MINUTES
BUDGET AND PLANNING COMMITTEE
February 18, 2025

Present: Sherif Abdelaziz, Christine Absher, Kylie Allen, Leanna Blevins, Kerry Chipman, Opal Cohen, Kristen Cox, Cathy Duerbeck, Jeff Earley, Pascha Gerni, Tim Hodge, Creed Jones, John McGee, Nancy McGehee, Rebecca Pauly, Lauren Pollard, and Rebecca Weaver-Hightower.

Absent with Notice: Cyril Clarke, Liza Morris, Amy Sebring,

Absent: Tara Brent, Travis Burns, and Stephen Kleiber

Guests: Brennan Shepard (substitute for Amy Sebring), Debbie Greer

- **Announcement of approval and posting of minutes of December 10, 2024**

The December 10, 2024 minutes have been approved and forwarded to the University Council for posting on the web.

- **Presentation**

Virginia Tech Space Standards Review:

Jeff Earley, Vice Provost for Academic Resource Management, provided an update to the Committee on the Space Standards Workgroup report. Mr. Earley shared a brief history of why the workgroup was created and the charge of the workgroup, which includes researching best practices; evaluating and updating current space guidelines; recommending process for space assessments; tools and resources to aid in the transparent review of allocated space; procedure for space requests in alignment with Policy 5400; how to align space request process with critical university resources; and to consider expansion of the charger for the Budgeting and Planning Committee. Mr. Earley also shared the workgroup membership, highlighting the representation from both academic and administrative areas.

Mr. Earley shared the first step of the workgroup was to research how other universities space management practices, which provided three main barriers to effective space management and three main recommendations for improvement, including moving from culture of space ownership to space stewardship. From this, the workgroup provided seven recommendations on how to improve Virginia Tech's space standards. The recommendations included developing a formal space management framework; expand university space guidelines to include all space types; establish a process for space assessments; create transparent space management; clarify procedures in the space request process; incorporate space needs into the budget development process; and expand charter of Budgeting and Planning Committee to serve as advisory body on space policy and process.

Mr. Earley provided an overview of the space management framework created by the workgroup and explained how the Budgeting and Planning Committee's role within the framework. Mr. Earley reviewed the action steps that have already been taken, are underway or that are planned in the upcoming year. One action item that is currently being piloted is the use of space utilization technology. The Committee had a discussion

regarding swing space, space technology utilization with regards to research spaces, and classroom spaces. A copy of the presentation is attached to these minutes.

- **<u>Adjournment</u>**

  There being no further business, the meeting adjourned at 5:02 p.m.

Space Standards Workgroup Report Review

Jeff Earley, Vice Provost for Academic Resource Management
Office of the Senior Vice President and Provost

February 18, 2025

Workgroup Charge

1. Research best practices to optimize space utilization

2. Evaluate and update space guidelines to better align with the university's mission and objectives

3. Recommend process for periodic space assessments,

4. Recommend tools and resources to aid in the transparent review and management of allocated space,

5. Recommend procedures for space requests in alignment with Policy 5400,

6. Consider how to align the space request process with other critical university resources and processes, and

7. Consider the expansion of the charter of the Budget and Planning Committee to include the advisement of space management.

Workgroup Membership

Florence Adamo, HR Policy Analyst & Compliance Specialist, Office of the VP for Human Resources

Patrick Doan, Associate Professor, College of Architecture, Arts and Design

Jeff Earley, Vice Provost for Academic Resource Mgt., Office of the Executive Vice President and Provost

Alisha Ebert, Director of Planning and Operations, Division of Facilities

Kirk Felton, Director of Operations, Fralin Life Sciences Institute

Martha Glass, Assistant Vice President for Administration, Division of Student Affairs

Brennan Shepard, Chief of Staff, Office of the Executive Vice President and Chief Operating Officer

Will Walton, Assistant Dean of Finance and Administration, College of Science

Dave Wilder, Senior Director for DC Region Building Operations, Virginia Tech Innovation Campus

Research on Space Management Practices at Other Universities[1]

Barriers to Effective Space Management	Recommendations for Improvement
• Lack of visibility into space information and standards	• Continuously curate and communicate space data and standards
• Misalignment in resource decision-making structures and processes	• Create a collaborative space management structure and process
• Culture of ownership	• Foster a culture of space stewardship

1 Purdue University, North Carolina State University, Pennsylvania State University, University of Michigan, University of Pittsburgh, Virginia Commonwealth University, University of Oregon, University of Tennessee, Michigan State University, and University of Minnesota.
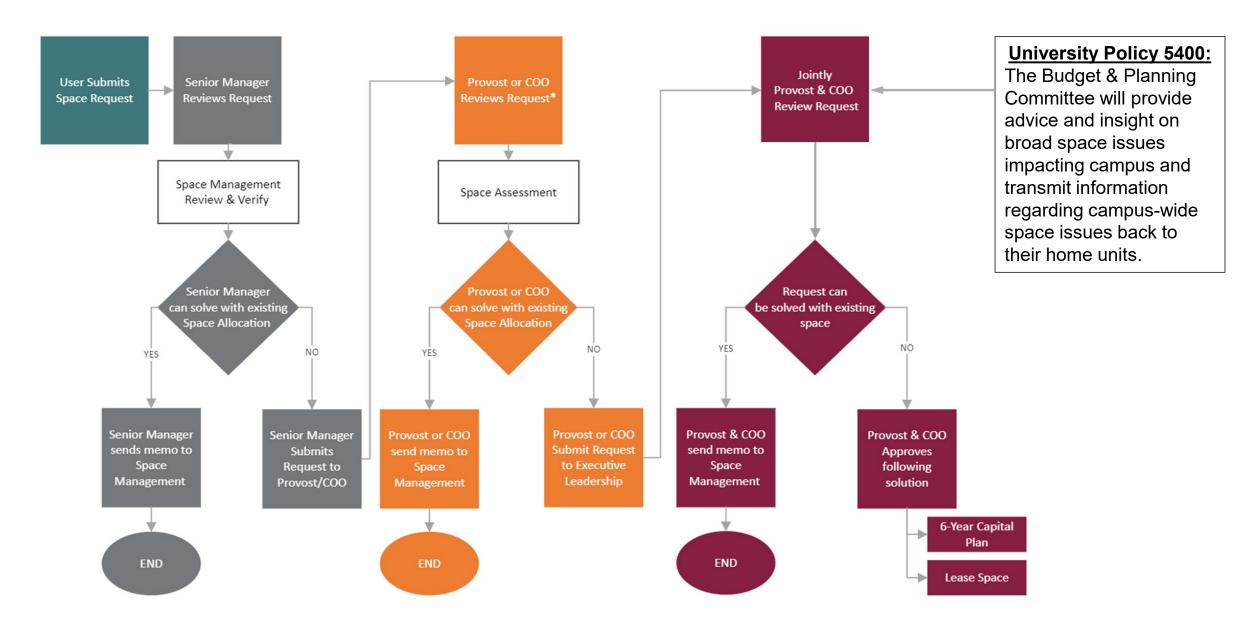
Main Recommendations

1. Develop a formal space management framework to clearly communicate the university's principles and practices regarding space.

2. Expand university space guidelines to include all space types and uses for determining space requirements and space assessments.

3. Establish a process for space assessments that incorporates evaluative criteria specific to each space type.

4. Develop tools and resources for transparent space management.

5. Clarify procedures and expectations in the space request process.

6. Incorporate known space needs into the budget development process to ensure alignment between physical and financial resource allocation.

7. Expand the charter of the Budget and Planning Committee to serve as the primary advisory body to the EVP/COO, and EVP/Provost on space policy and process.

Space Request Process

University Policy 5400: The Budget & Planning Committee will provide advice and insight on broad space issues impacting campus and transmit information regarding campus-wide space issues back to their home units.

Action Steps:

Actions Taken:

- Revisions made to Policy No. 5400 – University Space Management, October 2024
- Deployment of space utilization technology pilot

Actions Underway:

- Streamlining space request procedures within Division of Facilities
- Creation of an interactive space dashboard to improve transparency and access to data
- Formation of small working groups to look at specific types of space and associated standards
- Peer benchmarking and collaborative efforts around facility and space management technology

Additional Actions Planned for Upcoming Year:

- Conduct space management information/feedback sessions with senior management areas
- Launch training for space representatives and new space management website
- Expand space utilization pilots

"Effective space management requires coordinated, proactive, and constant attention, as well as the active engagement of the university community, to create an environment that supports our mission of academic excellence, fosters a culture of innovation, and ensures effective resource management."