Space Management at KPU:
Report and Recommendations

INTRODUCTION:

In January 2014, the Resources Planning Task Force was posed three questions related to KPU's space:

- Where in KPU's structure should principles and policies to govern space design and allocation be discussed and determined?
- What should those principles be?
- How does KPU need to use its space to provide exemplary learning experiences and environment in 2018?

At its meeting 21st March 2014, the Resources Planning Task Force briefly discussed issues of space management at KPU following three presentations[1] and review of some relevant documents.[2] A month later, 22nd April, the Task Force discussed various aspects of space use and management in more depth.

This report provides context for the discussions of space management, provides material from the presentations and readings to provide illustration, and summarizes the Task Force's discussions.[3] The Task Force's recommendations to the President that address space management at KPU comprise the final section.

CONTEXT:

University space is valuable. Classrooms, labs, offices, libraries, meeting spaces are essential to the University's current operations. KPU has invested over $125 million in capital projects: new buildings and major renovations, over the past nine years, from fiscal year 2006 to the present. Using a general construction cost figure of $600 per square foot, the replacement cost of KPU's current space inventory is approximately $660 million; if infrastructure (e.g., parking lots, sidewalks, and geothermal, etc.) are included, the replacement cost is nearer $800 million.

Appropriate university space is an important characteristic of institutions that do exceptionally well in engaging their students.[4] The physical environment can be welcoming or discouraging, valuing or disrespectful; it has considerable influence on the motivation and task performance of those in the space, and can promote or dissuade collaboration.

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[1] Jane Fee, KPU Scheduling & Timetabling, Office of the Provost, February 2014; Terri Chanyungco, Director, University Space Administration; and Warren Stokes, Associate Registrar.

[2] Campus Space. . . An Asset and a Burden, APPA Thought Leaders, 2012; Space management project: summary, UK Higher Education Space Management Project, September 2006; Material prepared for the Information Fairs, March17-20, 2014 http://www.kpu.ca/resources-planning-project-space-kpu; Comments related to space received from visitors to the Information Fairs.

[3] See minutes of Resources Planning Task Force meetings 21 March and 22 April 2014, http://www.kpu.ca/resources-planning-project for details

[4] George D. Kuh et al., Student Success in College: Creating Conditions That Matter (San Francisco, Jossey-Bass 2005) p.314.

With thoughtful and coordinated management, space can be a potent tool to accomplish the goals of KPU's Strategic Plan, VISION 2018.

KPU is facing considerable change: declining government funding; changes in student demographics, pedagogical practices, and technology; and growing demands for applied research and other community engagement activities. The program mix has been shifting, and recent government announcements suggest that quick responses to changing government priorities will likely be required of KPU in the next few years. Concerns about environmental sustainability continue to grow; demands for productivity and other forms of accountability to government increase annually.

VISION 2018 calls for 5% annual learner growth, development of continuing and professional studies, experiential learning, support for student success and retention initiatives, instructional excellence, community engagement, and management systems that are well-managed, integrated and transparent.

The Task Force learned that there are currently four separate space inventory systems at KPU, each developed to meet a particular need at some point in KPU's history and housed in a different area. There are different processes for scheduling different kinds of space, each exclusive to a type of space or an administrative unit. The University's data about actual usage (as opposed to allocation) of space is incomplete. At present, no University policies or articulated practices govern the use of space. While a Space Administration Department, reporting to the Vice President Academic & Provost, has been in place at KPU since 2010, no institution-wide body reviews the management and use of space to ensure that practices are consistent and able to support the achievement of VISION 2018 Twenty years ago, in 1994, when the institution was a community college with fewer than 8,500 students, informal systems met the college's needs. Now, as a polytechnic university with annual enrolment of over 19,000 students, KPU's space needs have changed dramatically and the need for effective space management has become significant.

In 2013 KPU had 91 gross square feet for every student FTE; this is low relative to some other universities.[5] The total operating cost (including purchased utilities) per student FTE is also lower than the comparators; please note that different institutions may include different costs in this item so some caution is required when drawing inferences from the data.
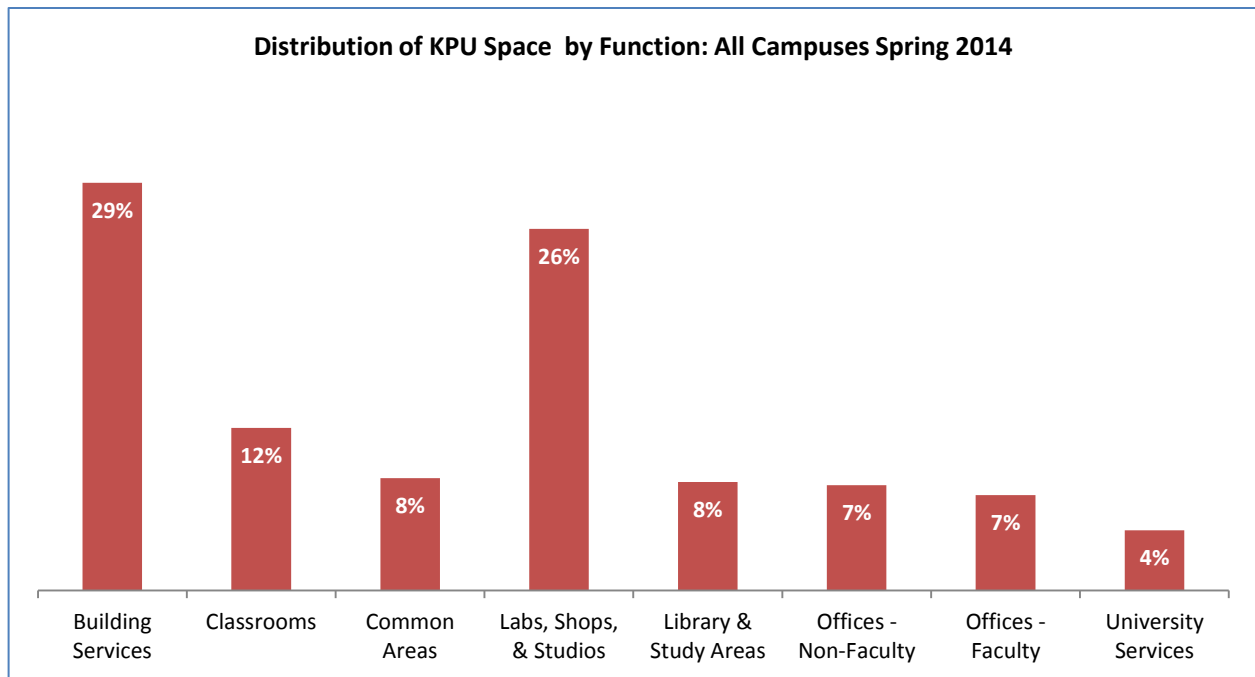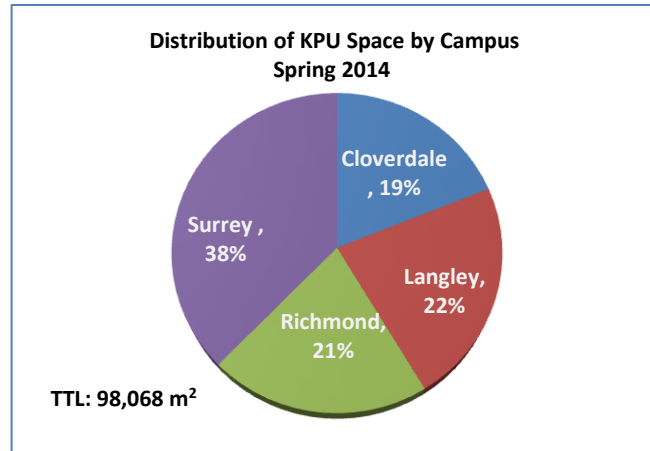

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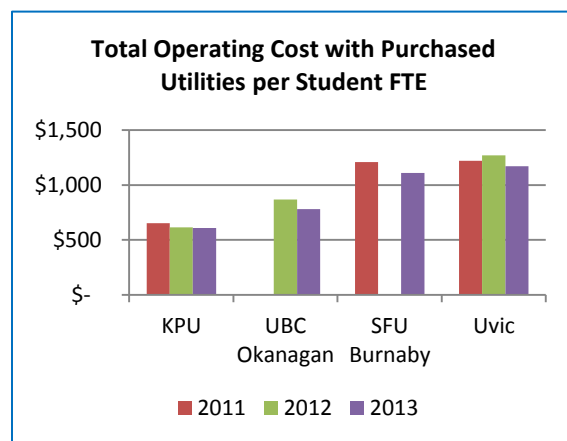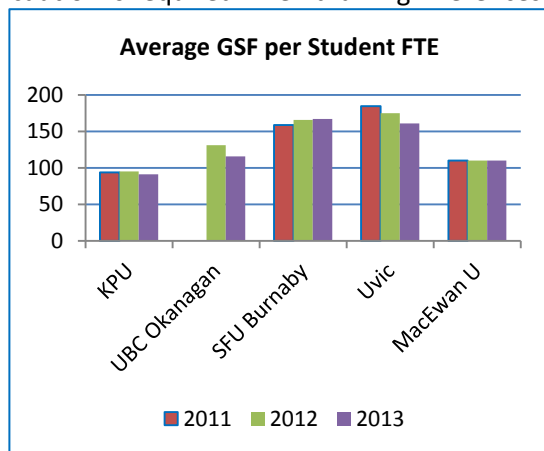
[5] Association of Physical Plant Administrators (APPA) Facilities Performance Indicators Report, 2013. Participation in the research is voluntary; this sample comprises participating institutions that are most comparable to KPU.

In any case, KPU budgets close to $7.5million annually to the operation and maintenance of its physical plant. The duplications caused by having four, relatively small, campuses increases KPU costs per square metre.

KPU currently has approximately 98,068 m^2 of gross space[6] across four campuses. The chart showing the distribution of space by function indicates what space is used for at KPU. It is interesting to consider that the larger the

Distribution of KPU Space by Campus Spring 2014

Cloverdale, 19%
Langley, 22%
Richmond, 21%
Surrey, 38%

TTL: 98,068 m^2

number of small rooms, the more space is required for corridors and doorways. Instructional space is 38% of total space with almost 2/3 for shops, labs and studios reflecting KPU's program mix.[7]

Distribution of KPU Space by Function: All Campuses Spring 2014

Category	Percentage
Building Services	29%
Classrooms	12%
Common Areas	8%
Labs, Shops, & Studios	26%
Library & Study Areas	8%
Offices - Non-Faculty	7%
Offices - Faculty	7%
University Services	4%

Glossary of Space Use Categories

Building Services: corridors, washrooms, locker rooms, electrical, janitor, mechanical, storage, and technology space
Classroom Spaces: all classroom spaces, nursing and language labs, seminar rooms to lecture theatres
Common Areas: meeting, reception, lounge, eating, and lobby spaces
Labs / Studios / Shops: includes demonstration and non-teaching spaces
Library & Study Areas: includes learning and assistance centres
Offices – Non-faculty: includes many student service areas, employee lounges
Offices– Faculty: includes faculty resource areas
University Services: recreation, first aid, security, counseling, copy, mail and work rooms, print shop

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[6] Gross space is usually measured from the middle of the external walls
[7] Facilities Inventory System Database, KPU Facilities Services. NOTE: This is net usable space (not gross)

TASK FORCE DISCUSSIONS:
In its discussions, the Task Force raised a number of topics that, although interesting, important to the University, and potentially worth a fulsome discussion,[8] are not directly related to the management of University space. Other topics were raised that are more closely related, but are too detailed for the Task Force and this report to address.[9]

This report will focus primarily on two topics that together generally answer the three questions initially posed to the Resources Planning Task Force: the relationship of space and its use at KPU to achieving the goals of **VISION** 2018, and effectively managing space at KPU in future.

1.   Relationship of space and its use at KPU to achieving the goals of VISION 2018

Strategic plan goals with specific space implications
In its discussions the Task Force raised the following issues related to VISION 2018 goals that require consideration.

What is the relationship between KPU space and community engagement? How does KPU make external communities welcome at KPU? Meet community needs? Present KPU as a valuable community resource? What are the financial implications of making KPU campuses more available to the external community?

What role does space management play in developing or supporting campus identity and culture? In what ways, if at all, should space management and use at KPU Richmond differ from KPU Langley, from KPU Surrey, or from KPU Tech?

What space considerations are important in KPU's quest to attract an older student population than it presently does to both regular programs and continuing and professional studies? How can KPU use space to better engage its current students?

How does KPU need to use its space to provide exemplary learning experiences and environment in 2018? How could KPU make use of its indoor and outdoor space as a teaching tool? What kinds of structures or relationships are necessary so that space management at KPU facilitates changes in teaching methods and technologies?

What forums are necessary for these issues to be discussed so that they will be appropriately considered in the allocation and use of KPU space?

The culture of space at KPU
Currently it seems that space use at KPU is governed by long-established practices developed over time to meet the needs of the day. In the absence of systems, responses to emerging needs have been

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[8] Students travelling between campuses; waitlist process for courses; semester length; factors in furniture selection: whether space depreciates or appreciates
[9] the course matrix/ class timetabling model, course enrollment churn at start of term, IT infrastructure (for hybrid courses, collaborative work, etc.) treating room usage as a proxy for student access (reducing density of courses at one time allows students to complete programs more quickly); attractiveness to older students; inclusion of space requirements as part of new program proposals; consideration of storage space needs; reasons why a course is scheduled where and when it is; faculty offices; student study and gathering spaces; explore ways in which unallocated space could be made available to students.

mostly idiosyncratic and incremental leaving the University with informal practices that no longer serve the institution's needs as effectively as current conditions necessitate.

As is common at postsecondary institutions, many KPU employees have developed emotional attachments to "their" space; attitudes of ownership and entitlement are common; and apprehension about change is strong. Many at KPU maintain a unit-based rather than institution-wide vision of university operations that impedes their ability to see opportunities for using space differently than it now is.

2. Managing space at KPU

It became clear early in the Task Force's discussions that KPU needs a new structure for space management. The question of whether space management should be a campus or a university–wide matter was raised. If it is the former, then the role of campus principals needs to be carefully considered. There was no disagreement that KPU needed guidelines, policies, and processes for allocating university space that were open, transparent and consistently applied. The potential benefits of improved space management are many: increased productivity and efficiency; improved student services; reduced costs; greater equity; and improved sustainability.

The balance of opinion was in favour of a single, broadly representative, body for the overall management of University space as the best way to enable the University to respond quickly and efficiently (cost-effectively) to new university needs and opportunities, and to reduce the misinformation, rumours, and speculation that currently surround space decisions or non-decisions.

There are several aspects to this discussion:
    a. The composition of this body and its position in the university's structure,
    b. The scope of its responsibilities,
    c. The relationship to the University Space Administration Office, and
    d. The information needed to inform its decisions.

Composition and position in the university's structure
The University Space Committee needs to comprise perspectives from academic units, student services, and administrative services if it is to be able to perform the integration function KPU needs in its management of space and develop policies and practices that meet needs across the University. To be effective, the University Space Committee would need representatives from many areas of the University, likely including the campus principals, would be chaired by a senior member of the Executive, and would report to the University Executive Committee. The University Space Committee would meet regularly either monthly or quarterly.

Space issues straddle all facets of university operations in the same way that financial, information technology, and human resources ones do; for that reason the Task Force suggested that it be chaired by the Vice President Finance & Administration.

Scope of responsibilities for the University Space Committee
▪ Review and develop effective policies and guidelines, decision making processes and standards for space allocation and use;
▪ Review and adjust as necessary existing space scheduling and booking policies and practices to promote integrated management of all space;

- Commission the development of an integrated space management database for KPU;
- Commission a systematic review of space allocation and use at KPU; potentially develop a long-term plan for space allocation and use at KPU;
- Determine best practices for optimizing space utilization, possibly including incentives to encourage smart space management;
- Establish metrics to better measure a number of aspects of university space;
- Commission tracking and reporting tools for space use by unit to inform decision-making by the Committee and at all units in the University so that space use can be monitored and adjusted by users;
- Communicate space-related policies, principles, and guidelines; space allocation and use data; and significant space-related decisions to the internal KPU community; and
- Ensure that consideration is given to the influence of space on user behaviour.

Relationship of University Space Administration Department to new Committee
While the University Space Administration Department would work closely with the University Space Committee, the department must report to an individual, one who is highly placed in the University given the critical nature of space management. The Task Force suggested that it would likely be most useful and effective if the Department reported to the Chair of the University Space Committee.

Information for decision-making
The Task Force strongly believed that it was necessary for KPU to develop and maintain a complete space database which would be designed to meet the space information needs of everyone concerned with an aspect of University space management and be available to them. The database should be in the care and control of the University Space Administration Department. Determining what data should be in the data base and in what form would require the cooperative efforts of all stakeholders.

The database must be accurate and current. Particular care must be taken to compile accurate usage data, a challenging task as space may not be used as is allocated. The database must have the capacity to generate reports that are usable for different intended audiences and purposes.

FINAL RECOMMENDATIONS OF THE RESOURCES PLANNING TASK FORCE TO THE PRESIDENT REGARDING MANAGEMENT OF SPACE AT KPU:

1. **That KPU establish a University Space Committee, co-chaired by the Vice-President Finance & Administration and the Vice-President Academic, reporting to the University Executive, and comprising members from across the University. The University Space Committee must provide a forum for discussion of university space issues, develop effective guidelines, policies, decision-making processes and standards for space allocation and use, establish metrics to better measure and allocate space, and commission an integrated strategic space inventory database, and will provide advice on major University space-related initiatives. An important consideration for the University Space Committee's deliberations is the contribution of its decisions to achieving the goals of VISION 2018.**

2. **That KPU immediately begin development of an integrated space management database.**

3. **That KPU review all existing space scheduling and booking practices to promote integrated management of all KPU space.**

4. **That a University Space Management website be established to communicate decisions regarding space allocation and use, data about space utilization, space booking processes, etc.**

References:
Maximizing Space Utilization Measuring, Allocating and Incentivizing Efficient Use of Facilities, University Leadership Council, Education Advisory Board Company, Washington, D.C. 2010

Developing and Maintaining A Strategic Space Database, webcast materials, Academic Impressions, Denver, CO, January 31 2014

Challenging Traditional Assumptions and Rethinking Learning Spaces. Nancy Van Note Chism in Learning Spaces, Diana Oblinger, ed., Educause, 2006. http://www.educause.edu/research-and-publications/books/learning-spaces