



**PRESIDENTIAL POLICY MEMORANDUM NO. 289**  
**(Revision 1 – August 1, 2017)**

**To:** All Virginia Tech Employees

**From:** Timothy D. Sands

**Date:** April 1, 2015

**Subject:** Establishment of an Executive Space Committee (ESC) and University Space Committee (USC) - Roles and Procedures

Endorsed by Academic Council:	April 1, 2015
Approved by the President:	April 1, 2015
Technical Changes to ESC Membership:	August 1, 2017
Effective Date:	Immediately
Expiration:	Indefinitely

Background:

The effective management of university space supports our strategic vision and program directions. This policy establishes a committee structure to provide a formal process for evaluation and decision-making on significant and strategic space issues, as well as outlines processes for the university’s Construction and Renovation; Real Estate Acquisitions; Facilities Planning; and, Space Management. All four areas are guided by the University Master Plan and the University Strategic Plan, both of which are approved by the President and the Board of Visitors.

The Vice President for Administration is responsible for oversight for all of the university’s physical resources, including facilities management, capital design and construction, and campus planning and space management. The Vice President for Finance and Chief Financial Officer interacts with the state government in Richmond to obtain state resources for capital projects. Nothing in this document alters the legislative role of the Vice President for Finance and Chief Financial Officer and his/her units.

Policy:

The Executive Space Committee provides oversight by reviewing major construction and renovation, real estate, facilities planning, and space management proposals.

Membership of the Executive Space Committee (ESC) is by position and includes the following positions:

- Executive Vice President and Provost
- Vice President for Advancement
- Vice President for Finance and Chief Financial Officer
- Vice President for Operations (Chair)

In addition to the ESC, this Policy forms a University Space Committee (USC) who is also charged with the responsibility to conduct reviews of project applications and make specific recommendations to the ESC. Membership of the USC is by position and includes the following positions:

- Athletics Facilities and Operations, Senior Associate Athletic Director
- Budget and Financial Planning, Assistant Vice President
- Capital Assets and Financial Management, Assistant Vice President
- Development and Principal Gifts, Senior Associate Vice President
- Research Operations, Associate Vice President
- Resource Management and Institutional Effectiveness, Vice Provost
- Student Affairs, Senior Associate Vice President
- University Planning, Assistant Vice President
- Two College representatives, rotating two-year membership
- Associate Vice President and Chief Facilities Officer (Chair)

As the Vice President with oversight for the university's physical resources, the Vice President for Administration is responsible for implementation of the final actions of both Committees.

Procedure:

The roles and procedures for the ESC and USC are outlined in Appendix A, Executive Space Committee: Role and Procedure Clarification. A more detailed overview of processes for the university's Construction and Renovation; Real Estate Acquisitions; Facilities Planning; and, Space Management is provided in Appendix B, Capital Planning Overview.

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For further guidance regarding this policy, contact:

Office of University Planning  
Virginia Tech (0160)  
Sterrett Center, STE 48, Virginia Tech  
230 Sterrett Drive  
Blacksburg, VA 24061

Phone: 540-231-2400

**####**

- Revision 1 – Added The Vice President for Advancement to the University Space Committee. Updated the title of the Vice President for Administration to the Vice President for Operations.  
Approved August 1, 2017, by President Timothy D. Sands.

# Executive Space Committee: Role and Procedure Clarification

2/10/2015

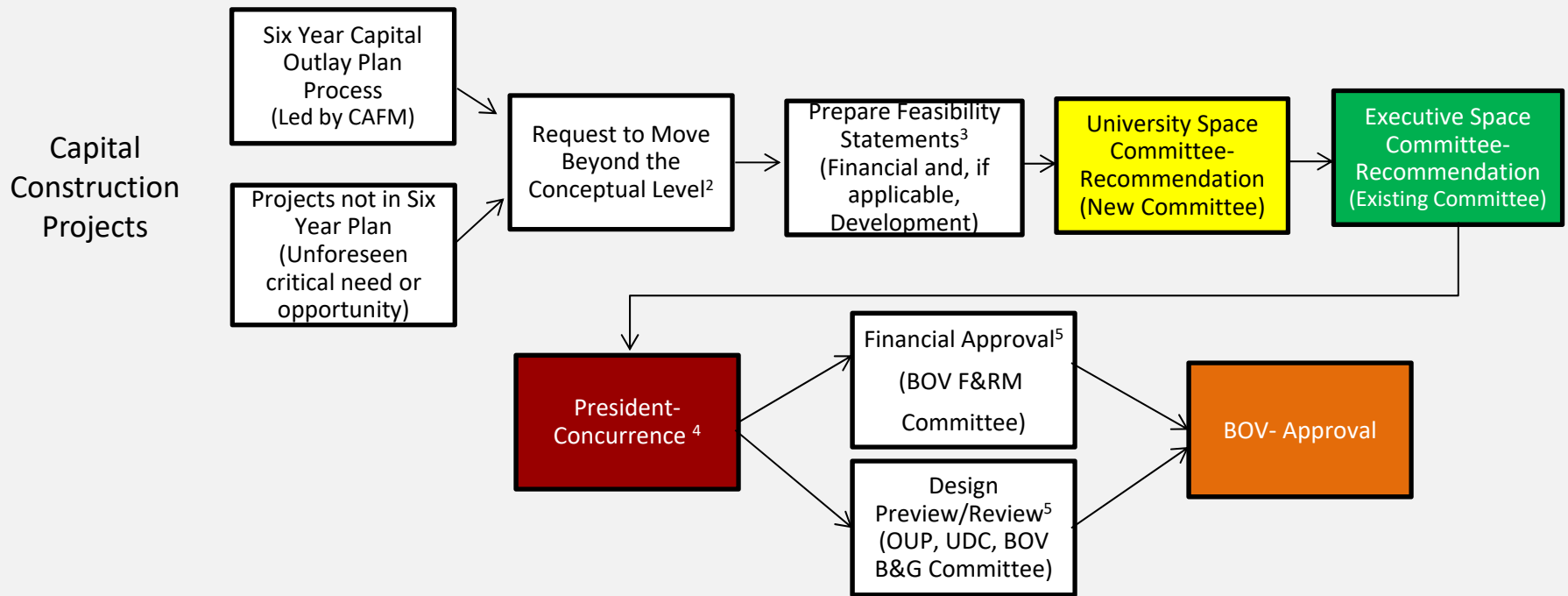
Technical Updates to Titles: 08/01/2017

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# Construction and Renovation

# Capital Construction/Renovation<sup>1</sup>

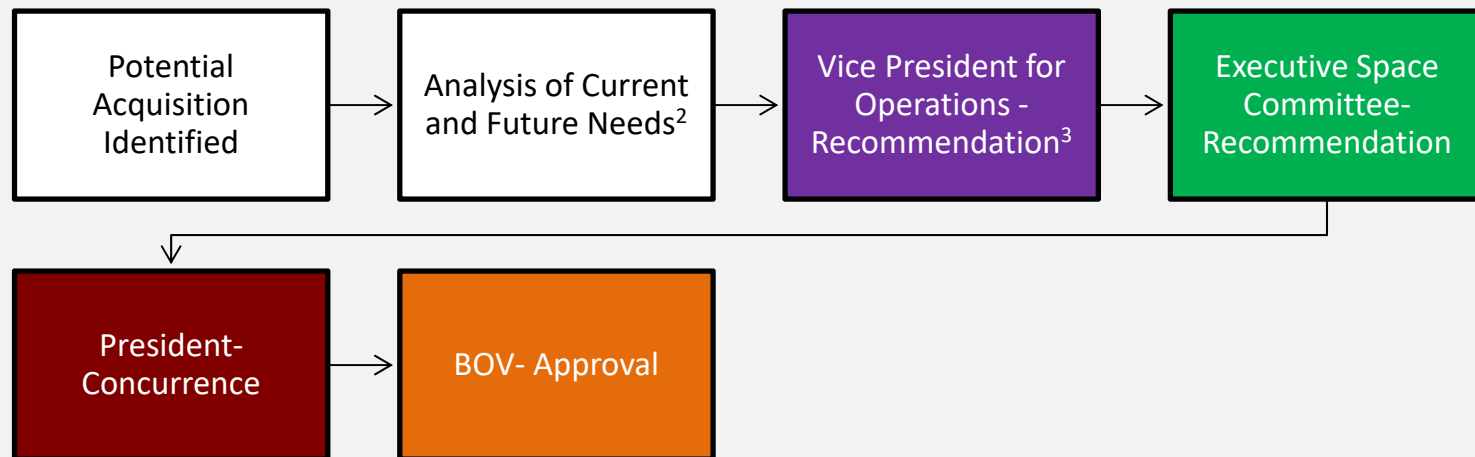


- Notes:**
1. Capital construction involves projects over \$2M or more than 5,000 sf; the process for non-capital construction/renovation remains the same (per University Policy 3015)
  2. At the conceptual level, no funds can be spent to develop the project (for example, no consultants or A/E firms hired to assist). The requestor needs to go through the AVP University Planning as the gatekeeper for the University Space Committee (USC).
  3. If donor funding is being considered, as Development Feasibility Statement is needed before submitting to the USC. In all cases, a Financial Feasibility Statement is needed from CAFM before submitting to the USC.
  4. No one can approach donors for fundraising, or government officials, or external stakeholders until they have received the President's concurrence or approval (subject to Policy No. 12100 and President's Policy Memorandum No. 268 respectively), as applicable
  5. As applicable and required, includes financial approval through BOV Finance & Resource Management Committee, Design Preview/Review through BOV Building & Grounds Committee, Office of University Planning, and University Design and Construction

# Real Estate



# Real Estate Acquisitions<sup>1</sup>



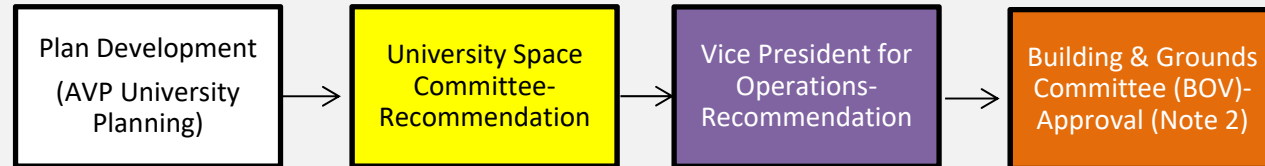
## Notes

1. The above process is the same for both VT direct acquisitions and for VT Foundation acquisitions made on behalf of the University. Leases, Easements, and Right of Ways will continue under the current process per University Policy 3015.
2. A Financial Feasibility Statement and Funding Plan are needed from CAFM before bringing a submittal to the Vice President for Operations. A recommendation from the Associate Vice President and Chief Facilities Officer is also needed before submitting to the Vice President for Operations.
3. The Vice President for Operations has the ability to deny potential acquisitions without forwarding the proposals to the Executive Space Committee.

# Facilities Planning

# Facilities Planning<sup>1</sup>

District Plans and Siting New Facilities not already in an Approved District or Master Plan



Campus Master Plan



## Notes

1. Temporary uses of space associated with special event planning are covered in the current process in accordance with University Policy 5000.
2. The Buildings & Grounds Committee may go to the full Board of Visitors for approval at their discretion.

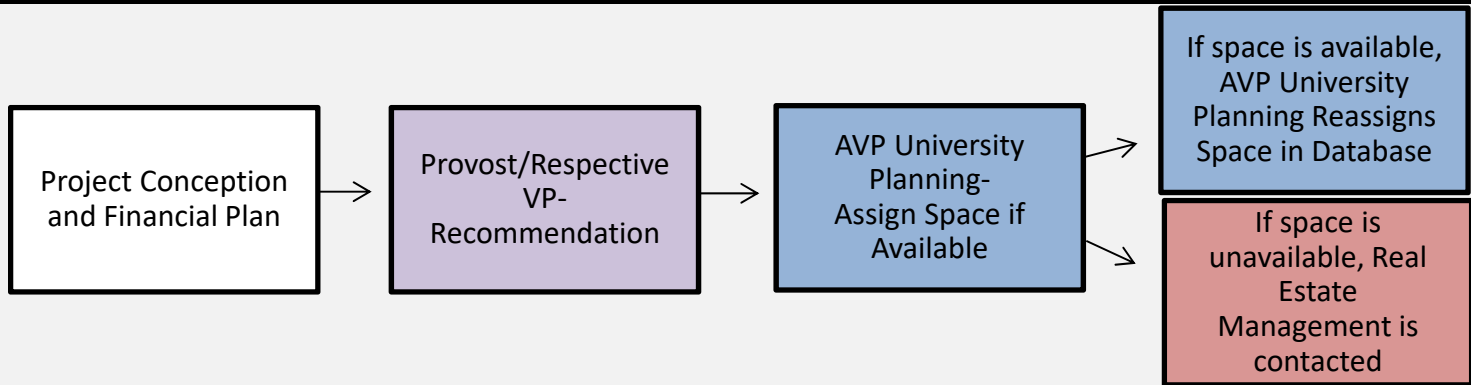
# Space Management

# Space Management<sup>1</sup>

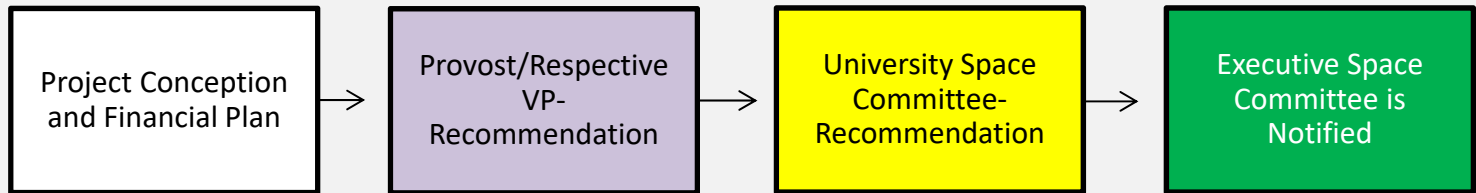
Reallocation<sup>2</sup> of Space Already Authorized to a Dean/VP



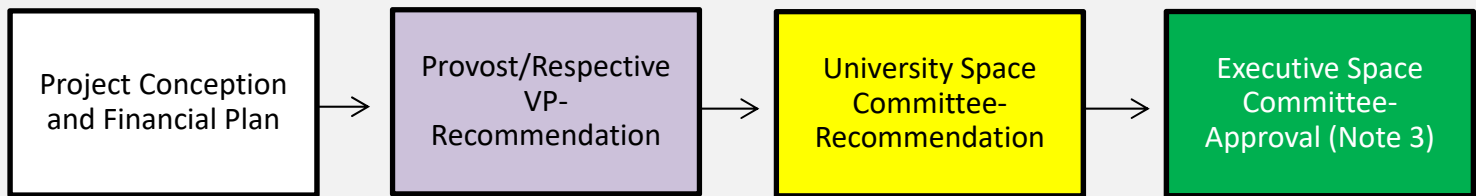
Request for Additional/ Different Space up to 4,000 sf



Request for Additional/ Different Space: Above 4,000 sf and up to 8,000 sf, but not Capital



Request for Additional/ Different Space: Non-Capital over 8,000 sf



Notes

1. Project conception needs to include an understanding of how cost of space (i.e. a lease, or a needed renovation) will be funded. If there is a central funding expectation, there will also need to be a corresponding budget decision.
2. Reallocation refers to a change in organizational assignment, reconfiguration, or a change in purpose code.
3. As described in President Steger's letter dated 11/21/2008

# Committee Membership

### University Space Committee<sup>1,2</sup>

- Athletics Facilities and Operations, Senior Associate Athletic Director
- Budget and Financial Planning, Assistant Vice President
- Capital Assets and Financial Management, Assistant Vice President
- Development and Principal Gifts, Senior Associate Vice President
- Research Operations, Associate Vice President
- Resource Management and Institutional Effectiveness, Vice Provost
- Student Affairs, Senior Associate Vice President
- University Planning, Assistant Vice President
- Two College representatives, rotating two-year membership
- Associate Vice President and Chief Facilities Officer (Chair)

### Executive Space Committee<sup>3</sup>

- Executive Vice President and Provost
- Vice President for Advancement
- Vice President for Finance and Chief Financial Officer
- Vice President for Operations (Chair)

#### Notes

1. University Space Committee is a new committee. For all processes, the AVP University Planning is the gate keeper for the University Space Committee.

2. The Chair of the USC should invite representatives from the National Capital Region and/or VT Foundation when matters within their purview are brought before the committee.

3. Reports directly to the President as described in President Steger's letter dated 11/21/2008. For all processes, the University Space Committee is the entry point for the Executive Space Committee.

## Slide 12

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**a(K1**

- Changed title in 2nd bullet of ESP membership from SVP and Provost to EVP and Provost
- Added footnote 2

atkates (Angela Kates), 6/1/2015



# Capital Planning Overview

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The overview of the planning process presented in this document combines work being conducted by departments within the Operations and Finance divisions as well as university-level committees including the Executive Space Committee and the newly created University Space Committee.

The internal capital project planning process involves a biennial process to establish the six-year capital outlay plan. This biennial process is managed by the Vice President for Finance and Chief Financial Officer (see appendix). Virginia Tech's capital project approval processes, including new construction, facility renovation, leases, and property acquisition are governed by State statute and university policy.

In order to make the capital planning process as comprehensive as possible, this overview describes the processes for:

- Construction and Renovation;
- Real Estate Acquisitions;
- Facilities Planning; and,
- Space Management.

All four are guided by the University Master Plan and the University Strategic Plan, both of which are approved by the President and the Board of Visitors.

There are a variety of funding sources that are utilized when investing and reinvesting in the university's physical infrastructure, including state and non-state resources. Because of the wide array of projects and funding sources and the decrease in funding for capital outlay from the State, non-state resources are a large and rapidly growing source. Projects utilizing these non-state resources are driven many times by targets of opportunity created by rapidly evolving funding availability or programmatic requirements. As a result, the university's capital planning process is designed to be flexible.

The Executive Space Committee guides the capital project planning process by reviewing a majority of the construction and renovation, real estate, facilities planning, and space management proposals.

While capital projects can be proposed at any time, it is expected that a majority of facility needs will be identified for the biennial capital request when updates are made to the university-wide six-year capital outlay plan.

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# Governance

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## Executive Space Committee

Membership in the Executive Space Committee (ESC), per presidential directive (November 21, 2008) (see appendix), is by position and includes the following positions:

- Executive Vice President and Provost
- Vice President for Advancement
- Vice President for Finance and Chief Financial Officer
- Vice President for Operations (Chair)

The Vice President for Finance and Chief Financial Officer interacts with the state government in Richmond to obtain state resources needed to achieve the university's mission and the goals and objectives of the university's strategic plan. Nothing in this document alters the legislative role of the Vice President for Finance and Chief Financial Officer and his/her units.

## University Space Committee

In addition to the ESC, the University Space Committee (USC) is also charged with the responsibility to conduct reviews of project applications and make specific recommendations to the ESC. Membership in the USC is by position and includes the following positions<sup>1</sup>:

- Athletics Facilities and Operations, Senior Associate Athletic Director
- Budget and Financial Planning, Assistant Vice President
- Capital Assets and Financial Management, Assistant Vice President
- Development and Principal Gifts, Senior Associate Vice President
- Research Operations, Associate Vice President
- Resource Management and Institutional Effectiveness, Vice Provost
- Student Affairs, Senior Associate Vice President
- University Planning, Assistant Vice President
- Two College representatives, rotating two-year membership
- Associate Vice President and Chief Facilities Officer (Chair)

As the Vice President with oversight for the university's physical resources, the Vice President for Operations (VPO) is responsible for implementation of the final actions of both Committees.

<sup>1</sup>The Chair of the USC should invite representative(s) from the National Capital Region and/or the Virginia Tech Foundation when matters within their purview are brought before the Committee.

## Processes

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# I. Construction and Renovation

## A. Capital Construction Projects

The following steps are required to initiate a new capital project or renovation:

1. The project sponsor(s), which can include a department or college, identifies a facility need (e.g., new facility, building, expansion, renovation, or site feature) and works with its internal constituencies (faculty, directors, department heads, deans/vice presidents) to develop a preliminary project concept for inclusion in the university's Six-Year Capital Outlay Plan process managed by the Vice President for Finance and Chief Financial Officer.

### OR

An unforeseen critical need or opportunity develops outside of the normal capital planning process.

2. The project sponsor(s) develop a project request to move beyond the conceptual level. At this stage, no funds can be spent to develop the project (e.g., no consultants or architecture/engineer (A/E) firms can be hired to assist). The project sponsor(s) must go through the Office of University Planning (OUP) as the gatekeeper for the USC. If donor funding is being considered, a Development Feasibility Statement (see appendix) is required before submitting the project request to the USC. In all cases, a Financial Feasibility Statement (see appendix) is needed from Capital Assets and Financial Management (CAFM) before submitting to the USC.
3. The Assistant Vice President for University Planning (AVP UP) works with the project sponsor regarding project concept, development, site selection, and scope, then submits the conceptual level project request along with the AVP UP recommendation to the USC for review.
4. Acting as Chair of the USC, the Associate Vice President and Chief Facilities Officer (AVP&CFO) submits the committee's recommendation to the ESC for its consideration.
5. Acting as Chair of the ESC, the VPO submits the committee's recommendation to the President for approval.

***NOTE: No one can approach donors for fundraising, or government officials or external stakeholders until they have received the President's concurrence or approval (subject to Policy No. 12100 and President's Policy Memorandum No. 268 respectively; see appendix).***

6. As applicable and required, the project moves from the conceptual level to the design phase, meeting the requirements for approval from OUP and University Design and Construction (UDC), financial approval through the Finance & Audit Committee of the Board of Visitors (BOV), and design preview/review through the Building & Grounds

Committee of the BOV. If state funding is involved in the project, the project will need to complete the state capital process, which includes conception, design, and construction phases, all of which can take multiple fiscal years.

7. The BOV approves the final project request, allowing the project to move forward with construction as soon as applicable.

## **B. Non-Capital Construction and Renovation Projects**

The following steps are required to initiate a new non-capital project or renovation:

1. The project sponsor(s), which can include a department or college, identifies a non-capital facility need (e.g., new facility, building, expansion, renovation, or site feature) and works with its internal constituencies (faculty, directors, department heads, deans/vice presidents) to develop a preliminary project concept.
2. Working with OUP, the project sponsor(s) develops a project feasibility study.
3. The AVP UP submits the project feasibility study, along with their own recommendation, to the AVP&CFO for final approval.
4. The AVP&CFO approves the final project request allowing the project to move forward as soon as applicable.

## II. Real Estate Acquisitions

### A. Real Estate Acquisitions Excluding Leases, Easements, and Right-of-Ways

The following steps are required to initiate a real estate acquisition, including both direct university acquisitions and acquisitions made by the Virginia Tech Foundation, Inc. on behalf of the university:

1. The project sponsor(s), which can include a department or college, identifies a real property need (e.g., new facility, building, property, or expansion) and works with its internal constituencies (faculty, directors, department heads, deans/vice presidents) and Facilities, including OUP and Real Estate Management, to develop an analysis of current and future needs. A Financial Feasibility Statement and Funding Plan (see appendix) are required from CAFM before submitting a request to Facilities.
2. The AVP&CFO submits the project request to the VPO for his/her consideration.
3. The VPO submits his/her recommendation to the ESC for consideration.

***NOTE: The VPO has the authority to deny potential acquisitions without forwarding the proposals to the ESC.***

4. Acting as Chair of the ESC, the VPO submits the committee's recommendation to the President for approval.
5. The President concurs with the recommendations of the ESC and USC, and submits the project request to the BOV.
6. The BOV approves the final project request allowing the project to move forward as soon as applicable.

### B. Real Estate Leases, Easements, and Right-of Ways

The following steps are required to initiate a new real estate lease, easement, or right-of-way:

1. The project sponsor(s), which can include a department or college, identifies a real property need (e.g., new facility, building, property, or expansion) and works with its internal constituencies (faculty, directors, department heads, deans/vice presidents) and Facilities, including OUP and Real Estate Management, to develop an analysis of current and future needs.
2. Real Estate Management submits the project request, along with their own recommendation, to the AVP&CFO for review.
3. The AVP&CFO submits the project request to the VPO for final approval.

4. The VPO approves the final project request and signs the necessary documentation allowing the project to move forward as soon as applicable.

### **III. Facilities Planning**

#### **A. District Plans and Siting New Facilities Not Already Included in an Approved District or Master Plan**

The following steps are required to initiate a new district plan or site a new facility not already included in an approved district or master plan:

1. The AVP UP develops a plan for the siting of a new facility or district-wide plan.
2. The AVP UP submits the plan to the USC for consideration.
3. Acting as Chair of the USC, the AVP&CFO submits the committee's recommendation to the VPO for consideration.
4. The VPO submits his/her recommendation to the Buildings & Grounds Committee of the BOV for approval.
5. The Buildings & Grounds Committee approves the final plan.

***NOTE: The Buildings & Grounds Committee may go to the full BOV for approval at their discretion.***

#### **B. Campus Master Plan**

The following steps are required to approve a new master plan.

1. The AVP UP develops a draft campus master plan. (First developing a draft scope and instructions for the master plan, then routing them through the USC, ESC, and President for approval.)
2. The AVP UP submits the plan to the USC for consideration.
3. As Chair of the USC, the AVP&CFO submits the committee's recommendation to the ESC for consideration.
4. As Chair of the ESC, the VPO submits the committee's recommendation to the President for consideration.
5. The President makes any modifications and submits the Master Plan to the BOV.
6. The BOV approves the final campus master plan.

## **IV. Space Management**

### **A. Reallocation<sup>1</sup> of Space Already Assigned to a Dean/Vice President**

The following steps are required to reallocate space already assigned to a Dean/Vice President:

1. The project sponsor(s) identifies a need to reallocate space already assigned to them and works with its internal constituencies (faculty, directors, department heads, deans/vice presidents) to develop a project conception and financial plan. The sponsor(s) will also work with the appropriate Facilities departments and Environmental Health and Safety (EHS) to ensure the reallocation meets all necessary permitting, use, and safety requirements. The project conception must include an understanding of how the cost of the space reallocation will be funded, if necessary. If there is a central funding expectation, there also must be a corresponding budget decision.
2. The Provost or respective Vice President approves the project conception and financial plan.
3. The Provost or respective Vice President notifies Facilities through the AVP&CFO and the AVP UP of the reallocation in order to update the university-wide space management system.

### **B. Requests for Additional or Different Space up to 4,000 sf**

The following steps are required to obtain additional or different space up to 4,000 sf:

1. The project sponsor(s) identifies a need for additional or different space and works with its internal constituencies (faculty, directors, department heads, deans/vice presidents) to develop a project conception and financial plan. The sponsor(s) will also work with the appropriate Facilities departments and EHS to ensure the additional/different space meets all necessary permitting, use, and safety requirements. The project conception must include an understanding of how the cost of the additional or different space will be funded, if necessary. If there is a central funding expectation, there also must be a corresponding budget decision.
2. The project sponsor(s) submits the project conception and the financial plan to the Provost or respective Vice President for consideration.
3. The Provost or respective Vice President submits their recommendation to the AVP UP.
4. If space is available, the AVP UP approves the project conception and assigns the necessary space. The AVP UP will also update the university-wide space management system to reflect the changes, and keep the USC and ESC informed.

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<sup>1</sup> Reallocation refers to a change in organizational assignment, reconfiguration, or a change in purpose code.



**OR**

If space is unavailable, Real Estate Management is contacted in order to pursue leased space (see Section II: Real Estate Acquisitions).

**C. Requests for Additional or Different Space: Non-Capital Above 4,000 sf and up to 8,000 sf**

The following steps are required to obtain additional or different space above 4,000 sf and up to 8,000 sf, excluding capital:

1. The project sponsor(s) identifies a need for additional or different space and works with its internal constituencies (faculty, directors, department heads, deans/vice presidents) to develop a project conception and financial plan. The sponsor(s) will also work with the appropriate Facilities departments and EHS to ensure the additional/different space meets all necessary permitting, use, and safety requirements. The project conception must include an understanding of how the cost of the additional or different space will be funded, if necessary. If there is a central funding expectation, there also must be a corresponding budget decision.
2. The project sponsor(s) submits the project conception and the financial plan to the Provost or respective Vice President for consideration.
3. The Provost or respective Vice President submits their recommendation through the AVP UP to the USC for review.
4. As Chair of the USC, the AVP&CFO notifies the Provost or respective Vice President, and the ESC, of the committee's recommendation.

**D. Requests for Additional or Different Space: Non-Capital Over 8,000 sf**

The following steps are required to obtain additional or different space over 8,000 sf and not including capital:

1. The project sponsor(s) identifies a need for additional or different space and works with its internal constituencies (faculty, directors, department heads, deans/vice presidents) to develop a project conception and financial plan. The sponsor(s) will also work with the appropriate Facilities departments and EHS to ensure the additional/different space meets all necessary permitting, use, and safety requirements. The project conception must include an understanding of how the cost of the additional or different space will be funded, if necessary. If there is a central funding expectation, there also must be a corresponding budget decision.
2. The project sponsor(s) submits the project conception and the financial plan to the Provost or respective Vice President for consideration.
3. The Provost or respective Vice President submits the project conception and the financial plan through the AVP UP to the USC for consideration.

4. As Chair of the USC, the AVP&CFO submits the committee's recommendation to the ESC for approval.
5. As Chair of the ESC, the VPO notifies the Provost or respective Vice President of the committee's approval.

## Appendix

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- A. Six-Year Capital Outlay Plan Process- Provided by CAFM
- B. Executive Space Committee Appointment Letter, 11-21-2008
- C. CAFM Development Feasibility Statement- Provided by CAFM
- D. CAFM Financial Feasibility Statement- Provided by CAFM
- E. Policy No. 12100, Policy on Coordination of Private Fundraising
- F. President's Policy Memorandum No. 268, Communication with Government Officials
- G. CAFM Funding Plan- Provided by CAFM

*Note: The Executive Space Committee has the authority to make alterations to the list of the forms included above, in addition to the forms themselves, without the President's approval.*