

In 2008, Stanford University created a Space Charge program to establish awareness that space is not a free good and to provide incentive to use space as efficiently as possible. This program built on Space Planning Guidelines that were developed in 2002.

The Space Charge program combines an allocation and charge-back mechanism. Schools receive an annual general funds allocation based on their office space entitlement (see Base Allocation Calculation description below) and are then charged an amount based on their actual office space usage (see Annual Charge for Space description below). Schools whose actual office space usage exceeds the baseline target will incur a net payment to the Provost. Schools whose usage falls below the target will enjoy a net general funds windfall.

Since the majority of Schools will have to pay a charge in the coming years, they have several options to reduce their charge:

- Re-purpose office space for other pressing needs
- Grow within their existing footprint (in this case, the funds allocation will increase, but actual office space used will stay the same)
- Present a plan to reconfigure problem space and request temporary mitigation funds
- Sublet space to Provost or other unit
- Relinquish space to Provost

The Space Charge program was developed in order to change the way Schools think about space. For example, the Charge:

- Encourages reduction in the size of offices
- Empowers schools to manage space to highest/best use
- Encourages relinquishing/subleasing unused space to the Provost or other units
- Encourages office reconfiguration and new building configurations to conform to university guidelines
- Encourages cultural change around space issues (sense of entitlement from faculty and staff)
- Provides a tool for evaluating the need for new program space or new construction
- Rewards schools that are already at a desired space utilization level
- Makes clear to schools that space has a real cost

In conjunction with the space charge initiatives above, the Department of Capital Planning and Space Management routinely conducts detailed utilization studies for the schools and administrative units. These studies provide a valuable tool for examining each school's use of space, diagnosing problems, and proposing corrective actions to better utilize existing space.

Since the inception of the efficiency program, several schools have begun actively pursuing options to reduce their space charge:

- The School of Earth Sciences is in the process of completing a master space plan study. The study will identify and address underutilized office space, plan strategies to accommodate growth, and address space problems in the common areas of each building. The net result will be a reduced space charge and an achievable plan for aligning the School's facilities with its long-term strategic goals.
- The Vice Provost for Undergraduate Education (VPUE) is embarking on a project to renovate Sweet Hall. Once complete, VPUE will significantly reduce its space usage by housing an additional 70 employees in spaces designed to support students, lecturers and staff. Sweet Hall plans currently reflect that 12% of the office spaces will be private offices and 88% will be shared offices or cubicles. The spaces will be sized according to the space guidelines. This is a much

higher percentage of shared space than the average on campus, and is a model for future campus spaces.

- The School of Humanities and Sciences completed a 're-stack' in the Main Quad during the summer of 2007. In this project, a series of departmental moves organized where programs were housed and brought many departments into alignment with the space guidelines.
- The School of Education will begin a space study of the Cubberley Building in spring 2008. The goal will be to better use space, reduce the space charge and determine if any of the physical changes needed can coincide with the seismic retrofit of the building planned for summer 2009.

Base Allocation Calculation:

- The base allocation is generated by applying employee counts to the space allocation at \$33 per square foot. See “Base Allocation Methodology” chart at the end of this document.
 - Employee counts are taken from the payroll system and student counts are taken from the student system.
 - The space allocation is determined by applying a buffer to the space guideline. The buffer is to account for vacancy and site constraints. This buffer varies by employee group.
 - \$33 per square foot is based on the current rate for leased space in the area
 - Schools are invited to request adjustments to the base allocation based on programmatic need and current practice

Annual Charge for Space:

- Space is charged based on office square footage assigned to a school. This is tracked in the University’s space tracking database (iSpace).
- The charge may be adjusted to account for “mixed-use” space, i.e., non-office space within an enclosed office, as informed by the routine utilization studies.
- The space charge is \$33 per square foot based on the current rate for leased space in area.

Notes on Space Charge Program:

- Limited to offices space only.
- Limited to budget units:
 - School of Earth Sciences, School of Education, School of Humanities and Sciences, School of Law, Dean of Research, Vice Provost for Undergraduate education
- Space charged at the budget unit (school) level. It’s up to the school to roll down to department level, if desired.
- There is no baseline allocation for vacant space.
- See “Sample of Space Charge Summary for School” below for details.

Sample of Space Charge Summary for School:

Space Charge
 School of Space Exploration

	Category	S.F. w/Buffer	Count	Total SF	Note:
Base Allocation	1 Dean	276	1	276	
	2 Faculty	184	45	8,280	
	3 Lecturers/Other Teaching	92	10	920	
	4 Regular Staff	105	96	10,080	
	5 Casual & Temp Staff	67	12	804	
	6 Postdocs	64	6	384	
	7 RA/TA's	52	112	5,824	
	8 Staff Directors	42	11	462	10% of total Staff (Regular + Casual/temp)
	9 Active Emeriti	184	2	368	5% of total Faculty (includes Faculty Adjustments)
	10 Visitors/Other	92	20	1,840	40% of total Faculty (Includes Faculty Adjustments)
Adjustments	a Faculty	184	3	552	Provost Approved 2nd offices
	b Faculty	184	2	368	Projected new hires in FY08
	c Faculty				Faculty housed at request of Provost: Michael Smith (spouse of E. Berhardt), Richard Jones (Past President)
	d Faculty	184	2	368	
	e Regular Staff	105	3	315	Additional Staff housed at the request of Provost
	f Regular Staff	105	4	420	Staff for Independent lab house in School
	h PhD Students	52	56	2,912	Student who require space
	Total			34,173	
Assigned Space	Assigned SF			41,962	Based on 12/06 utilization study and iSpace data
	Mixed use allowance			-59	Based on 12/06 utilization study
	Total SF Assigned			41,903	
Total				7,730	Difference between sf allocated and sf assigned
	Projected Net Charge			\$255,090	Projected charged based on \$33/sf

Space Charge Baseline Methodology:

Type	Guideline SF	Buffer	Guideline + Buffer SF	Normative Count	Notes:
Dean	240	15%	276	Actual	
Faculty	160	15%	184	Actual	- Includes employees classified as "faculty" within the HR system (tenure line and non-tenure line positions are included)
Faculty-2nd offices	0	0%		TBD	- Second offices are not given an allocation. Note: The Provost approved an exception for the existing chair offices per '06 utilization studies.
Lecturers/Other Teaching	80	15%	92	Actual	- Includes lecturers, consulting faculty and fellows working 50% FTE or more - Excludes part-time other teaching positions (< 50% FTE)
Regular Staff	100	5%	105	Actual	- Includes administrative, professional, exempt, non-exempt and research staff working 50% FTE or more - Excludes part time staff (< 50% FTE), bargaining unit employees, employees with "lab tech" job descriptions and other employees who generally do not work in offices
Casual & Temporary Staff	64	5%	67	Actual	- Includes casual and temporary staff working 50% FTE or more - Excludes student workers and part-time staff (< 50% FTE)
Staff Directors	140	5%	142	10% of total staff	- A calculated category meant to include directors, associate deans, and other staff whose jobs require larger offices. The total staff count comprises regular, casual and temporary staff (>=50% FTE)
Postdocs	64	0%	64	Actual	
RA/TA's	52	0%	52	Actual	- Includes student RA's and TA's working 8hrs/week or more
Other Students	0	0%		TBD	- Non RA/TA/Postdoc students are allocated 0 sf, but schools are invited to analyze their needs and propose an allocation for their other students. Note: guideline sf for this group is 52 sf, if approved.
Active Emeriti	160	15%		5% of total faculty	- A calculated category meant to include emeriti on recall or considered active
Visitors/others	80	15%		40% of total faculty	- A calculated category meant to include non-active emeriti, affiliates and visitors
Vacancy	n/a	0%		no allocation	- An allocation for vacancy is implicitly provided in the buffers
Mixed use space	n/a	0%		Actual	- Defined as non-office space within an enclosed office - Informed by utilization studies
Hoteling space	n/a	0%			- Defined as shared "drop-in" space without individual space assignments - Informed by utilization studies