long-term plan for research space management?
- Will the new allocation or reallocation allow the renovation or upgrade of existing space?
- Does the allocation or reallocation offer the opportunity to "right size" departmental or individual space allocations?
- What is the duration of the space commitment? Is this commitment explicit or implicit?
- What one-time and recurring costs are associated with the new allocation? Will the research activity ultimately support the costs associated with its execution, or will subsidies from the department or college be needed?
- Are there opportunities to co-locate similar types of research to share core or common space and equipment?
- Are there opportunities for interdisciplinary collaboration as a result of the space allocation?
- How will space assignments, equipment placement and/or infrastructure plans affect health, fire, environmental, and life safety and compliance?

Commitments to Faculty for Research Space

Faculty are expected to formulate and conduct a robust program of academic research as part of their professional duties, for which the right amount and type of space is essential. However, the Chair and Dean must balance the needs of individual faculty and centers with the needs of the other faculty and the overall programmatic needs and priorities of the Departments and the College.

Space Allocations to Current Faculty

The research space usage of current faculty members should be periodically reviewed to ensure that there is a match between the amount and type of space allocated and the individual's needs. Such reviews should occur as part of an overall assessment of the department or college.

Decisions to assign or re-assign space assigned to the department are made by the Dean and, as appropriate, on the recommendation of the Chair or a Space Review Committee.

In these reviews, the Chair and any Space Review Committee must prioritize the long-term strategic plan for the department. The committee must both plan for growth (e.g. faculty recruitments, new initiatives, grant success) and respond to reductions (e.g. retirements, long-term funding declines).

A significant long-term drop in research personnel, sponsored research funding, and number of research grant submissions may signal the need for a reduction or re-allocation of space.

- A decrease is considered "long-term" when it extends for more than five calendar years, without reasonable cause.
- The Department must allow a minimum of three months advance notice for the PI to vacate the space.
- If research space reallocation results in the displacement of equipment or other infrastructure, the relevant department or center must work with the current faculty occupant to properly relocate or dispose of these items.
- The faculty member is not required to financially support the cost of move or disposal of equipment present in the reassigned space. Conversely, when space is reclaimed by the Department, Center, or College because it is being underutilized by the faculty member, the unit is not obliged to compensate the faculty member for investments he or she may have made in the space during the time of occupancy.
- If the space reallocation is being undertaken to accommodate Department, Center, or College needs, the unit will support all costs associated with relocation, including any new installation costs.
- Space requests for new equipment purchases should be proactive, and made prior to such purchase. Space requests made after the equipment has already been purchased may not be honored.

Space Needs for New Sponsored Research Projects

When submitting proposals, space needs beyond what has already been allocated to the proposers must be identified on the Proposal Approval Form at submission time. Approval by the Chair and the Dean represents a commitment to allocate the requested space in a timely fashion if the research is funded. If substantial upgrades are required for the research, every effort should be made to include the upgrade costs in the funding request. Such allocations are specific to the sponsored project. No space allocation should be seen as permanent.

Space Needs for New Faculty

It is important for the Department and the College communicate effectively (and as early as possible) prior to making faculty job offers, to ensure that the appropriate space is made available in a timely manner.

A commitment for space to new faculty should be specific to their research program at the point of hire. It should be clear that this commitment is not permanent, and space allocation may grow or shrink depending on individual and institutional needs at later points in the faculty member's career. The initial commitment should be as detailed as possible to avoid misunderstandings. Details should include the following:

- The general characteristics of the space to be provided (e.g. square footage, presence of chemical hoods, and presence of specialized utilities).
- The location of the space, if it has been identified.
- The plan for identifying suitable space in the future, if it has not been identified at the time of hire.
- Any plans to renovate the space, including a realistic timeline, budget, and source of funds.

Research Space Productivity Measures and Review

It is essential that we maintain a College-wide understanding of the effectiveness of research space usage. Space need projections should be based on the department's long-term research and education mission, and independently of the physical constraints of the currently space available. When additional research space is needed by a Department, a departmental committee should be formed to assess the required space needed and to present needs to the College.

Productivity measures for dedicated research space may vary, depending on factors that are deemed most important or valued by different units, and may be directly linked to the level of funding activity. Funding-related metrics should only be one part of the overall assessment of research space productivity allocation.

To the extent possible, the Department, Center, and/or College should track 5-year trends of the following factors and metrics for each faculty member and center. These metrics should be used as a basis to initiate discussions with a faculty member or center director when research space utilization drops below a full utilization level for an extended period of time.

Measures of Space Productivity

The following basic metrics and information provide a general framework for assessing research space productivity. Financial and space data from the central databases and delivered through business office reports provide quantitative metrics that have been requested by the college. Each department will also track other equally important quantitative and qualitative information for use in assessments of research space productivity or to establish goals to support needs and priorities:

- Quality and impact of the research being conducted;
- Efficient and productive use of space already allocated;
- Alignment of the research with the department's mission;
- Total externally sponsored research expenditures (direct and indirect costs) ($) / sq. ft.;
- Total research expenditures (direct and indirect costs) ($) / sq. ft., regardless of funding source;
- Total externally funded student support ($) / sq. ft., not captured in the foregoing measures.;

- Number of Ph.D. students, M.S. students, and undergraduate students;
- Number of postdoctoral associates and extended visitors participating in the research:
- Extent of sharing of the research space (a) within the department, (b) within the college, and (c) within or outside the University, with concurrence of proportion amongst the sharing faculty;
- Proportion of effort dedicated to research (versus instruction or service);
- Proportion of the research activity supported by external awards; and
- Type of research conducted in the space (*e.g.,* theoretical, computational, large equipment).

Metrics for space allocation or reallocation

Information provided below should provide guidance as departments determine the proper levels of space allocation for various activities.

The appendix shows the guidelines used at UC Berkeley for space allocation. Two numbers are provided for each category of occupant. The first is the actual assigned square footage, and the second is the total square footage required for this assignment, including circulation space for shared space.

For example, for graduate student researchers, the suggested space allocation is 36-64 SF/student. When space for circulation is included, this number grows to 45-76 SF/student. Using the median value of 50 SF/student, we would expect to be able to accommodate 20 students in a 1000 SF room, making allowance for circulation.

The table provides a rubric based on an analysis of standards at comparable institutions.

The final space allocation determinations must also of course, account for the space actually available.

A realistic goal of $350K annual research expenditures for an established faculty member is suggested by the numbers reported by our established UC sister campuses to USWN, which are as follows:

Campus	Total Research Expenditures	Expenditures per Faculty Member		Campus	Total Research Expenditures	Expenditures per Faculty Member
UCB	$ 243.8 M	$ 937.9 K		UCD	$ 90.9 M	$ 516.7 K
UCSD	$ 218.7 M	$ 938.6 K		UCSC	$ 47.2 M	$ 410.3 K
UCI	$ 113.7 M	$488.0 K		UCR	$34.6 M	$ 274.5 K
UCSB	$ 107.8 M	$ 743.4 K		UCM	$13.2 M	$ 239.4 K
UCLA	$ 99.7 M	$ 532.9 K				

Appendix: Space Allocation Guidelines at UCB

Room Occupants	Type of Space Allocated	Assignment (SF)
Executives		
Chancellor	Private Office	350-400
Vice Provost	Private Office	250-300
Vice Chancellor	Private Office	250-300
Academic Units		
Dean	Private Office	200-240
Associate Dean	Private Office	140-160
Assistant Dean	Private Office	120-150
Department Chair, Center Director (major center)	Private Office	140-160
Faculty, Tenure Track	Private Office	120-150
Faculty, Non-Tenure Track	Private Office, Shared Office, or Cubicle	80-120
	Cubicle + Shared Circulation Factor	95-150
Faculty, Consulting or Visiting	Shared Office or Cubicle	64-80
	Cubicle + Shared Circulation Factor	76-95
Faculty, Emeritus (active)	Private Office, Shared Office, or Cubicle	64-100
	Cubicle + Shared Circulation Factor	76-140
Faculty, Emeritus (non-active)	Shared Office or Cubicle	36-48
	Cubicle + Shared Circulation Factor	45-58
Fellow, Lecturer, Research Assoc., Visiting Scholar	Shared Office or Cubicle	64-80
	Cubicle + Shared Circulation Factor	76-95
Unit Administrative Manager	Private Office	100-120
Staff, Professional (full-time)	Private Office, Shared Office, or Cubicle	64-100
	Cubicle + Shared Circulation Factor	76-95
Staff, Professional (part-time)	Shared Office or Cubicle	64-80
	Cubicle + Shared Circulation Factor	76-95
Staff, Administrative Support (full-time)	Shared Office or Cubicle	64-80
	Cubicle + Shared Circulation Factor	76-95
Staff, Administrative Support (part-time)	Shared Office or Cubicle	48-64
	Cubicle + Shared Circulation Factor	58-76
Graduate Student Instructor	Shared Office or Cubicle	36-64
	Cubicle + Shared Circulation Factor	45-76
Graduate Student Research Assistant	Shared Office or Cubicle	36-64
	Cubicle + Shared Circulation Factor	45-76
Temporary or Student Staff	Shared Office or Cubicle	36-48
	Cubicle + Shared Circulation Factor	45-58
Administrative Units		
Associate Vice Chancellor/Associate Vice Provost	Private Office	120-180
Assistant Vice Chancellor/Assistant Vice Provost	Private Office	120-180
Director	Private Office	100-120
Associate or Assistant Director	Private Office	80-120
Manager	Private Office, Shared Office, or Cubicle	80-120
	Cubicle + Shared Circulation Factor	95-150
Staff, Professional (full-time)	Private Office, Shared Office, or Cubicle	64-80
	Cubicle + Shared Circulation Factor	76-95
Staff, Professional (part-time)	Shared Office or Cubicle	64-80
	Cubicle + Shared Circulation Factor	76-95
Staff, Administrative Support (full-time)	Shared Office or Cubicle	64-80
	Cubicle + Shared Circulation Factor	76-95
Staff, Administrative Support (part-time)	Shared Office or Cubicle	48-64
	Cubicle + Shared Circulation Factor	58-76
Temporary or Student Staff	Shared Office or Cubicle	36-48
	Cubicle + Shared Circulation Factor	45-58