This Shared Building Agreement is for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [*building*] and is endorsed by:

[*Insert names, roles (deans/VPs of colleges/divisions with assigned space), and dates*]

Purpose

Shared academic buildings serve as essential hubs for learning and collaboration within Cornell. Clear and consistent expectations regarding decision-making and operational controls are vital to ensure that these facilities remain consistent with their intended purpose.

This document outlines expectations for governance and guidelines for managing operations to:

* optimize positive interactions amongst academic, research, outreach, cultural, and operational activities;
* encourage collaboration, partnering, and interdisciplinary connections;
* reinforce ties between research and undergraduate teaching;
* encourage social interactions and vitality to foster a sense of shared community, and
* enhance functional and administrative efficiencies.

Governance Structure

The Building Management Committee (BMC) meets as needed and typically includes the following roles representing each college/school in the building and the Research Division, as appropriate:

* College Officer
* Registrar
* Director of Facilities
* Director of IT

The BMC may choose to create standing or ad hoc subcommittees on topics of special interest, e.g., classroom fit-out, named and public spaces.

The BMC chair position rotates annually through each academic college present in the building.

The BMC members are responsible for:

* Designating the Lead Unit Facilities Director (Lead UFD);
* Developing general building protocols;
* Representing unit needs to the BMC and supporting BMC decisions and protocols to the unit, and
* Committing to resolving disputes through effective listening and collaborative approaches.

Conflicts that are not resolvable by the BMC may be elevated to the Shared Leadership Team (SLT) – the deans, vice provosts, and vice presidents with assigned space in the facility. The SLT will also be responsible for reviewing and approving revisions to the Shared Use Agreement.

Current members of the [*Building Name*] BMC include: [*insert names*]

Basis of Understanding

*Space Allocation*

Typically, multi-tenant campus buildings are governed according to the traditional assignment of space to a college/division (the unit) and then departments within the units. Space allocation is guided by [Cornell’s Space Management Principles](https://dbp.cornell.edu/wp-content/uploads/2022/02/Principles_SpaceMgmt_Feb_2022.pdf); two principles address delegation and accountability for space allocation decisions:

* Ownership of space begins with the President and Provost and is delegated down through organizational hierarchies. The Provost is ultimately responsible for the allocation of space to units.
* Accountability for space management begins locally and proceeds upward through organizational hierarchies. Space within colleges/schools/divisions is allocated based on programmatic needs and priorities as determined by the dean/division leader. Decision-making authority may be delegated to chairs/directors for space that is assigned to their units to ensure that those with the most in-depth knowledge of the activities and needs determine appropriate allocations. Deans, vice presidents, and vice provosts are responsible for efficient use and active management of space within individual college/division allocations.

*Space Inventory*

The University Facilities Inventory System (FIS) captures space assignments at the department and room level for all Cornell buildings. The FIS data is certified on a fiscal year basis by departments through unit-level administrators; the data is principally used to ensure that facility-related costs allocated based upon space utilization are accurately distributed. Many University processes work on the understanding that the inventory data is kept current.

This document focuses on use and operations associated with those space types that are typically assigned in the FIS under one or two departments but may be used by many other departments and programs. These are the spaces where alignment between responsible steward in the FIS and associated cost responsibilities and users and associated cost causers may feel or be misaligned.

*Budget Model Costs*

The University charges each college for a set of facilities costs based on amount of square feet occupied by that unit. In addition to this net assignable square footage, units proportionally share in the cost of operating and maintaining spaces held in the [Common Space Factor](https://fcs.cornell.edu/facilities-inventory-budget-model-overview-presentation).  These charges are determined by the University Budget Office in coordination with Facilities and Campus Services.

*Space Review*

Space assignments in existing buildings should be reviewed periodically by the BMC to evaluate whether space is being used appropriately (fit to function), to question inappropriate space use that causes unit hardship, to advocate for changes in space use (including scheduling-related adjustments), and to facilitate the shared use of spaces in support of the teaching, research, and engagement missions of the university. Recommended changes in space assignments may be brought to the Shared Leadership Team for review and direction. Space assignment changes that result in net growth for a college/division on the scale of more than a few percentage points within the building should be reviewed with the University space planner who may recommend further review with the Space Use Advisory Committee.

*Shared Governance Framework*

Each unit lead is expected to make space allocation decisions based on need and in consideration of the impact on other occupants of a facility. Space allocation decisions exist along a spectrum based on room type, from those that are held most closely by a unit leader – typically, the assignment of office space and some program-specific spaces, including instructional laboratories – to those that are best made within a shared governance framework. This agreement focuses on the types of spaces and related operating decisions that are best governed by consensus amongst unit leadership.

| **Space Category** | **Typical Room Types** | **Inventory Method** | **Notes** |
| --- | --- | --- | --- |
| Unit-specific spaces | Offices, Instructional Laboratories, Research Laboratories, Laboratory Support Rooms | Assigned to the occupying unit | Laboratory support rooms may be “common use”  |
| Classrooms | Classroom, seminar room (general purpose) | Assigned in the inventory based on the lead college registrar for the room | *Under review by the Provost’ Classroom Executive Committee; recommendations expected in 2024* |
| Common Use Spaces | Conference Rooms, Kitchenettes, some lounges | Conference rooms: Suggest pro-ration amongst building occupants to indicate shared responsibilityKitchenettes: Suggest one clear owner to take responsibility for care and cleanliness; multiple kitchenettes can be distributed amongst occupying orgs | Most typically used by building occupants, not generally used by students or faculty/staff from outside the building |
| Public Spaces | Some lounges, atria | Suggest pro-ration amongst building occupants to indicate shared responsibility | This category may include “non-assignable” spaces held under Building Care, such as entrances, lobbies, and public circulation, that may be important to allocate and consider in conversations related to signage, branding, and namingThese spaces also are often a public opportunity to create a sense of place and belonging |
| Non-Instructional Event[[1]](#footnote-1) Spaces | Spaces that support activities that have a specific purpose, start and end times | Special spaces with specific donor or unit investments are typically assigned to that unit; other spaces, particularly atria and more public gathering areas (see above), can be pro-rated amongst building units |  |

In certain circumstances, existing assignments of space are disrupted by a decision by the Provost and other senior executives to introduce one or more additional units into a facility. Such a circumstance should drive a revision to an existing Shared Use Agreement or should cause the creation of a Shared Use Agreement where none already exists.

Treatment of Certain Commonly Shared Space Types

Given that space assignment in the FIS determines budget model costs and implies stewardship responsibilities, best practice is to pro-rate assignment of shared space types in the FIS based on some easy to calculate metric appropriate to the space type, e.g., unit percent of faculty and staff population for conference rooms and kitchenettes that are shared by all building occupants.

*Conference Rooms*

Ideally, conference rooms, especially those that can be accessed from public circulation during regular business hours, will be available to all building occupants and other campus users. Outlook is the university tool for scheduling conference rooms. The Outlook instance for the conference room should be viewable by campus stakeholders and set to approve new requests automatically if no conflict exists.

If there is good cause, such as access through an office space, for a conference room to be assigned to a unit for their primary use, expectations regarding use by others should be clearly defined and communicated to all building occupants. For example, use by others may be allowed through facilitated rather than automatic approval in Outlook. In such cases, the unit assigned to the room in the FIS designates the scheduler contact.

Regardless of designation (unit-based or shared amongst building occupants), clear procedures will be identified for others to request use of a conference room. These procedures should be consistent across similar spaces.

*Kitchenettes*

Ideally, kitchenettes will be available to all occupants and other campus users where appropriate. If there is good cause for a kitchenette to be assigned to a unit for their primary use, expectations regarding use by others should be clearly defined and communicated to all building occupants.

*Classrooms*

The [Academic and Event Scheduling Policy](https://dbp.cornell.edu/home/space-planning/scheduling-related-policies/) identifies the expectations for availability and scheduling of general purpose classrooms. The BMC will identify the framework by which scheduling activities occur, whether through one lead office or in a distributed model, consistent with the [Academic and Event Scheduling Policy](https://dbp.cornell.edu/wp-content/uploads/2023/09/AES-Policy_2023_August.pdf).

*Event Spaces, including Outdoor Spaces*

The [Academic and Event Scheduling Policy](https://dbp.cornell.edu/home/space-planning/scheduling-related-policies/) identifies the most frequently encountered practices for managing reservations and expectations of use for event spaces, including outdoor spaces.  Reservable event spaces are included in 25Live, along with photos, features, available times, etc. that can inform the request and reservation process. Guidelines for event spaces can vary based on location and type of space.  The BMC should inform some over-arching consistency to the treatment of reservable spaces within or adjacent to the building and will identify the framework by which scheduling activities occur, whether through one lead office or in a distributed model.

*Lounges*

Lounges are typically setup to accommodate a specific demographic within a unit though consideration should be given to the opportunities for collaboration and socialization when lounges are identified for larger segments of the building population (e.g., an all-staff lounge, vs. a staff lounge for each unit).  Each unit should have guidelines on expectations of the space use and be responsible for any scheduled events.

Treatment of Certain Common Features

*Signage – Space Identification and Wayfinding*

One signage standard should be established for the building. Mandatory and emergency signage and general wayfinding signage such as directories must be consistent throughout the building and will be maintained by the building’s Lead UFD. Office and room signage should also remain consistent, but the building standards should provide a variety of approved modifications to meet the needs of all units and to remain adaptable to changes in space usage by units over time. Similarly, other forms of signage such as vinyl applications on office suite windows should strive for consistency using common fonts, sizing, and layouts.

*Signage – Communications*

Signage for communications campaigns (i.e., electronic signage, bulletin boards) should be divided by units in relation to their assigned square footage in the building and the functions housed within that space. For example, electronic signage should likely be located nearby student services offices so that these offices may share relevant, timely messaging for students both from their unit and from campus services such as Cornell Health. Units may decide to share electronic signage but then must create a common mechanism from which to push and rotate content for the signage. Posting areas or bulletin boards should be similarly divided with boards near high-traffic areas for each unit primarily programmed by that unit. Units should work with facilities staff and building care as to routine clearing-off of postings throughout the academic year.

*Environmental Branding*

As with building signage, environmental branding within and outside the building should strive to be reasonably consistent in its style, approach, and placement so as not to create overly clashing styles between spaces in the same building. Unit leadership will likely need to be engaged in developing this approach as these elements are often important to students, faculty, and other stakeholders including alumni. As with communications signage, high traffic areas for each unit should be identified and branding approaches for each discussed with leadership as necessary. Exterior signage should indicate the presence of all units within the building, in coordination with facilities as to the appropriate placement of unit names alongside required building signage and address markers. Exterior marketing such as unit-branded flags or banners should be divided by units roughly by the proportion of assignable square footage for each unit or by another agreed upon metric. Flags displayed at main entrances and key exterior landmarks, or wayfinding points should represent all units present in the building.

Managing Operations

*Access Control*

[University Policy 8.4, Management of Keys and Other Access Control Systems](https://policy.cornell.edu/policy-library/management-keys-and-other-access-control-systems), requires that everyone acting on behalf of Cornell University must take responsibility for faculty, staff, and student safety, as well as the security of university physical space and the assets contained therein. An essential element of security is maintaining adequate control to ensure that university assets are accessed only by those authorized to do so. This necessitates the tracking of university key systems and access control devices, as well as the locations they access and the individuals to whom they are issued.

Management of the access control program is assigned to the Lead UFD unless otherwise described here.

*Building Hours*

Building hours are determined by the Lead UFD in consultation with the BMC. Building hours should always accommodate access to general purpose classrooms during the regular weekly class meeting pattern, including exam periods. Changes in building hours due to unique event scheduling requirements must comply with the Building Hours Temporary Change Request procedure.

*AV/IT Services*

The BMC will agree on how AV/IT services are determined, provided, and funded in the commonly shared spaces, including classrooms and conference rooms.

*Cleaning*

The standard Cornell University cleaning level is level 2.5 as defined by the [Association of Physical Plant Administrators](https://www.appa.org/bok/cleaning-operations/) (APPA). Building care costs associated with APPA level 2.5 cleaning are pro-rated across all building occupants based on assigned space in the FIS.

Any additional cleaning or service levels, including event support, may incur additional costs, and these costs will be funded by the unit requesting the additional services.

For special cleaning occasions (e.g., accidents, such as rainwater flood mitigation), the space assignment in FIS will determine the unit responsible for the costs. If the additional cleaning needs are due to negligence (e.g., a broken sprinkler due to hanging items on the head), the financial responsibility would fall to the unit sponsoring the event.

*Furniture Standards*

Often new allocation of space to a College/School is for furnished space. Some organizations have developed facility specific furniture standards for ease of budgeting, inventory, reconfiguration, and reuse. If the unit who receives the new allocation of furnished space wishes to veer from the furniture standard in non-public or shared spaces, it is at the discretion of the unit, fully funded by the unit, and the existing furniture shall be returned to the previous organization. If the furniture standard for shared and public spaces fails to meet the needs and expectations of facility occupants, a joint decision between facility occupants shall be made on the new furnishings and how the costs will be shared, and the existing furniture shall be returned to the previous organization.

*Maintenance Expectations, Priorities & Funding*

The Lead UFD is responsible for communicating maintenance needs to Facilities & Campus Services and advocating for centrally funded planned maintenance projects that address deferred maintenance priorities of the building occupants.

If an event is responsible for a new or increased maintenance expense, the sponsoring unit is responsible for the cost of repairs.

If a unit sponsors a project that must address a deferred maintenance condition, the unit is responsible for related costs.

Units are financially responsible for functional improvements and refurbishments, including finishes (painting, flooring), lighting, furniture, etc. based on FIS assignments, though these costs are encouraged to be socialized amongst building occupants for the commonly shared spaces.

*Renovations*

Facility renovations and refurbishments, both capital and non-capital, are guided by [Facilities and Campus Services processes](https://fcs.cornell.edu/projects/start-project-0) and Cornell policies. In shared academic buildings, the need for a renovation may be identified by a single unit, but how the needs are met shall be considered with attention to the stewardship of the facility. In the case of capital projects, design is guided and reviewed at the University level, with programmatic input by the unit. The BMC may determine whether it is appropriate to have a subcommittee focused on design of a renovation, using criteria related to size of the renovation and impact on occupants. This committee might include unit representatives including those relevant to specific functions of the space, e.g., Registrar(s) if classrooms are implicated, Deans/Directors of Communications if public spaces are implicated, and Deans/Directors of AAD if named spaces are implicated. The responsibilities of this subcommittee would be to inform decisions regarding the character of the design, how the renovation will address functional needs of the occupant programs, and evaluate implications for future uses of the renovated and adjoining areas.

*Shared Costs*

The BMC may wish to undertake projects with shared benefits to the building, such as signage improvements. Costs may be prorated across units, most typically based on square footage allocations.

For space types that are assigned to one unit but used by many, such as classrooms and conference rooms, several methods may be used for determining a fair cost allocation for improvements. Options include: FIS assigned unit covers all costs or units agree to sharing costs based upon the relative % occupancy of the facility; the intended/expected % access/use of the space, or the relative % of student body or courses taught of the units. Costs may be shared for all improvements, or a subset of improvements (e.g., an AV upgrade, or new furnishings), based on decisions of the BMC.

The costs of renovations (having impact on the built environment) shall be fully funded by the requesting unit.

The BMC may also want to consider shared costs for other building services, functions, or roles, including the possibility of sharing costs for the Unit Facilities Director or other staff.

Term Agreements

The occupants of academic buildings may host one or more term agreements for common circumstances, such as research centers, dining operations, or private use. Such agreements should separately document specific terms such as start and end dates, accounting for space in the facilities inventory, costs and fees, etc. but should otherwise be consistent with and reference this Shared Building Agreement.

Term agreements associated with this building include: [*identify agreement partner, purpose, start and end date*]

Agreement Duration

Shared Building Agreements are recommended to be reviewed and updated every three years, unless the Building Management Committee agrees that the cycle should be shortened, typically due to a significant change in occupancy.

This Shared Building Agreement was last reviewed in [*month, year*] and will be reviewed again in [*month, year*].

Recommended Appendices

| **Recommended Appendix** | **Includes** |
| --- | --- |
| Preferred Practices for Conference Rooms | *List of building conference rooms, with scheduling method and point of contact for those that cannot be automatically scheduled through Outlook*]Best practices, e.g., Conference room users are responsible to leave rooms clean and functional after each meeting and/or event, and to report any issues to appropriate building maintenance personnel. |
| Preferred Practices for Kitchenettes | * List of building kitchenettes, with any notes regarding use or special circumstances
* Best practices, e.g., Users of kitchenettes are expected to keep the space clean and functional and report any issues to appropriate building maintenance personnel.
 |
| Classroom Management Strategy | * List of general-purpose classrooms, including scheduling contacts
* Considerations for:
* inventorying – will classrooms be shared in the FIS or solely assigned to one unit?
* funding IT/AV Support
* funding improvements
 |
| Event Space Management | * List of requestable event spaces, point of contact, reservation system/method (typically 25Live to manage risk per [policy](https://dbp.cornell.edu/home/space-planning/scheduling-related-policies/))
* For outdoor spaces, requirements for tent policies, permits, etc.
* Funding expectations, e.g.,
	+ Costs related to events, including but not limited to cleanup, setup and breakdown and A/V support, will be covered by the unit hosting the event.
	+ Improvements
* Fee setting, including lead for [University process](https://dbp.cornell.edu/home/space-planning/scheduling-related-policies/) to assess fees for internal users, fees for external users, and distribution of recovered fees.
* Best practices, e.g., Event spaces must always be returned to the default room arrangement after use.
 |
| Building Hours Temporary Change Request Procedure | * Acceptable reasons to temporarily change building hours
* Contacts and workflow
* Required interval of advance notice
 |

1. An activity that occurs within a specific date and time range. An event may be an academic class, a class-related event, a non-academic campus event, or a community-sponsored event. Event attendees may include specific known individuals as well as the public. [↑](#footnote-ref-1)