

## **Space Transformation Working Group Terms of Reference**

Office of the Vice-President (Finance and Administration)  
December 8, 2023

The mandate of the Space Transformation Working Group is to develop and test new approaches to managing university space. The Working Group should be broadly representative of those groups who use different kinds of spaces and use spaces in different ways. The recommendations of the Working Group should be anchored in leading practices in space utilization and informed by consultations with a broad-based set of stakeholders.

Specific tasks in the first instance should include – but not be limited to – the following:

- Articulate the key values that should underpin Carleton's utilization of space;
- Review space management initiatives at other universities to identify leading practices;
- Identify possible initiatives to enhance space utilization;
- Support pilot projects that can demonstrate the viability of new approaches;
- Encourage the development of a community of practice in space innovation,
- Develop recommendations for Carleton's space utilization; and
- Support the implementation of recommendations arising from the work of the group.

Anticipated meeting frequency: Once per month

Space Transformation Working Group  
Membership

Group Represented	Member
Chair: Vice-President (Finance & Admin)	Lorraine Dyke
Finance and Administration	Maria McClintock
Facilities Management and Planning	Gary Nower
Offices of the President and the Provost (joint)	Jane van den Dries
Campus Services	Chad McKenzie
Research and International	Sandra Crocker
Teaching and Learning	David Hornsby
Student Experience Office	Jeremy Brzozowski
FASS	Anne Bowker
FPA	Brenda O'Neill
FED	Larry Kostiuik
Science	Maria DeRosa
Sprott	Howard Nemiroff
Library	Amber Lannon