1. A change order shall be executed in response to a change in scope, cost, schedule or other term of a construction contract.

2. Cornell’s Project Manager, as used below, refers to the Cornell employee serving as single point of contact with the Contractor.

3. Requests to the Facilities Contracts to process a change order shall include the following:
   - A description of the scope of work of the change order. The description may be in the form of a Request for Proposal from the Owner or Architect, Supplemental Instructions from the Architect, a Field Directive from the Owner, or an unsolicited proposal from the contractor.
   - A detailed accounting for the cost breakdown of the change order by subcontractor. The breakdown shall include labor hours and billing rates, material costs, and markups as defined in the contract.
   - General Contractor/Construction Manager markup and fee (if applicable) shall be listed separately.
   - A statement as to whether the change order has schedule impact on the delivery of the overall project.

4. Cornell’s Project Manager is responsible for insuring change orders are processed and executed in a timely manner. In the event the work of the change order must start prior to execution of the change order (e.g. to avoid delaying the Contractor), the Contractor may proceed with the work on the basis of the Project Manager's signature on the Contractor's proposal.

5. Cornell’s Project Manager is responsible for insuring the scope and cost of the change order are appropriate and necessary for the project. As part of the process of determining appropriateness, the Architect shall review and approve, as appropriate, Contractor proposals that result in changes to the drawings and specifications provided by the Architect. The Project Manager is responsible for insuring the Architect reviews each proposal when appropriate.

6. Cornell’s Project Manager is responsible for insuring change order markups are correct and not applied to overtime premiums, insurance costs, taxes, fringe benefits, or bond costs, except as previously approved by the Owner.

7. In evaluating the appropriateness and need for a change order, the Project Manager shall classify the cause of each scope change as one of the following:
- Allowance
- Code Modification
- Errors & Omissions
- Program Change/Addition
- Retention Reduction.

- Savings/Settlement
- Time Extension
- Unforeseen Condition
- Value Engineering (VE)
- Other

8. All Change Orders require a sign-off procedure prior to execution. The sign-off is facilitated by use of the "pink sheet" as developed by the Facilities Contracts. The sign-off procedure works as follows:

• Cornell’s Project Manager initials the pink sheet in acknowledgement that he/she has verified the elements of the change order are necessary for the project, that the costs are appropriate for the tasks, and that the Change Order is seeking reimbursement only for things that are allowed by the contract.

• The Project Manager’s supervisor initials the pink sheet in acknowledgment that he/she is familiar with the transaction and believes it to be appropriate.

• The Director of the department managing the project initials the pink sheet in acknowledgement that he/she is familiar with the transaction and believes it to be appropriate.

• The Facilities Contract Capital Project Financial Specialist initials the pink sheet in acknowledgement that the project has sufficient funds to pay for the Change Order.

• The University Facilities Contracts Officer initials the pink sheet in acknowledgment that the Change Order meets the requirements of the contract.