



University Space Management

No. 5400

Policy Effective Date:
10/05/2018

Policy Owner:
Sherwood G. Wilson

Policy Author:
(contact person)
Kayla Smith

Affected Parties:
Graduate
Faculty
Staff

1.0 Purpose

2.0 Policy

3.0 Definitions

4.0 References

5.0 Approval and Revisions

1.0 Purpose

The intent of this policy is to support formal decision-making with a comprehensive approach to space management in which all university stakeholders are responsible for effective use of space as a valuable and shared resource.

Effective management of space supports the implementation of the University Master Plan and the University Strategic Plan. All space and land owned or leased by the university is a shared resource allocated to university personnel through their home units to support the implementation of the university mission and objectives. The university has the authority and responsibility to allocate space to specific users through organizational hierarchies for certain periods of time, to review those allocations periodically, to assess their utilization, and to reallocate as needed to support the university's strategic goals. This policy establishes a committee structure, the Executive Space Committee (ESC) and the University Space Committee (USC), to provide a formal process for evaluation and decision-making on significant and strategic space issues including implementing projects from the university's Six-Year Capital Outlay Plan, projects arising outside the six-year plan process, and other non-capital space related decisions.

2.0 Policy

Responsibility for the effective management of space and land is delegated to the president by the Board of Visitors (BOV), and is delegated further through organizational hierarchies. The president is ultimately responsible for the allocation of space and land to accomplish the strategic goals of the institution. The president delegates decision-making regarding the allocation of space and land to the ESC and the USC.

The Vice President for Operations is responsible for oversight of all the university's physical resources, including facilities management, capital design and construction, and campus planning and space management. As the vice president with oversight for the university's physical resources, the Vice President for Operations is responsible for implementation of the decisions made and the final actions of both the ESC and the USC.

The Vice President for Finance and Chief Financial Officer interacts with the state government in Richmond to obtain state resources for capital projects. Nothing in this document alters the legislative role of the Vice President for Finance and Chief Financial Officer and his/her units.



2.1.1 Executive Space Committee

The ESC is charged with providing oversight of space management by reviewing major construction and renovation, real estate, facilities planning, and space management proposals. The ESC reports directly to the president. Membership of the Executive Space Committee (ESC) is established by position and includes the following:

- a. Executive Vice President and Provost
- b. Senior Vice President for Operations and Administration
- c. Vice President for Advancement
- d. Vice President for Finance and Chief Financial Officer
- e. Vice President for Operations (Chair)

The ESC shall review and recommend changes to this policy for the President's approval. The ESC shall establish and revise space management processes and procedures as necessary. Any processes and procedures developed by the ESC to execute their responsibilities of the space management program shall not override the president's authority or committee structure as outlined in this policy.

2.1.2 University Space Committee

The USC is charged with reviewing space requests, making specific recommendations to the ESC, and has responsibility for assignment and reassignment of university space. Reporting to the ESC, the USC is chaired by the Associate Vice President and Chief Facilities Officer. Membership of the USC is established by position and includes the following:

- a. Athletics Facilities and Operations, Senior Associate Athletic Director
- b. Budget and Financial Planning, Assistant Vice President
- c. Capital Assets and Financial Management, Assistant Vice President
- d. Development and Principal Gifts, Senior Associate Vice President
- e. Research Operations, Associate Vice President
- f. Resource Management and Institutional Effectiveness, Vice Provost
- g. Student Affairs, Senior Associate Vice President
- h. University Planning, Assistant Vice President
- i. Two College representatives, rotating two-year membership
- j. Associate Vice President and Chief Facilities Officer (Chair)

The USC shall establish operating procedures necessary to perform its assignments.

2.2 University Space Management

The actions of the USC and ESC, as well as implementation actions within the Division of Operations, are guided by the following principles and goals for university space management:

- a. Highest priority will be given to space and land allocation requests that best fulfill the university's strategic goals, as set out in the University Strategic Plan.
- b. Space and land allocations will be based on existing facilities wherever appropriate, to ensure that overall utilization meets university targets and that overall cost/benefit is considered when weighing alternative lease arrangements, renovations, new construction, or land acquisition.
- c. Space and land assignments to units or users are not permanent or continuous assignments. Space may be reassigned as priorities, activities, and uses change, or to address concerns related to safety and security.



- d. Accountability for efficient and effective space and land management begins with the department, and proceeds upward through organizational hierarchies. Space within colleges, schools, departments, and administrative units is allocated based on programmatic needs and priorities as determined by the dean or other senior manager. Deans, vice presidents, and vice provosts are responsible for efficient and effective management of space within their allocations.
- e. Space and land that is vacant or deemed underutilized by the ESC may be reassigned or repurposed. Space that is unutilized or underutilized due to reorganizations, the creation of new space, or other programmatic changes will revert to the university and may be reassigned or repurposed through the space management process. Requests for reassigned or repurposed space will be prioritized and approved by the USC.
- f. All requests for space and land reallocation shall be initiated with the Facilities Department.

2.3 Classroom and Instructional Lab Scheduling

2.3.1 Classroom Assignment and Schedule Distribution

Classrooms and instructional labs are an essential component to the university's educational mission, and are a shared physical resource. Departments should follow, to the extent feasible, the campus standard teaching schedule. Classes taught within the standard teaching schedule will have first priority and be scheduled first. Classes not meeting the campus standard teaching schedule may need to be scheduled during off-peak hours.

To maximize utilization of classroom and teaching lab space, classes must be distributed across the different schedule blocks. The following policy principles govern the distribution of classes across the schedule:

- a. No academic department may have more than 60 percent of its classes scheduled during the peak demand period defined as 10am to 4pm.
- b. Departments are expected to distribute enrollments throughout the day. Class sections in excess of the distribution of the enrollment guideline will receive a lower priority.
- c. It shall be the responsibility of the departments to project enrollments. Departments may not request a class size larger than needed or change section capacity in order to obtain a specific classroom.
- d. During the enrollment period, a section which has reached the capacity of the room may not be increased in size until a classroom of appropriate size is assigned by the University Registrar.
- e. A course may not remain indefinitely in its present time slot and location. This is to maximize utilization of classroom and teaching lab resources and allow access to new offerings.
- f. The University Registrar reserves the right to review the distribution of courses, and when necessary (most often, due to lack of available space), ask the unit to provide alternate times for specific courses.
- g. Classroom scheduling in the evening hours will be concentrated in as few buildings as possible between the hours of 8pm and midnight, for the purposes of energy conservation and campus security.

2.4 Roles and Responsibilities

This section describes the roles and responsibilities of the primary departments and stakeholders who are involved in space management and allocation.

2.4.1 University Space Management Program

The Vice President for Operations has authorized the Assistant Vice President for Planning and University Architect to receive and approve all requests prior to consideration by the USC and ESC. The university space management program is supported by stakeholders within the Division of Operations to:



- a. Evaluate and process space requests, analyze utilization of space based on the university's official space guidelines, and project and plan for future space needs.
- b. Administer the system of record and maintain the integrity of the space data, and provide necessary processes and reporting capabilities to capture updates made to space data.
- c. Coordinate with university stakeholders to identify space assignments, vacancies, alterations and renovations, coordinate space surveys, and to update space data accordingly.

2.4.2 Office of the Executive Vice President and Provost

The Executive Vice President and Provost supports space management through the Office of Resource Management and Institutional Effectiveness and the Office of the University Registrar.

- a. The Office of Resource Management and Institutional Effectiveness promotes the effective use of academic and student life space through effective space planning and the prioritization of new capital projects and renovations, and through the development and revision of the Classroom and Instructional Lab Scheduling principles outlined in Section 2.3. Academic space includes classrooms, instructional laboratories, research laboratories, libraries, faculty offices, and academic support offices.
- b. The Office of the University Registrar assigns classroom space and instructional laboratories, maintains up-to-date course schedules and manages efficient use of classrooms. Instructional classrooms and laboratories assigned to academic departments should be scheduled solely by the University Registrar and through the university scheduling systems to provide complete utilization data, based on procedures set out by the Office of the University Registrar.

2.4.3 Deans, Vice Presidents, and Vice Provosts

Senior leaders, including deans, vice presidents, and vice provosts are responsible for efficient and effective management of space within their allocations. They are responsible for assigning a space representative for their area, and for ensuring that the assigned space representative is performing their responsibilities according to the guidelines documented within this policy.

2.4.4 Space Representatives

The space representative will be the point of contact and liaison between their area and the university space management program, and will endeavor to participate in USC meetings as required. The space representative will have two primary responsibilities; managing space requests and maintaining accurate space data for the units within their purview. In accordance with procedures established by the Facilities Department, the following is a summary of responsibilities for the space representative:

- a. Managing space requests
 - i. Receive and review for completeness all space requests from internal stakeholders.
 - ii. Resolve space requests within existing allocated space.
 - iii. Manage the space request process to acquire new or additional space.
- b. Maintaining space data
 - i. Provide timely updates of changes to space data, including usage type, assignments, occupancy, renovations, etc. to the Facilities Department.
 - ii. Reconcile space data and space assignments on an ongoing basis.
 - iii. Facilitate periodic space surveys.



Senior management areas and other university units, as identified within the procedures established by the Facilities Department, shall assign a space representative for their organization. Due to the complex structure of the university, each reporting area may assign additional stakeholders to manage space; however, a principal space representative shall be assigned as the primary contact.

2.4.5 Space Coordinator for the National Capital Region

The space coordinator is necessary to effectively manage space specifically within the National Capital Region (NCR). As a geographic region with a localized strategy and administration, it contains a cross-section of space allocated to colleges, institutes, and administrative units that need to be managed comprehensively, requiring administrative oversight of all NCR space decisions. In accordance with procedures established by the Facilities Department, the space coordinator is responsible for:

- a. Reviewing all space requests submitted by space representatives involving Virginia Tech NCR locations.
- b. Resolving requests within existing allocated space or managing the approval process for all requests for new space.
- c. Maintaining and reporting space data for the NCR and facilitating NCR-wide space surveys.
- d. Serving as a liaison to the Office of University Planning for NCR space related issues.

2.4.6 Capital Assets and Financial Management

Capital Assets and Financial Management (CAFM) is responsible for a variety of capital outlay planning, management, authorization, and oversight functions on behalf of the university. Key functions regarding the development of space, physical assets, and land are described below.

- a. CAFM coordinates the university's capital improvement plan, commonly known as the Six-Year Capital Plan, which is approved by the BOV and submitted to the Commonwealth of Virginia for planning and budgeting purposes. This plan lists major capital improvements in priority order for future authorization and funding.
- b. CAFM coordinates and facilitates the BOV and Commonwealth of Virginia's approval and authorization processes to implement each new capital outlay project, and monitors the funding and financing for each.

2.4.7 Controller's Office

The Controller's Office provides fiscal services to the university and serves as an interface with external agencies for fiscal matters including space utilization. The Financial Reporting and Cost Accounting units within the Controller's Office are responsible for the annual financial statements, cost studies, and fixed asset accounting tied to space utilization as described below.

- a. The Cost Accounting unit within the Controller's Office is responsible for preparing the university's annual fringe benefit proposal as well as the university's Federal Facilities and Administrative (F&A) cost proposal.
- b. The Financial Reporting unit of the Controller's Office is responsible for preparing the university's annual audited financial statements, including the National Science Foundation Report of research expenditures, and various other reports and surveys as required by university management, by federal and state reporting requirements, and by other external parties.
- c. The Fixed Assets and Equipment Inventory Services (FAEIS) unit of the Controller's Office is responsible for maintaining and managing the university's official fixed asset system. FAEIS strives to ensure the university's assets are properly acquired, safeguarded, controlled, recorded, and disposed in accordance with state and federal regulations, audit requirements, and applicable accounting pronouncements. Data from the Fixed Assets System is a key component in the calculation of the university's F&A cost recovery rate. In addition, FAEIS provides institutional reporting services to the university, the Commonwealth of Virginia, and other regional and national agencies, including federal sponsors.



2.4.8 Real Estate Management

Real Estate Management (REM) is responsible for a variety of real estate functions on behalf of the university for owned and leased property.

- a. For university owned space, REM oversees the acquisition and assignment of easements on university property, the acquisition and conveyance of university property, and the preparation of agreements including Facility Use Agreements and Employee Housing Agreements.
- b. For space leased by the university, REM represents all programs, departments, and colleges in the negotiation, execution, and management of leases, license agreements, and general agreements for real property including but not limited to classroom, laboratory, office, residential, storage, and warehouse space.
- c. REM is the sole point of contact for all matters relating to leased property including the maintenance, renovation, and repair of leased space, and for reporting updates of space data for leased space due to renovations, demolition, or space reassignments.

3.0 Definitions

Facilities and Administrative costs (F&A) are costs that are not readily identifiable with individual projects or, those that are incurred for common or joint objectives.

Facility Use Agreement (FUA) documents the assignment of university space between academic departments, auxiliaries, student organizations, and/or university related corporations.

Real Property is fixed property, principally land and buildings.

4.0 References

Campus Master Plan

<https://www.facilities.vt.edu/planning-construction/campus-master-plan.html>

Space Management Processes and Procedures

<https://www.facilities.vt.edu/buildings-space.html>

University Strategic Plan: Envisioning Virginia Tech 2012 – 2018

https://www.president.vt.edu/content/dam/president_vt_edu/strategic-plan/2012-plan/2012-strategic-plan.pdf

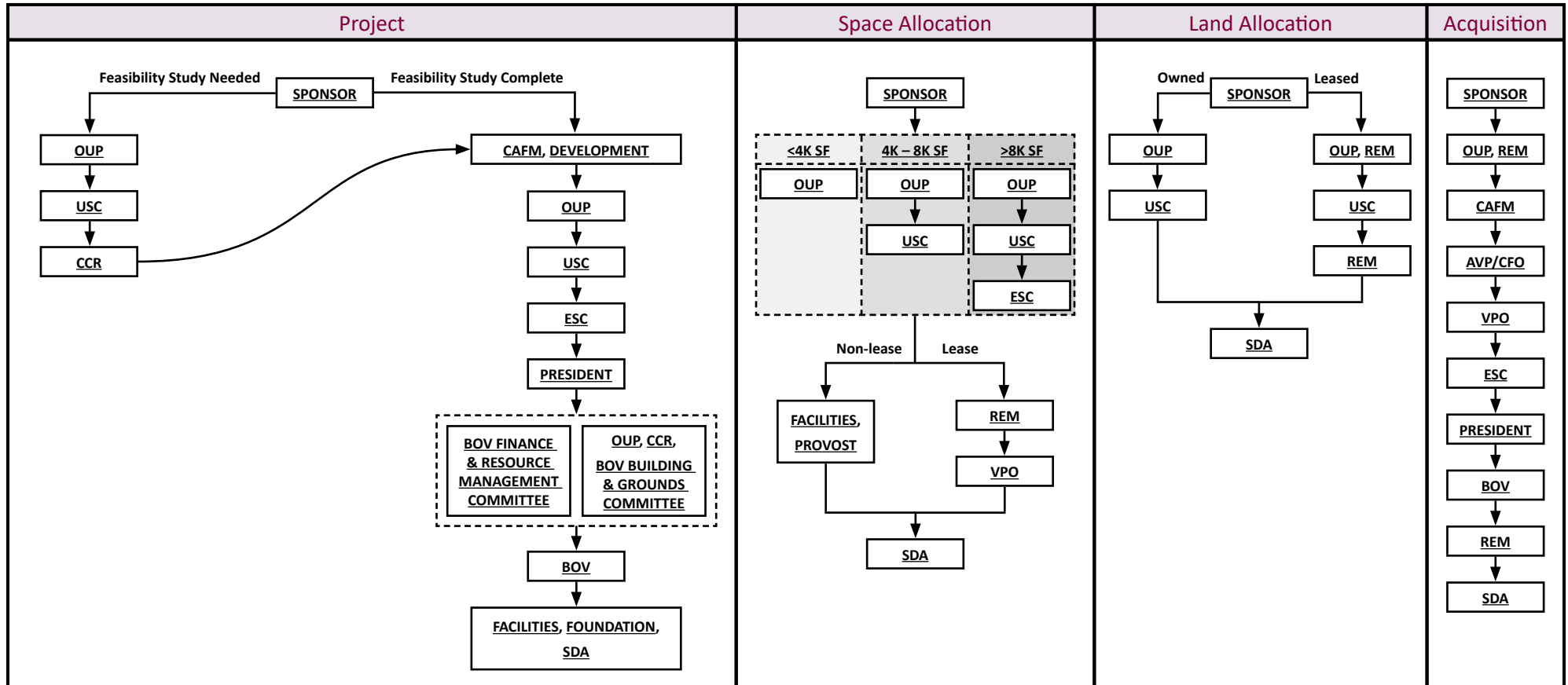
5.0 Approval and Revisions

Revision 0

Initial development of policy. Approval of this policy retired Presidential Policy Memorandum 298, Establishment of an Executive Space Committee (ESC) and University Space Committee (USC) – Roles and Responsibilities.

Approved October 5, 2018 by University President, Timothy D. Sands.

Space Management: Request Workflow Diagram



Acronyms

- AVP/CFO – ASSOCIATE VICE PRESIDENT AND CHIEF FACILITIES OFFICER
- BOV – BOARD OF VISITORS
- CAFM – CAPITAL ASSETS AND FINANCIAL MANAGEMENT
- CCR – CAPITAL CONSTRUCTION AND RENOVATIONS
- ESC – EXECUTIVE SPACE COMMITTEE
- OUP – OFFICE OF UNIVERSITY PLANNING
- REM – REAL ESTATE MANAGEMENT
- SDA – SPACE DATA ADMINISTRATION
- USC – UNIVERSITY SPACE COMMITTEE
- VPO – VICE PRESIDENT FOR OPERATIONS