



Space Management @ Cornell

An Overview

AGENDA

✓ Key Takeaways

 Governance

 Space Management Basics

Stewardship, Ownership, Studies, Growth, Vacant Space,
Private Use, Swing Space, Student Org Use of Space,
Funding Improvements

 Some Data

 Thinking Forward About Space

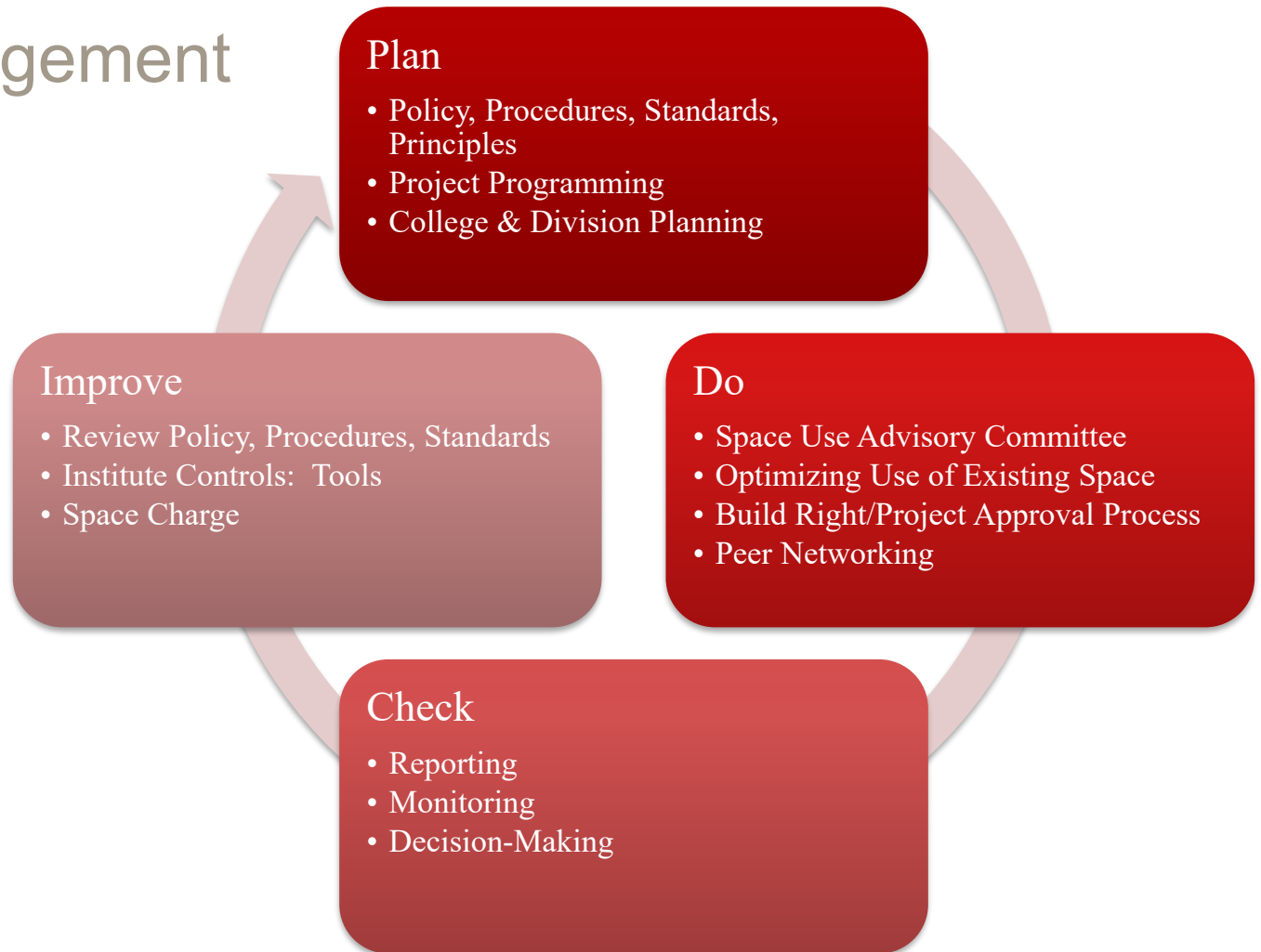
 Discussion

Key Takeaways

1. Striving toward more capacity, same footprint
 - Reclaiming, renovating, repurposing, and reallocating underutilized resources
2. Opportunities to repurpose space exist; Existing uses may need to adjust to accommodate new uses, often involving many stakeholders beyond those with the immediate needs
3. Space processes and systems strive to find the right balance between oversight, consistency, and flexibility



Space Management Program



Governance - Space Use Advisory Committee (SUAC)

Charged by Provost (Ithaca-based units)

- Develop and maintain **policies, procedures and other recommendations** concerning the use and renovation of space, the addition of space through construction or lease arrangements, and the allocation and reallocation of space.
- Provide **advice and counsel** to the Provost, the Vice President for Budget and Planning, the Director of Capital and Space Planning, and others regarding interpretation of space-related policies.
- Review and endorse **space need requests** and **reallocation** priorities.
- Respond to **topic-specific requests** from the Provost and/or the Physical Planning Committee.
- Serve as the executive group for **institutional space utilization studies**.



Governance – Space-Related Policies, Guidance, Procedures

<https://dbp.cornell.edu/home/space-planning/>

- Space Management Principles
- Policy 2.7, Reporting the Use of Facilities
- Procedure for the Reallocation of Space
- Guidelines for Space Needs Studies
- Office Guidelines
- Classroom Space Guidelines
- Space Request Process
- Design and Construction Standard 013000, Space Programming Requirements
- Procedure to Designate and Manage Out-of-Service Facilities
- Leased Space Approval Process
- Policy 4.19, Personal and Private Activity Using University Property and Facilities
- Swing Space Solutions for Renovation and Construction Projects
- Space Use Principles for Registered Organizations



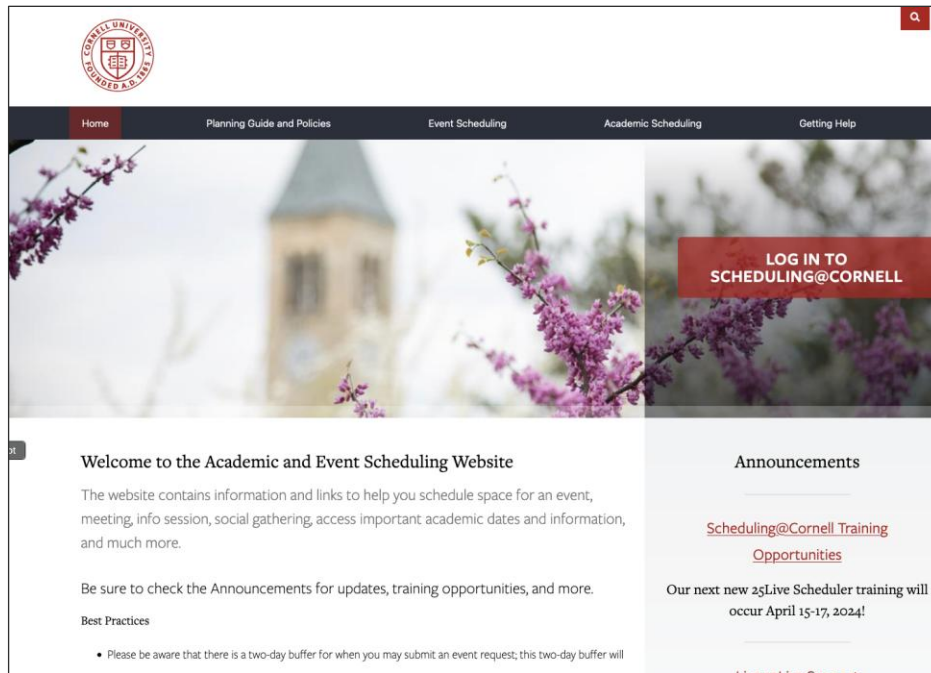
Governance – Scheduling-Related Policies

<https://dbp.cornell.edu/home/space-planning/scheduling-related-policies/>

- Academic & Event Scheduling
- Approval for Events on Campus
- Fees for Internal Users of Cornell Physical Space

More on Scheduling

<https://scheduling.cornell.edu/>



Space Stewardship

- All space belongs to the University.
- Stewardship of space begins with the President and Provost.
- Responsibility and accountability are delegated through organizational hierarchies.

Space Ownership

- All units are expected to maintain an accurate and current record of occupancy of rooms at the KFS department level
 - The inventory determines “the owner”

Space Studies

- Apply a consistent framework to space needs studies
- Use Cornell guidelines and relevant benchmarking to inform needs assessments
- Fully explore options to meet identified needs



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Guidelines for Space Needs Studies

Approved by the Space Use Advisory Committee; September 26, 2011

INTENT

Develop a standard process, including standardized documentation, to assess existing space utilization and analyze space needs.

These guidelines apply to all units of the University, excluding Weill Cornell Medicine.

OUTCOMES

1. Create a consistent framework, based on Cornell standards, policies and institutional data-of-record.
2. Exercise due diligence in the assessment of existing utilization as well as the establishment of space needs.
3. Integrate programmatic mission and strategic objectives into the space planning process
4. Measure the space program development through the course of a project against the original space program objectives.
5. Create transparency for approved deviations from Cornell space standards.
6. Create space program documentation that is concise, clear and actionable.

CONTEXT

Facilities & Campus Services (FCS) has identified what is currently a six-step process for unit master plans:

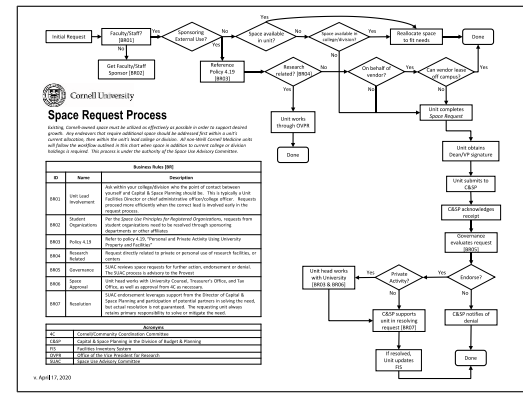
- I. College/Division Profile
- II. Assessment of Existing Program and Space Utilization
- III. Analysis of Space Needs Based on Strategic Vision
- IV. Facilities Existing Condition Assessment
- V. Space Study/Facilities Renovation Plan Concept Alternatives
- VI. Space Study/Facilities Renovation Plan Final Recommendation

A space needs study may be conducted as part of an overall master planning process (in phases I, II and III, as highlighted above), or it may stand alone to support a particular initiative. Should the space needs study stand alone, it may drive subsequent projects, particularly if the study identifies a shortfall of space. Units are expected to develop and to analyze alternatives to mitigating space needs and, if renovating or adding space, to consider several concepts before a final recommendation is selected.

Space Growth

- Any endeavors that require additional space should be addressed first within a unit's current allocation, then within the unit's lead college or division
- When space in addition to current college or division holdings is required, units should complete **a space request**
- Applicable to short-term and long-term needs, Cornell-owned and leased space

CAPITAL PROJECTS: Some space growth occurs rather organically through capital projects, often vetted through the annual capital planning process or through other project initiation processes.



Vacant Space



- Space that is vacant or deemed underutilized can 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; assigned unit remains the steward until reassignment occurs
- Stewarding unit typically identifies a facility that no longer meets programmatic needs. Assessment is made:
 - 1) explore reallocation, or
 - 2) designate as out of service (no value to institution)
- Reallocation process seeks proposals for re-use of spaces that are of sufficient quantity, quality and/or general character to offer to other units

Private Use

The university permits the use of its property and facilities for collaboration with industry or community, where such use is consistent:

- with the university's mission,
- its status as a tax-exempt educational institution, and
- with applicable university policies.



Swing Space

- Temporary needs associated with construction projects
- The unit requiring swing space must first resolve as much of the need as possible through its own resources
- 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



Space for Student Organizations

- The organization's sponsoring department or other affiliate may voluntarily allow student orgs to have dedicated space
- Always subject to review and re-appropriation if a higher priority need for the space is identified
- No organization is guaranteed the dedicated use of space



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Space Use Principles for Registered Organizations

Approved by the Space Use Advisory Committee; July 18, 2022

University Organizations and Independent Organizations frequently have questions about the use of Cornell space for short-term programming, such as meetings and events, and on-going organizational needs, such as office and storage space. The following principles were developed to address frequently asked questions about space use by Organizations.

These principles apply to all units of the University, excluding Weill Cornell Medicine.

PRINCIPLES

1. **Organizations must be completely registered with Student and Campus Life for the current academic year and be in good standing with the University to use or occupy assigned campus space.** For more information about registration, see: <https://scl.cornell.edu/RSORegistration>.
2. **Organizations can use any schedulable space on campus within the parameters of that space's scheduling priorities for programming needs.**
 - Scheduling@Cornell (<http://scheduling.cornell.edu>) provides general information about room reservations, including:
 - the scheduler for specific rooms;
 - the reservation process for space in Willard Straight Hall or one of the Community Centers;
 - policies regarding use of specific facilities, which may vary, and
 - a brief overview of location capacities, layouts, and fees.
 - It is incumbent upon both parties, the scheduler and the requester, to clarify and confirm the most current information about restrictions, costs, available equipment, capacity, and other room considerations during the room reservation process.
3. **Assigned/dedicated space should always serve the highest and best use; storage is often not the best use.**
4. **Flexible space generally has more value to the University than dedicated, less flexible space.** Flexible space can be scheduled and shared by multiple parties to increase the effective total occupancy of the space. If everyone shares, more resource is available to support the many needs.
5. **Registered Organizations may use dedicated/assigned space within the control of the organization's sponsoring department or other affiliate.** This space may be schedulable space, but it may also be more dedicated space, e.g., for files, a small office, programming, etc. Such space is the voluntary contribution of the affiliated unit and is subject to review and re-appropriation if a higher priority need for the space is identified. No Organization is guaranteed the dedicated use of space. Exceptions are made on a case-by-case basis, subject to administrative approvals.

CONTACT

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Revision Tracking

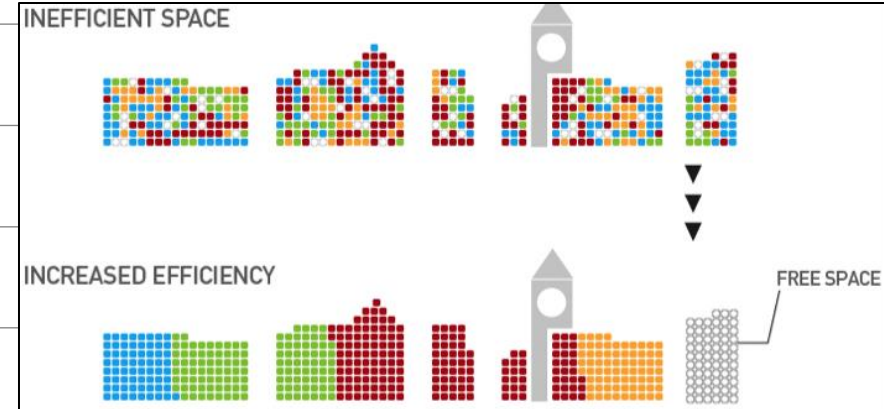
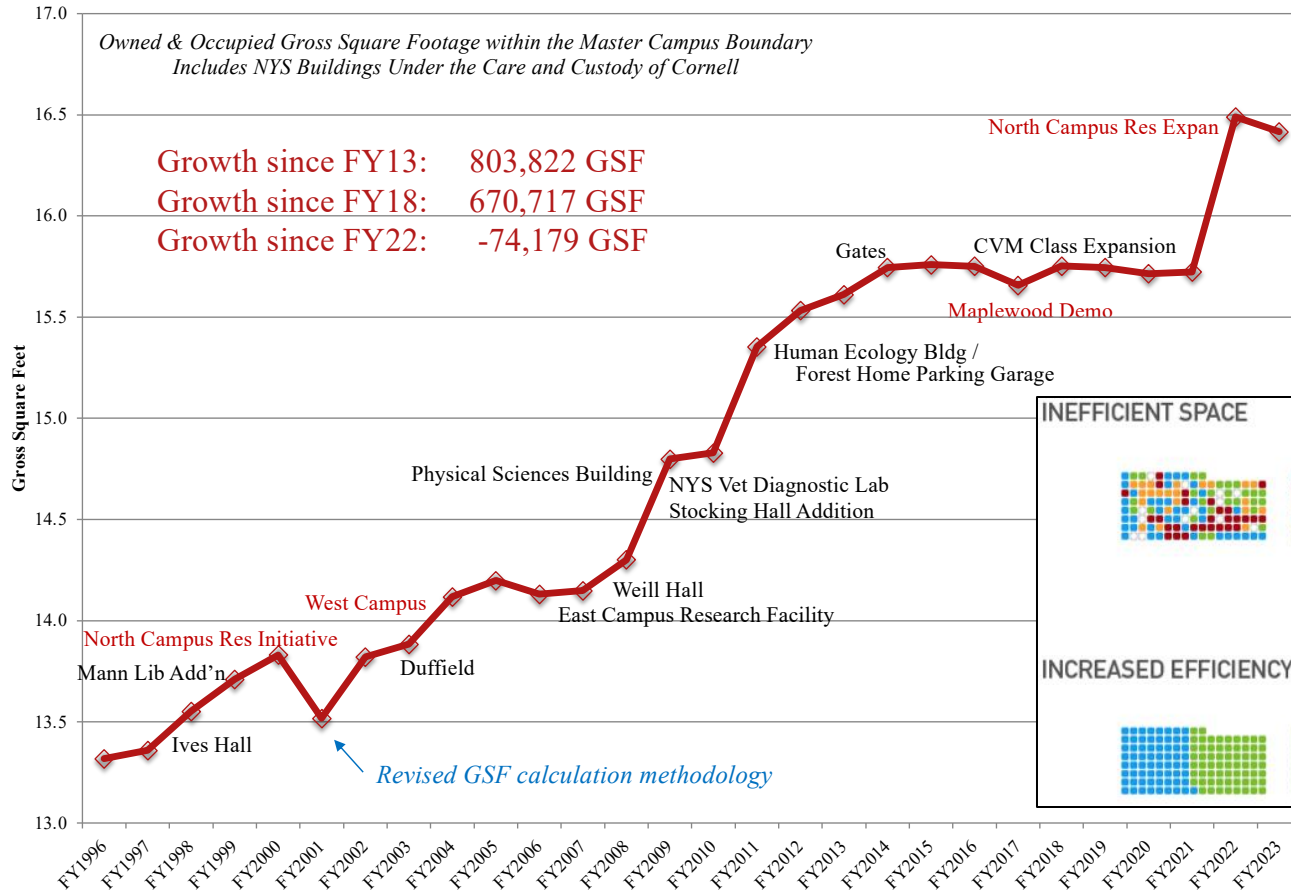
July 2022: Update URLs, identification of offices, and terminology for scheduling; clarify applicability
October 2010: First approval by Space Use Advisory Committee

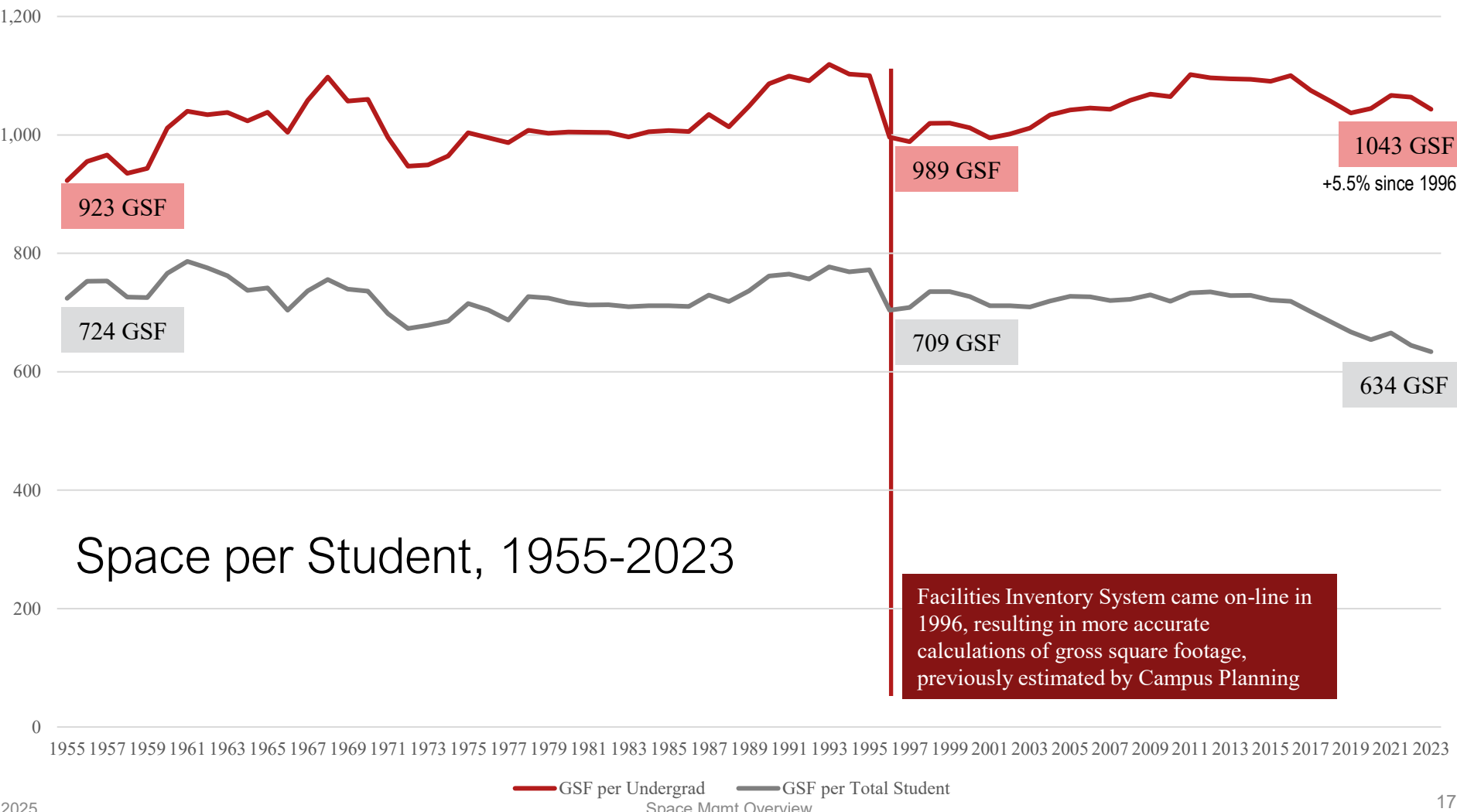
Who Pays for Improvements?



- The unit responsible for the space in the inventory is most typically responsible for all functional and aesthetic improvements and modifications
- Maintenance funding for maintenance (must be broken)
 - Demand exceeds funding
 - Never enough for “prettying up”

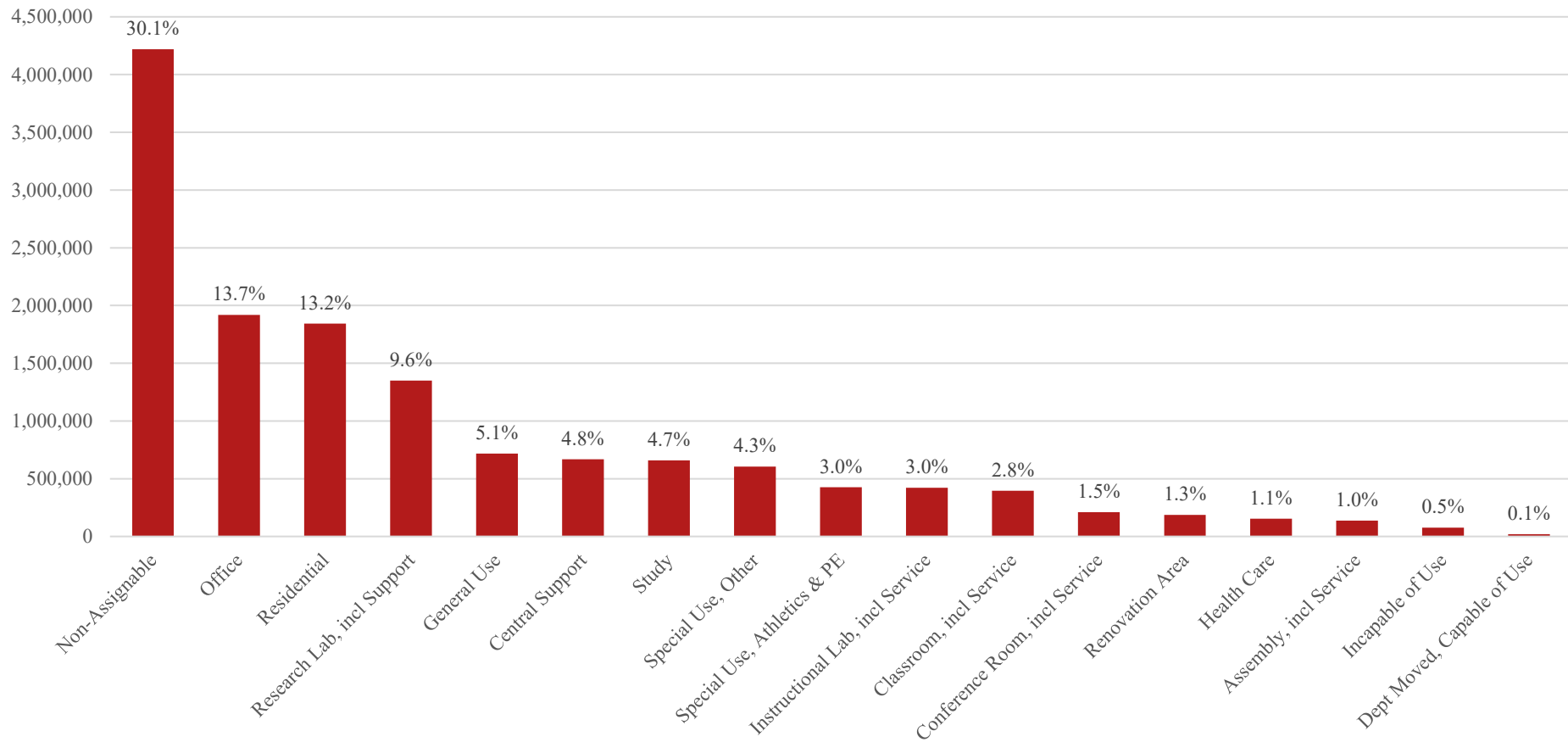
Ithaca Main Campus





Net Square Feet by Room Type Category

Main Campus, FY23; Total NSF = 14,009,428



Future Campus Space

- Residential
- In-person instruction
 - More “active” – discussion, collaboration, experiential
 - Classroom sizes, layouts, space per student
- Office??
 - Our students – future workforce
 - More hybrid, more remote
 - Space per employee? Same but different?
 - Priorities for on-campus
- Growth?
 - Enrollment now “set”?
 - Space per student constant?



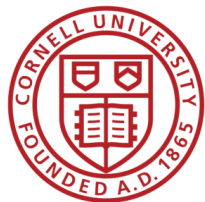
Office Space Guidelines – Guidance from SUAC

- Leverage administrative projects (Day Hall, EHP, EHOB, CCC)
 - Gain experience in rethinking space allocation
 - Pilot workspace solutions appropriate to new ways of working
- Incorporate peer benchmarked terminology for space types and hybrid work (high & low residence) into projects
- 3 days/week should be one of several criteria to justify or “earn” an assigned workstation
 - Consider role and the amount of activity that is best served from a fixed workstation
 - e.g., if coming into office primarily for meetings, would a touchdown space in-between meetings be sufficient?

Key Takeaways

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3. Space processes and systems strive to find the right balance between oversight, consistency, and flexibility





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