Portland State University Office Standards

Developed by the Capital Advisory Committee and the Campus Planning Office

Contents

Introduction

Authority and Administration

The space standards in this document were created to ensure that Portland State University (PSU) is using and managing space in a manner consistent with the Mission of the University. The standards will assist the PSU community in establishing and maintaining equitable, consistent, efficient and flexible office space standards. In addition, these standards will help faculty and staff make sound management decisions about space allocations both for new construction and within existing or renovated buildings.

The Campus Planning Office (CPO) administers these standards and coordinates their implementation with the office of Capital Projects and Construction (CPC). The standards are updated by CPO as necessary, in consultation with the Space Allocation Committee. The standards do not imply entitlement, although they can restrict resource expenditure.

Overview

All space at Portland State University (PSU) is owned or leased by the university and is a shared, and finite resource. Managing space efficiently reduces resource expenditures for operations and maintenance and reduces the need for capital construction. Allocating space judiciously ensures that existing space is managed efficiently and new and renovated construction is planned realistically and conservatively.

It is the intent of PSU to provide academic and administrative departments with a quality workplace environment that supports program operations, preserves the value of space, promotes environmental sustainability and reduces operation and maintenance costs.

PSU work space should support and improve the productivity of its employees/faculty and programs. Standards and practices for space planning will be used to achieve this goal.

Space Standards Development

This document was originally published in 2013 when the Standards Committee (which is currently not active) directed the Campus Planning Office to conduct background research on existing PSU standards, standards at other similar peer institutions and examine practices that support innovation in pedagogy and commitments to sustainability and fiscal responsibility. In early 2013, staff reviewed space allocation and utilization standards at the following peer urban institutions: University of Cincinnati, University of Illinois at Chicago, University of Wisconsin: Milwaukee, University of Washington: Seattle, University of Minnesota. The university systems of California State University and State University of New York policies were also investigated. Other examples were found at University of Massachusetts: Boston, Oregon Health and Science University, Oregon State University, and Stanford University.

In 2019, this document was reviewed and revised according to observed best practices at PSU and at peer institutions. The space planning and furniture standards in this document reflect existing PSU space use and tradition, along with approaches gathered from peer institutions across the nation.

The standards address office and office related spaces that are consistent with standards at other institutions. The standards presented in this document are Portland State University's approach to defining and applying space standards.

Scope and Impact of Space Standards

The standards address office and office related spaces that are consistent with standards at other institutions. The standards presented in this document are Portland State University's approach to defining and applying space standards.

Portland State University owns or occupies over 5 million gross square feet (GSF) of space in over 50 buildings. Figure 1 shows the percentage breakdown of space on campus, by category, as counted in 2019. Much of this represents specialized space such as parking, event space, health care facilities, student services, libraries, housing, and others. These types of spaces tend to have special requirements and/or industry standards that guide their design and development. For this reason, specialized spaces are not the focus of these space standards. This standards document focuses on the following types of campus space:

- Offices
- Office Accessory Space

Figure 1: Campus Space (excluding circulation), by category (2019)[1]   [1]
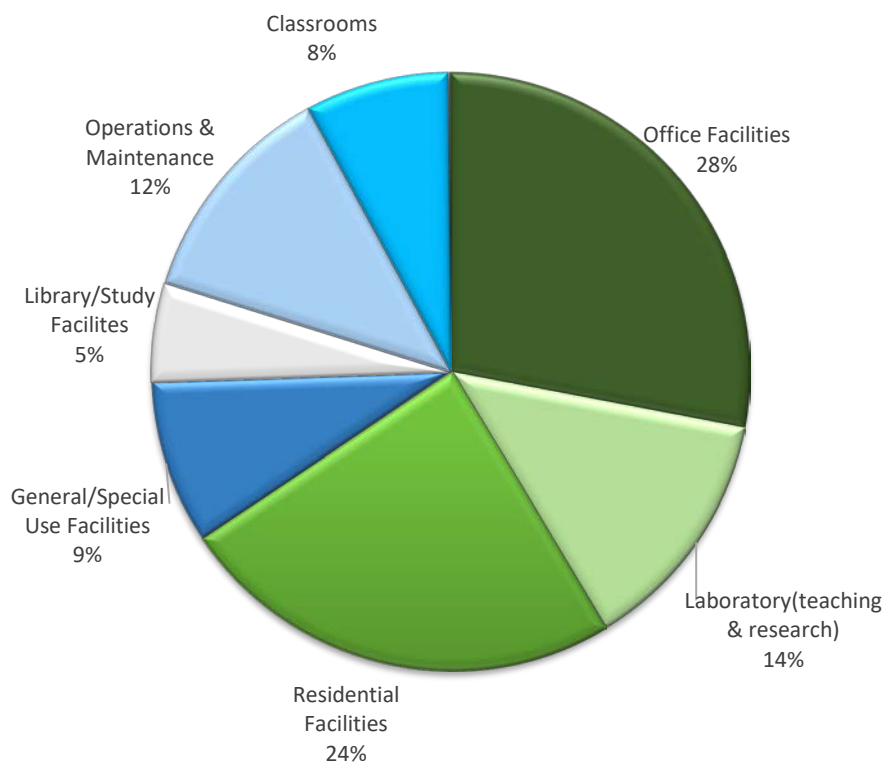
Space Costs

The costs of building, renovating, operating and maintaining space at PSU are high.   An assessment of PSU's buildings conducted in 2017, determined that the value of PSU building space ranged between $110/gsf and $578/gsf, and averaged $346 gsf. Based on projects completed at PSU in 2017, Capital Projects and Construction estimate that remodeling space typically range

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[1] Category definitions in appendix B

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from $75/gsf to $250/gsf. These numbers represent site development, design, other soft costs and contingency.

The ongoing operating costs of buildings on the PSU campus are even more significant over time. The magnitude of these costs makes it even more important for the University to use its space wisely and efficiency.

Guiding Principles and University Mission

The standards in this document will assist the University community in meeting Space Allocation Committee's principles and Portland State's mission:

The applicable Space Allocation Committee principles include:

- Promotes the academic and research missions of the University through rigorous analysis of existing space and by creating new space that is flexible and adaptable to account for evolving pedagogy
- Improves the student, faculty and staff experience at the University through good space design
- Promotes efficient use of University space through the consistent and equitable application of University standards
- Promotes fiscal responsibility and University sustainability by considering the short and long-term costs attributed to space
- Promotes fiscal responsibility and University sustainability through the reuse of existing spaces and efficient and flexible design of new spaces.

Portland State University's Mission:

- We serve and sustain a vibrant urban region through our creativity, collective knowledge and expertise.
- We are dedicated to collaborative learning, innovative research, sustainability and community engagement.
- We educate a diverse community of lifelong learners.
- Our research and teaching have global impact.

Application of Space and Furniture Standards

The standards presented in this document, in conjunction with Furniture Standards, are intended to assist the university community in equitably, sustainably, and effectively planning for space needs. The standards are to be applied for any new construction or major renovations at any PSU building. It is important to note that the space standards are goals and that a case by case application of the standards may lead to some spaces that are slightly above or below the goals (see the following two sections).

The standards are used by the Campus Planning Office and Capital Projects & Construction when planning and designing space on campus. The standards provide the SAC a measure by which to review space allocation proposals.

New Construction and Renovations

The standards provide specific data for the planning and design of new buildings and renovation of existing spaces. They are designed to provide university departments, the Campus Planning Office, and Capital Projects & Construction a defined scale for the initial scoping, feasibility and programming phases of development. Through the various stages of planning and design, the

standards are intended to continue to serve as a reference for the size and layout of offices and office accessory components.

Variance from these standards may be justified due to unique building size and layout, budget restrictions, and other case by case factors. However, each variance should conform to the guiding principles of efficient space use, the mission of the university, and be approved by the Campus Planning Office.

Existing Spaces

Planning Space within existing buildings is often affected by structural limitations, aging building systems, building configuration, or historic preservation. There are sometimes programs that "fit" more efficiently than others in specific buildings and spaces, but the latitude, cost, justification or inclination to re-locate programs may not be feasible. Complex issues are involved in allocating and planning department spaces and meeting campus-wide space needs. When renovating existing space it may not be feasible to fully implement these standards and a variance may be required. Examples include a building with pre-existing offices that are larger than the standards established in this document or where the size of the program requires work spaces that are smaller than the goals found in these standards. The cost and energy involved in the demolition and reconstruction of these offices would not coincide with the guiding principles and the mission of the University. When allocation and/or renovation of existing space occurs, the Campus Planning Office will work with departments and Capital Projects & Construction with the goal of maximizing the efficiency, modularity, and flexibility of the space.

Roles of Departments/Committees in Applying Standards

The Campus Planning Office, under the direction of Finance and Administration, assists the PSU community with specific space planning projects and provides customer support on space planning and design related topics. The Campus Planning Office serves as staff to the SAC and maintains the inventory of space allocations, types and uses on the campus.   The Campus Planning Office is available to work with departments to inventory and assess existing space usage, translate program aspirations into space needs, identify physical layouts that can improve efficiency, and present space allocation proposals to the Space Allocation Committee. The Campus Planning Office uses the standards stated in this document to determine space needs of PSU departments.

Maintaining an accurate inventory of campus space is a critical part of Finance and Administration. The space database provides important information for maximizing University resource efficiency and financial support. The data is used for determining the rate of Federal Finance and Administration Cost Recovery, internal/external reporting and analysis, master planning, facilities maintenance, logistics, and mail services. In order to maintain an accurate inventory of space, the Campus Planning Office conducts an annual space survey. Every department is designated a space coordinator who will work with the Campus Planning Office to complete the survey, to document any changes in space uses, floor plans, or occupants. It is also important for departments to contact the Campus Planning Office whenever changes are made within their spaces throughout the year.

The Space Allocation Committee, a subcommittee of the Capital Advisory Committee is charged with the efficient and effective allocation of university space.

The Campus Planning Office provides support to the Space Allocation Committee by working with departments regarding their requests for space, gathering information related to the request, performing programming and needs assessments, and preparing schematic design plans in

accordance with these standards. This information is compiled by Campus Planning Office staff as Space Allocation Proposals and is presented to the Space Allocation Committee. Responsible for making decisions on space allocation proposals, the Space Allocation Committee uses the standards stated in this document to review proposals and guide their decisions.

Variance from the standards may be justified, but need to go through a rigorous case-by-case process ensuring that variance from the standards meet the guiding principles, the mission of the university, and ultimately be approved by the Campus Planning Office.

Capital Projects & Construction, under the direction of Finance and Administration, oversees all renovation and construction projects on campus. Once space has been allocated to a department, through the Space Allocation Committee process, Capital Projects & Construction will work with departments to further develop the approved allocation plan. Capital Projects & Construction staff does not have the authority to deviate from the standards or the details of the Space Allocation Committee approval, without written approval of the Space Allocation Committee.

Office Standards

Introduction

The following standards describe the typology, size and furniture layouts for various offices and office accessory uses at Portland State University. The standards were developed with the understanding of the following considerations:

- Office design should be based on the guiding principles and individual assignment of office space should be based on the functions of employees, rather than job title.
- Preserving flexibility over time may require the application of a modular planning approach. For example, co-locating offices of similar sizes and furniture configurations can be very useful for controlling costs and addressing future needs and changes in academic and other programs.
- The placement of offices in the building core rather than along the exterior of the buildings provides efficiencies in heating and cooling, and maximizes light penetration for all building occupants, as well as compliments the flexibility noted above.
- Departments are encouraged to eliminate excess paper by sorting, purging and archiving their documents. Conversion to electronic data collection and retention should be encouraged whenever possible. This will reduce space pressures on existing offices and identify storage needs or furniture solutions to better organize office spaces and increase the utility of existing office space.
- Departments are also encouraged to review office space allocation and update office rosters regularly to make sure that current utilization continues to make sense and to make any space reallocations that might be required. Departments should contact the Campus Planning Office whenever changes are made in staff and faculty rosters and/or changes are made in the use of spaces.

Office Typology

Office space layouts that improve work space quality, increase employee productivity, increase building efficiency and decrease short and long term costs are preferred. The use of an open office layout reduces initial construction costs, future remodeling costs and building operating costs. The cost of building an enclosed office is significantly higher than the cost of building an open office area and does not offer the flexibility and ease of adding workspaces or reconfiguring

a space that open office design does. A good open office layout enhances worker satisfaction and productivity by allowing natural light to be shared by more employees and promotes team work and information sharing, aiding in communications. Furthermore, an open office floor plan configuration has been found to affect the pattern of interactions, with less time spent in formal meetings and an increase in informal communication[2]. As an enhancement to worker comfort, an open plan significantly increases the efficiencies of heating and cooling systems which in turn reduces energy usage.

Figure 2 provides examples of three common office typologies using the same footprint. As shown, open office designs can provide efficiencies in space by providing more office space within the footprint of the space. Internal location of closed offices or conference rooms are preferred for all office typologies. Maintaining light transmission through the use of glass walls is encouraged, to allow for natural light to be shared by more employees. Externally located closed office spaces are discouraged because they are the least efficient and most costly. [3]When reviewing designs that include closed office typologies, compelling reasons should be provided that address the guiding principles, the University Mission, and demonstrate that job tasks require a high level of complexity, confidentiality and contact with external parties.

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[2] Davis, M.C., Leach, D.J, & Clegg, C.W. (2011). The Physical Environment of the Office: Contemporary and Emerging Issues. In G.P. Hodgkinson & J.K. Ford (Eds.), *International Review of Industrial and Organizational Psychology* (Vol. 26, 99. 193-235). Chichester, UK: Wiley.

Figure 2: Common office typologies
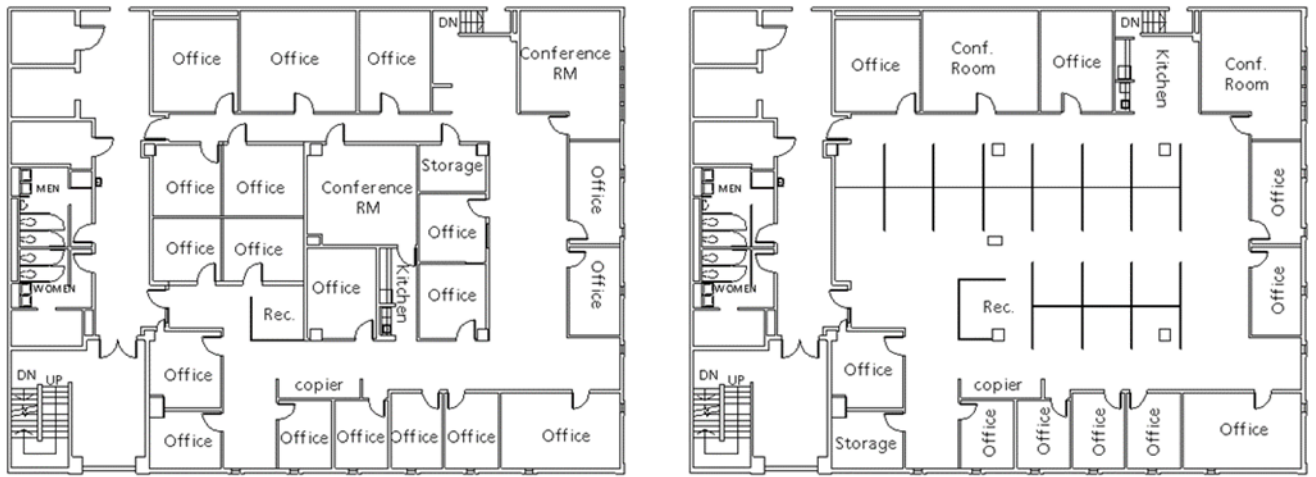
TRADITIONAL
Office = 19

EXTERNAL
Office = 10
Cubes = 20

INTERNAL
Office = 5
Cubes = 34

Allocation

The decision about whether to allocate an open office or a private office and whether space should be shared or unshared should be made on the basis of the type of work an individual performs and their time appointment (full-time vs. part-time, seasonal vs. year round). The following table assigns the size and type of office based on job function and time appointment. Examples of typical job titles are included as reference, however, each space should be assigned based on individual evaluation of job function rather than title.

Unless a job's function requires additional space for meeting and whose need for confidentiality, security, visual and acoustical privacy cannot be accommodated in a breakout room, open office layouts should be prioritized.

Office Space Standards

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, Vice-President/Provost	Private	Unshared	200*
1.0 FTE staff/faculty that require frequent meetings with up to four others and require confidentiality, security, visual and acoustical privacy.	Dean, Department Chair, Executive Director	Private	Unshared	120*
1.0 FTE staff/faculty that require frequent meetings with up to two others and/or requiring confidentiality, security, visual and acoustical privacy.	Managers, Directors, Faculty, Academic Professional Staff	Private	Unshared	100*
1.0 FTE staff/faculty 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.	Professional Staff, Faculty, Academic Professional Staff, Support Staff	Open	Unshared	42-72*
.5 FTE Staff/faculty with functions that require meeting up to two others and/or requiring some confidentiality, security, visual and acoustical privacy.	Adjunct faculty, Graduate Teaching/ Research Assistants	Private	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 Support Staff, Student Employees, Graduate Assistants, Interns	Open	Shared	21-36*
Less than .5 FTE or temporary staff/faculty	Visiting Scholars, Emeritus	Private/Open	Shared/Unshared	As available

__Square footage numbers represent goals and spaces may be more or less than the goal due to program considerations, unique building circumstances, budget and other factors.__

Older Buildings and Non-Conforming Space

The Portland State campus has a wide variety of building stock; dating from the late 1800s to the present day. Older buildings present challenges when it comes to remodeling and conforming to the standards presented here. In these situations the Campus Planning Office can assist with space planning with the goal of meeting programmatic needs within an older footprint.

Special Circumstances

Multiple Offices – Assignment of multiple offices for faculty and staff is not permitted at Portland State University. Faculty with joint appointments and persons with staff in multiple buildings may be assigned a secondary work station in a shared or open office if there is a true demonstrated need.

Unoccupied/Underutilized Offices – When offices are left unoccupied for a significant period of time or are underutilized, departments should utilize these spaces to alleviate any pressing space needs. If offices remain unoccupied for over six months, they will be turned back over to the University for reallocation.

Emeritus Office – emeritus faculty with significant continuing research and/or teaching responsibilities may be provided shared office space (private or open), if available, as long as they remain engaged in department activities and their home department has adequate space.

Visiting Scholars – visiting scholars may be provided shared office space (private or open) if available.

When special circumstance meet the guiding principles of efficient space use and the mission of the University and are approved by the Standards Committee and the Space Allocation Committee they may qualify for a variance. Refer to the variance section on page 20 for the application process.

Office Accessory Spaces

Introduction

There are a number of spaces associated with office space in planning and/or renovating buildings. Some of these include conference rooms, breakout spaces, kitchen space, break rooms, office service areas, and storage space. These areas are important spaces for everyday office functions and as part of Portland State University's commitment to creating a workplace environment that promotes health and wellbeing, and are particularly valuable in open office environments. These areas can present challenges in the establishment of standards due to the varying degree of needs for these types of spaces.

To ensure efficiency and high utilization, office accessories should be shared by departments whenever possible. For the purpose of these standards there are three types of management associated with office accessories:

General University: Managed by a department(s) but available to all university staff and faculty and made available through Google calendars. Conference rooms are available on a first come first serve priority. This management type would include all large conference rooms (seating 15 or more) and is encouraged for all other conference rooms as well as other office accessory spaces.

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Departmental Share: Managed by a department(s) and available at most times to the university staff and faculty. University Community would request space through the department. This management type would include all medium and small conference rooms (seating 8-14) that are not 'General University' rooms.

Departmental: Managed by department and generally not available to the rest of the university community. Typical functions that would require departmental conference rooms are:

- Academic Departments who use rooms for seminar instruction (seating less than 12). (departments are encouraged to share these rooms with other departments within their school/college)

- Research groups whose conference rooms are also used as workrooms

Academic and administrative departments have varying functional needs throughout campus. While some departments may need minimal or no office accessory spaces, other departments may require additional and/or specialty spaces to meet their functional needs. The Campus Planning Office will work with departments to determine individual department's office accessory space needs.

The following standards, policies, and procedures describe the typology, size and furniture layouts for most common types of office accessory uses at Portland State University. Not every department on campus will need all of the following spaces, these standards will apply to those departments whose functions deem these accessory spaces appropriate for their functions.

It is important to note that in order for an open office to be successful, employees should be provided with adequate accessory spaces where they're able to seek visual and acoustical privacy as needed.

Office Accessory Spaces

Conference Rooms: Conference rooms are an important asset to PSU and daily office functions. Conference rooms vary in sizes across campus and provide space for quick impromptu meetings, administrative meetings, and space for academic departments to hold seminar classes.

Departments have varying needs for conference rooms. It is important to meet those needs, while also ensuring that conference rooms are well utilized. Conference rooms can present utilization challenges, as they can occupy a large footprint in a department's allocated office space and can be unused many hours per week. It is important for departments to track the utilization of their 'Departmental' conference rooms, if they have any, and open conference rooms up to the university community when rooms are underutilized.

Construction of new conference rooms should be strategically planned near department entrances or along shared corridors to allow for ease of use by the University community. Conference rooms should be shared with the general university whenever possible. For the purpose of these standards there are three types of conference rooms:

Large Conference Room: seats 15 or more occupants and provides space for audio/visual equipment, a screen and/or white board for projection and display, and may also include bookcases or shelves, and a serving area for buffet food or coffee services.

Medium Conference Room: seats 8 to 14 occupants and provides space for audio/visual equipment, and a screen and/or white board for projection.

Small Conference Room: seats 4 to 7 occupants and may provide space for audio/visual equipment, and a screen and/or white board for projection.

The number and size of conference rooms will heavily depend on the office typology and the demonstrated need of the department. The area required for conference rooms depends on the room configuration, furniture type and layout. The amount of space required per person generally decreases as the room area increases, due to the ratio of space required for circulation and ADA accessibility. The net assignable square feet (nasf) per person is generally 25 for small conference rooms, 22.5 for medium and 22 for large. Area must also be added to accommodate the floor area footprint of audio/visual equipment, displays, bookcases or shelves, serving counters for buffet food or coffee services and other operational facilities as necessary. The total number of conference rooms required to serve a grouping of office areas varies widely depending on the functions of the departments and the number of employees in an open office environment. The following standards serve as a framework for determining the number of conference rooms in each area. To ensure the best fit departments should contact the Campus Planning Office for a study on conference room needs.

Traditional Office Layout (majority of private offices, minority of cubicles):
- 1 conference room per 30 FTE or 125 sf per 10 FTE
  - 2/3 of conference rooms should be medium (8-14 people)
    - Ownership: Departmental share or departmental
  - 1/3 of conference rooms should be small (4-7 people)
    - Ownership: Departmental

Open Office Layout (majority of cubicles, minority of private offices):
- 1 conference room per 10 FTE or 375 sf per 10 FTE
  - 1/3 of conference rooms should be medium (8-14 people)
- Ownership: Departmental share or departmental
  - 2/3 of conference rooms should be small (4-7 people)
- Ownership: Departmental

In general, large conference rooms (seating 15+) will be constructed for larger departments or where a need within a building can be demonstrated. The number and size of the conference rooms will be determined by the Campus Planning Office based on a functional need assessment of the building. Large conference rooms may be allocated to a department (to be determined by the Campus Planning Office) but will be available to be scheduled by any department on campus via the Google Calendar. These rooms should include audio/visual equipment, a screen and/or white board for projection and display, bookcases or shelves, and a serving area for buffet food or coffee services whenever possible.

Breakout Rooms
Breakout rooms are an integral part of the open office layout. Breakout rooms provide staff and faculty a quiet area for private conversations (in person or on the phone) or a quiet area to focus on work. These rooms are often unscheduled and available for employees at any time. As established above, an open office layout allows for additional small conference rooms. Conference rooms that are departmentally controlled are encouraged to be used as breakout rooms for staff and faculty when meetings are not scheduled. Additional smaller breakout rooms may be created if departments have frequent meetings and/or need additional quiet

workspaces, which can be especially important in open space environments. These rooms should be equipped with data jacks for phone and network connections.

Community Spaces

Community spaces include kitchens and break rooms and are an important asset to an office and the health and wellbeing of staff and faculty. Community spaces increase productivity and morale by providing staff and faculty a place to relax, store and prepare food, and build positive relationships.

While community spaces are an important asset to an office, the construction of small kitchenettes or break rooms in every department is an inefficient use of space and resources and many departments don't have the resources or space to provide them.

Portland State University encourages general university and departmentally shared community spaces whenever feasible. Centralizing community spaces provides equity across departments, ensuring that all employees have access to kitchens and break rooms. It also provides a cost savings in terms of appliance purchases and use, and is more sustainable in terms of energy use. In addition, centralized community spaces provide opportunities for collaboration and relationships with other departments.

Departmentally controlled kitchens and break rooms are discouraged at Portland State University. When departmentally controlled community spaces are requested, departments need to provide compelling reasons that address the guiding principles and the PSU mission.
The size of and number of community spaces created for new construction will depend on the functions and size of the building. The Campus Planning Office will work closely with Capital Projects and Construction to determine the number, size and locations of community spaces.

Office Service Area and Storage

Office services areas and storage include printers, copiers, files and shared office supplies. A separate office service area for each work group or small department is discouraged whenever feasible. Creating centralized office service areas improve space utilization as well as cost efficiencies (equipment costs can be shared) and are more sustainable (reducing energy and costs resulting from operating duplicative equipment and procurements and costs resulting from small orders of the same supplies rather than one larger order.

In circumstances where a centralized office service area is not feasible, larger departments and/or departments that require privacy and confidentiality, a departmentally controlled office service area may still be considered. In these cases, departments should work with the Campus Planning Office to determine the amount of space needed for office service functions.

Storage areas for files should also be minimized as much as possible to save space and fulfill the Oregon Administrative Rules (OAR) retention policies regarding the discard/destruction of unnecessary documents, manuals and duplicated and outdated materials. File rooms shall be limited to only items that cannot be digitally archived when feasible. Departments should adhere to their records retention policies to ensure efficient space utilization.

As a standard, departmentally controlled open office service and securable storage rooms are not to exceed 10% of the office space allocated to the department. For example, if a department is allocated 1,000 nasf, office services and storage areas will not exceed 100 nasf.

Office Accessory Allocation

Office Accessory Standards

Office Accessory	Allocation	NASF goal per Occupant	Total NASF goal	Total # of People
Large Conference Room	General University	22	330+	15+
Medium Conference Room	General University or Departmental Share	22.5	180 - 315	8 - 14
Small Conference Room	General University, Departmental Share or Departmental	25	100 - 175	4 - 7
Breakout Rooms	Departmental Share or Departmental	25	100	4 Max.
Community Space	General University, Departmental Share or Departmental	20	Based on building needs	Based on building needs
Office Service Area and Storage	Departmental Share or Departmental	N/A	Not to exceed 10% of departments total office NASF.	N/A

Requesting a Variance to the Standards

All departments on campus are required to adhere to the space standards presented in this document. A variance from these standards may be justified, but would need to go through a rigorous case-by-case process to ensure that the variance meets the guiding principles of efficient space use and the mission of the university. If a department wishes to deviate from the standard(s) they must submit a proposal to the Campus Planning Office.

Variance Process

The process for requesting a variance of the standards stated in this document is as follows:

1. Department requesting a variance will complete a *Proposal for Variance of Standards* (see appendix A) and submit the document to the Campus Planning Office
2. Upon receipt of a completed variance proposal the Campus Planning Office will work with the department to provide guidance and an administrative decision.
3. If the applicant would like to appeal the administrative decision, they can notify the Campus Planning Office. Campus Planning would then submit the appeal request for review by the Space Allocation Committee.

Authority and Application

The Campus Planning Office will make the final decision on whether to grant an approval for variance.

Appendix A:

Proposal for Variance of Standard

All departments on campus are required to adhere to the space standards presented in the **University Space & Furniture Standards and Policies**. If a department wishes to deviate from the standard(s) they must submit a request to the Campus Planning Office.

All variance proposals must have approval from the Academic Department Dean or Administrative Unit Director and the appropriate Vice President/Provost.

Please send completed request to:	**For questions please contact:**
Campus Planning Office	Lucius Shields, Space Management Analyst
Space Management Analyst	(503) 725-4939 or
Mail Code: CPO	Ernest Tipton, Assistant Director for Facilities
Email: lucius@pdx.edu	Planning & Campus Design (503) 725-4318

Information Required and Criteria for Decision

The following information is required when preparing a proposal for variance of space standards. It is imperative that this proposal is as complete and as detailed as possible to enable the Space Allocation Committee to make a well-informed decision.

1. Department Name
2. What standard(s) are you requesting a variance from?
3. What specific functions will occur within the space for which you are requesting a variance?
4. How does deviation from the standard(s) reflect your department's mission, vision and goals?
5. How does deviation from the standard(s) fit into the space standard's guiding principles? Address all of the following questions:
    a. How does deviation from the standard(s) reflect the long-term investment of the physical resources and systems at Portland State University?
    b. How does deviation from the standard(s) promote Portland State University's leadership role in sustainability?
    c. How does deviation from the standard(s) reflect the learning outcomes of the University and the promote student success?
    d. How does deviation from the standard promote equity and inclusion at the University?
    e. How does deviation from the standard(s) allow for flexibility and promote adaptation to account for an evolving pedagogy and changing student demographic?
6. What are the specific budget impacts of your variance request?
7. Signature and Date: provide signature and date of proposal approval from the Academic Department Dean or Administrative Unit Director and the appropriate VP/Provost.

Appendix B:

Definition of Terms

Gross Square Feet (GSF)

> **Definition:** The sum of all areas on all floors of a building included within the outside faces of its exterior walls, including all vertical penetration areas, for circulation and shaft areas that connect one floor to another.

> **Basis for Measurement:** Gross Area is computed by physically measuring or scaling measurements from the outside faces of exterior walls, disregarding cornices, pilasters, buttresses, etc., that extend beyond the wall faces. Exclude areas having less than a 3-foot clear ceiling height unless the criteria of the separate structure are met.

Net Assignable Square Feet (NASF)

> **Definition:** The sum of all areas on all floors of a building assigned to, or available for assignment to, and occupant or specific use.

> **Basis for Measurement:** Net Assignable Area is computed by physically measuring or scaling measurements from the inside faces of surfaces that form the boundaries of the designated areas.

Campus Space Categories

> **Classrooms:** General purpose classrooms, lecture halls, recitation rooms, seminar rooms, and other spaces used primarily for scheduled non-laboratory instruction.

> **Laboratory:** Room or spaces characterized by special purpose equipment or a specific configuration that ties instructional or research activities to a particular discipline or a closely related group of disciplines.

> **Office Facilities:** Offices and office accessory spaces, such as conference rooms, break rooms, copier/supply rooms, and workrooms, specifically assigned to academic departments and administration.

> **Library/Study Facilities:** Study rooms, stacks, readings rooms, and library processing spaces.

> **Special Use Facilities:** Athletic and physical education spaces, media production rooms, clinics, demonstration areas, animal quarters, greenhouses, and other room categories that are sufficiently specialized in their primary activity or function to merit a unique room code.

> **General Use Facilities:** Assembly rooms, exhibition space, food facilities, lounges, merchandising facilities, recreational facilities, meeting rooms, child and adult care rooms, and other facilities that are characterized by a broader availability to faculty, students, staff , or the public than are special use areas.

> **Operations & Maintenance:** Non-assignable spaces used to support cleaning, public hygiene, networking & telecommunications, and mechanical equipment and utility services.

Residential Facilities: Housing facilities for students, faculty, and staff. These areas include residential activity spaces, such as lounges, communal kitchens, and game rooms.

Other: This section includes health care services and hoteling services.

Appendix C:

Hallmarks of a Productive Workplace

HALLMARKS OF THE PRODUCTIVE WORKPLACE

Spatial Equity: The workplace is designed to meet the functional needs of the users by accommodating the tasks to be undertaken without compromising individual access to privacy, daylight, outside views, and aesthetics.

Healthfulness: The workplace is housed in a healthy environment with access to air, light, and water, and is free of harmful contaminants and excessive noise.

Flexibility: The workplace configuration adapts to typical organizational and work process changes but can also be readily restructured to accommodate major functional changes.

Comfort: The workplace allows workers to adjust thermal, lighting, acoustic, and furniture systems to meet personal and team comfort levels.

Technological Connectivity: Workplaces on site (e.g. team space, conference/multimedia space, hoteling space) and off-site (e.g., satellite office, home office) allow easy communication among distributed co-workers while allowing simultaneous access to data.

Reliability: The workplace is supported by state-of-the-art heating, ventilation and air conditioning (HVAC), lighting, power, security, and telecommunication systems/equipment that require minimal maintenance downtime and are designed with back-up capabilities to insure minimal loss of service.

Sense of Place: The workplace has a unique character, with an appropriate image and identity, enabling a sense of pride, purpose, and dedication for both the individual and the workplace community.

The US General Services Administration (GAS) report "Innovative Workplace Strategies"

Appendix D:

Protocols for an Open Office Layout

Moving from a private office setting, where one 'owns' a desk and a certain space around it to an open office environment with shared spaces and/or desks can be a difficult transition for some. People working in an open office environment or sharing an office/cubicle should develop jointly agreed on workspace protocols and codes of conduct. Below is just one example of how to determine protocols for your office space.

1. **Recognize the factors that cause irritation, loss of goodwill, and anxiety when working in an open office layout**

An open office layout requires people to decide and implement protocols for amiable space sharing. It is important to establish a list of potential issues that may arise that co-workers should agree on. Below is an example of some potential issues to consider:

- *Confidentiality*: handling sensitive information in the open areas, degree of privacy
- *Space Usage*: storage space, common areas, use of wall spaces, use of empty offices/cubes and scheduling use, knowing when someone doesn't want to be interrupted
- *Noise*: radios, headphones, phone rings, conversations
- *Smells*: scents and perfumes, food
- *Cleanliness*: desks, equipment

2. **Convene a small group representing the population to draw up protocols**
Ideally everyone would have a hand in drawing up guidelines for an open office layout. For smaller offices this may be possible. For larger offices it is generally easier to establish a smaller group (4 to5 people) who represent the population of the office. This group can establish a set of protocols that can then be shared with the entire office.

The group should represent the population of the office and be selected by nomination, vote, or volunteering. Local protocols should not be decided by supervisors or issued as a mandate.

3. **Develop protocol content**
A protocol is a description of a performance or behavior you want people to exhibit. In order to protocols to be successful it is important for people to understand it. For example if you are establishing a protocol for supplies you may say, "If supplies run out it can take 24 hours to fulfill an order. Please notify the office coordinator if you notice supplies are running low."

As you are developing the protocols it is important to think about how these potential protocols are going to function in the office. Below is a list of questions you may want to think about while establishing protocols:
- Is it fair and equitable?
- Does it cover an area where there are likely to be conflicts and/or disagreements?
- Is it clear and well bounded?
- Does it adequately address the motivations, strengths, and weaknesses of the office?
- Does it account for any constraints that may make it unworkable?
- Does it self-operate given the goodwill of the office or does it require management attention to monitor and enforce?
- Does it add value to the workspace or is it unnecessary?
- Does it provide for local interpretation if needed?
- Is it flexible and adaptable to meet new circumstances?

- Is it based on developing responsibility, cooperation and collaboration rather than on selfishness, competitiveness and punishment?

4. Review content with whole target audience and make any amendments

When your team has drafted the content for each of your office protocols circulate them to everyone who is in the office for their comments, suggestions, and modifications. Make any amendments based on feedback.

5. Agree how they will be tracked and monitored and determine how you will handle non-compliance

The protocols are established to smooth the path of working together in a consistent, compatible and well understood way. If people do not comply with the established protocols what are you going to do about it? Make sure you know ahead of time how you will handle non-compliance.

6. Implement the protocols for a trial period

It is very unlikely that you will get the protocols right from the start. When you introduce the protocols be sure to establish a trial period for them. At the end of the established trial period conduct a formal review of their effectiveness and make any adjustments needed.