

 <p>UNIVERSITY OF Cincinnati</p> <p>Category: CoM-Financial</p> <p>Applicable for: All Faculty/Staff in space assigned to CoM</p>	<p>COLLEGE OF MEDICINE</p> <p>Guidelines</p> <p>Space/Facilities Assignments</p> <p>Effective Date: 9/1/2017</p> <p>Prior Effective Date: N/A</p>	<p>Document Owner: CoM Sr. Associate Dean for Operations & Finance</p> <p>Responsible Office(s): Senior Vice-President for Health Affairs, CoM Dean, Interim Associate VP Planning + Design + Construction</p>
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Background

Space in facilities under the direction of the CoM is a highly valued asset at the University of Cincinnati (UC) for health research, education and clinical care delivery. As there are limited opportunities to create “new” space, it is critically important to manage existing space appropriately to assure the CoM’s ability to carry out its multiple missions, while sharing space with other colleges. The CoM guidelines and procedures used to allocate designated space in a fair and transparent manner are based on space guidelines established by the Office of Planning + Design + Construction. For the CoM, these guidelines ensure that all space needs are assessed, allocated and reallocated in a reasonable and objective manner in order to support objectives and strategic priorities. These guidelines apply to space in all facilities assigned to COM including the CARE/Crawley, Medical Sciences Building (MSB), MSB Receiving, MSB Service, CVC, SRU, Vontz and Kettering Lab Complex, and CoM designated areas in One Stetson Square and the Reading Campus.

UC Space is managed by UC’s Office of Planning + Design + Construction and falls under the control and purview of UC. The CoM space guidelines are considered supplemental to existing UC space policies and used to assist in managing space assigned to the CoM. Space within the CoM is assigned at the discretion of the Dean of the CoM under the guidelines listed below.

Space Assignments

- University space is assigned to the CoM, not individual Departments, Divisions, or individual faculty.
- The CoM makes space assignments and reserves the right to adjust those assignments based on program needs, funding, and strategic priorities.
- CoM assigned space is allocated to Departments utilizing space in designated UC facilities in a fair and consistent manner under this guideline.
- Space allocated to Departments is managed internally by the Department and the space is assigned to the Department in the UC space management system.

- Departments must routinely update the UC Space Management system and ensure that all information is current so that Departments and the CoM can adequately assess space utilization.
- Assignments to Departments are generally based on the CoM Space Usage guideline in Attachment A.
- If Departments request additional space (done via the Space Request Form), the space request should include:
 - i. A rationale and justification that the Department's existing space is being utilized consistent with the CoM Space Usage guideline.
 - ii. A report from the UC Space Management System that is signed by the departmental administrator indicating that the system is up-to-date and correct for both space and occupants.
 - iii. Any additional information relating to the space request as viewed relevant by the Department or requested by the Dean's office or CoM Space Committee.
- Requests for space for new recruits or program growth should be incorporated into the CoM annual fiscal year budget process when possible. If a new space request is not incorporated into the budget process, the request must be submitted in writing to the CoM with at least 6 weeks' notice and the space request must be approved prior to any extended offers.
- Priority for research space will be given to programs that are externally funded, and include both "direct" and full F&A ("direct & indirect") costs.
- "Holding" of unoccupied and unjustified space, beyond a 6-month period that is not associated with specifically identified recruits or funded program growth, will generally not be permitted.
- Space being held for future recruits cannot be assigned or used by existing faculty without written approval by the CoM Dean. In addition, that space should be kept empty, clean and ready for new occupancy.
- No one may occupy or move into space not assigned to their Department, even if vacant, without prior written approval of the CoM Dean.
- The CoM can reassign space as needed to support the mission and goals of the CoM. Space may be reassigned as a result of inadequate productivity, inadequate funding, or as a result of the Department not following the CoM Space Usage guideline under Attachment A. Factors such as number of staff, effort allocations of staff, the amount of external research support, indirect cost recovery, will be considered in reassigning space.
- Direct patient care activities should not take place in UC space unless authorized by the CoM Dean. If direct patient care activity is approved, rent is set and charged according to an annual agreement referenced as the Evergreen Lease or the UC/UC Health Master Services agreement.
- Both UC employees and non-UC employees engaging in non-academic or corporate activities in UC space, need to pay rent to UC commensurate with the effort dedicated to non-UC activity conducted in the space. Rent is set according to the Evergreen Lease and charged according to the actual usage of each room. The charging of non-academic rent follows the Space Rent Rules document.
- "Sharing" of offices by faculty who primarily function in the clinical environment and for part-time employees is encouraged.
- If faculty have offices at affiliated organizations such as the VA, Children's, Shriner's, Medical Arts Building (MAB), etc., these should be considered their primary office, and

second offices will not be provided. “Shared” offices or “hoteling” arrangements may be provided where that makes programmatic or operational sense.

- Individual faculty and staff will not be assigned more than one office.
- Private offices and lab space for Emeritus faculty cannot be guaranteed except by the CoM Dean and Senior VP for Health Affairs.
- Departments are encouraged to fully utilize electronic data storage options and to consider off-site record storage to minimize the on-site space needs for hard document storage. Additional offices will not likely be considered for a Department if offices are being used for storage.
- Departments are expected to routinely assess their areas to identify equipment, freezer contents, supplies, etc., that are either no longer functioning or being used, and dispose of them appropriately to ensure maximal space utilization.
- Departments are expected to follow all lab exit procedures when vacating labs to ensure the space is left in a condition that is easily reassigned.
- In general, space will be utilized for its intended purpose, to avoid major costs associated with conversion of space (e.g., wet lab to dry lab and the reverse).

Cost Basis for Allocation of Space

The CoM and the Office of Planning + Design + Construction’s goal is to have a target of \$300.00 of externally funded direct and indirect cost expenditures (net of sub-awards, equipment, and patient care costs), per net square foot (NSF) of research space (direct research space and all assigned research support space). However, this will be instituted gradually to achieve this level of cost allocation over time and additional space will be considered if the Department is above the CoM average.

A quarterly report is produced by the CoM that shows direct research funding per NSF at the Department level and this report is used as the threshold for calculating additional space allocations and to support space reassignment. A copy of this report is listed under Attachment D. For example, if the direct research revenue per NSF for CoM directed facilities is at \$160 per nsf, additional research space would not be considered unless the Department can demonstrate current utilization of existing allocated space at or above that level. Even if above that CoM average, allocation of new space must be justified based on programmatic or strategic benefit to the College. Over time, total external research funding (direct + indirects) per NSF is targeted to be at \$300.

Space Management Process and Governance

To manage CoM space, a defined governance structure is essential. This governance structure includes a Space Committee, which is a standing committee of the CoM Council, and the CoM Space Operations Group, which is a working group assigned through the CoM Dean’s Office. The CoM Dean is the only authorized decision-maker on all CoM space matters. The CoM Space Committee and CoM Space Operations Group are advisory and are set forth below:

- CoM Space Committee
 - i. Advise on matters related to CoM and broader Academic Health Center space and

- facility issues, as requested.
- ii. The CoM Space Committee has a defined charter which defines the charge and membership of this committee and is listed under Attachment B.
- iii. Membership is appointed by the CoM Dean.
- CoM Space Operations Group
 - i. Ensure space allocation guidelines are universally applied throughout space assigned to COM.
 - ii. Develop and recommend space allocation guidelines for space assigned to COM.
 - iii. Perform periodic Departmental space utilization audits.
 - iv. Review space requests prior to CoM Space Committee meetings and make recommendations to the CoM Space Committee.
 - v. Evaluate renovation project requests and funding sources.
 - vi. Membership is appointed by the CoM Dean.

Organizational units may institute policies more, but not less, restrictive than these guidelines if desired.

Related Links

Space Request Form: <http://med.uc.edu/docs/default-source/COM-Documents/space-request-form-021517-13.pdf?status=Temp&sfvrsn=0.059271888583140475>

UC Lab Exit Procedures: https://ehs.uc.edu/Advisories/Advisory_7_1_1.PDF

CoM Lab Exit Procedures (Pending)

Phone Contacts

COM Operations and Finance	558-2483
Office of Planning + Design + Construction	556-1933

Attachment A – CoM Space Usage Guideline

These guidelines were based on University-wide space guidelines developed by the Office of Planning + Design + Construction and are general guidelines for use by the CoM in making space allocation decisions. Physical differences in building configurations may limit the rigidity to which these guidelines can be adhered. Departments are encouraged to mimic the guidelines as precisely as possible as they make allocation decisions within their own units. It is, however, recognized that some variation within Departments may occur based on the differing needs of various faculty and programs. As a general rule, however, no Chairs, faculty, staff or students may have more than a single office of any kind unless approved by the CoM Dean.

Chairman Office	≈ 200 nsf	private office
Division/Program Head/Chief	120-140 nsf	private office
Faculty Office (Active, full-time)	80-110 nsf	private office, prorated and/or shared < full time
Staff Providers and APPs	80-110 nsf	Shared room (private office only if have leadership role)
EDBA/Business/Research Director	80-110 nsf	private office
Emeritus Faculty	60-80 nsf	shared room (private office on request only and based on Department-identified functional needs)
Administrative/technical staff	70-80 nsf	shared room
Residents/Fellows/Post Docs	60 nsf	shared room or lab carrel
Graduate Students	30 nsf	shared room or lab carrel
Manager/Senior Coordinator	80 nsf	shared room (private based on need)
Lab Technicians/Coordinators	60 nsf	shared room or lab carrel
Shared-Use Space (i.e. Conference/Library/Other)		generally ≈15% of aggregate Department allocated administrative space
Wet Lab*	400-600 nsf	minimum space allocation
Dry Lab*	100 nsf	minimum space allocation

* Consideration for space beyond the defined minimums will be based on program need, factoring in such things as intensity of equipment use, and the nature of the research. Additionally, external funding will be considered. The CoM's goal is to have \$300 of externally funded direct and indirect cost expenditures (net of subawards, equipment, and patient care costs), per NSF of research space (direct research space and all assigned research support space). The minimum required funding level before additional space allocation will be considered is the overall CoM average. Requestors are generally expected to be above this level.

Attachment B – CoM Space Committee

Current Charge:

- Assess short-term COM space needs and how these needs will be met
 - i.e. considering all incoming space requests
- Catalog current COM space utilization with assistance from the Office of Planning + Design + Construction
- Reassess COM space policies to support the tripartite mission
- Synchronize recruitment of new faculty with space utilization
- Create a strategic initiative for space needs going forward in the coming 5-10 years

Current Membership:

Voting Members

- Richard Becker, M.D. (Co-chair)
- Steven Knost (Co-chair)
- Rita Alloway, Pharm.D.
- Pamela Baker, Ph.D.
- Charles Caldwell, Ph.D.
- Iain Cartwright, Ph.D.
- Greg Fermann, M.D.
- Jun-Lin Guan, Ph.D.
- James Herman, Ph.D.
- Dawn Kleindorfer, M.D.
- Mary Mahoney, M.D.
- Gregory Rouan, M.D.
- Amy Thompson, M.D./Jim Whiteside, M.D.
- Dani Zander, M.D.
- Michelle Cooper (EDBA rep)
- Lejla Zejnilovic, M.Arch, LEED AP BD+C

Standing Attendance Invitations

- Melanie Cushion, Ph.D.
- Andrew Filak, M.D.
- Myles Pensak, M.D.
- Lori Mackey
- John Seibert, Interim Associate Vice President
- Jamie Accurso, RA, AIA, LEED AP
- Doug Chambers/Robert Feldbauer (UC Health - UCMC)