



**Policy Title: Facility Improvements, Capital Projects, and Space Allocations**

**Policy Number:**

**Date Issued: March 31, 2022**

**Responsible Executive: Associate Vice President for Facilities and Operations**

**Date Last Revised: March 31, 2022**

**Responsible Office: Facilities Management Department**

## **FACILITY IMPROVEMENTS, CAPITAL PROJECTS, AND SPACE ALLOCATIONS**

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### **Policy Statement**

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Baylor University (the “University”) is committed to providing facilities and infrastructure to ensure its mission to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community can be met. This is achieved by operating, maintaining, modernizing, and investing in existing and new, built and natural infrastructure while being good stewards of the limited financial resources available, in accordance with all applicable federal, state, and local laws, regulations, statutes, policies, and codes.

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### **Reason for the Policy**

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This policy is established to formalize the prioritization and approval process for facility improvements and projects, and to ensure that all University space is allocated, utilized, and managed according to Baylor University’s vision, mission, and goals, in direct support of the strategic plan.

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### **Individuals/Entities Affected by this Policy**

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This policy applies to all University faculty, staff, students, contingent workers, and any third-party contractors involved with facilities management operations at the University, specifically for projects and space allocation matters.

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### **Exclusions**

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NONE

1. Facility Improvements, Capital Projects, and Space Allocations

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## Related Documents and Forms

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### University Policies and Documents

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Building Lettering Standards  
Facility Improvement and Capital Project Process and Procedures  
Faculty and Staff Office Standards  
Flooring Standards  
Furniture Standards  
Paint Standards  
Project Request Form  
Room Numbering Standards  
Sculptures, Statues, and Other Features Process and Procedures  
Space Request Form

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### Forms and Tools

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Above listed forms, standards, and documents are available at  
[https://www.baylor.edu/facilities\\_management/](https://www.baylor.edu/facilities_management/)

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### Contacts

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| Subject                       | Contact                          | Telephone    | Office email/web site   |
|-------------------------------|----------------------------------|--------------|---|
| Projects and Space Allocation | Facilities Management Department | 254-710-8400 | <a href="https://www.baylor.edu/facilities_management/">https://www.baylor.edu/facilities_management/</a> |

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### Responsibilities

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All University faculty, staff, students, contingent workers, and any third-party contractors involved with facilities management operations at the University are responsible for compliance with applicable building and construction statutes, regulations, and codes as well as applicable policies and procedures of the University.

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| <b>Facilities Management (FM) Department</b> | FM is responsible for <ul style="list-style-type: none"><li>• Vetting all project and space allocation requests when properly submitted on the appropriate form</li><li>• Working with user groups to develop projects and provide space allocation recommendations</li><li>• Supporting the CAPG and ISSG with information, recommendations, and prioritized listings of projects and space allocation requests for consideration</li><li>• Providing guidance and oversight for all new design, construction, facility maintenance, and improvements throughout all campus buildings and spaces, including those leased by Baylor University, in Waco, Texas</li></ul> |
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2. Facility Improvements, Capital Projects, and Space Allocations

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|  | <ul style="list-style-type: none"> <li>• Maintaining all University space data and Record Drawing Files and for updating all spaces affected by renovation or construction, as well as changes to room names, room numbers, function, and square footages</li> <li>• Maintaining, updating, and ensuring compliance with all facilities related University standards listed in the previous “University Policies and Documents” section. Exceptions to deviate from facilities related University standards will be considered on a case-by-case basis by the Associate Vice President for Facilities and Operations; exception requests must be based on a tangible mission impacting requirement</li> </ul>  |
| <p><b>Capital Asset Planning Group (CAPG)</b></p>      | <p>CAPG members include the</p> <ul style="list-style-type: none"> <li>• Chair - Associate Vice President for Facilities and Operations (Note: The Chair is a non-voting member of the CAPG)</li> <li>• Provost</li> <li>• Chief Business Officer</li> <li>• Chief of Staff to the President</li> <li>• Vice President for Student Life</li> <li>• Vice President of Finance</li> <li>• Vice President for Advancement</li> <li>• Vice Provost for Research</li> </ul> <p>The CAPG is responsible for</p> <ul style="list-style-type: none"> <li>• Prioritizing and approving projects <math>\geq</math> \$50,000</li> <li>• Approving space allocation requests</li> <li>• Submitting a quarterly report to the President’s Council and the Faculty Senate</li> </ul>   |
| <p><b>Institutional Space Support Group (ISSG)</b></p> | <p>ISSG members include the</p> <ul style="list-style-type: none"> <li>• Chair - Associate Vice President for Facilities and Operations</li> <li>• Vice Provost for Administration and Operations</li> <li>• Associate Vice President of Budget and Planning</li> <li>• Associate Vice President for Student Life</li> <li>• Assistant Vice Provost for Research Facilities</li> <li>• Assistant Vice President for Facilities and Planning</li> <li>• Director of Construction Services</li> <li>• Manager of Space Planning and Interior Design</li> </ul> <p>The ISSG is responsible for</p> <ul style="list-style-type: none"> <li>• Vetting projects and space allocation requests</li> <li>• Drafting a prioritized list of projects <math>\geq</math> \$50,000 for CAPG consideration</li> <li>• Presenting space allocation requests for CAPG consideration</li> <li>• Coordinating and consulting with University and off-campus subject matter experts as necessary and have them present at ISSG and/or CAPG meetings when requested</li> </ul> |

3. Facility Improvements, Capital Projects, and Space Allocations

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|  | <ul style="list-style-type: none"> <li>Submitting information and documentation that is data driven, relevant, and historical, to assist CAPG with their decisions</li> </ul>  |
| <b>User Groups</b>   | <p>User groups are all University colleges, schools, divisions, departments, institutes, centers, auxiliary or administrative units</p> <p>User groups are responsible for</p> <ul style="list-style-type: none"> <li>Initiating proposed projects or space requests on a Project Request Form or a Space Request Form and submitting it to Facilities Management, once appropriate approvals have been obtained</li> <li>Informing and including the Office of Advancement in any potential project that could involve donor funding</li> <li>Notifying Facilities Management any time there is a change to University space, either owned or leased</li> </ul> |
| <b>Provost</b>   | <p>The Provost is responsible for</p> <ul style="list-style-type: none"> <li>Approving any proposed project <math>\geq</math> \$50,000 or any space allocation request from his/her respective user groups prior to submitting to Facilities Management</li> <li>Upon request from a Dean, approving in writing retired Emeritus faculty members to use <u>excess</u> space within their respective colleges/departments for the advancement of the University's mission</li> <li>The Provost may delegate the above responsibilities to the Vice Provost for Administration and Operations and/or the Assistant Vice Provost for Research Facilities</li> </ul> |
| <b>Deans</b>   | <p>Deans are responsible for</p> <ul style="list-style-type: none"> <li>Vetting proposed projects and space allocation requests from their respective user groups</li> <li>Ensuring their user group has considered all available options within their currently assigned office/workspace before submitting a Project Request Form or a Space Request Form</li> <li>Approving projects <math>&lt;</math> \$50,000</li> <li>Coordinating on any proposed project <math>\geq</math> \$50,000 or any space allocation request from their user group prior to submitting to the Provost</li> </ul>  |
| <b>Vice Presidents or Members of the President's Council</b> | <p>Vice Presidents or Members of the President's Council are responsible for</p> <ul style="list-style-type: none"> <li>Vetting proposed projects and space allocation requests from their respective user groups</li> <li>Ensuring their user group has considered all available options within their currently assigned office/workspace before submitting a Project Request Form or Space Request Form</li> </ul>   |

4. Facility Improvements, Capital Projects, and Space Allocations

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|                                | <ul style="list-style-type: none"> <li>• Approving any proposed project or any space allocation request from their user group prior to submitting to Facilities Management</li> <li>• The respective Vice President or Member of the President’s Council may delegate approval authority for projects &lt; \$50,000 to one person within their purview no lower than an Associate Vice President, or equivalent, reporting directly to them</li> </ul>   |
| <b>Board of Regents (BoR)</b>  | <p>The BoR is responsible for</p> <ul style="list-style-type: none"> <li>• Approving any University Capital Project ≥ \$5 million</li> </ul>   |
| <b>Office of Advancement</b>   | <p>The Office of Advancement is responsible for</p> <ul style="list-style-type: none"> <li>• Working with University Areas/Divisions and the CAPG to manage a consolidated listing of University sanctioned projects and initiatives for donor funding</li> <li>• Providing opportunities for donors to support and engage with the University</li> <li>• Working with user groups to determine if donor funds are viable for specific projects</li> <li>• Ensuring the CAPG has approved the initiative valued at ≥ \$50,000 prior to soliciting and/or receiving funds from donors when related to facility projects, sculptures, statues, monuments, etc., or for any space allocation issue</li> </ul> |
| <b>Office of the Registrar</b> | <p>The Office of the Registrar is responsible for</p> <ul style="list-style-type: none"> <li>• All academic scheduling using the University’s official room scheduling software</li> </ul>   |

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**Principles**

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The University must be good stewards of its limited financial and space (facility) resources and must take a holistic approach when prioritizing and approving projects and space allocation requests.

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**Project Priorities**

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User groups have projects and facility space needs to meet their current mission and/or future growth. However, the University must prioritize facility and space allocation requests taking in to account the needs and requirements of the entire institution at-large. This includes, but is not limited to, facility renovations and modernization, major infrastructure utility system repairs and replacement, sculptures and monuments, and new capital construction projects. Priorities will be set through the ISSG and CAPG, with the CAPG making the ultimate determination of project and space allocation priorities and funding, based on the University’s vision, mission, and goals, in direct support of the strategic plan.

5. Facility Improvements, Capital Projects, and Space Allocations

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## Space Allocation

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As a critical resource to the University, space will be used in an efficient manner, align with priorities of the University's strategic plan, and support its learning, teaching, research, and student experience needs. University space allocation is guided by the following Principles:

- Although space is allocated to the colleges, schools, divisions, departments, institutes, centers, auxiliary or administrative units, **the University owns all space**, including space that is on or off campus that is owned outright, leased, or borrowed.
- All space that is vacated by any department, division, or user group or which undergoes a significant change in use, automatically comes under the purview of the ISSG and CAPG and is returned to the University's space inventory.
  - Academic and research space allocated to the Provost will generally remain under her/his purview so when colleges, schools, and departments' mission and space needs change, the Provost will have discretion to reallocate space accordingly. The Provost should take into account recommendations for space reallocation from the impacted Vice Provosts and/or Deans.
  - As noted in the below primary bullet, allocated space will be reviewed periodically. If academic and/or research space is not efficiently used as intended, the CAPG has the authority to reallocate space to another user group.
  - If the University's need for space arises based on a new mission or expanded mission of an existing user group, the CAPG may reallocate academic and/or research space to meet the University's requirements.
- Space is allocated to specific User Groups and should be reviewed periodically by the University to maintain optimal usage of all spaces. Any relocation, renovation, or provision of additional building space shall be considered for approval by the CAPG.
- Space identified by donor contributions will be maintained in accordance with the donor's intent to the extent possible, while also complying with federal regulations and industry standards. It is the responsibility of the user group's Director of Development to explain to donors how space is managed, and compatible terms should be attempted prior to the donor's contribution. Matters concerning donor contributions must be managed in coordination with the University Advancement Office.
- It is important that the primary undergraduate educational experience take place in the core of the campus; space will be allocated accordingly. Baylor research and graduate programs (excluding online, distance, and other activities targeted for off-campus) will be prioritized for core campus or other existing Baylor space where practical and effective.
- Space utilization is measured based on the use of scheduled and non-scheduled academic and administrative facilities and is used in the determination of space needs and allocations. In efforts to avoid duplication of space, equipment, staff services, and unnecessary costs, as much space as possible should be shared by departments.

- Office space should be allocated and assigned according to the Faculty and Staff Office Standards published by the Facilities Management Department. Retired faculty and staff members are not allocated or assigned workspace and should not be factored into space requirements. However, upon written approval of the Provost outlining the details of an agreement, Deans may allow retired Emeritus faculty members to use excess space within their respective colleges/departments for the advancement of the University's mission.
- All academic scheduling will continue to be conducted using the University's official room scheduling software. All rooms designated as Classrooms (classified as "110" by the National Center for Education Statistics) will be shared classrooms. As with the standard practice, a department will have priority scheduling in their "home" building, if practicable. The Office of the Registrar will make centralized scheduling decisions based on section capacity, pedagogical need, and space utilization. Academic scheduling decisions will consider any need for requested reasonable accommodations for qualified individuals with disabilities in accordance with applicable policies, i.e., OALA policies for students and personnel policies for instructors. Specialized instructional space classified as anything other than Classrooms (110) will continue to be managed by the appropriate department, using the University's official system for scheduling.
- In order to use existing space in the most efficient manner possible, scheduling of classrooms and other University space for non-academic purposes (i.e., University sanctioned clubs and organizations) falls under the responsibility of the Area/Division responsible for the given activity or organization in cooperation with the primary occupant or user of the space.