

GUIDELINES FOR RESEARCH SPACE ALLOCATION AND MANAGEMENT July, 2001

1. Scope and Applicability

This document outlines guidelines for research space allocation and management within the Wayne State University School of Medicine (SOM) and applies to wet-bench laboratory research. Guidelines are not absolute rules and must be viewed within the context of the goals of the SOM Strategic Plan and goals of individual departments and centers.

2. Principles

- 2.1. Research is a critical mission component of the Wayne State University School of Medicine.
- 2.2. Research is a dynamic process and research space needs expand and contract over time.
- 2.3. Research space at the SOM is of finite quantity and therefore must be allocated and managed to ensure its productivity as a capital asset.

3. Responsibility

Allocation and management of Wayne State University research space is the ultimate responsibility of the WSU President, who delegates authority to the Dean of the SOM and, through the Dean, to SOM department chairs and, in certain cases, to center and institute directors. (Note: The language in this document refers to department chairs. In those cases where research space is assigned to a center or institute director, all provisions herein shall apply.) Department chairs are charged with management of a departmental pool of research space to meet changing needs and emerging opportunities within the department; and with tracking and reporting key data to the Dean.

- 3.1. The SOM Dean shall appoint and utilize a Research Space Committee to act on his/her behalf in decisions regarding research space allocation and management, and to conduct space productivity evaluations on the SOM level; the committee may be augmented from time to time to address unique issues, but the following standing committee members will remain constant:
 - 3.1.1. The SOM Associate Dean for Research or his/her designee.
 - 3.1.2. The designee of the SOM basic science department chairs.
 - 3.1.3. The designee of the SOM clinical department chairs.
 - 3.1.4. The designee of the SOM Faculty Senate.
 - 3.1.5. The Chief Administrative Officer of the SOM.
 - 3.1.6. The Manager of SOM Facilities and Support Services.

Department chairs are likewise encouraged to appoint and utilize a departmental research space committee in evaluation and decisions on the department level.

3.2. Changes in Department/Center Allocations

When the research space needs of a department's faculty significantly change, the chair is expected to make every effort to accommodate needs within their departmental pool of research space and may make such changes without prior approval of the Office of the Dean.

3.2.1. If a chair elects to change a research space assignment, he or she will notify the affected faculty member(s) in writing and will provide a minimum of 30 days notice, or as otherwise negotiated with the SOM Associate Dean for Research.

3.2.2. In the event that an investigator is removed from his/her research space, moveable equipment in good working order will be stored and reserved by the SOM for a period of one year. At the conclusion of one year, the equipment will be made available to the funded research community.

3.3. Vacancy of Research Space

When an investigator leaves the faculty, research space vacated by the investigator may be reallocated by the department chair without prior approval of the Office of the Dean. Changes will be subject to normal annual review as outlined in Section 4.1 of this document.

3.4. Departments' Need for Incremental Space

A department chair may petition the SOM Research Space Committee for incremental research space as justified by productivity evaluation criteria (Section 4.3 herein). Incremental space may be requested at the time of annual review (Section 4.1) as part of the normal planning process or, in emergencies, the chair may petition for an ad hoc review (Section 4.2) to address unanticipated research space needs. In each case, a department chair must complete a Space Inventory and Productivity Analysis (Appendix A) and submit a memorandum justifying assignment of additional space in the context of:

3.4.1. Actual need for additional research space.

3.4.2. The department's relative performance within published SOM-wide research space productivity statistics as measured by the Ratio (defined in Section 4.3 herein).

4. Productivity Evaluations for Decision Support

A completed Space Inventory and Productivity Analysis (Appendix A) shall serve as the management tool for annual and ad hoc evaluations of space productivity.

4.1. Annual Evaluation and Productivity Monitoring

The Office of the Dean will evaluate research space allocation and productivity by SOM departments at least annually to ensure:

4.1.1. Continued satisfactory space productivity within departmental pools.

4.1.2. Current space allocation among departments remains responsive to changing needs and emerging opportunities at the SOM level.

As part of its annual planning/budget package, each department shall complete and submit a Space Inventory and Productivity Analysis (Appendix A). Collective departmental analyses shall be reviewed by the SOM Research Space Committee, which shall act on behalf of the Dean.

To “smooth” data collected from departments and individual investigators over time, it is the goal of the SOM Research Space Committee to work toward a three-year rolling average, which will be considered along with annual productivity data.

Descriptive statistics on productivity of all SOM research space shall be prepared and published by the Office of the Dean and presented to the Faculty Senate annually.

4.2. Ad Hoc Reviews

Under exceptional circumstances, a department chair may petition the Research Space Committee to conduct an ad hoc review, toward assignment of incremental research space for unanticipated departmental needs. In such cases, a Space Inventory and Productivity Analysis (Appendix A) must be prepared and submitted to the SOM Research Space Committee. Assignment of incremental space shall be contingent upon availability.

4.3. Evaluation Criteria Definitions

4.3.1. Research Space Funding Ratio

Externally sponsored grant and contract funding shall drive calculation of the Research Space Funding Ratio (the “Ratio”), which shall be used as the primary criterion for evaluation of productivity of research space as a capital asset. The Ratio shall be calculated as of July 1 of each year and shall be calculated according to the following formula:

$$N = (A-B)/C, \text{ where}$$

N = Research Space Funding Ratio

A = The sum of annual Total Cost budgets of all active eligible externally sponsored projects conducted within the department’s research space pool. Eligible projects include those projected funded by sources outside WSU for hypothesis-driven research; excluded are internally funded projects and philanthropic funding that is not awarded for a discrete hypothesis-driven project.

In cases where multiple departments and/or investigators participate in a single project, dollars credited to each investigator/department shall follow the breakdown agreed upon for allocation of indirect cost returns.

B = Projects on no-cost extensions.

C = Net Assignable Square Feet (NASF) subject to tracking requirements.

- 4.3.1.1. Total Cost budgets means Modified Total Direct Costs (MTDC) + Facilities and Administrative or “F & A” costs (also known as “indirect costs”).
- 4.3.1.2. MTDC means Total Direct Costs, less the following budget line items:
 - 4.3.1.2.1.1.1. Equipment
 - 4.3.1.2.1.1.2. The dollar value of subcontracts to institutional units outside WSU
 - 4.3.1.2.1.1.3. Alterations and renovations
 - 4.3.1.2.1.1.4. Patient care costs
- 4.3.1.3. Net Assignable Square Feet (NASF) subject to tracking requirements means the department’s total NASF, less these departmental space components, which are excluded from tracking requirements:
 - 4.3.1.3.1.1. Departmental offices, conference rooms and libraries.
 - 4.3.1.3.1.2. Offices of Research-Educator Track faculty.
(Note: A uniform exclusion of 100 NASF for shall be applied.)
 - 4.3.1.3.1.3. Laboratories and classrooms wholly dedicated to the teaching of students.
 - 4.3.1.3.1.4. Core laboratories where collected fees-for-service fully recover the cost of laboratory operations, including overhead.

4.4. Target Ratio

The Target Ratio for FY2002 (as measured at February 1, 2002) is proposed at no less than \$250, as projected in the Space Policy approved by the Faculty Senate Executive Committee on 5/23/96. *Given the trend that the SOM externally sponsored grant and contract portfolio continues to rise while its pool of research space remains constant, it is likely that the Target Ratio will likewise continue to rise, requiring commensurately more efficient use of research space.*

5. Actions

Following evaluation, the Research Space Committee may elect to take the following actions:

- 5.1. No action (satisfactory productivity performance).
- 5.2. Probation (the Committee may request more frequent [3-month or 6-month] reviews).
- 5.3. Reduce a department’s research space, in which case 60 days notice will be given.
- 5.4. Assign incremental space as requested.

6. Appeal Process

The department chair may request to appear before the SOM Research Space Committee to appeal decisions.