

600-24 Space Governance and Principles

Frequently Asked Questions

(C = comment, R = response)

C: The Space Committee has not included sufficient input from faculty and department chairs.

R: The Chancellor Direct Reports have been very involved in all aspects of creating the new space policy. The Space Committee included representatives from each school and the Medical Center, each of whom attended multiple meetings throughout the year to come up with these principles. Many of the principles were established based on several years of faculty advice and input in the School of Medicine and the School of Pharmacy. The Space Committee is initiating the policy implementation with a year transition program in order to provide extensive input as the process is experienced.

C: With an emphasis on quantitative criteria, there is concern that non-research space is more challenging to value/assess.

R: The Chancellor's Office and Schools have developed descriptions for different kinds of space with different costing for each. We appreciate that there are some challenges to using simple metrics (like money) to address the space utilization. But the Committee also feels the need to create consistency across all types of space. We look forward to the Chancellor's Direct Reports working with leadership, faculty and staff in the different units to help define the best metrics for space utilization across the campus with special attention to space utilization as it contributes to the mission and goals of the institution - both quantitatively and qualitatively.

C: The data that exists are poor, inaccurate and out of date. There isn't capacity to gather data or develop the reports that we are asking for.

R: We are aware that there may be a number of inaccuracies that have accumulated over the years. Campus Planning is coordinating a process, beginning now, for gathering and correcting the necessary data from the Chancellor's Direct Reports units, including Campus Space Inventory data, employee location data, research revenue data, conference room and education space utilization data over the course of the transition year. The implementation process allows time for the Direct Reports to correct the data so reports may be accurate by end of CY 2013. Each Direct Report and Unit MSO will get a chance to update data provided to them from Campus Planning and verify accuracy.

C: Although the criteria and principles in the Space Policy are related to the existing Strategic plan, what if circumstances change?

R: The Space Policy is intended to evolve with changing environments-it is a living policy document. The Space Committee will meet a minimum of once a year to assess any possible changes, as per the document charge. We also anticipate the Direct Reports with work within their units to help define changes going forward that can be addressed at the Space Committee level in a bottom-up approach.

C: The Space Committee will be making a number of top down decisions that will be pushed onto the faculty.

R: The Committee in fact will only meet once a year to review overall progress and assess the need for any changes. The policy clearly states that accountability resides at the level of the Chancellor's Direct Reports and their designates. Efforts to aggregate decisions at the level of Departments and ORUs are designed to ensure that individual faculty members are not being held directly accountable for meeting a particular financial metric.

C: The indirect cost recovery (IDC) principle will be the only thing that matters, and the other principles are just window dressing.

R: The Principles are in fact the core of the policy, and the IDC one of the implementation mechanisms. The IDC is intended as one of several elements that apply to research space, as laid out in the Principles. Additional metrics will apply to other types of space, such as administrative space, conference space, and educational space. IDC is a quantitative tool to help us ensure that research space is used and allocated according to the Principles.

C: Metrics (cost per square foot) will escalate rapidly and cause incredible hardship to faculty.

R: The initial cost structure is well below the actual cost per square foot and reflects the desire of the Committee to move cautiously and make sure we get it right. We do indeed anticipate that the cost will go up but this will be based on Chancellor Direct Report input at the level of the Space Committee that will be informed by a desire to meet future strategic goals, intrinsic efficiencies and changes in the academic ecosystem as they develop. We would add that this is not an attempt to recover full space operating costs. Instead, we wish to find a level which incents efficient use of all campus space.

C: IDC is already being used for Pre-Award and HR - no money left for space costs.

R: During the transition year, no IDC will be directed toward covering costs of space. Moreover, no funds will be required to be paid until a new funds flow model is in place that provides the relevant IDCs to the Chancellor Control Points to ensure that for those units generating the income, the money will be available to pay.