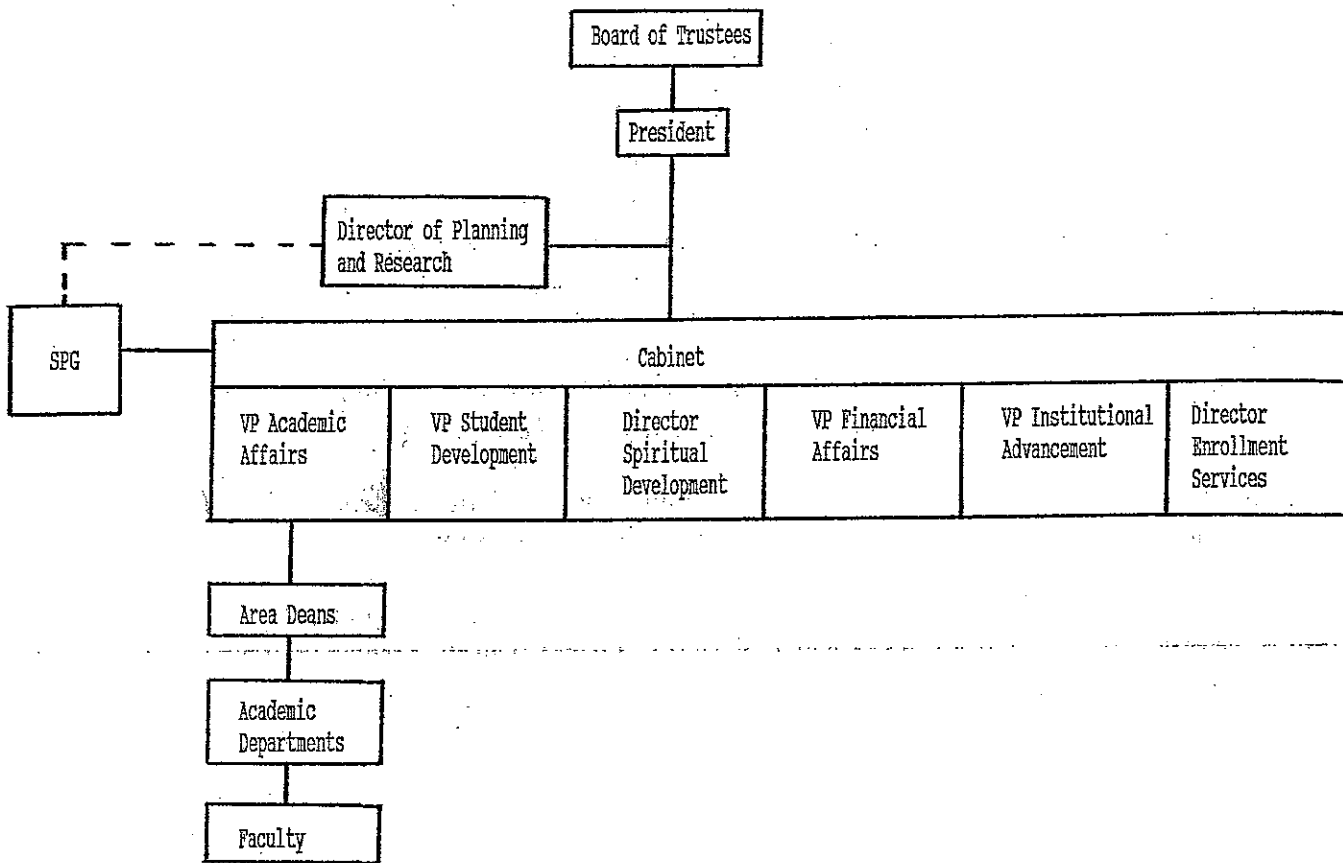


unclear as to the line authority for academic departments with respect to space-use planning, and who has the authority to address what issues. The following diagram illustrates the confusion departments face. The *Self-Study Report on Governance and Administration* identified this confusion also, asking "For example, is it the responsibility of the Director of Planning or the deans to solicit input from faculty about academic planning and space utilization?" (*Self Study Report on Governance and Administration*, pp. 7-8). A clarification needs to be made.



This self-appraisal leaves serious question as to the collective effectiveness of physical resource planning, especially the effectiveness of academic input from faculty.

***Focus on the Future***

It is therefore recommended that:

- user input into the process of developing and implementing future revisions in the master plan be systematically used, so that future planning is effective;
- systematic academic input into master planning and space utilization be increased;
- the lines of authority for utilizing user-input into the process of space-use planning be clearly defined.