

# SPACE MANAGEMENT

## *Standards and Guidelines*

### 1.0 INTRODUCTION

Space is a vital but costly resource that must be rationally managed. The responsibility to use and maintain university facilities in an effective and efficient manner is a fundamental responsibility. As with any vital resource, its allocation has to be tied to requirements. The amount and suitability of space directly affects the scope and quality of services provided.

A university space policy that establishes responsibility and procedures for the planning, allocation and administration of university space has been in effect since March 1999. The Department of Facilities Management has conducted an inventory of space, which has subsequently been updated and uploaded into an Access database. The department continues to update the database enabling the tracking of space data.

This space management standards and guidelines document supplements the previously approved [policy for Space](#) planning and administration.

### 2.0 PRINCIPLES OF SPACE MANAGEMENT SYSTEM

The principles of Memorial's space management system are as follows:

**Efficiency and effectiveness:** Space utilization across all units is to be tied to levels of activity. Space is to be accounted for and assigned according to its utilization.

**Equity:** Space allocation to units is closely related to their present and projected levels of activity. Standard definitions of space drivers will ensure that all units receive a reasonable portion of total space.

**Accountability:** Administrators are responsible for ensuring that all space within their units is effectively utilized.

**Transparency:** All stakeholders have access to information on space system development, policy development and space utilization across all units of the University.

**Currency:** Information is available and up to date.

**Simplicity:** System is not bureaucratic or difficult to manage, and stakeholders easily understand the allocation system.

**Adaptability:** Space allocations are tied to future needs and can be adapted readily in response to internal and external changes.

**Strategic:** The use of space and prioritization of allocation is tied to Memorial's mission and long-term goals

**Memorial-Specific:** The system is tailored to reflect the particular nature of Memorial's mission, priorities, resources and infrastructure.

### 3.0 RESPONSIBILITY

It is the responsibility of each dean and director to ensure that all units under their responsibility comply with these standards and guidelines and that all space changes and reassignments are reported to Facilities Management utilizing proper documentation. It is also the responsibility of each dean and director to report to Facilities Management any reduction of faculty, staff or students.

A request for transfer of space from one department to another must be approved by the Dean or Deans involved.

Any faculties and/or departments considering the development of new programs must complete a space review in conjunction with Facilities Management. This review will detuning the space needs of the new program and if they can be met.

Any change in the use of the space must be reported to Facilities Management using proper documentation. The documentation required for space changes can be obtained by contacting the division of Space Planning and Administration or by visiting the [forms](#) section on the facilities website.

Facilities Management Department employees will be responsible for maintaining the inventory of space, the physical audits of utilization and the on-going development and maintenance of the space management and planning database. This will be done through the physical inputting of data provided by units. The Department, in consultation with affected areas, will also be responsible for creating and providing standard and ad hoc space management reports for use by decision makers.

The development of web based software which enables all departments to view their space utilization on a room-by-room basis has been completed and is now available through the internet. Facilities Management employees will be responsible for the maintenance of this software.

Department Heads and Managers will be responsible for ensuring data for their sections is current and accurate. Data to be provided includes space inventory data, utilization data, and data that identify the uniqueness of the department. A summary of space utilization will be made available to the dean or director.

Deans and Directors will be responsible for the management of space within their units based on the corresponding allocation. Requests for additional space beyond their allocation should be made to the appropriate Vice-President in consultation with the Department of Facilities Management.

Senior Executive will be responsible for long-term strategic implications of space management. Decisions at this level include significant reallocation of space and long-term planning of space needs.

## 4.0 PROCESS OF ALLOCATION

Any department requiring additional space should look within their current space allocation to determine if the required space can be found within their current allotment. If unsuccessful the department should forward the request to their dean or director. Deans should consider space transfers between departments. If a solution cannot be determined and if the dean or director supports the requirement for additional space the request will be forwarded to Facilities Management. Information concerning considerations that have been explored and corresponding results should be forwarded to Facilities Management.

Facilities Management will review the current space allotment of the department making the request. If the department has not followed proper procedures in informing Facilities Management of all changes to space allocations and staffing levels within their department the request for additional space will not be entertained until accurate and updated information is provided.

Facilities Management will review the space allocation within the existing department to determine if space can be re-allocated within the department to accommodate the request. This can be accomplished by the reassignment of under-utilized space reassignment of any space in excess of the space standards. This may involve renovations if deemed the most cost-effective manner to achieve the accommodation. The department making the request will be responsible to fund any renovations required to generate the space.

If the steps indicated above are unsuccessful in accommodating the space request Facilities Management will endeavor to find suitable space somewhere within the University. If renovations or upgrading of the space is required to accommodate the intended use the department requesting the space will be responsible for associated costs.

If this process is unsuccessful the department requesting the space may request to their respective vice president to have space leased. If approved Facilities Management will search the market for the most economical space that will meet the needs of the space requirement. The department requiring the space will be responsible for all costs associated with the leasing of the space.

When a request for a change in the use of non-office type space is received, Facilities Management will ensure that the University personnel responsible for this space are aware of the request and that in the event of more than one user, all users are notified. Approval of the appropriate personnel or committee will be required for any change in use.

Space requirements for retired faculty will meet the guidelines for "Space Occupied by Retired Faculty which is attached as Appendix 'A'.

## 5.0 SPACE ACCOMODATION STANDARDS

**Functions throughout the University which generate space requirements are:**

1. Public circulation and building services. These requirements include but are not limited to the following examples: corridors, washrooms, stairwells, mechanical and electrical rooms, data and telephone closets, custodial rooms, etc.
2. Office or workstation requirements for faculty and staff (other than research

space). This function is subdivided for space management purposes into three.

- (a) Full-time
  - (b) Part-time
  - (c) Support Space for Faculty and Staff
3. Student and Support Space
- (a) Graduate Students
  - (b) Undergraduate Students
  - (c) Support Space for Students
4. Research
- (a) Active Funded Research
  - (b) Active Unfunded Research
  - (c) Inactive Projects or Capabilities
  - (d) Research Laboratory
5. Specialty Functions
- (a) Library
  - (b) Archives
  - (c) Non-University Agencies
  - (d) Other Specialty Functions
6. Instructional Space
- (a) Classrooms
  - (b) Instructional Laboratories
  - (c) Study Rooms
7. General Use Lounge and Common Space

The following sections indicate space accommodation standards which are intended as guidelines when assigning space for the function or utilization indicated.

## **6.0 Office or Workstation Requirements with Associated Support Staff**

### **(a) Full-Time Employees**

It is recognized that the University will attempt to provide appropriate work space for full-time employees. The type of work space should be determined by comparing the job function against Space Accommodation Standards for that function. Establishing Space Accommodation Standards involves defining various office and workstation size ranges under various categories, as shown in Table 1 below:

<b>Table 1</b>			
Categories of Offices and Workstations			
Category	Size Range (sq.)	Typical (sq.)	Description
A	230 to 275	250	Private Office
B	190 to 230	200	Private Office
c	35 to 90	60	Workstation within executive suite
D	140 to 185	150	Private Office
F	90 to 140	120	Private Office with Exterior Window
G	50 to 75	60	Enclosed Low Height Partition Workstation
H	35 to 50	36	Open Workstation with or without Low Height Partitions
J	0	0	Staff Accommodated within Special Purpose Areas, ex., Library, Research Area

Positions within the University have been assigned an appropriate workspace category as outlined in Appendix B "Workspace Categories and Positions".

A distinction is made between space requirements for full-time staff and those for part-time. The requirement for Memorial University to provide accommodations for all active full-time staff is clear. The ability to apply precise and consistent standards for this requirement is necessary for effective space management. This Space Allotment for Full-Time Employees will be measured as a number of individual units required for each workspace category (eg. a faculty may require one A office , three B offices, 30 F offices, 8 H workstations, etc.). This summary list can readily be compared to availability or actual usage.

**(b) Part-Time Employees**

For the purposes of work space assignments, part-time employees are defined as:

- Staff who work less than twenty (20) hours per week or who work less than 750 hours per year.
- Sessional faculty (teaching less than three (3) courses per semester).

The variety of situations for part-time staff does not lend itself to the same ability for precise and consistent treatment of appropriate space assignment. As an example, most sessional lecturers need not be assigned a dedicated work space, while in some instances it may be a necessity. To deal with the requirements of part-time employees, Facilities Management will provide a Space Allowance to each academic unit. Assignment of offices and use of this Space Allowance should be to the discretion of each academic unit. Some units may deem it best to maintain some rooms as unassigned work spaces for common use of part-time or sessional employees while other units may find it more suitable to provide multiple desks or work spaces within rooms for dedicated work areas for certain sessional or part-time staff. While it may be to a unit's advantage to maintain consistency for assignment of its Space Allowance, those decisions should remain within the unit. This Allowance should also be used to accommodate interim growth of full-time staff (i.e., growth of full-time staff between the times of Facilities Management's periodic reviews of Full-time Space Allotment).

The quantity of Space Allowance will be determined by Facilities Management applying a general formula based on elements such as the number of sessional lecturers, employed

students, part-time teaching assistants, and part-time employed graduate students, advanced graduate students, non-employed graduate students, visiting professors and part-time office staff. In determining the total Space Allowance for part-time employees, an appropriate individual allowance will be provided for each part-time position. These individual allowances are used merely to quantify the total allowance and should not be interpreted as an assignment of space for any one individual.

**The following are the guidelines for determining the Space Allowance to the units for part-time employees:**

- **Part-Time Faculty** - Allowance of 12 sq. for each sessional faculty (minimum 120sq. ft. total allowance for sessional faculty).
- **Part-Time Staff** - An allocation of one-quarter to one-half the area that a full-time staff member occupying a similar position would be assigned. For example, if a full-time staff member occupying an intermediate clerk stenographer position would be assigned an H work space (36 sq.), then for each part-time intermediate clerk stenographer the unit may receive an allowance of up to 18sq.

**(c) Support Space for Faculty and Staff**

The area for support functions will be determined by combining the support requirements generated by the full-time staff along with that of the part-time staff. The full-time component of support space will be 20 sq. times the number of active full-time positions. The part-time component of support space will be 30 percent times the calculated allowance for the unit, not to be associated with or assigned to individuals. The total support allowance will provide areas for requirements such as conference rooms, reception areas, file storage, general storage, copier rooms, work rooms and staff lounges. It will be measured in square feet of floor area.

**Student & Support Space**

**(d) Graduate Students**

Graduate students are a very diverse group in their requirements for office space. Full-time PhD students and full-time Masters Students engaged in the intense research (sciences} or thesis writing of their programs require individually dedicated space. Part-time Masters Students are typically on-campus sporadically and require only common meeting or study space. Full-time students in course-based Masters Programs or the course component of thesis-based Master's program do not require individually dedicated space. The situation is further complicated by the fact that many graduate students are provided space in research laboratories or special purpose facilities.

The following are the guidelines for providing space allowance to academic units for graduate students who are not otherwise assigned space through employment or research involvement:

**PhD Students** - 60 sq. allowance for each full-time PhD student; 12 sq. added to allowance for each part-time PhD student.

**Masters Students** - 36 sq. for each full-time Master student at the research/ thesis stage of their program; for course-based Masters Programs, allow 5 sq. each for full-time students. For part-time Master students allow 1 sq. each.

**(e) Undergraduate Students**

Provide 0.5 sq. allowance for each full-time enrolled undergraduate student.

**Research Space**

It is recommended that for space management purposes, research space assignments be recorded under three separate headings:

1. Active Funded Research Projects
2. Active Unfunded Research Projects
3. Inactive Projects and Capabilities

Each research project should be assessed on an individual basis. The database should clearly indicate those employees that will be accommodated within the boundaries of the research area. Other employees associated with the project but not accommodated within that space should also be noted in relation to the project. The appropriate amount of space for each project should be analyzed on an individual basis based on the research function and the required equipment and should also take into account the sharing of resources with other projects. Care should be taken to avoid unnecessary duplication of offices assigned to individuals who perform more than one function. In some cases it may be appropriate for a department to request transfer of space allowance from research to an individual's primary office in recognition of extra space requirements due to the dual role of the individual. However, in most cases, this requirement should be handled by assigning an office with an area at the high end of the size range within the appropriate space category.

Tracking research space utilization under these three headings will provide a clearer definition of requirements and help rationalize the commitment of space.

**General**

The following standards are included as suggestion only for space at this stage and additional work is required prior to finalization:

**Table 1**

**Sample Space Categories and Standards**

Category	Subcategory	Factor	NASFs per Factor
Research Space	Low-intensive (e.g. Arts, Mathematics)	FTE Researcher	10.8
	Medium-intensive (e.g. Psychology, Comp. Science)	FTE Researcher	107.6 - 129.1
	High-intensive (e.g. Engineering, Biology)	FTE Researcher	322.8 - 484.2
Classroom Space		Course Registrations	12.9
Laboratory Space	Low-intensive (e.g. Humanities)	FTE Student	3.2
	Medium-intensive (e.g. Biology, Chemistry)	FTE Student	6.5
	High-intensive (e.g. Mechanical Engineering)	FTE Student	8.6
Other Space	Athletics	FTE Student	9.7
	Student and Central Services	FTE Student	21.5
	Maintenance Shops	Total Space	.2
	Library	1000 Volume Equivalents	96.8

(NASFs net assignable sq. ft.)

## **7.0 INFORMATION ACCESS**

Appendix C contains a list of all buildings that have been inventoried. As mentioned previously, web-based software is in place in which the inventory indicated in Appendix C can be accessed. This web-based software, The Facilities Atlas Project, is only available to the FM team. Current space assignment and all pertinent space data is available within the Facilities Atlas Project. Forms for space allocation requests are available on the web site.



**APPENDIX A**  
**SPACE OCCUPIED BY RETIRED FACULTY**

**APPENDIX B**  
**WORKSPACE CATEGORIES AND POSITIONS**

<b>WORKSPACE CATEGORY "P"</b>	Size Range: 350 to 450 ft2. Typically 398 ft2.
President	
<b>WORKSPACE CATEGORY "A"</b>	Size Range: 230 to 275 ft2. Typically 250 ft2.
Dean	Vice President
<b>WORKSPACE CATEGORY "B"</b>	Size Range: 180 to 230 ft2. Typically 200 ft2.
Chief	Executive Director
Comptroller	Registrar
Department Head	
<b>WORKSPACE CATEGORY "C"</b>	Size Range: 35 to 90 ft2. Typically 60 ft2.
Administrative Secretary	Library Assistant V*
Library Assistant I*	Library Assistant VI*
Library Assistant II*	Library Assistant VII*
Library Assistant III*	Library Assistant VIII*
Library Assistant IV*	Senior Secretary
*Subject to Functional Program for QEII Library	
<b>WORKSPACE CATEGORY "D"</b>	Size Range: 140 to 185 ft2. Typically 150 ft2.
Assistant Dean	Deputy Registrar
Assistant to the President	Director
Associate Dean	Executive Assistant
Associate Director	Executive Producer
Cardiologist	Heamatologist
Chair	Pathologist
Coordinator (all)	Respirologist
Deputy Head	Vice-Dean
<b>WORKSPACE CATEGORY "F"</b>	Size Range: 90 to 140 ft2. Typically 120 ft2.
Academic Service Co-ordinator	Librarian
Admin Staff Specialist II	Medical Researcher I
Admin Staff Specialist III	Medical Researcher II
Animal Care Technologist	Medical Researcher III
Archivist	Officer
Assistant Director	Planner/Estimator
Assistant Prof.	Plant Draftsman
Assistant Registrar	Producer/Director
Assistant to Dean	Professor

Assistant to Operations Manager	Program Administrator
Assistant to VP	Program Co-ordinator
Associate Professor	Program Developer
Auditors	Pub. Syst. Support Analyst
Cartographer	Regional Officer
Craftsperson IV	Res/Pro Phy Ocean II
Curator	Research & Proj. Geography II
Drug Information Pharmacist	Research Assistant III
Editor	Research Associate
Elect Tech III	Research Engineer
Elec Technol IV	Research Liaison
EM Technician III	Research Position
EM Technologist	Research Scientist
Engineer	Science Photographer
Engineer Tech III	Science Tech IV
Field Administrator	Senior Programmer
Fisheries Biologist	Specialist
Foreman	Stores Keeper
Geological Research Analyst	Supervisor
Inspector Controls	Officer
Instructional Designer	Teaching Fellow
Instructor	Officer
Lecturer	Teaching Term Appointment
Manager (all)	TV Producer Director
Operations Manager	Wellness Educator
<b>WORKSPACE CATEGORY "G"</b>	Size Range: 50 to 75 ft2. Typically 60 ft2.
Accountant	Office Administrator
Admin Staff Specialist I	Office/Assessment
Admin. Assistant	Paper Conservator
Admissions Officer	Payroll Clerk II
Advisor	PC I
Analyst	PC II
Animal Surgery Technologist	PC III
Animal Tech III	PC IV
Annual Fund Assistant	Personnel Tech/Benef
Art Gallery Registrar	Photographer III
Assistant Archivist	Phys. Oceanographer
Assistant Archivist	Plant Storekeeper
Assistant Cartographer	Plant Stores Clerk
Assistant Editor	Post Doctoral Fellow
Assistant Horticulturist	Postal Clerk III

Benefits & Pensions Analyst	Power Engineer 2nd Class
Budget Assistant	Power Engineer 3rd Class
CE & P IV	Press Operator
Chaplain	Production Tech I
Communications Assistant	Production Tech II
Computer Lab Assistant	Production Tech III
Computer Programmer	Production Tech IV
Computer Technician	Publicat. & Information Assis.
Consultant	Publications Assistant
Counselor	Radiological Tech
Craftsman III	Reading Assistant
Diagnostic Technician	Research & Project Geography I
Draftsperson II	Research Assistant II
Draftsperson III	Research Diver
Early Childhood Educator	Rural Recruiter
Elec Tech II	Sales Rep
EM Technician	Science Tech III
EM Technician I	Senior Audiovisual Assistant
EM Technician II	Senior Clerk
Environmental Education Iterp	Senior Clerk Stenographer
Financial Assistant	Sign Painter
Geology Tech I	SNN Francophone Staff
Geology Tech II	SNN Web Author
Grad Student	Stores Clerk II
Grad Student-P	Student Health Nurse
Graphic Artist III	System Admin I
Head Gardener	Systems Admin II
Heritage Web Site Project	System Admin III
Horticultural Tech	Systems Programmer CS
Instructional Assistant	Systems Technician
IT Intern	Teaching Assistant
Lab Facil Tech II	Technical Staff
Med Tech II	Technologist II
Media Production Tech II	Technologist III
Medical Tech II	Tenure Tracker
Oceanographic Assistant	Web Author
Oceanographic Field Tech	Web Master
<b>WORKSPACE CATEGORY "H"</b>	Size Range: 35 to 50 ft2. Typically 36 ft2.
Animal Tech I	Med Tech I
Animal Tech II	Media Production Tech I
Aquarist	Media Tech I

Art Gallery Tech II	Microfilm Equip Oper
Audiovisual Assistant	Network Administrator
CE & P I	Offset Press Operator II
CE & P II	Photographer I
CE & P III	Photographer II
Centrifuge Operator	Photographic Tech II
Clerk	Phototype Setter
Computer Operator I	Postal Clerk I
Computer Operator II	Postal Clerk II
Craftsman I	Power Engineer 4th Class
Craftsman II	Receptionist
Data Entry Operator	Research & Proj. Eng. I
Delivery Person	Research Assistant I
DEO	Revenue Cashier
Dispatcher Work Control	Safety Technician
Diving Tech I	Science Tech I
Diving Tech II	Science Tech II
Draftsperson I	Secretary
Dupli Equipment Oper I	Senior Audiovisual Assistant
Dupli Equip Oper II	Senior DEO
Duplicating Aide	Senior Telecom Sys Operator
Education Program Assistant	Stenographer
Engineer Tech I	Stores Clerk I
Engineer Tech II	Stores Clerk II
Graphic Artist I	Stud. Centre Services Attend.
Graphic Artist II	Technologist I
Immunology Tech II	Teleconf Systems Oper
Int. Clerk Stenographer	Theatre Tech
Lab Facility Tech I	Transcribers
Library Equip Repairman	Utility Leader
Lithographic Leadhand	Visual Arts Student Assist. I
Locksmith	Visual Arts Student Assist. II
Mechanical Bindery Oper	
<b>WORKSPACE CATEGORY "J"</b>	No assignment of workspace.
Cook	Press Operator
Custodian	Press Operator I
Grounds Employee	Press Operator II
Honours	Tractor Operator
Housekeeper	Trail Guide
Incinerator Operator	Truck Driver
Labourer	Undergrad

Maintenance Worker	Utility Worker
Mechanics Patrol Person	Wardrobe Assistant
<b>WORKSPACE CATEGORY "K"</b>	Typically 12 ft <sup>2</sup> with a minimum of 120 per dept.
Per Course Instructor	Sessional Lecturer
Per Course Lecturer	Sessional Office
Sessional Instructor	

**APPENDIX C**  
**LIST OF INVENTORIED BUILDINGS**

191 Mt Scio Road (Storey House)	Field Hall
20 Lambes Lane	Field House
202 Elizabeth Avenue	Food Pilot
208 Elizabeth Avenue	Geophysics - White Hills
307 Mt. Scio (Staff House)	Gilbert Court
4 Clark Place	Greenhouse Building - Main Campus
6 Clark Place	Guy Court
Aquaculture Centre, Logy Bay	Hatcher House
Aquarena	HSC Salt Storage Shed
Arts & Administration	Human Kinetics and Recreation
Baltimore Court	Hydraulic Pump House (Eng)
Barnes House	Incinerator
Biotechnology	INCO Innovation Centre
Blackall House	Library
Botanical Garden, Greenhouse (old)	Main Dining Hall
Botanical Garden Barn	Mathematics
Botanical Garden Caretaker Residence	Media Unit/Biology Annex
Botanical Garden Garage	Memorial Tower
Botanical Garden Greenhouse Facility	Music
Botanical Garden Interpretive Ctr	Ocean Sciences - Main Building
Bowater House	Ocean Sciences Annex
Burke House	Ocean Sciences Diving Facility
Business Administration	Ocean Sciences Fish Tank
C-CORE - Centrifuge	Ocean Sciences Storage Facility
C-CORE - Cold Ocean Research Engineering	Printing Services
Cabot Court	Pumping Station, Larkhall St.
Cartier Court	Queen`s College
Chemical Waste Storage - Mt Scio	Rothermere House
Chemistry Flammable Storage	Science
Chemistry-Physics	South Campus Boiler Room

Childcare Centre	Spencer? Hall
Computing Services T-12	Splash Facility
Corte Real	Squires House
Coughlan College	St. John`s College
Curtis House	University Centre
Doyle House	Utilities Annex
Earth Sciences (CERR)	Vector Pathology
Education	Vivarium
Engineering & Applied Sciences	Warehouse Mt. Scio
Facilities Management	Warehouse, Facilities Management