



Cornell University

Swing Space Solutions for Renovation and Construction Projects

Approved by the Capital Funding & Priorities Committee; 8/23/17

INTENT

If a construction project requires that a unit¹ be relocated temporarily, a review of the unit's existing space assignment will be carried out prior to moving the unit. A typical process would be for the Space Management Program Manager (SMPM), Project Manager (PM), and unit representative to survey the existing space in detail, including collection of relevant data and a physical tour of the space in question. Such a review will be supplemented by discussion of space use and needs with the unit, followed by a report of observations and recommendations from the SMPM for review and comment by the Space Use Advisory Committee (SUAC). This process is an opportunity to evaluate the needs that can be met within existing unit space as well as the needs that must be addressed for the unit to function in swing space.

PRINCIPLES

Swing space² requirements are defined only after non-essential spaces are removed and the programmatic space needs are compressed to approximately 75% of the space defined in the Cornell Space Guidelines.

- 1. The unit requiring swing space must first resolve as much of the need as possible through its own resources.**

Program elements that can be permanently relocated to another facility should be moved into relocation space in required enabling projects. However, if moving into space already within the originating unit's portfolio, the program should remain compressed until the project requiring swing space is completed. Only after all unit swing space needs are resolved should relocated programs expand into guideline appropriate space.

¹ For purposes of this document, a unit will typically be at the scale of college or division and the swing space need will be on the scale of a major portion or entirety of a building. While smaller renovations and more discrete units, such as departments, may require swing space, most of these cases should be capable of resolution within the overarching college/division space footprint, under management of the college/division Unit Facility Director and the project manager.

² Swing Space: A temporary working environment, used especially while renovations are being carried out.

Flex-space³ arrangements should be identified for staff with roles that will support alternate time scheduling and/or alternative work locations. A ratio of hoteling⁴ and/or hot desking⁵ spaces can be provided within the swing space, determined by expected need of flex-space participants to be on campus.

Swing space needs must first be solved within the existing footprint of the unit requiring the space.

- All vacant or underutilized space, including vacant offices, vacant workstations, or spaces otherwise not ideal (but code compliant) for occupancy must be considered capable of use.
- Office use should be reviewed to ensure that current use reflects the Office Space Guidelines for shared offices, open plan offices, and shared workstations. No second offices will be allowed.
- A review of private offices must validate the inability to share these spaces.
- Existing flat floor, general purpose classrooms should be repurposed to meet office, dry lab, or other general-purpose needs.
- Teaching laboratories should be evaluated to determine cases in which it may be possible to consolidate use (e.g., two classes meeting in one teaching lab) or relocate use (e.g., to other departments with similar programs) and vacate some for use as research laboratories.

2. Once the unit has exhausted its own resources, then resources outside of the originating unit will be identified to meet as much of the remaining need as possible.

These resources will include 1) existing space in other units, 2) leased space, and 3) modular solutions.

Vacant and under-utilized space in host units will be evaluated. Spaces occupied by programs that are convenient but not essential to locate on the core campus will also be evaluated.

Programmatically-defined groups will be kept whole in a single location wherever achievable. Large units will need to identify programmatically-defined groups within the unit and cannot expect to keep the entire unit together.

Geographic proximity will be considered in the analysis, but an otherwise acceptable solution will not be dismissed just because of lack of proximity. Student-centered programs, including teaching, will be kept on the main campus unless other solutions are acceptable to the originating unit.

All costs related to swing space, including impacts on host units, will be borne by the originating project. Investments in preparing swing space must be minimized – the goal is to create sufficiently appropriate space for an interim solution, and not resolve long-term renovation needs of the host unit.

In general, swing space solutions should match existing type of space to space need. Research lab needs can be met in teaching labs, and teaching lab needs should be met by consolidating uses of existing spaces. Office needs can be met in any general-purpose, flat-floored space. General purpose teaching space will be available through the scheduling process in rooms under the stewardship of other units.

³ Many flexible work arrangements are possible; the two most common forms include alternative arrival/departure times and remote work; remote work might include working from alternative sites, including other Cornell buildings/locations as well as from home offices; see Policy 6.6.13, [Flexibility in the Workplace](#), for more information.

⁴ Hoteling is a method of office management in which workers dynamically schedule their use of workspaces such as desks, cubicles, and offices. It is an alternative approach to the more traditional method of permanently assigned seating. Hoteling is reservation-based unassigned seating; employees reserve a workspace before they come to work in an office.

⁵ Hot desking is another method of handling unassigned seating. In hot desking, a worker chooses a workspace upon arrival, rather than reserving it in advance.

ROLES AND PROCESS

Project management staff in Infrastructure, Properties and Planning (IPP) or the unit will identify the need for swing space as early in the project as possible. The initial identification of need and approximate sizing of need should correspond with the space programming phase of the construction/renovation project. The need for swing space should be identified in the earliest PAR in the project approval sequence. This formal statement of need as well as informal conversations will involve the SMPM in Capital and Space Planning as part of the project team.

In support of Principle 1. As the project shapes to identify the impacted area that will need to relocate, the PM, SMPM and unit representative will begin a reporting and analysis process, with the goal of collaborating to produce a final report to include the following:

1. Space program in impacted area.
2. Potential to permanently relocate any impacted program or other unit programs.
3. Potential of any unit individuals to work in flex-space (alternative, off-site locations), and resulting need for hoteling spaces within the swing need portfolio.
4. Analysis of unit existing, non-impacted space, including:
 - Potential to occupy underutilized space (e.g., vacant rooms, vacant workstations, low quality space, etc.)
 - Stations gained through bringing the unit office space into compliance with the workspace type (private, shared office, open office, shared workstation) by position type, according to the Office Space Guidelines.
 - Justification for retention of private offices by individuals.
 - Potential to occupy general-use, flat floor spaces, especially classrooms and conference rooms.
 - Potential to share teaching laboratories and similar program-specific spaces so that some of these specialized spaces can be re-purposed to support research needs.
5. The remaining space need that must be met in non-unit space.

The project team will present the report to the Provost for input and direction before developing plans to occupy non-unit space.

In support of Principle 2. With the Provost's agreement regarding the remaining need, this remaining need will be communicated to deans and vice presidents. Then, the project team (PM, SMPM, unit representative) will assess the feasibility of host spaces to meet the swing need. A master list of possible spaces will be developed and each will be evaluated for potential fit to the need, including number and type of spaces, proximity and adjacency issues, timing and length of need vs. resource availability, and costs. The team will create a matrix of solutions that assess feasibility and cost of all options; this matrix will support the final recommendations of the project team.

CONTACT

For questions related to this policy, contact:

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