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**STRATEGIES AND POLICIES TO ENSURE OPTIMAL UTILIZATION OF
EXISTING CAMPUS FACILITIES**

Action Requested: Consider recommending to the Board approval of a listing of strategies and policies to ensure optimal utilization of existing campus facilities for inclusion in the Board's Policy Manual.

Executive Summary: One of the four priorities of the Board's 2004 – 2009 Strategic Plan is to demonstrate public accountability and effective stewardship of resources, while one of the Board's focus areas for 2005-2006 is to provide greater oversight and direction in property and facilities planning and management.

Proposed strategies and policies to ensure optimal use of existing campus facilities were discussed with the Property and Facilities Committee at its February 2006 meeting. At that time, Board Office staff indicated that it would continue to work with the universities to refine the listing.

The Property and Facilities Committee is being asked, at its March 2006 meeting, to recommend to the Board approval of the following strategies and policies; many of these are already being utilized by the institutions on either an informal or a formal basis. Changes from the listing proposed in February 2006 are highlighted.

- Institutions should be as thorough and innovative as possible in their allocation and reallocation of space within their existing physical plants.
- Each university should adopt general principles, consistent with the Board's and each university's strategic plan, regarding space assignment and scheduling of classes and should so inform the campus community. Each university should also ensure that its policies and procedures regarding space are consistent with these principles.
- The universities should use their appropriate campus committees to stimulate discussions on improving the utilization of campus space and facilities, and to provide recommendations to the university administration.
- Space planning should continue to be an institutional responsibility and be part of comprehensive long range campus planning, which includes an analysis of the quality, quantity and location of the space.
- Requests for new space should continue to be documented and justified on a functional need basis with a demonstration that the identified program need cannot be met more economically through more efficient use of existing space or renovation, consistent with the Board's previous adoption of the capital project evaluation criteria.
- Each university should review its existing utilization data when planning for new or renovated space; to the greatest extent possible, objective measures should be used to determine space needs. These objective measures could include benchmarking data or objective models, supplemented by further analyses and specialized studies.

- Each university should consider development of policies regarding office space for part-time employees, including adjunct faculty, graduate students and emeritus faculty.
- Each university should keep and utilize for each new construction or renovation project guidelines for the size of offices.
- Each institution should submit with its request to lease space in the general vicinity of the main campus, an explanation of the spaces on campus examined and found unsuitable.
- Classrooms, class laboratories and other facilities should be designed and scheduled for maximum optimal utilization given program needs and student expectations.
- The universities should strive to design efficient facilities, providing for as much usable (net) square footage as reasonably possible within the gross square footage and program goals of the building.
- For those facilities thought to be obsolete, the institutions should assess their buildings' physical condition, contribution to the university's heritage, adaptability to being efficiently renovated and reused, and viability of reuse versus replacement; based upon this assessment, each university should determine whether it is prudent to retain each of its obsolete structures.

Additional Information:

At its November 2005 meeting, the Property and Facilities Committee adopted a facility stewardship proposal which focuses on ensuring that the costs associated with operations and future capital renewal are identified for each new major addition or new building project. Ensuring and encouraging the optimal functional utilization of existing campus facilities is another component of facility stewardship.

Since the universities are dynamic institutions, space needs are constantly changing. Each of the universities maintains a facilities inventory of its space; an accurate inventory is needed to manage the allocation of a university's space. The information is used for institutional and departmental planning, capital improvement programs, and indirect cost negotiation.

Each university also has processes and procedures in place to determine the needs for space; to review space assignment, productivity, suitability, utilization and reassignment of space; and to review requests for capital projects. These processes and procedures provide flexibility and responsiveness in planning for and addressing the unique short-and longer-term needs of the programs conducted in support of institutional missions. Most day-to-day space needs are relatively narrow in scope and are driven by such things as funded research or the recruitment of new faculty.

Since space is a critical resource, it should be managed and allocated based on continued program justification. Adoption of the proposed strategies and policies will help ensure the optimal utilization of campus space.