

College of Medicine- Tucson
SPACE MANAGEMENT PROCEDURE MANUAL

This Procedure Manual lists the members of the College of Medicine-Tucson Space Committee (CoM-T SC) and describes the factors to be considered in the analysis of new space requests.

A. Voting Members

Voting membership of the CoM-T SC will be representatives appointed by the Dean, College of Medicine. (Current membership roster is included as Appendix A.)

B. Planning for the Use of Space

Space, whether research, administration, or education-related, is a precious commodity of CoM-T. The intent of the CoM-T Space Management Guideline is to:

- 1) use metrics to determine need and corresponding assignment of space, recognizing specific Unit needs and space requirements,
- 2) assign space for defined periods of time.
- 3) facilitate consistent periodic (i.e., minimum annual) review of Unit space assignments.
- 4) provide contiguous space for units whenever possible.

The guidelines will strive for flexibility in space assignment (space may be gained or lost), and thereby promote the research and academic missions of all faculty through optimal use of space.

C. Control of Space

The Dean, College of Medicine-Tucson bears the responsibility for all CoM-T net assignable square footage (NASF) space. The Dean, CoM-T maintains sole authority over assignment and management of space allocated to CoM-T Units. The Dean, CoM-T may choose to delegate some or all of this authority to other individuals or groups. In general, space will be assigned for specified periods of time as outlined in this manual. These assignments will be reviewed, at minimum, on an annual basis. However, it is recognized that special circumstances and situations may arise that would require modification of existing space assignments.

D. Requesting Additional Space

- Approvals
 - Faculty request space through their Department Head or Center Director using the unit space committee as a resource.
 - CoM-T Unit Heads request space through CoM-T Space Committee.
- All requests for additional space, whether on or off campus, must be made to the CoM-T SC through the appropriate leadership channels listed above. No CoM-T subunit or individual should contact CoM-T, UAHS, or UA Real Estate Administration directly to request additional space.

- Requests can be made using the attached CoM-T Space Request Memo form to the appropriate leadership as listed above.
- Requests for additional space from a unit will trigger an on-site review of existing space and space utilization supported by Analytics within that unit. The review will occur within the context of the current strategic priorities and be considered only if the unit's space is in deficit based on the application of UAHS metrics and ABOR space standards.
- Final resolution of requests for new space may be in the form of reallocation, exchange, or improvement of existing space, the development of new space, or the acquisition of off-campus leased space.
- Should leased space be desired or the recommended solution, the Office of Planning and Facilities will coordinate the completion of additional required forms and communication with UA Real Estate Administration.
- Space type evaluations
 - Research Space refer to Appendix B
 - Administration Space refer to Appendix C
 - Education Space refer to Appendix D

E. Releasing Space

Units releasing space must do so in writing to the CoM-T SC for review and approval. Space must be in acceptable condition (e.g. free of chemical and biological hazards) in order to be reassigned. Before space will be removed from current unit's inventory the condition will be verified.

F. Cost Issues Related to Space Allocations

- Units receiving space are responsible for all costs associated with renovations of and moves into the newly assigned space.
- Units losing space based on underperformance will be responsible for all costs associated with vacating the space for future assignment (including issues related to Risk Management).
- Responsibility for costs associated with forced relocations of units currently meeting benchmarks required to meet programmatic goals of the CoM-T will be determined by the Dean, CoM-T.

G. Resolution of disputes over space assignments

In the event of dispute over the allocation of space to a unit, an appeal may be directed to the Dean, CoM-T. Appeals will be more favorably considered if they are framed within the context of the stated guideline, rather than as an exception to the stated guideline.

Appendix A (revised July 2023)

CoM-T Space Committee Membership Roster – FY 2023/2024

Voting membership of the CoM-T SC will be appointed by the Dean, CoM-T.

The membership for FY 2023-2024 includes:

- Dept. of Surgery Geoff Gurtner, MD., Alt member?
- Dept. of Pharmacology Todd Vanderah, PhD
- Dept. of Psychiatry Jordan Karp, MD
- Dept. of Medicine Jennifer Carew, PhD
- Arthritis center Kent Kwoh, MD
- Education Richard Amini, MD
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The Committee will be co-chaired by one administrator and one faculty:

- Administrative Co-Chair Anne E. Cress, PhD,
- Faculty Co-Chair Jordan Karp, MD

Ex-Officio :

Todd Boltz

Valentina Goutor

Jason Marr

Angie Souza

Jason Wertheim MD, PhD

- Faculty co-chair will rotate on an annual basis.

Research Space Policy

Dollar Density

Unit Research space allocation will be analyzed annually based on a dollar density formula. The COM-T Space Committee (SC) will review the target ratio (dollars per square foot) annually and make recommendation to the Dean on the amount and location of Deans reserve space. The basis for the recommendation will be from the analysis of the dollar density data from the prior three years divided by total net assignable square feet of research space as categorized in the Real Estate Archibus database. The analysis will be performed at the PI level and the recommended benchmark from UAHS.

The target for FY '23 is \$199 MTDC/sqft.

Philosophy

- Space utilization will be assessed utilizing the following measure:
 - Modified Total Direct Costs (MTDC)
The direct costs of an award, minus any categories that are excluded from indirect/Facilities and Administrative Costs. The MTDC excludes items such as equipment, student tuition, research patient care costs, and outgoing sub awards over \$25,000.
- While sponsored activity is the preferred funding source, other funds (e.g. start-up funds, gifts or other sources) may be considered when evaluating productivity. These other funds will require documentation/verification and will contribute as part of an iterative process.
- When space in which Clinical Trials research is performed is outside UA owned property, it is not included in the total net assignable square feet of research space.
- Underutilized/underfunded space will be considered Dean's reserve and may be reassigned as needed. Reassignment will be done by direct communication to the department chair or center director.
- Space requests from the department chair or center director will trigger an on-site review of existing space.
- Requests for new space will be reviewed within the context of the current inventory of the requesting unit and only if current benchmarks for efficient space usage have been met by the requesting unit.
- Space requests from department chair or center director should include an analysis and justification by the unit space committee.

Stewardship of Space within Units (Department or Center)

The assignment of space to each Unit places the responsibility for the stewardship of the space with the Director of the Unit. The establishment of unit level space committees is encouraged to advise Unit leader on local space issues.

It is expected that:

- Units will proactively resolve space issues within their Unit to maximize efficiency.
- Units will communicate to COM-T Deans office any changes in space assignment (e.g., PI, Division, Department, etc.) to ensure that the Interactive space plan (interactivefloorplans.arizona.edu) for the unit is updated and accurate.
- There will be no alteration/conversion of space from one type to another (e.g. research to office or office to conference or Wet lab to Dry Lab) without the formal written approval of the COM-T

Space Committee, Dean or their designee. Units that make modifications or changes without prior approval risk forfeiting the space assigned and will be responsible for all costs associated with returning space to the previous function as dictated by UA policy.

Cataloguing Space

Research: Research space is identified in one of the following sub-categories:

- Wet
- Dry
- Clinical Trial
- Human Subject Non-Clinical Trial
- Training
- Support

Research Core:

Research Cores are defined by having a UA rate study and use of iLabs for charges to UA investigators. Current research cores are developed, listed, and overseen by UA Research Innovation and Impact (RII).

The Policy for Space Allocations

Units are allocated research space based on MTDC generated by the investigator to which research space is assigned. Dollar density calculations may be reviewed based on current activity and/or historical trend period (e.g., prior year(s) period/average).

- Benchmark for each unit will be determined based on the MTDC divided by the total Net Assignable Square Feet (NASF) of research space for all COM-T faculty assigned research space at the beginning of each calendar year.
 - The benchmark for the upcoming year will be guided by data from UAHS and determined by COM-T space committee.
 - Benchmark may/can be adjusted (set higher or lower) at the discretion of COM-T space committee based on institutional goals, space needs and strategic initiatives for the upcoming year.
- Space will be eligible for reallocation when dollar density performance falls below the determined benchmark.

Monitoring Policy of Units (Department or Center)

Annual and as needed review:

- Units shall conduct annual review of their space during the Spring and report back to the dean through the COM-T Space Committee regarding space issues as they relate to:
 - Data verification
 - Faculty activities
 - Planning
 - Recruitments/ Retention/ Retirement
 - Developing research cores
- COM-T Space Committee will be available to
 - Consult regarding policy issues.
 - Assist in resolving disputes between units.
 - Provide input and recommendations regarding space utilization and redesign if requested by academic units.
- The COM-T Space Committee reviews and has the option to recommend reassignment of unit space if they deviate (underperform) from the benchmarks as indicated above.

Research Space Assignment for Developing Programs – Start-up Space

This section of the guidelines is to provide space allocation provisions for starting new programs which initially have no research funding or space or for the addition of new faculty to existing programs. The concept of incubator space is proposed to facilitate the growth of developing research initiatives that have been designated and supported for growth.

- Start-up space does not contribute to the benchmark calculation for the Unit. However, the status of the space is limited to the duration of the startup package (usual is three years, maximum five years) after which the space will contribute to the Unit's benchmark calculation. The start-up status of space may be extended at the discretion of the Dean.
- A minimum of 30% time is required to be dedicated to research activities for those individuals with clinical and educational duties. A written and signed document by the Unit head is required delineating the percentage of protected time that will be provided for research activities.
- Acquisition of extramural support for the sponsored project occupying the start-up space that is sufficient to raise the space to the benchmark level revokes the space's start-up status.
- Additional space may be requested in support of newly hired more established investigators (Associate Professors or Professors), but this space is not designated as start-up space. Space can be requested only if the Unit meets or exceeds the current benchmark.

Appendix C

Office and Administrative Space Policy

The allocation of office and administrative space will be based on the standards described below.

Philosophy

- Space utilization is to be assessed for each Unit as a whole.
- Faculty office and administrative office and open work space is assigned based on availability, number of FTE's to be served by the space, institutional priorities and in accordance with University of Arizona Policy for Space Allocations and ABOR Regents Space Guidelines.
- No faculty, staff or student may be assigned more than one office/workspace.
- Requests for additional space from a unit will trigger an on-site review of existing space and space utilization within that unit. The review will occur within the context of the institution's mission and priorities and be considered only if the unit's space is in deficit based on the application of University and ABOR Regents Space Guidelines.
- With the advent of flexible work schedules, at least 0.5 FTE onsite* effort is required to support an assigned workspace.
- Flexible workspace assignment within COM-T Hub space (e.g., Clinical Scholar Hub, Education Hub, Business/ Administration Hub) is centrally scheduled.

Stewardship of Space

- COM-T Deans office Staff informed by the COM-T Space Committee serves as advisory to the Dean and his/her executive leadership team on all issues related to the assignment and management of COM-T Faculty Office, Administrative, Research , and Education space.
- There will be no alteration/conversion of space from one type to another (e.g. research to office or office to conference) without the formal written approval of the COM-T Space Committee and the Dean or his/her designee. Units that make modifications or changes without prior approval risk forfeiting the space assigned and will be responsible for all costs associated with returning space to the previous function.

The Policy for Space Allocations

COM-T space falls under the management authority of the Dean or his/her designee and is subject to assignment and reassignment to meet the institution's overall priorities and needs. The COM-T Space Committee shall make space assignment recommendations after careful consideration of all relevant factors, including costs and in consultation with the Units involved.

- All space requests must be submitted in writing via memo to the COM-T Space Committee and must come from the requesting Unit's Chair/ Center Director.
- The Dean's office staff will keep the COM-T Space Committee and the Dean apprised of all outstanding space requests as an agenda item of the regular COM-T Space Committee meetings.
- Assignment criteria are based on ABOR space utilization guidelines, the UA Policy for Space Allocations and the UAHS Space Management Standard Operating Guidelines.

- Space requests will be considered based upon space availability, timing and the degree to which the request is aligned with the COM-T priorities directing current space inventory.

Guidelines

Priority is assigned in the following order, with highest priority listed first:

1. Offices for university Vice Presidents, Deans and Executive Administrators including but not limited to Deputy/Vice/Associate/Assistant/ Deans, Department Chairs, Center Directors and Faculty.

Priority ranking for private offices for faculty is as follows:

- a. Faculty, regardless of track, who have major administrative responsibilities, such as program director or medical director;
- b. Tenured and tenure-eligible faculty who are expected to conduct a high volume and quality of scholarly work.
- c. Non-Tenure Eligible faculty (e.g. Clinical Scholars, Research Scholars, Education Scholars and Clinical Series faculty) who have a role as core GME faculty for the academic affairs programs and associated scholarly productivity expectations.
- d. Clinical faculty with no academic responsibilities. Shared office space or Hub space may be provided for these faculty who do not require private space but need access to computers for business activity.
- e. Faculty generally have priority over other administrative staff for office space, with staff assigned space contingent upon their duties and office availability.

Note: in general, duplicate UA offices for faculty members will require justification since private offices are at a premium.

2. Space (private office, shared office or workstations) for administrative staff will be assigned contingent upon their duties and space availability. Examples of these staff include but are not limited to Program Coordinators, Administrative Associates/Assistants, Business Administrators, Analysts, Accountants, Office Specialists and Professional/Technical positions. Should a position supervise or require private / confidential conversations, Units may provide private office space or shared consult/meeting space for this purpose.
3. Work areas for academic support and general administrative functions including but not limited to graduate students, residents and fellows, research technicians, student workers and non-university employees such as emeritus faculty, residents, and fellows.
4. Lounge areas, conference rooms, and other rooms with similar functions.

Appendix D

Classrooms/Auditorium, Public Lobby and Conference Room Space

Policy on Classroom/Auditorium, Public Lobby and Conference Room Space

1. Definitions

- a. Classrooms/auditoria are spaces primarily intended for conducting formal educational sessions.
- b. Conference rooms are spaces primarily intended for meetings of 8 people or more, but at times may be used as workrooms or for educational sessions.
- c. Special capabilities – unique attributes of a classroom/auditorium and conference room that make them unique when compared to other such rooms. These unique characteristics may include the presence of specialize audio-visual equipment, computers and/or computer network ports or wireless access points, distance learning equipment, VIP décor/view, proximity to kitchen facilities, etc.
- d. Room specific use policies – unique policies related to a specific room governing issues such as the consumption of food & beverages, use of the AV/computer equipment in the room, or similar matters.
- e. Public lobbies are corridors, halls or ante-rooms connected with a larger room or series of rooms intended for use as a passageway or waiting area by members of the public:

2. Database

- a. An inventory has been developed and is maintained for all central classroom/auditorium, public lobbies and conference room space available for scheduling. This inventory includes the seating capacity, room specific use policies and a listing of all “special capabilities” of each room.
- b. The Space Committee will resolve any disputes over the definition of classroom/auditorium, public lobbies and conference room spaces (i.e. inclusion or exclusion in this inventory) designation of special capabilities assigned to such spaces.
- c. This database is available on-line to the COM-T community (including our Banner affiliates) and includes detailed policy and instruction on scheduling and room use:
<https://resource-scheduler.pharmacy.arizona.edu/s/index>.

3. Jurisdiction over space

- a. All centrally scheduled classroom/auditorium, public lobbies and conference room spaces within the COM-T are under the jurisdiction of the COM-T Space Committee.

4. Scheduling of Space

- a. An interactive on-line calendaring system for classroom/auditoria, conference rooms and public lobbies exists for both the Tucson and Phoenix campuses. Each campus currently has independent systems.

- b. Requests to schedule classrooms/auditoria, conference rooms or public lobbies requires a UA net ID and password and may be made by any COM-T employee or Banner Designated Campus Colleague (DCC). Outside community use requires a COM-T or Banner sponsor to schedule space.
 - c. Most rooms within the Resource Scheduling System are accessible to all users within the Health Sciences or a UA-affiliate. Some rooms are available only to the assigned home college or department and may only be requested and scheduled by employees of that home unit.
 - Priorities (from highest to lowest)
 - COM-T College credit bearing courses should be scheduled in accordance with the institutional class setup deadlines (June for spring classes and December for fall classes).
 - Residency Programs, Ground Rounds, and General Education classes
 - Department/Center functions
 - Main Campus Department/Center functions
 - Outside Community (fees and proof of outside insurance may be applicable)
 - d. When the COM-T or its clinical colleagues are under emergency operational status, all spaces may be allocated or reallocated by the Incident Command Officer, COM-T Dean and/or their designees.
 - e. The COM-T Dean may reschedule the use of classroom/auditorium, conference rooms or public lobbies as s/he feels are necessary.
5. Code of Conduct for Classroom/Auditoria, Conference Rooms , Hub Space (Management of this space) and Public Lobbies
- a. When scheduling or using space, units are responsible for doing so professionally and for considering the need for the COM-T to use its space efficiently and effectively. This includes (but is not limited) to:
 - 1) not excessively booking tentative dates in advance; standard of practice is maximum of 1 year in advance.
 - 2) releasing tentative dates as early as possible.
 - 3) booking rooms of a seating capacity appropriate to the intended audience.
 - 4) booking rooms with special capabilities only if such capabilities are required for such events.
 - 5) minimizing the use of study-space conference rooms for other purposes such as meetings (i.e. these rooms are primarily intended for classes and studying and not meetings.).
 - 6) ensuring that the rooms are appropriately cleaned and left undamaged and that any audio-visual equipment, computers, stored equipment, files, books and/or journals are not damaged or lost.
 - 7) leaving spaces on time so they are available to subsequent users.
 - 8) ensuring rooms are being used for approved purposes. e.g., Teaching, staff meetings, review meetings
 - 9) rescheduling of rooms can be done by direct contact between the users.
 - 10) Release of unutilized reserved space should be done in timely manner.
 - b. Failure to comply with the Code of Conduct may result in restrictions being placed on the unit's ability to reserve space in the future, to have scheduled space reallocated, for progressive discipline to be employed when individual(s) violate this policy, and/or other sanctions on the offending unit. The COM-T Space Committee would impose such restrictions. Violations of the Code of Conduct should be reported to the chair of the Space Committee in writing.

6. Improvements/Standardization

The COM-T IT Shared Solutions Committee will make recommendations and/or attempt to obtain funding for standardizing the availability of audio-visual equipment, computers and computer network access in classroom/auditorium. It will make recommendations concerning support services for such equipment as well. In those cases where conference rooms or classrooms contain digital audio-visual equipment (such as computers, computer network ports/Internet, video projectors/projection screens, document cameras, and video recorders), UAHS Bio Communications should develop and maintain current, printed instructions for the use of such equipment and post such instructions in the room.