

Space Management Appendix

The information contained in this document is supplementary to UPP 5-04.

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1. Roles and Responsibilities

- Academic, Administrative Leadership, Facilities Planning and Management (FP&M) and the Office of the Registrar all have key roles in the planning, assignment and administration of university space.
- College and departmental members requesting space must submit a completed Space Request Form to their ULC member for approval. The Dean or Vice President should submit the completed form to the Chief of Staff of the corresponding ELT (President, Provost, Senior Vice President/COO) member and the VP for Planning and Facilities Management.
- The VP for Planning and Facilities Management is responsible for submitting recommendations to the Executive Leadership Team (ELT) and provides oversight in the implementation of final decisions related to the allocation, acquisition and elimination of all university space(s) with authorization from the ELT.
- This role is also responsible for communicating available space to the university community, maintaining records of requests for space, and making recommendations to campus leadership related to the future allocation/assignment of space and changes to the policies governing the usage and allocation of space.
- FP&M is responsible for maintaining space data, floor plans and space inventory by department for all buildings. Working in conjunction with the individual departments, space inventory is updated periodically and vacant space is identified. Units are responsible for reporting vacated space to FP&M. FP&M is an available resource in providing planning assistance that may be needed.
- In coordination with FP&M, departments are responsible for maintaining records of personnel occupying offices and the use/users of all space in the buildings in which they reside.
- Office of the Provost, in consultation with the Vice President for Research and Innovation, is responsible for coordinating and submitting requests for any academic/research startups that require space, submitted on an annual basis to the VP for Planning and Facilities Management.
- Office of the Registrar is responsible for scheduling of the General Pool Classrooms as allocated by the Office of the Provost. This includes classrooms for each term's schedule of classes, academic events and other university needs.

- The General Pool Classroom committee, made up of representatives from Information Technology Services, Office of the Provost, FP&M and the Registrar, is responsible for maintaining condition assessments and prioritizing annual capital improvements for General Pool Classrooms.
- In collaboration with FP&M, University Advancement will reach acceptable terms for named space and usage prior to soliciting the donor(s).
- ITS is responsible for the technology aspects of all university spaces and will be consulted as needed.
- Environmental Health and Safety is responsible for the occupational safety aspects of the space and will be consulted as needed.

2. Definitions

- **Allocation**: The distribution of space. All usable floor space measured in square feet of buildings.
- **Assignment**: To give primary jurisdiction over use of a space to a specific department for an extended period.
- **Building or Facility**: Describes all structures and open areas on the campus or in areas under the control of the university.
- **Departmental Classroom/Lab**: Classroom space is available for scheduling by the department first for its needs and then released to the Office of the Registrar for other scheduling appropriate to the space.
- **General Pool Classroom/Lab**: Classroom space that is available for scheduling by the Office of the Registrar as needed for academic courses, events and other university needs to maximize efficiency of use of the classroom inventory. Some classrooms may be scheduled with priority given to specific colleges or departments, but they remain available for general purpose use as needed.
- **Hoteling Space**: A nonassigned workspace shared with others may be located within a department or non-departmentally assigned area.
- **Instructional and Study Spaces**: Including General Pool Classrooms, specialized teaching laboratories, open laboratories such as computer labs, seminar rooms, study spaces, and necessary support space at the undergraduate, graduate and professional level.
- **Nonassignable Spaces**: Restrooms, lobbies, corridors, study spaces, etc. that are for institutional support functions not related to teaching and research.

- **Private Study/Social Spaces and Spaces Designed for Specialized Purposes:** Music practice rooms, art studios, etc. for faculty, staff and/or students, and storage spaces for equipment and other materials not used on a continuous basis.
- **Relocation:** The process whereby a person, department or activity is moved from one location to another. It includes associated activities such as space reassignment, if necessary, modification of space or spaces to suit the new user/use, changeover of IT and telephone, and physical movement of room contents.
- **Renovation:** Physical changes to space that improve and/or modernize it, including accessibility upgrades, movement of doors or walls, the addition of technology, HVAC, etc., and that may also involve changing the use or type of space.
- **Space:** An area, usually defined by some form of constructed boundary, structure or building.

3. Instructional Space Guidelines (General Pool/Departmental Classrooms and Labs)

General Pool Classrooms and Labs

Requests to change purpose or use of General Pool Classrooms such as type of furniture, equipment, technology or type of use for that space require a [Space Request Form](#) to be submitted.

- Instructional space assignments guidelines are contained below.
- Assessment of Instructional Spaces for General Pool Classrooms is based on, but not limited to, the following criteria:
 - Utilization
 - Pedagogy
 - Fill rate
 - Number of students served for the space
 - Function/capability of current technology
 - Function/capability of furniture and room condition
 - Square footage ratio of space to student
 - Feedback from faculty using the space
 - Cost
- **Departmentally Scheduled Classrooms and Labs:** Departmentally scheduled classrooms are expected to meet the same utilization guidelines as General Pool Classrooms.

- **Research Space:** Specialized space for research including laboratories will be consistent with the standards of the discipline to the extent possible. Research space, especially “wet” laboratory space, is often costly to construct and maintain. Therefore, administrators should examine the use of such space with special care. External research sponsorship and/or significant involvement with students in research will have an influence in determining priorities. Proposals for new capital equipment purchases should be reviewed in advance to ensure that the facility can accommodate the necessary utilities, IT and environmental requirements.
- **Academic Startup:** Space requests related to academic startup are considered for funding within the annual minor capital budget. Requests for startup must be initiated through the Office of the Provost.
- **Student Space:** Space requests related to student spaces are initiated through the Division of Student Affairs.

Instructional Space Utilization Definitions

The following utilization definitions are common in higher education as a way to measure the efficiency of rooms used for instruction.

- **Assignable Square Feet:** The area of space measured within the interior walls measured in square feet.
- **Assignable Square Feet per Seat (ASF/Seat):** The ASF/Seat guideline is provided as a range that allows for a variety of classroom seating configurations from a lecture hall, that typically requires fewer square feet per station, to a computer classroom or a collaborative learning classroom that typically require more square feet per station. The classroom total square footage need is therefore calculated by multiplying the number of seats required times the square foot per seat goal.
- **Average Weekly Room Hours (Avg. WRH):** Weekly Room Hours (WRH) is the number of minutes a class meets each week, including class change time, converted to hours. The sum for all sections in a classroom is the WRH utilization for that room. WRH is calculated for a specific time frame: i.e., WRH-Day is for the period 8 a.m. to 5 p.m., Monday through Friday.
- **Classroom:** A room or space used primarily for instruction and not tied to a specific subject or discipline by equipment in the room or the configuration of the space. This includes general purpose classrooms, lecture halls, recitation rooms, seminar rooms and other spaces used primarily for instruction for scheduled, non-laboratory instruction inventoried as room type 110. Classrooms dedicated for departmental use only are inventoried as room type 111.
- **Classrooms should be used 60%-70% of available hours, with 70% considered maximum capacity.** The actual Avg. WRH is compared with this guideline to measure how efficiently the rooms are currently scheduled and to determine the correct number of classrooms. Sixty-four percent (64%) utilization of the available hours is recommended (e.g., a standard 8 a.m.-5 p.m., M-F schedule is 45 available hours; therefore, 64% is 28.5 Avg. WRH).
- **Station:** A student seat in a classroom or laboratory.

- Station Occupancy Percentage (SO%):** Station Occupancy Percentage (SO%) is the percentage of the number of seats or stations occupied when the room is in use divided by the teaching capacity of the classroom or laboratory as based on daytime instruction. **Classroom guidelines suggest that on average 65% - 75% of a classroom's seats should be filled.** The actual SO% is compared with the SO% goal to get an overall picture of how well the seats are utilized.
- Weekly Student Contact Hours (WSCH):** WSCH, or instructional demand, is the scheduled face time a student spends in class multiplied by the number of students enrolled in the class. By using the total WSCH instructional demand and the utilization goals set for Avg. WRH and SO, the number of seats needed to fulfill instructional demand is computed.

The following table identifies the suggested square foot allowance by classroom type, size range and furniture type.

Classroom Type	Room Capacity	ASF/Station			
		Movable Chairs with Tablet-arm	Movable Tables and Chairs	Movable Chairs and Fixed Tables	Fixed Seating
Seminar/Small Classroom	0-25	17-24	16-26	20-22	--
Medium Classroom	26-49	16-18	16-26	18-20	--
Large Classroom	50-99	14-16	16-22	18-20	14-17
Auditorium/Lecture Hall	100-149	--	16-22	18-20	14-17
Auditorium/Lecture Hall	150-299	--	16-22	17-19	14-16
Auditorium/Lecture Hall	300+	--	--	16-18	12-15
Active Learning Classroom *	30-100	25-30	25-35	30-40	--

*Active Learning is a mode of instruction whereby students are engaging with the course content by more than just listening and taking notes. Frequently, but not always, students work together as a team during active learning.

Classroom Utilization and Space Guidelines

Classrooms are critical to the core mission of teaching and should be available in sufficient number, size and configuration to provide learning spaces that meet the needs of the instructors and students including enabling existing and future pedagogical approaches. On average, 15%-20% of campus space is identified as classrooms. All classrooms should be accessible, safe, comfortable and functionally supportive of the instructor and student. Classrooms, like all space on campus, have ongoing operational and maintenance expenses and therefore should be managed efficiently.

Typical classroom utilization guidelines (those established by state education systems to measure public institutions) suggest classroom utilization rates should fall between 60% and 70% of available hours. Seventy percent (70%) is critical mass where capacity is reached, flexibility is nonexistent and scheduling issues begin to emerge.

A daytime calculation (8 a.m.-5 p.m.) yields 45 hours available to schedule during the daytime hours. A 64% utilization expectation of those available hours yields a recommended utilization rate of 28.5 Average Weekly Room Hours (Avg. WRH).

Based on the current scheduling practice, the classroom utilization expectation goals recommended for Marquette are:

- **28.5 Average Weekly Room Hours of use (daytime)**
- **68% student seat occupancy**

The recommended criteria will allow for emergency backup, temporary loss of some rooms caused by renovations, and future changes to curriculum offerings. Note: The recommended station size varies by the type and size of the rooms as identified in the ASF/Station table.

Teaching Lab Utilization and Space Guidelines

Similar to classrooms, Teaching Laboratories are critical to the core mission of teaching and should be available in sufficient number, size and configuration to provide learning spaces that meet the needs of the instructors and students, including enabling existing and future pedagogical approaches. Teaching Laboratories are discipline specific and in general have lower Weekly Room Hour utilization expectations than classrooms. This is based on the following factors:

- Some labs need setup time.
- Some labs require open lab time or time for project work.
- Many labs extend for two or more hours, one or more days per week, making student scheduling more difficult.
- Instruction in labs is generally limited to a specific discipline and/or subject.
- A Station Occupancy goal of 80% is higher than for classrooms, since the number of stations per lab is usually less than 30.
- Station sizes are larger than for classrooms because of equipment needs.

While Utilization Measures show how the laboratories are currently being utilized, the Utilization Goals state how they should be used and are a critical metric in determining long-term space needs.

Weekly Room Hour Utilization: Goals range between 15-30 hours per week depending on discipline, laboratory type and teaching level. Recommendations are set to provide a quality instructional program, not necessarily to achieve peak facility use. Guidelines are set to:

- Provide laboratory setup and takedown time between classes as needed.
- Provide time for nonscheduled or “open” laboratory time.
- Provide studio or project time for certain disciplines.

Station Occupancy Percentage: This goal is generally set at 80% for planning purposes. However, since most laboratories have a teaching capacity of less than 30, in practice actual utilization may often exceed 90% for high-use laboratories. Therefore, good utilization suggests that station occupancy should range between 80%-90%.

Laboratory Station Module: The room square footage divided by the number of teaching stations. The Laboratory Station Modules vary by discipline and type of equipment required for each teaching station. Typical ranges are shown below.

Laboratory Service Factor: The allocation of space to account for service rooms and other specialized facilities needed to support the teaching laboratory. Laboratory service factors can range from 0% to 30% of the total teaching laboratory space.

The utilization recommendations by discipline are suggested guidelines. Some departments may be able to exceed the Weekly Room Hour Goal without impacting instructional quality, and/or Station Sizes may vary because of differing teaching methods.

Utilization Recommendations by Discipline

Department/Program	WRH Goal	Station Occupancy Percentage	Teaching Laboratory ASF/Station	Service Space Percentage
Biomedical Engineering	15-24	80%	60-75	20-30%
Biomedical Sciences	15-24	80%	50-60	20-30%
Business	15-30	80%	35-45	20-30%
Chemistry	15-24	80%	50-60	20-30%
Civil, Construction and Environmental Engineering	15-24	80%	100-150	30-40%
Clinical Laboratory Science	15-24	80%	75-90	20-30%
Dentistry	15-24	80%	75-90	20-30%
Digital Media	15-24	80%	35-45	0-20%
Electrical and Computer Engineering	15-24	80%	60-75	15-25%
Math and Statistical Sciences	15-30	80%	35-45	0-10%
Mechanical Engineering	15-24	80%	100-150	30-40%
Music	15-24	80%	90-100	20-25%
Nursing	15-24	80%	75-100	30-35%
Performing Arts	15-24	80%	100-120	20-25%
Physical Therapy / Exercise Science	15-24	80%	60-75	25-30%
Physics	15-24	80%	45-55	20-30%
Psychology	15-30	80%	35-45	0-20%
Theatre	15-24	80%	100-125	30-35%
Visual Arts	15-24	80%	35-100	20-30%

4. Campus Workspace Guidelines

Campus Workspace Guidelines allow for the equitable allocation and design of office space consistent with the strategies of the Master Plan. The university's planning principles for Campus Workspace Guidelines will provide guidance in assigning office types and space allocation, and to address other

considerations related to occupant comfort and productivity. These guidelines create uniformity and efficiency in the university’s work environment and are meant to encourage stakeholders to think in terms of adaptability for the future.

- Employees are assigned either a workstation, a closed office (with fixed wall and a door), a shared office or designated as “hoteling” if the employee has a hybrid work arrangement. Workspace decisions will be evaluated based on work assignment and job function.
- Individuals will be assigned no more than one (1) dedicated workspace (private office, workstation). If an individual spends time working in more than one space on campus, they may utilize shared or hoteling space for the secondary location.
- Resources such as copiers, printers, office supply storage, break rooms, lounge areas and wellness rooms should be shared among units with spatial proximity.
- Conference and meeting rooms will be scheduled and utilized as shared resources among multiple units whenever possible.
- Existing office furniture shall remain in place and be used by the new occupant unless replacement is deemed appropriate by FP&M.
- Office layouts will be standardized whenever possible to simplify asset management of furniture.
- Campus storage is limited. Departments are encouraged to eliminate excess paper by sorting, purging and archiving their documents. Conversion to electronic data collection and retention is encouraged whenever possible.

Office Space Chart

Job Function	Typical Assignment	Office Type (Private/Open)	Shared/Unshared	Goal NASF per FTE*
1.0 FTE staff/faculty that require frequent meetings with four or more others and require confidentiality, security, visual and acoustical privacy.	President, Provost, SVP, Vice President, Vice-Provost, Dean	Private	Unshared	150 - 250
1.0 FTE staff/faculty that require frequent meetings with up to four others and require confidentiality, security, visual and acoustical privacy.	Department Chair, Executive Director	Private	Unshared	120 - 150
1.0 FTE staff that require frequent meetings with up to two others and/or requiring confidentiality, security, visual and acoustical privacy.	Managers, Directors, Staff	Private	Unshared	90 - 120
1.0 FTE faculty that require frequent meetings with up to two others and/or requiring confidentiality, security, visual and acoustical privacy.	Full-time Faculty	Private	Unshared	90 - 120
1.0 FTE staff whose functions do not require additional space for meeting and whose need for confidentiality, security, visual and acoustical privacy can be accommodated in a breakout room.	Full-time staff	Open	Unshared	40-80
.5 FTE faculty with functions that require meeting up to two others and/or requiring some confidentiality, security, visual and acoustical privacy.	Adjunct Faculty	Shared	Shared	45-60
.5 FTE staff whose functions do not require additional space for meeting and whose need for confidentiality, security, visual and acoustical privacy can be accommodated in a breakout room.	Part-time Staff, Student Employees, Interns, Graduate teaching/research assistants	Open	Shared	40-80
Less than .5 FTE or temporary staff/faculty.	Visiting Scholars, Emeritus	Private/Open	Shared	As available

*NASF will vary based on building conditions.