

Charge
Space Planning Advisory Committee (SPACe)
February 12, 2019

To: Members of the Space Planning Advisory Committee (SPACe)
Co-chair: Celia Campbell, Administrative Associate Provost
Co-chair: Lois Stanley, Director of Campus & Capital Renewal Planning
Kevin Dunn, Vice Provost
Mark Gonthier, Executive Associate Dean, School of Dental Medicine
Lisa Halpert, Director of Financial Planning, University Finance
Chris Helmuth, Executive Administrative Dean, School of Arts & Sciences
Ed Kleifgen, Executive Administrative Dean, Friedman School of Nutrition Science & Policy
Tom Malone, Executive Associate Dean, School of Medicine (*also represents Sackler*)
Greg Mahoney, Assistant Director of SMFA Studio Operations & Instruction
Joe McManus, Executive Associate Dean, Cummings Veterinarian School of Medicine
Angie Milonas, Director of Business Planning & Administration, TTS
Karen Mulder, Executive Associate Dean, University College
Jennifer de Ridder, Assistant Director, Office of Strategy & Program Development
Diane Ryan, Associate Dean of Programs & Administration, Tisch College of Civic Life
Jim Sarazen, Executive Associate Dean, School of Engineering
Jerry Sheehan, Executive Associate Dean, The Fletcher School of Law & Diplomacy
Mark Wesley, Administrative Director, Human Nutrition Research Center
TBD, Executive Director, Auxiliary Services

From: Anthony Monaco, President

CC: Executive Capital Committee (ECC)
Patricia Campbell, Executive Vice President
Debbie Kochevar, *Interim* Provost
Eric Johnson, Vice President, Advancement
Thomas McGurty, Vice President, Finance
Barb Stein, Vice President, Operations

Staff: TBD invited as needed based on meeting agenda

I. Role of the Space Planning and Advisory Committee (SPACe)

Space – totaling 5.6 million square feet -- is one of Tufts' most valuable assets; however, it is not fully optimized when compared to peer institutions in higher education. Last year, the Office of Strategy & Program Development led a strategic study to improve event and space management that included 120+ interviews with stakeholder across all four campuses, best practice research from third parties, benchmarking and interviews with peer institutions, and an analysis of Tufts current practices. Reserve Tufts, a comprehensive room inventory to simplify event planning and to track room utilization data, is one outcome of the study that is now in the process of being rolled out. The study also recommended the creation of a cross-school space governance committee to aid the University in achieving the following goals over time:

Space Management Goals

- *Fairness*: To ensure space is allotted and used fairly throughout the University while balancing different space-use missions.
- *Utilization*: To maximize utilization of spaces relative to school priorities through effective practices, policies, and if needed, physical updates.
- *Collaboration*: To encourage collaboration and sharing within and across departments, schools, buildings, and campuses.
- *Transparency*: To communicate to Tufts faculty, staff, and students the basis for space management decision making.
- *Consistency in Practice*: To produce common practices for Tufts space management, where feasible.

Working toward these goals, the SPACe committee is responsible for both establishing and communicating space standards and use policies, for identifying common needs for space and, when necessary, for resolving competing needs for space across the University.

II. **Guiding Principles for Strategic Space Governance**

In early 2019, five guiding principles for space governance were presented to University leadership, including the Academic Council and the Faculty Senate, to inform the work of the SPACe committee. The guiding principles follow naturally from the above goals and will be applied in line with the policies adopted by SPACe.¹ Outlined below, these guiding principles will benefit the entire Tufts community through increased availability of rooms for courses and events and for the growth of academic programs.

Space Management Guiding Principles

- *All Space is Owned by Tufts University*: Space is a highly valued resource that is to be used efficiently to further the mission of the University. As articulated in the bylaws of the University, schools or other units or individuals cannot acquire, sell, lease, rent, or substantially change space without explicit permission.
- *Space Has an Assigned Primary Function Defined by the Schools or Central Units*: Tufts Schools pay Operation & Maintenance (O&M) expenses on their assigned space, which will be taken into consideration in all space-related decisions and in the development and application of space policies, standards, and practices. Additionally, traditional space use and the implications of donor contributions will also be taken into account.
- *Space is Re-Assignable*: Space is subject to assignment, reassignment, and redevelopment to meet the overall needs and best interest of the University. The Executive Capital Committee is the final decision maker for Tufts' space with input from the SPACe committee that adheres to established policies.
- *Space is to be Used Effectively*: Everyone is expected to make efficient use of space. Units are expected to proactively anticipate future needs, to create flexible, functional spaces, and to welcome collaboration for increased efficiency and reduced costs.

¹ SPACe will develop proposed policies to present to ECC. ECC will then elevate policies for approval by the Academic Council in line with establish policy approval practices.

Periodic reviews of space occupancy and utilization will occur and may result in the reallocation of space to maximize use and meet University priorities.

- *Space is a Shared Resource*: To avoid duplication of space, equipment and staff services, space is to be shared whenever practical. Reservable spaces (see definition in attachment C) are to be made available to other units based on the policies established by SPACe.

III. Attachments

- a. Tasks for SPACe**
- b. Committee schedule and procedures**
- c. Key Definitions**
- d. Space Governance Presentation, dated Dec. 12, 1018**

Attachment A - Tasks for the SPACe

At the onset of SPACe, the committee will primarily focus on tasks 1-3. As the processes for space governance progresses, the committee will be able to devote additional effort to tasks 4-5.

1. *Space Strategy & Policy Development*

- a) Develops overarching data-driven policies for recommendation to the ECC for approval (e.g., policies to guide the allocation of lab space, process for identifying potential space for grant applications or the flexible use of classrooms for courses and events)
- b) Develops space use standards that reflect the goals and guiding principles for recommendation to the ECC for approval (e.g., standards for office sizes in major renovation or construction, for classroom seat counts based on room size or locker provision and size)
- c) Resolves space use conflicts between units and schools and responds to questions about space
- d) As needed, reviews space use guidelines proposed by the Project Sponsor Groups (PSGs) for major capital projects to ensure that they are in keeping with SPACe policies²

2. *Outreach & Communication*

- a) Provides local follow-up communications and enforces policies/standards
- b) Ensures that regular space use / utilization reporting reaches Tufts community by 2020

3. *Space Utilization & Inventory Data Analysis*

- a) Requests space and space utilization data from Inventory Manager
- b) Uses data to inform policy and standard development

4. *Capital Planning*

- a) Identifies future space needs or reductions for ECC consideration*
- b) Provides recommendations to ECC for potential future projects*
- c) Is consulted on capital decisions and major deferred maintenance projects, including being presented the proposed capital plan once a year

5. *Space Allocation*

- a) Approves space requests (including allocation, other use) that are deemed appropriate for committee consideration by the co-chairs
- b) Allocation decisions occur at a departmental-level, and more granular decisions are left to local leaders
- c) As needed, reviews space allocation proposed by the PSGs for major capital projects

*Does not replace University Capital Planning process.

² The role of the PSG, whose chair is appointed by the President, is to provide high-level client direction to the staff and design team on a building project so that the mission objectives of the University are met. Its charge as the first steward of a major project will be to oversee the project's adherence to the academic goals, financial program, and Tufts' principles for strategic capital projects. This role encompasses providing guidance to the space program.

Attachment B – Committee Schedule and Procedures

1. Expectations of Members

- a) Committee members should take a University-wide perspective when making recommendations and decisions
- b) Committee members are expected to attend all meetings or to send a representative in their stead.
- c) Committee members are expected to participate in at least one working group each year to develop policies, standards, practices, or identify solutions to problems to advance Tufts' space management goals.

2. Priority Development

- a) Annually, the committee establishes priorities (e.g., which policies will be developed, which issues will be tackled) for the upcoming year
- b) Once priorities are established, working groups are selected to develop proposals for the priorities
- c) Proposals are brought to the full SPACe committee for review and vote (more below)
- d) A high-level agenda is set based on the committee priorities at the beginning of the year

3. Policy and Standard Setting

- a) Selected working groups develop policy or standard proposals in preparation for when they will be discussed by the committee based on the established annual priorities and agenda
- b) Proposals are sent to the committee with the agenda 7 business days in advance of the meeting
- c) Working groups present their proposed policy or standard; then the committee discusses and provides feedback
- d) Working group integrates feedback as needed then brings the revised proposal to the following meeting for a vote
- e) A vote of at least two thirds (12 of 18) committee members passes the policy
- f) Disagreements or major issues can be brought to the ECC to make final decision

4. Escalating Issues and Decisions to Executive Capital Committee and Academic Council

- a) SPACe is designed to address most space-related decisions and bring only strategic or controversial decisions to the ECC
- b) Decisions that have significant financial implication, significant change management issues, or establish or change the strategic direction of space management should be brought to the ECC for final approval
- c) ECC will escalate policy decisions to the Academic Council for approval based on the established policy approval practices

5. *Communication Decisions to Tufts*

- a) SPACe will establish a website to: 1) provide basic committee information (members, guiding principles, goals), 2) list space management policies, standards, and other decisions for reference, 3) publicize space metrics and reports
- b) As decisions are made, committee members are responsible for providing updates to their schools / departments at regular staff meetings or through email communications
- c) If faculty / staff have questions or concerns about space policies, standards, decisions, they are to speak with their committee representative

6. *Agenda Development*

- a) To ensure SPACe is effective, has the right conversations, and drives better decision making, the committee should be presented with strategic, but tangible decisions (not too routine or too broad)
- b) The first 1-2 committee meetings should establish the committee and its priorities (see above)
- c) Future meetings should set agendas based on those priorities
 - Time will be allotted in each meeting for pressing matters (conflicts, allocation requests, etc.)
 - Items should be submitted by committee members to the co-chairs at least 10 business days in advance of the meeting to be included on the agenda
- d) Committee co-chairs establish a detailed agenda and send it to the full group at least 5 business days before the meeting; agenda items will have time estimates to keep the meetings efficient
- e) Any material that will be discussed during the meeting should be included in agenda email

7. *Meeting Management*

- a) The co-chairs will lead the meeting, keeping the conversation on topic and close to time estimates
- b) Notes will be taken during the meeting and sent to the committee with key takeaways and action items within one week of the meeting
- c) Guests can be invited as needed based on the agenda items

Attachment C – Key Definitions

- *Reservable Space* – Includes space that can be used by multiple individuals or groups for a set period of time for an established purpose. It includes the following space types:
 - Conference Room - A primarily administrative space that is used for meetings.
 - Huddle Room - A primarily administrative space that has a capacity less than five.
 - Classroom - An academic space primarily used for academic courses.
 - Class Lab - A teaching laboratory primarily used for academic classes.
 - Computer Lab - A lab with desktop computers.
 - Studio - A space intended for art (studio, media, performance, etc.).
 - Project Room - A room designated for project based-work for 1 week to 1 year.
 - Makerspace - A space with tools and supplies to support invention and innovation.
 - Simulation Lab - A space equipped to provide students hands-on clinical experience.
 - Study Room - A space used by students for private study.
 - Collaborative Workstation - A work terminal or desk equipped with a network computer or other electronic equipment.
 - Auditorium - A multi-functional space with a tiered floor.
 - Assembly - A multi-functional space without a tiered floor.
 - Multi-Purpose Room - A multi-functional space without a tiered floor that is also used for academic courses.
 - Exhibition Space - A room or area used for exhibition of works of art intended for general use by faculty, students, staff, and the public.
 - Lounge - A space with soft seating not necessarily in an enclosed room and not specifically intended for study.
 - Lobby - A large open space inside a building.
 - Athletic Facility - A space primarily used for athletics, including gymnasium, court, fitness room, etc.
 - Lactation Room - A private space for nursing mothers.
 - Prayer Room - A quiet location designated for prayer.

Note that offices, research labs, and open use space (e.g., kitchens, bathrooms, hallways) are not considered reservable.