

comparative information on the use of other types of facilities has been developed thus far.

In reporting the results of the survey on 1965 utilization, the Assistant Director of the Arkansas Commission commented:

"It can be seen from the average and mean reported that few institutions are presently utilizing available space at the acceptable number of hours per week. Although this is not the reason for a college and university existing, the question can certainly be raised as to whether the public and those who support private education should not expect better utilization and in turn, less demand for construction and equipment monies."⁹

Continued improvement in utilization of facilities would be essential even if funds available were expected to meet the needs of anticipated enrollment increases. All current projections, however, estimate that even massive increases in facilities spending will take many years to reduce or eliminate the existing facilities "gap." Thus, both the increased spending and significant improvements in utilization are needed to provide for increasing enrollments.

REQUIREMENTS FOR MAXIMUM UTILIZATION

Maximum utilization for higher education facilities would require all of the following elements:

1. Perfect matching of institutional locations, programs, and capacities with student population interests and locations.
2. Operation of all institutions on a full 12-month schedule, with full attendance in all 12 months.
3. Scheduling of classes at least on Saturday mornings as well as in morning and evening hours in all institutions.
4. Perfect matching of the number and sizes of classes with the number and sizes of classrooms.
5. Complete flexibility for schedule-makers to assign classes to classrooms, and other instructional activities to appropriate areas, according to maximum efficiency rather than to the prerogatives of particular departments or individual faculty members.

This list is incomplete, because other factors also would enter into maximum use of research and general administration facilities, for example. Obviously, maximum utilization is not feasible on a complete nationwide basis. Business and industry do not make maximum use of their facilities either, of course. However, an analysis of these five items is helpful in highlighting both the problems and the limitations affecting utilization in specific instances, and the areas where effort might best be directed in working for a substantial improvement in the intensity of utilization of higher education facilities.

1. *Matching institutions and offerings with need and demand.*—From time to time studies are reported which indicate that "there is no classroom shortage." Figures are quoted to show that existing institutions could have accommodated so many additional students substantially in excess of their capacity. Such reports sometimes are distorted because they are based on rough estimates by institutions as to their capacity to enroll additional students had they received the additional applications. There is a considerable element of truth, however, in what is reported. In essence, this situation is somewhat like the employment situation, where employment and unemployment both may be reported to rise or decline in the same month, or like the business world in which some businesses or industries fail, or operate substantially under capacity, while others have more business than they can handle and operate on double shifts. Thus, colleges established or existing in areas where college-age population is not high may have more difficulty filling their facilities, unless they offer a unique program for which a sufficient number of students are willing to travel and to pay the price required. Even an institution located in a population center may have difficulty operating efficiently if it costs too much to attend, or offers programs of inferior quality or of interest to fewer students than it has provided the capacity to enroll. In a changing world, it is reasonable to expect a certain amount of misalignment of institutions and student demand just as much as to expect misalignments of supply and demand in the marketplace. However, such misalignments, resulting in less than maximum utilization, can be minimized by sound and careful planning for the establish-

⁹ Cook, *op. cit.*