



Cornell University

Space Management Principles

As applied to Cornell Instructional Space¹

Teaching, research, extension, service and support are critical missions of the University that require substantial infrastructure, including space. Space needs vary greatly both within and across units and programs. Within the diversity of needs for space, there exist some overarching principles and goals regarding allocation. Application of these guiding principles across the University can help units as they work with central administration to use existing space efficiently or seek support for the creation or renovation of space.

All space belongs to the University and is a valuable resource. The University has the authority and responsibility to allocate space to specific users for certain periods of time, to review those allocations periodically, to assess utilization, and to reallocate space as needed to support the University's strategic plans.

- *As with all space, instructional space belongs to the University and is a valuable resource.*

Ownership of space begins with the President and Provost, and is delegated down through organizational hierarchies. The Provost is ultimately responsible for the allocation of space to units.

- *The Provost is the steward of instructional space and is responsible for ensuring that this space supports the academic mission and needs of the University.*
- *The Provost, deans, and division leaders must work together to promote optimal physical environments for engaged learning and teaching. The capital project approval process involves stakeholders in defining the optimal environments in any particular situation.*
- *The Provost has the final authority for decisions regarding instructional space.*

Accountability for space management begins locally, and proceeds upward through organizational hierarchies. Space within colleges/schools/divisions is allocated based on programmatic needs and priorities as determined by the dean/division leader. Decision-making authority may be delegated to chairs/directors for space that is assigned to their units to ensure that those with the most in-depth knowledge of the activities and needs determine appropriate

¹ The Capital Funding & Priorities Committee at Cornell approved the Space Management Principles on April 24, 2012. Subsequently, these principles were refined to include more explicit reference to instructional space. The over-arching Space Management Principles appear in regular text, and the instructional space principles appear in italic text.

The Space Management Principles as applied to Cornell Instructional Space were approved by the Space Use Advisory Committee on 3/17/14.

allocations. Deans and division leaders are responsible for efficient use and active management of space within individual college/school/division allocations.

- *Responsibility and accountability for management of instructional space are delegated to deans and division leaders. Deans and division leaders are responsible for the efficient use and active management of instructional spaces within their units. Efficient use is defined as meeting the guidelines for room utilization rates² and station occupancy ratios³ defined by the Cornell Space Planning Guidelines. Units are encouraged to meet efficiency goals through management of relationships (i.e., sharing). In particular, general purpose instructional spaces⁴, e.g., classrooms and lecture halls, need to be shared to support the broader teaching and learning needs of the University. Instructional space should be utilized fully. To do so, deans and division leaders should actively seek partnerships that will achieve efficient space use within and across units.*

Space assignments are not permanent. Space is assigned to activities and not individuals. As such, space should be reassigned as activities change.

- *Instructional space may be allocated to individual departments, but assignments are not considered permanent. Space may be reallocated as the needs, priorities, and demands of the units and the institution change.*
- *The policies, procedures and practices related to instructional space should be applied equitably to the units and allow for the full engagement of both faculty and students in instruction and instruction-related activities.*

Space that is vacant or deemed underutilized will be reassigned or repurposed. Space that is vacated due to re-organizations, the creation of new space, or other programmatic changes will revert to the Provost until re-assigned. However, the unit remains the steward until such reassignment occurs.

The Space Use Advisory Committee (SUAC) in the Division of Planning and Budget (http://www.dpb.cornell.edu/IP_SP_Space_Planning.htm) is charged with developing policies, procedures, and other recommendations concerning the use and renovation of space, the reallocation of existing space, and planning for future allocation needs.

Reassignment of space, including leased space, between colleges or divisions is prioritized and approved by the SUAC. The SUAC approval is contingent upon final review and approval through the capital project approval process. Criteria for reassignment include alignment with the critical missions of the University, urgency, need, fit, and adjacencies.

Space allocations will be based on existing facilities, wherever possible, to ensure that current facilities are fully utilized prior to pursuing lease arrangements, renovations or new construction. The project approval process for renovations and construction requires space use justification.

Decisions about space allocations should be made for appropriate institutional reasons based on articulated needs of the University, department, or program.

- *Instructional space can and should be used for instruction and non-instruction-related activities.*

² Percentage of the number of weekly hours a room is actually used compared to the number of hours the room is available for use during the normal schedule week (M-F, 8:00-4:30; 42.5 hrs total available)

³ Percentage of seats occupied when the room is in use

⁴ Rooms classified in the 100-series, Classroom Facilities, under Policy 2.7, Reporting the Use of Facilities

CONTACT

For questions related to this policy, contact:

Space Management Program Manager
607-254-3529
spaceplanning@cornell.edu