Space Strategy Summit

Spring 2025 Roundtable Series for Senior University Leaders

Welcome!

We’re so glad you could join us

Your EAB Hosts for Today

Gary Guadagnolo
Senior Director,
Research

Michael Fischer
Senior Director,
Research

Alejandra Velez
Managing Director,
EAB Partnerships

Cricket Francisco
Strategic Leader,
EAB Research

Leon Lloyd
Senior Director,
EAB Partnerships

Benoit Jamous
Strategic Leader,
EAB Research

Monyé Morgan
EAB Events
Specialist

EAB

A Global Approach to Higher Education Research, Strategy, and Services

EAB partners with leaders at 2,300+ higher education providers around the world to address their biggest strategic challenges by leveraging:

- Best practice research and insights
- Decision and data tools
- Advisory support
- A global network of leaders

Our goal today:

Facilitate peer-to-peer conversations based in the latest EAB research in a format that allows you to focus on the most consequential and strategic parts of your remit and prioritse action

Complex Challenges Abound

Each Requires Significant Reimagination of People, Process, Technology

Financial Resiliency

"How will we expand revenue and contain costs to avoid slipping into a structural deficit?"

Modernised Workforce

"How will we recruit, retain, upskill, and deploy limited talent amidst generational transition and technological revolution?"

Generative AI Deployment

"How will we teach, use, and create AI tools that support the needs of our students and staff?"

Expanded Mission

"How will we scale our services to meet the needs of student, societal, and government expectations?"

Source: EAB interviews and analysis.

Our Agenda Today

9:00 a.m. **Welcome and Introductions**

9:30 a.m. **Putting the Built Environment to Best Use, Part I**
- Foundational Space Optimisation Imperatives
- Reduce Costs by Shrinking Space-Driven Consumption
- *Disrupt Space Growth with Checks and Balances*

12:00 **Lunch**

1:00 p.m. **Putting the Built Environment to Best Use, Part II**
- *Selectively Improve Space Utilisation with Targeted Intervention*
- *Funding the Built Environment*

2:30 p.m. **Snapshots of Utilisation Successes**

3:30 p.m. **Concluding Reflections and Forward Planning**

4:00 p.m. **Adjournment and Reception**

Setting the Scene

Please share…

- *Your name, institution, and role*
- *What category of space 'type' or space 'problem' will be at the top of your mind today – and why?*

  OR

  What's the biggest impediment to realising your space strategy?

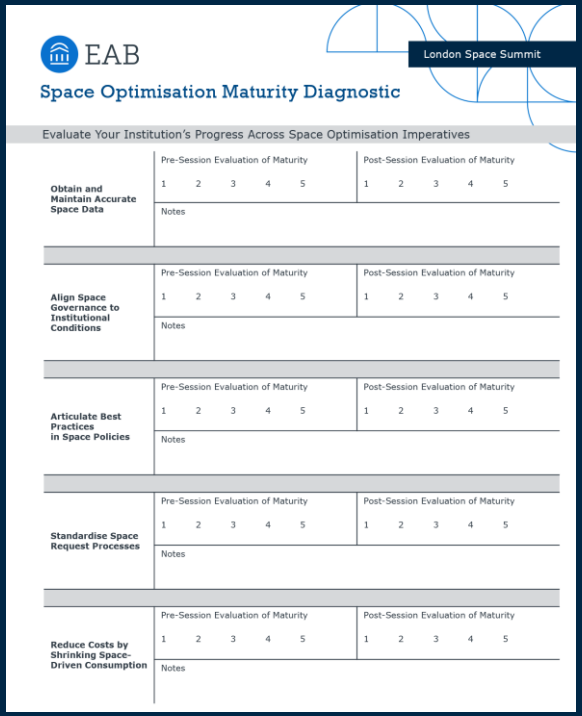
EAB

Putting the Built Environment to Best Use

Strategies to Optimise Space and Activate the Real Estate Portfolio

Strategic Advisory Services

How Do You Perceive Your Current Maturity?



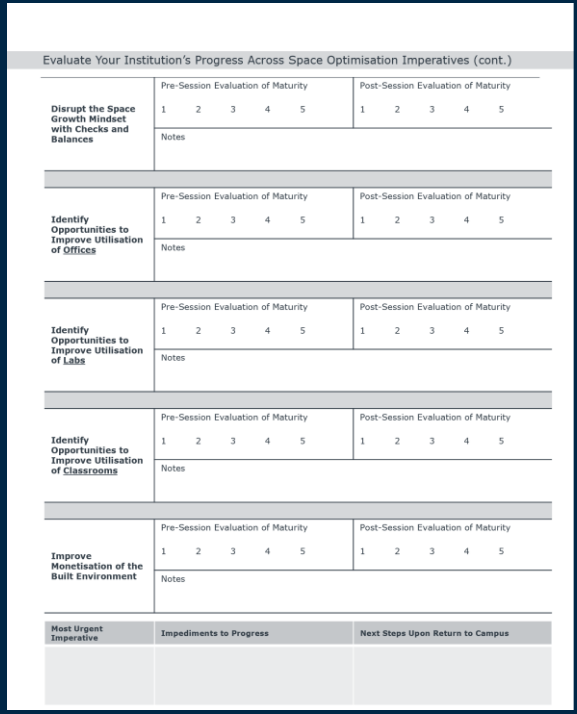
EAB

London Space Summit

Space Optimisation Maturity Diagnostic

Evaluate Your Institution's Progress Across Space Optimisation Imperatives

	Pre-Session Evaluation of Maturity	Post-Session Evaluation of Maturity
Obtain and Maintain Accurate Space Data	1 2 3 4 5	1 2 3 4 5
	Notes	
Align Space Governance to Institutional Conditions	1 2 3 4 5	1 2 3 4 5
	Notes	
Articulate Best Practices in Space Policies	1 2 3 4 5	1 2 3 4 5
	Notes	
Standardise Space Request Processes	1 2 3 4 5	1 2 3 4 5
	Notes	
Reduce Costs by Shrinking Space-Driven Consumption	1 2 3 4 5	1 2 3 4 5
	Notes	



Evaluate Your Institution's Progress Across Space Optimisation Imperatives (cont.)

	Pre-Session Evaluation of Maturity	Post-Session Evaluation of Maturity
Disrupt the Space Growth Mindset with Checks and Balances	1 2 3 4 5	1 2 3 4 5
	Notes	
Identify Opportunities to Improve Utilisation of Offices	1 2 3 4 5	1 2 3 4 5
	Notes	
Identify Opportunities to Improve Utilisation of Labs	1 2 3 4 5	1 2 3 4 5
	Notes	
Identify Opportunities to Improve Utilisation of Classrooms	1 2 3 4 5	1 2 3 4 5
	Notes	
Improve Monetisation of the Built Environment	1 2 3 4 5	1 2 3 4 5
	Notes	

Most Urgent Imperative	Impediments to Progress	Next Steps Upon Return to Campus

There's No Stakeholder Problem Space Won't Solve

All Leaders Can Make Case for More Space

PVC International

"Prospective students will flock to campus with a new library and student centre."

Head of Fundraising

"The easiest way to inspire donors to give is to put their name on a new building."

DVC Research

"Top research talent is most enticed to campus with new labs."

Academic Registrar

"Students today value health and community – new athletic and training facilities will surely help."

I'll Have Whatever They're Having

"I have a dean that asks for everything. I could announce we're renovating the food courts and he'd say, 'I need that for my programme.'"

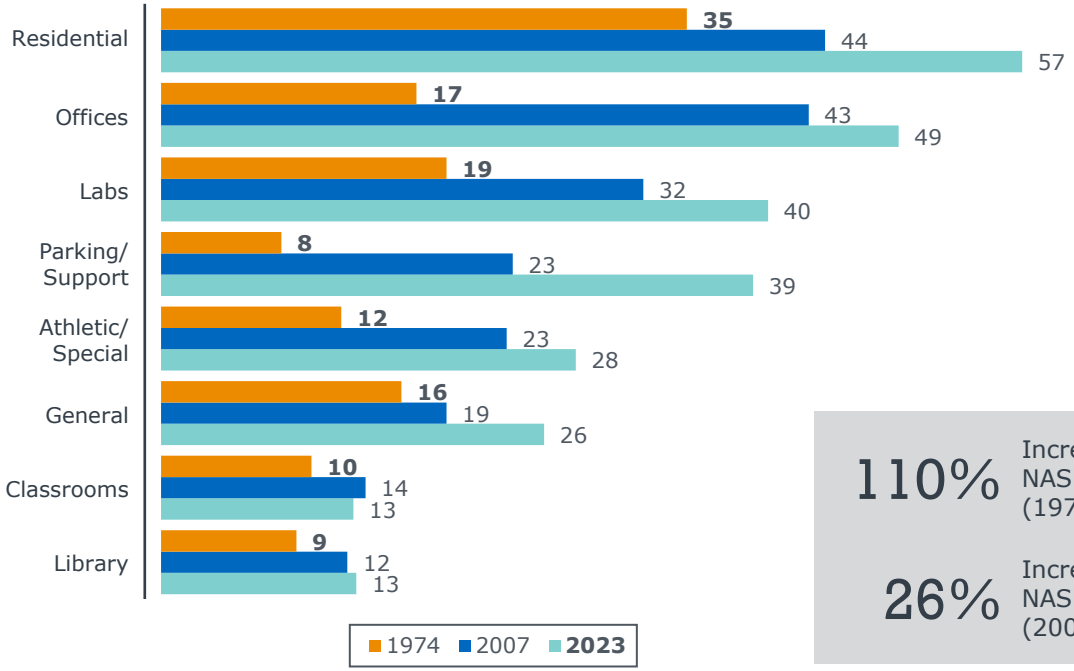
COO

Source: EAB interviews and analysis.

Natural Consequences of Insatiable Demand

Campus Space Has Grown Across Functional Types

Mean NASF[1] per Student by Space Type[2]



110% Increase in total NASF per student (1974-2023)

26% Increase in total NASF per student (2007-2023)

1) Net Assignable Square Feet.
2) Excludes healthcare, non-student residential, and inactive categories.

Source: Society for College and University Planning, Campus Facilities Inventory Reports from 2003, 2007, 2021, and 2023; EAB interviews and analysis.

Shooting Ourselves in the Foot(print)

Unconstrainted Space Growth Presents Serious Risks to Institutional Strategy

Increased Cost Basis

Cost of new construction in higher education has risen to **more than £1,500/SM**, and inflation and wage pressure have driven up Facilities Management costs by **nearly 20%**.

Undermined Sustainability Goals

More than two-thirds of EAB-surveyed institutions have committed to achieving carbon net zero, yet the average new building adds **1.6 metric tonnes per m²** of CO2 over its lifetime.[2]

Warped Sense of Need vs. Actual

While classrooms rank among the top three additional space campus leaders desire, existing classroom utilisation is **less than 60%** of standard hours.

Burdened Long-Term Stewardship

More than two-thirds of the overall financial costs of a building **occur after construction**, through operations, maintenance, and renewal.[1]

Ownership over Strategic Impact

Estates leaders estimate they could eliminate on average 20% of office space and **12% of total campus space** without reducing student success, satisfaction.

Space Usage Not "Top of License"

An institution discovered that one of their most expensive labs by classification was being used as a **furniture storage unit.**

1) Based on EAB analysis of lifetime costs of buildings from 22 universities.
2) Assuming a 50-year lifespan.

Source: "Higher Education Construction Costs", Building Design and Construction, April 13, 2023; R Kumanayake, "Life Cycle Carbon Emissions Assessment of a Multi-purpose University Building,", *Frontiers of Engineering Management*, 2018; "The State of Facilities in Higher Education 2024", *Gordian*, 2024; EAB interviews and analysis.

Significant Space Optimisation Success Possible

External Conditions, Internal Commitments Led to Space Reductions

	University of Missouri	Ivybridge University[1]
Impetus for Change	• Revenue risks related to fluctuation in state appropriations and enrollment • $900M in facility needs, growing at least $30M annually	• Pressure from Higher Education Authority to improve utilisation • Estates study reveals that space utilisation is less than 20% across campus
University Action	Strategic Space Reduction and Relocation Plan: • **730K** square feet space demolished or divested from • **$147M** avoided capital construction/renewal spending • **$5.1M** reduction in annual operating costs	Space Optimisation Initiative: • Incentivise increased **utilisation and/or release of space** • Align space with **blended working policies** • Institute a **long-range planning cycle** for cost management • **Commercialise** underutilised and excess land and facilities

1) Anonymised institution.

Source: A Souza, "Space Reduction and Strategic Relocation at University of Missouri," *Tradeline*, November 2, 2022; University of Missouri, Columbia, MO; EAB interviews and analysis.

A Battle Few Willing to Fight

Cultural, Not Technical, Barriers Impede Progress on Space Optimisation

1 Space = Prestige

Space ownership considered proxy for success and influence; reduction of space seen as losing campus prestige

"Pay is stagnant, pensions have vanished, and tenure's days may be numbered. Is it too much to ask that we let academic staff keep their private offices?"

2 Lack of Trust in Real ROI

Units incur significant financial and cultural costs when optimising space; units may not trust they will concretely benefit in long run from sacrifices

"The benefit of new space to a program or function is well-documented. There's less trust—and less clear an incentive—to an occupant to reduce their space footprint."

3 Hesitation to Lead

Risk aversion and concerns about day-to-day disruptions suppress units' willingness to initiate optimisation efforts

"The SLT agreed to launch an initiative to reduce private office space. But when it came time to implement, no one wanted their units to go first."

Source: EAB interviews and analysis.

What Is Your Role in Space Optimisation?

Three Space Optimisation Activities Target Different Campus Stakeholders

Prioritie and Advocate

- Source expanded and upfront investments
- Evaluate ROI of optimisation technology and policies
- Inform construction and renovation priorities
- Secure and empower space management staff

Estates and Space Teams

Tether Space to Strategy

- Align space portfolio with strategic plan
- Report space optimisation and utilisation metrics
- Craft narrative of impact of space on institutional success
- Encourage other leaders to model better utilisation within their own functions

Executive Leadership

Incent and Promote Change

- Establish example of better utilisation within own portfolio
- Provide payments or upfront investment for improved space usage
- Promulgate success stories and improved usage metrics
- Support change management and transformation efforts

Space Occupants and Owners

Source: EAB interviews and analysis.

How to Put the Built Environment to Best Use

Managing the Cost of Campus Space

I

Foundational Space Optimisation Imperatives

- Obtain and Maintain Accurate Space Data
- Align Space Governance Committees to Institutional Conditions
- Articulate Best Practices in Space Policies
- Standardise the Space Request Process

II

Reduce Costs by Shrinking Space-Driven Consumption

1. Downsize Campus by Strategically Offloading Space
2. Adjust Facilities Service Levels Based on Utilisation
3. Rebase Energy Consumption with Targeted Energy Reduction Interventions

III

Disrupt Space Growth with Checks and Balances

4. Enact "No Net New" Space Mandates
5. Pursue Cost-Effective Alternatives for Necessary Growth

IV

Selectively Improve Space Utilisation with Targeted Interventions

6. Reduce Private Office Space with Incentives and Mandates
7. Adjust Laboratory Allocations Based on Productivity
8. Broaden Classroom Usage by Expanding Access and Purpose

Funding the Built Environment

9. Activate the Real Estate Portfolio for Revenue Generation
10. Engage Donors in the Total Cost of Ownership

Source: EAB interviews and analysis.

Foundational Space Optimisation Imperatives

SECTION 1

Start with a Strong Foundation

Four Essential Practices to Build a Space Optimsation Strategy

Obtain and Maintain Accurate Space Data

Gather data on campus spaces such as utilisation, condition, and purpose to gain a more complete picture of campus and make informed decisions about space ownership and resource allocation

Align Space Governance to Institutional Conditions

Establish formal management groups to integrate cross-departmental perspectives that ensure consistency and alignment in space management decisions with the intensity of the structure tailored to the maturity of your institution's governance

Articulate Best Practices in Space Policies

Define "best-case scenario" expectations in standards such as space type and total allocation based on role/job type

Standardise Space Request Processes

Create and enforce a formal process for space requests that includes collecting evidence for space needs; the goal is to prevent ad-hoc approvals and allocations

Source: EAB interviews and analysis.

Obtain and Maintain Accurate Space Data

> “We have enterprise-level management systems for professional staff, academics, and finances but we didn’t have one for space, our second largest asset.”
>
> *Director of Facilities Management*

Three Approaches to Space Data Management

Manual

Highland Crest University[1]

- Estates staff make hourly rounds of professional and support staff offices over a six-week period, noting occupancy
- While more time- and labor-intensive, approach avoids inconsistency of self-reported data

Self-Reported

UNIVERSITY OF OREGON

- Hosts space type, allocation, and usage data in UO Spaces, a custom-built, live map of campus
- Units asked to update system as changes made to space (e.g., office reassignments)

Automated

UNIVERSITY OF BIRMINGHAM

- Collects comprehensive data about every aspect of campus space including condition, utilities, and utilisation using Internet of Things (IoT) sensors
- Data integrated into digital twin; machine learning processes information to suggest improvements for the future

1) Anonymised institution.

Source: University of Birmingham, UK; University of Oregon, Eugene, OR; EAB interviews and analysis.

Align Space Governance to Institutional Conditions

Boston University's Bicameral Committee Structure

BOSTON UNIVERSITY

sub-SPACE[1] Committee

- **Purpose:** Reviews routine/small projects and filters space requests
- **Size & Seniority:** 8; Staff to AVP level
- **Composition:** Includes representatives from Provost's Office, Operations, Facilities Maintenance & Planning, and Budget & Planning
- **Time Commitment:** Bi-weekly meetings
- **Responsibilities:** Advise SPACE committee on changes to use, design, layout and condition of campus space and buildings and respond to routine requests and small projects under $1M

SPACE[1] Committee

- **Purpose:** Review sub-Space committee reports to approve and prioritise space requests
- **Size & Seniority:** 5; VP/SVP
- **Composition:** Provost (Co-Chair), Senior VP of Operations (Co-Chair), President, SVP/CFO, and VP for Budgeting & Planning
- **Time Commitment:** Bi-monthly meetings
- **Responsibilities:** Review large projects and evaluate based on cost, complexity, and ability to meet need within existing space

Key Components of Effective Space Governance Groups

- Responsibilities are appropriate based on membership
- Members have knowledge and data to make informed decisions
- Limited time commitment helps members prioritise meetings, responsibilities

1) SPACE is an acronym for Space Planning and Capital Expenditures.

Source: Boston University, Boston, MA; EAB interviews and analysis.

Articulate Best Practices in Space Policies

University at Buffalo Provides Clear, Transparent Guidance for Campus

Sample Space Standards from University at Buffalo

Recommended Office & Workspace Standards

Personnel Type	Area (NSF)/ Type of Space
Full-Time Academic Staff	120-140 Private Office
Full-Time Professional Staff	55-85 Open; 80-120 Shared
Part-Time Professional Staff	50-80 Shared

Instructional Space Guidelines

Discipline Group	ASF/WSCH[1]	ASF/Station[2]
Education, Economics, Law, Social Sciences	2	40
Biology, Psychology, Health Sciences	3	60

Standards and Metrics Include:

- Assigned and net square feet per space and/or workstation
- Type of space allocated (private, shared, open)
- Productivity expectations for research across disciplines

Benefits of Buffalo's Approach

- Size and type of allocation are based on need, not one-size-fits-all approach
- Institution-wide policy ensures consistency across units, while acknowledging differences by space type, academic discipline, job type
- Campus Planning Office, Facilities Planning & Management Officers verify compliance more easily given documented standards

1) Assignable square feet per weekly student contact hour.
2) Assignable square feet per station.

Source: University at Buffalo's Space Standards; University at Buffalo, Buffalo, NY; EAB interviews and analysis.

Standardise the New Space Request Processes

Include Prompts That Solicit Data and Encourage Discernment

> We've seen some improvement in space request behavior. But people still try to circumvent the process with an email or even just a text."
>
> *Estates Leader*

Questions help ensure departments have justifiable need

Prompts requestor to consider alternative solutions

Communicates impact of denied request on department and/or strategic priorities

Space requests approved by senior leadership

SPACE NEEDS ASSESSMENT:

Describe why the space is needed and how it impacts strategic priorities	
What attempts have been made to locate space withing your current allocation?	
If this request is denied, what will be the consequences?	
Please attach floor plans and/or sketches and supporting documents for this request.	

- ☐ Approved by Department/Unit Leader
- ☐ Approved by Chief Financial Officer
- ☐ Approved by Senior Estates Leader

Source: EAB interviews and analysis.

Standardise Space Request Processes (cont.)

UNC Chapel Hill Formalizes Space Request Process

THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

Consult

Requestor consults with Campus Planner to understand specific need

Elevate

Facilities presents requests and options to Space Management Committee to determine best fit

Request

Requestor submits Space Needs Request Form during designated submission period

Identify

Facilities locates space that potentially meets need and connects with current space steward to determine feasibility of reallocation

Approve

Provost and Vice Chancellor for Finance and Operations provide final approval

Source: University of North Carolina at Chapel Hill, Chapel Hill, NC; EAB interviews and analysis.

Check Your Past Work

Evaluate Your Institution's Maturity Across Foundational Imperatives

Obtain and Maintain Accurate Space Data

- ☐ Data on occupancy, utilisation, facility conditions accurate; collected in a centralized, digital inventory
- ☐ Data updated and reviewed for accuracy annually; a rolling update schedule is also appropriate
- ☐ Space data available in easily accessible, centralized location

Align Space Governance to Institutional Conditions

- ☐ Institution has a space governance committee
- ☐ Committee members have knowledge necessary to make informed decisions
- ☐ Responsibilities and authority appropriate based on seniority of committee members

Articulate Best Practices in Space Policies

- ☐ Policy sets standards for allocations across space types
- ☐ Policy has clear enforcement mechanisms and consequences for not meeting expectations
- ☐ Standards based on role/discipline, not one-size-fits-all

Standardize Space Request Processes

- ☐ Request process is streamlined, user-friendly enabling easy adoption
- ☐ Requestors prompted to consider alternatives to meeting needs without additional space

Source: EAB interviews and analysis.

EAB

Reduce Costs by Shrinking Space-Driven Consumption

SECTION 2

- Tactic 1: Downsize Campus by Strategically Offloading Space
- Tactic 2: Adjust Facilities Service Levels Based on Utilisation
- Tactic 3: Rebase Energy Consumption with Targeted Reduction Interventions

Costs Rise While Resources Lag (North America)

Construction, Utilities, and Maintenance Costs On the Rise…

19%

Increase in building supplies and construction services costs (2019-2024)

+3%

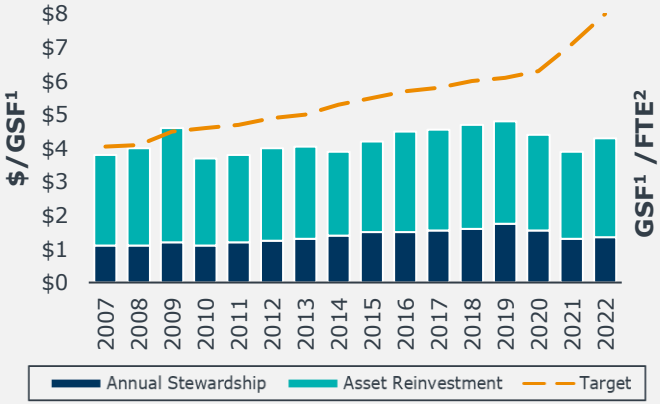
Average yearly increase in utilities costs

£6.6B

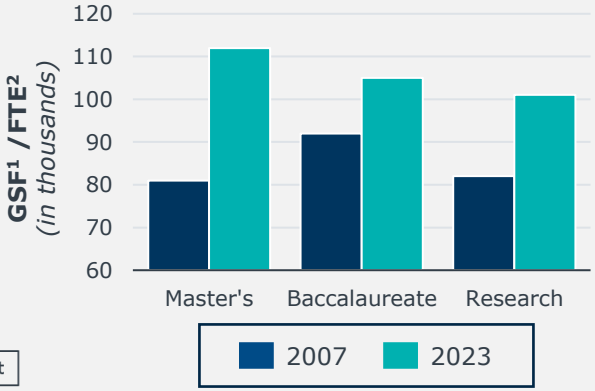
Investment required to decarbonise university estates

…But Budgets, Labor Not Keeping Pace

Capital Spending vs. Investment Target



Maintenance Staffing Coverage



1) Gross square foot.
2) Full time employee.

Source: "Higher Education Price Index," *Commonfund Institute*, June 22, 2023; "The cost of Net Zero", *Energise*, July2023;"The State of Facilities in Higher Education 2023", *Gordian*, 2023; "The State of Facilities in Higher Education 2024", *Gordian*, 2024; EAB interviews and analysis.

Costs Rise While Resources Lag (United Kingdom)

Construction, Utilities, and Maintenance Costs On the Rise…

19%

Increase in building supplies and construction services costs (2019-2024)

+3%

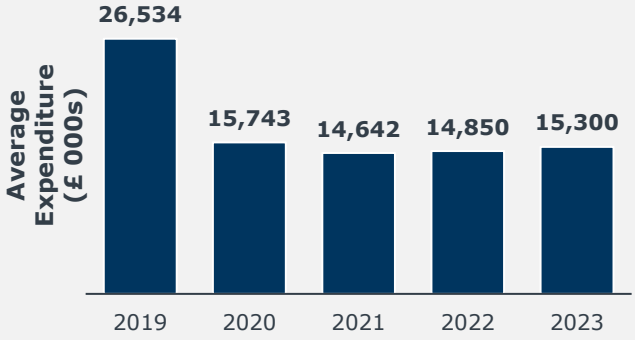
Average yearly increase in utilities costs

£6.6B

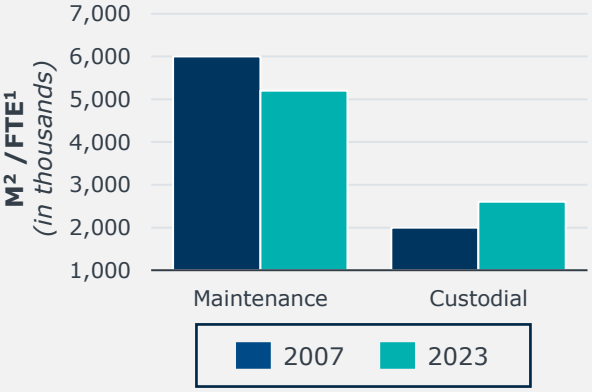
Investment required to decarbonise university estates

…But Budgets, Labor Not Keeping Pace

Average Total Capital Expenditure 2018-2023



Maintenance and Custodial Staffing Coverage



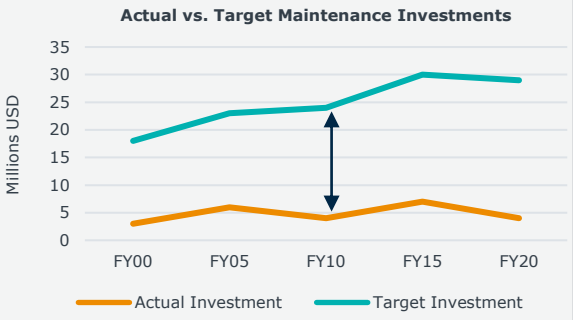
1) Full time employee.

Source: "Higher Education Price Index," *Commonfund Institute*, June 22, 2023; Higher Education Statistics Agency, 2025; "The cost of Net Zero", *Energise*, July2023;"The State of Facilities in Higher Education 2023", *Gordian*, 2023; "The State of Facilities in Higher Education 2024", *Gordian*, 2024; EAB interviews and analysis.

Getting the Board "On Board"

NIU's Annual Report Educates Leaders on Value of Rightsising Campus

Key Points From NIU's "Report on Facilities & Infrastructure Investment"



- Rate of **deterioration outpaces investments** over 20 years
- Lack of necessary investment **increases deferred maintenance backlog**
- **Underinvestment in preventative maintenance** skews corrective repair ratio (20:80 instead of 80:20)

Strengths of the Report

1. Consistent focus year over year helps board develop familiarity with ongoing investment needs
2. Demonstrates cost of underinvestment, motivating leaders to either invest or shrink footprint
3. Frames changes to campus space as "rightsising" not "downsising"

Progress Towards Rightsising

500K Square feet of space offloaded through demolition or sale

5% Reduction in total campus footprint

Source: Report on Facilities and Infrastructure, Northern Illinois University, Dekalb, IL; EAB interviews and analysis.

Socialize the Need to Let Go

University of Minnesota's Public "Do Not Invest" List Prepares Community for Campus Changes

- Facilities updates **Do Not Invest** (DNI) List annually through a two-stage process, published online
- Renewal dollars allocated based on designation (keep-up/catch-up = 90%, sustain = 5%, and DNI =<5%)
- Leadership approval required to make all but required safety investments in DNI Buildings
- Designation process, DNI list, exemption criteria, and investment strategy **available online to campus community**

UMN's Two Stage DNI Designation Process

Stage One Evaluation Criteria

Rating	FCNI[1] Score	O&M[2] Costs	Energy Demand
Good	Excellent	<95%	<95%
Medium	Good-Poor	95-110%	95-110%
Poor	Critical	>110%	>110%

Stage Two Evaluation Criteria

- Adaptability
- Campus Plan Fit
- Usability
- Program Impact
- Displacement

→ **Keep-up/Catch-up**
→ **Sustain**
→ **Do Not Invest**

1) Facilities Condition Needs Index.
2) Operations and maintenance.

Source: University of Minnesota, Twin Cities, MN: EAB interviews and analysis.

Overcome Resistance to Exiting Leased Space

Three Ideas to Incentivize Stakeholders to Reassess Current Leases

Cost-Benefit Analysis

THE NEW SCHOOL

- Calculated that paying employees to vacate space was more cost-effective than leasing in New York City
- Academics given £2.2K-£3.7K annual stipends to vacate private offices
- **Shed 4.5K square meters of leased space**

£2.5M Annual savings

Monetary Incentive

Tampere University

- Allowed units to keep budget allocations for internal rent in exchange for vacating space
- One unit funds strategic priorities with savings, builds momentum for other units to do same
- **Exiting 41K+ square meters of leased space by 2030**

€3.5M Projected annual savings

Shortened Lease Length

EMPIRE STATE UNIVERSITY

- Switched from 10-year commercial leases to 3-year leases with community colleges
- Provides flexibility to exit underutilized space and reclaim savings more quickly
- **Exited 60% of leases, 39% of total footprint**

£2.6M Decrease in operating expenses

Source: Empire State University, Saratoga Springs, NY; Tampere University, Tampere, FI; The New School, New York, NY; EAB interviews and analysis.

The High Cost of Empty Space

Underutilisation Wastes Severely Stretched Operating Dollars

£155K

Annual service costs for 50 staff offices[1]

x

<50%

Office utilisation rate

=

~£77,500

Unnecessary annual service spend per 50 offices

The Challenge

How can we identify which spaces need less service, even with inconsistent occupant usage patterns?

1) Based on 14m^2 per office and using industry annual service provision averages.

Source: EAB interviews and analysis.

A Smarter Approach to Service Provision

Sensors Allow for More Cost-Effective Deployment of Services

ROI for Space Sensors Has Never Been Stronger

£17
Average per sensor cost[1]

40-50%
Reduction in energy usage in campus offices, classrooms using only lighting sensors

~2 years
Average time to payback for sensor installation

Texas A&M University Aligns HVAC to Occupancy

- Installed occupancy and humidity sensors to modify air flow changes based on space utilisation
- Saw significantly reduced energy costs

University of Alberta Prioritises Cleaners Based on Need

- Used thermal sensor data to modify custodian schedules to bypass unutilised spaces
- Achieved net savings in 2.5 years through adjustments to cleaning frequency, HVAC

Toronto Metropolitan University Predicts Future Service Needs

- Ran sensor data through various scenarios (e.g., summer building shuttering) to forecast utilities and maintenance impact on Health Science Complex

1) Benchmarked against Internet of Things (IOT) enabled occupancy sensors.

Source: "Toronto Metropolitan University Smart City Partnership," *FuseForward*, April 24, 2022; University of Alberta, Edmonton, AB; "Wireless Occupancy Sensors for Lighting Controls," *Department of Energy*, December 2019; Texas A&M University, College Station, TX; EAB interviews and analysis.

A Holistic Approach to the Smart Campus

Birmingham's Widescale Investment Allows Flexible, Predictive Modifications

Machine learning processes facilities data, initiates improvements

Building **performance data** (e.g., emissions) informs future space designs

IoT sensors capture real-time space utilisation data

3D "Digital Twin" of campus enables scenario planning

Progress to Date

£750K+
Initial investment in sensor technology

23K
IoT sensors installed in 25 energy inefficient buildings

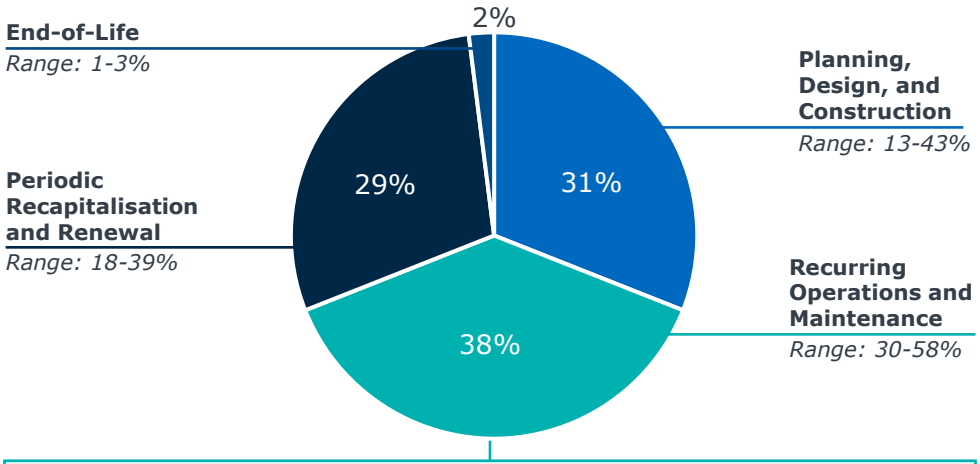
5%
Immediate reduction in carbon emissions

Source: "Delivering the world's smartest campus," University of Birmingham, Birmingham, UK; M Butcher, Dubai smart campus taps IoT integration for efficiency, sustainability," *CIO,* March 2, 2022; EAB interviews and analysis.

Tackling the Total Cost of Ownership Challenge

Deteriorating Energy Systems Drive Compounding Long-Term Costs

EAB's Total Cost of Ownership Model[1]



Energy and Utilities—Biggest Cost Category Under Operations

£400M
Est. total spent annually on energy by higher ed sector

10-30%
Decreased building efficiency every 1-2 years

1) Developed in 2019 using historical data from 22 institutions. Building types include residence halls, labs, and mixed-use facilities. Only four institutions reported data on decommissioning costs.

Source: C Neagle, "Catching the (Building) Drift," *Facilities Net*, September 15, 2017 "Higher Education Energy Financing," *Better Buildings*; "Universities could save £2.2bn on energy bills by 2035", *QA Education*, 2024; EAB interviews and analysis.

Cutting Through the Technical Jargon

Option	Energy Savings	Average Payback Time	Example
Commissioning Verifying and ensuring that new facilities' infrastructure operates as intended at the completion of construction	13% Median whole-building energy savings	4.2 Years	**Miami University** saved $570K on avoided costs and contractor refunds
Recommissioning Testing for inefficiencies in existing systems in order to modify and improve performance	16% Median whole-building energy savings	1.7 Years	**University of Sussex** projected savings of £450K by recommissioning heating controls
Retrofitting Replacing old system with or adding new modern systems to existing buildings	25-50% Annual whole-building energy cost savings	Depends on scope	**Trinity College Dublin** reduced energy use and CO2 emissions by 75% through a retrofit of one building
Continuous Commissioning Dedicated staff and technology to continuously monitor, analyse, and address system inefficiencies	£300K Potential yearly energy savings per building	<2 Years	The **University of Iowa's** Fault Detection and Diagnostics Program saved $600K within first six months

Source: "Continuous Commissioning," Energy Systems Lab; I Biemiller, "Don't Let Energy Costs Devour Your Budget", *Chronicle*, November 19, 2017; E Crowe et al., "Building Commissioning Costs and Savings," *Energy and Buildings*, November 2020; "The Case for Deep Energy Retrofits," *Rocky Mountain Institute*, 2012; Miami University, Miami, OH; Trinity College Dublin, IE; University of Iowa, Iowa City, IA; University of Sussex, UK; EAB interviews and analysis.

The Win-Win of Reducing Energy Consumption

Interventions Appeal to Campus Financial and Environmental Conscience

Western University · Canada — Retrofitting

Western University's Deep Energy Retrofit Program aims to complete one to two retrofits per year to advance progress on **net zero ambitions**

Funding: Retrofit of chiller plant funded via energy performance contract (100% of fees tied to utilities savings)

Pilot

- Two engineering buildings
- ROI: 50% reduction in GHG[1] emissions

Program Results

40%
Reduction in building utilities costs from latest retrofit

60-80%
Average reduction in GHG emissions per building

Oregon State University — Recommissioning

Oregon State University committed to recommission at least two buildings per year as part of their Path to Carbon Neutrality

Funding: Offset upfront costs with a grant from a local nonprofit

- Reinvests savings to support future initiatives via **green revolving fund**

Pilot

- Laboratory building
- ROI: £12K cost savings in nine months

Program Results

£19K
Cost savings from another building within 4 months

880 tons
Total carbon footprint reduction within one year of initiative

1) Green house gas.

Source: K Ferguson, "Siebens Drake Research Institute retrofitted to improve energy efficiency, reduce emissions", *Western University*, November 14, 2024; "Recommissioning campus buildings reduces carbon impact," Oregon State University, July 13, 2023; Oregon State University, Corvallis, OR; Western University, Ontario, CA; EAB interviews and analysis.

Disrupt Space Growth with Checks and Balances

SECTION 3

- Tactic 4: Enact "No Net New" Space Mandates
- Tactic 5: Pursue Cost-Effective Alternatives for Necessary Growth

Many Universities Have Grown Space Unevenly

Likely Too Little

Student Accommodation

Over 230,000 additional beds are needed to meet demand for student housing across the UK

Collaboration Spaces

Students increasingly join classes remotely but study in-person

STEM Labs

STEM degree completions are on the rise, with 42% of all UK graduates studying STEM disciplines in 2022

Likely Too Much

Office Space

Annual newly-leased office space accelerates despite hybrid work, surpassing 37K m^2 per year

Lecture Theatres

Lower in-person attendance means less demand for large lecture spaces

Historic Residential Spaces

Historic homes repurposed for academia become unnecessary given new purpose-built facilities

1) m^2 = meters squared

Source: Grove, "Lectures in Question as Paid Work Pushes Attendance Even Lower," *Times Higher Education*, March 14, 2024; Purvis and Preece, "Spotlight: The Growth of the Education Sector in the London and South East Office Market," *Savills*, May 15, 2023; "Science and Engineering Workforce", *University of Cambridge*; Wheeler, "UK Cities Need Much Higher Rates of Student Housing Delivery," *The Savills Blog,* Apr. 8, 2024; EAB interviews and analysis.

Break the Cycle of Campus Growth

Shifting Institutional Mindset From New Growth to "Right-Sising"

Growth Over Everything

Why is this a problem?

- Prioritises immediate gains over long-term planning, sustainability
- Undermines better metrics of institutional health, such as student success, social responsibility

Tactic 4: Enact "No Net New" Space Mandates

New Is the Only Option

Why is this a problem?

- Fails to consider more cost-effective alternatives to address space needs
- Costs of construction continue to rise, making building new financially unsustainable

Tactic 5: Pursue Cost-Effective Alternatives for Campus Growth

Source: EAB interviews and analysis.

A Principled Approach to Estate Expansion

"We know we have more space than we use efficiently. Despite enrolment growth, leadership set a goal to optimise through investments in renovation and selective elimination. For the first time in Indiana's history, **we will end the decade with less campus space than we started it with**."

Tom Morrison, VP for Capital Planning and Facilities

Running the Numbers: Indiana University Reevaluates Space Need

56K
Square meters of space demolished

Demolition

Buildings with high deferred maintenance needs and renovation costs targeted for demolition, including 18.6K square meters of office building

28K
Square meters of leases exited

Exiting Leases

Several million pounds worth of leases exited due to reduced need for certain spaces (e.g., offices) and availability of owned space on campus

79K
Square meters added to estate

New Construction and Renovation

New construction only pursued when necessary (e.g., additional residences for growing grad student population)—most recent capital projects prioritise renovations

Source: Indiana University, Bloomington, IN; EAB interviews and analysis.

Baby Steps Toward "No Net New"

Spectrum of Options for Limiting Undisciplined Campus Growth

No Net New Mandate

Formal policy that requires an institution to maintain current size (i.e., all growth must be offset with reduction).

Footprint Cap

Institution sets a maximum for GIA[1] per student, requiring reductions in space as enrolment decreases.

Space-Specific Policy

Formal policies limit space growth for specific types of space (e.g., private offices, lecture halls, parking).

Informal Practice

Unwritten agreement limits space growth by devoting majority of Estates resources to existing space.

Why Institute a No Net New Space Mandate?

Prevents unchecked cost growth from new construction

Supports sustainability goals by limiting emissions growth

Allows for new construction while ensuring long-term stewardship

What are the barriers to implementing a "No Net New" mandate?

1) Gross internal area.

Source: EAB interviews and analysis.

You Can Say Yes to More, But Not Always New

Respond to Space Requests with Alternatives to Slow Cost Growth

Make Work More Flexible

"Have you considered enabling more hybrid work arrangements? It will quell demand for new office space."

- An institution can save an average of £8.3K[1] per 50/50 hybrid worker.

Move to Open Plan Workspaces

"I know your unit is crowded—but all your spaces are assigned. Hotdesking would create more capacity and enable more collaboration."

- **University of St Andrews** collocated 450+ administrative staff into an open plan workspace, freeing up 1K square meters.

Assign an Older "New" Space

"It's not much to look at, but this older building will give you the space you need."

- **University of Illinois Urbana-Champaign** has used one serviceable, 3.8K square meters office building for swing space overflow during multiple capital projects.

Why Build When We Can Buy?

"I understand that we need more offices, but we can buy buildings sitting empty in the city centre for less."

- **Georgetown University** acquired commercial properties at opportunistic costs, allowing them to consolidate and grow new campus while reducing their leased space.

1) Savings derived from increased productivity, reduced turnover, and real estate costs.

Source: "Work from Home Experience Survey Results," Global Workplace Analytics, 2020; University of Illinois Urbana-Champaign, Champaign, IL; University of St Andrews, St Andrews, UK; University of Texas at Dallas, Richardson, TX; EAB interviews and analysis.

Evaluate Best Options for Your Context

UT Dallas Uses Cost-Benefit Analysis to Reduce Cost Growth

Evaluate Space Need → **Consider Alternatives** → **Compare Costs**

Evaluate Space Need

Determine necessary components of space:

- Footprint area
- Space type(s)
- Urgency
- Permanency of need

13K+

Square meters of office space needed

Consider Alternatives

Identify alternatives to new construction:

- Purchase commercial buildings
- Lease nearby properties
- Consolidate units

£6K-8K

Cost per square meter of new construction

Compare Costs

Compare costs associated with each option including:

- Renovations
- Lifetime O&M[1]
- Utilities consumption
- Deferred maintenance

<£484

Cost per square meter of commercial property

THE UNIVERSITY OF TEXAS AT DALLAS

Alternatives to New Construction Yield Millions in Savings

£34M In avoided new construction costs

£3M Saved by exiting major lease

1) Operations and Maintenance.

Source: University of Texas at Dallas, Richardson, TX; EAB interviews and analysis.

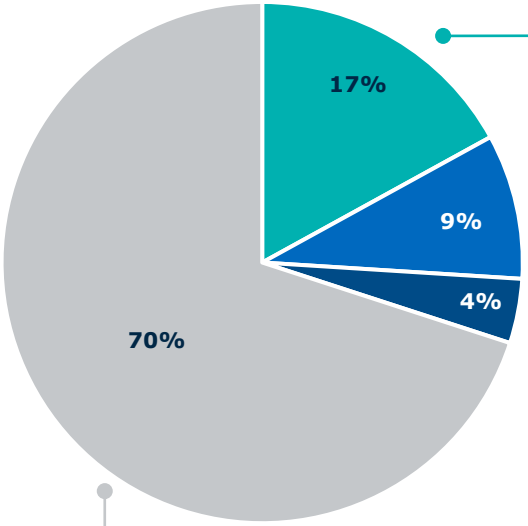
Selectively Improve Space Utilisation with Targeted Interventions

SECTION 4

- Tactic 6: Reduce Private Office Space with Incentives and Mandates
- Tactic 7: Adjust Laboratory Allocations Based on Productivity
- Tactic 8: Broaden Classroom Usage by Expanding Access and Purpose

Not All Space Created Equal

Campus Space Is Fragmented, but Urgency to Optimise Is Concentrated



Offices: Biggest Opportunity to Reclaim Unused Space

- Account for the largest portion of campus space after residence halls
- Utilisation, especially academic staff offices, consistently **less than 20%**

Research Labs: Most Expensive Space for Growth

- Costs **30-50% more per square metre** to build a lab than standard office space
- Energy costs for labs **2.5 times** that of standard offices

Classrooms: Greatest Impact on Institutional Priorities

- 30% of courses being taught off-peak could accommodate a **19% growth in enrolment**
- 44% of 4-year students struggle to register for courses without conflicts

The Land of (Less) Opportunity

Most space types contribute little to total footprint (<3%). Remaining larger chunks (i.e., residential) have limited potential for improved utilisation.

Source: "Campus Facilities Inventory," The Society for College and University Planning, 2023 Construction of Life Science Properties, *CBRE,* April 21, 2022; 11 Reasons Why Lab Space is So Expensive, *University Lab Partners,* August 11, 2021; 2024 National Student Satisfaction Survey, Ruffalo Noel Levitz, 2024; EAB interviews and analysis.

Pick Your Poison

The Spectrum of Resistance for Private Office Reclamation

Less Resistance → ***More Resistance***

	Incentivise	Trade	Mandate
Description	Monetary incentives, better quality space, or exclusive amenities **motivate** staff to leave private offices	To receive additional space on campus (e.g., lab space), academics must **exchange** private office space	Policy or action (i.e., selling office space) sends a **leadership-backed message** that private offices are off the table
Examples	The New School: Shared office stipend Brown: Faculty emeritus lounge	University of Sheffield: Lab size or private offices Simmons University: Give up offices for labs	University of Dundee: Policy prohibits new offices Oxford Brookes University: Auxiliary campus sold

Source: Brown University, Providence, RI; Oxford Brookes University, Oxford, UK; Simmons University, Boston, MA; The New School, New York, NY; University of Dundee, Dundee, UK; University of Sheffield, Sheffield, UK; EAB interviews and analysis.

Gain Without Pain?

Three Strategies to Reclaim Private Offices Without a Mandate

Build Buy-in by Offering Design Input

Kwantlen Polytechnic University's Director of Campus Space and VP of Academics consulted with staff on their workspace needs for two months while designing shared offices.

→ 75% of Faculties on one campus work in shared space

Make Shared Space an Upgrade

The University of Utah offered staff higher quality, conveniently located shared space in exchange for vacating private offices.

→ 43% Less space accommodates same number of staff

Offer a Choice (with the Odds in Your Favor)

The **University of St Andrews** presented staff with a choice: smaller private offices facing an internal quad or larger shared offices with an external view.

→  Staff choose shared space for first time

Source: Kwantlen Polytechnic University, British Columbia, CA; University of St Andrews, St Andrews, UK; University of Utah, Salt Lake City, UT; EAB interviews and analysis.

The Hub: A Better Way of Sharing Space

Academics Relinquish Offices to Access Amenity-Heavy Shared Space

Anschutz The Hub at CU Anschutz

- **Goal:** Solve academic staff office space deficit without building new offices
- **Process:**
  - EVP of Finance and Administration inspired by airport lounges, secured funding from senior leadership
  - Academic staff user group consulted on design
  - £2.6 million, 1.2K gross square meters renovation began September 2019 and was completed August 2019
- **Requirement:** Academics must give up private offices to join The Hub

Luxury Amenities Make Joining The Hub Desirable

- Snack and drink bar, kitchenette, and meal ordering assistance
- Sleep pods, showers, and lockers
- Staffed concierge desk provides on-site administrative support
- Bookable single-occupant offices, treadmill desks, soft seating

Source: "Innovative Shared Workspace Pre-, Mid-, and Post-pandemic for Clinical Faculty", *American Association of Medical Colleges*, October 31, 2022; University of Colorado Anschutz, Aurora, CO; EAB interviews and analysis.

The Hub Proves Both Popular and Cost Effective

CU Anschutz Saves Millions By Going Shared Over Private

Hub Capacity

500
Academic staff spaces

135
Staff waitlisted for membership

15:1
Staff to office ratio

Avoided Construction

975
Square metres to lodge 500 taff in The Hub

9K
Square metres necessary for 500 private taff offices

Financial Savings

£24.2M
Avoided construction costs

£1.5M
Avoided annual overhead costs

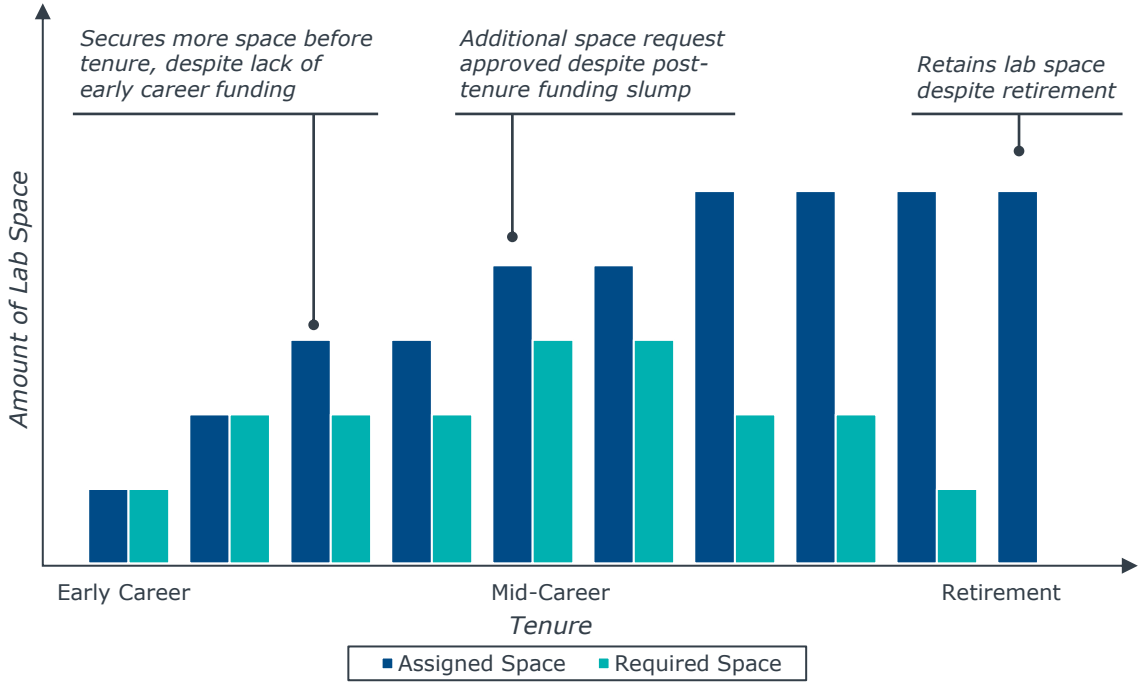
> “I didn’t think I would like working here, but the bright, well-designed space has improved my mental health and productivity. The free coffee is the cherry on top!”
>
> *Staff Testimonial*

Source: “Innovative Shared Workspace Pre-, Mid-, and Post-pandemic for Clinical Faculty”, *American Association of Medical Colleges*, October 31, 2022; University of Colorado Anschutz, Aurora, CO; EAB interviews and analysis.

A Mismatch Between "Wants" and "Needs"

Investigators Accumulate Space Over Time, Rarely Forfeit as Needs Change

Representative Space Allocation Across an Academic's Career



Source: EAB interviews and analysis.

Implementing the Gold Standard Approach

Interdisciplinary Spaces Designed for Temporary Assignments

Key Elements of Interdisciplinary Space Management

- Research office has managerial oversight
- Research teams must apply for space
- Space allocation guided by project alignment with strategic goals
- "Clawback" policy allows for space reallocation

University of Idaho's Integrated Research & Innovation Center (IRIC)

- Space is controlled by ORED[1] but governed by Facility Committee with representatives from every college, ORED appointees, and building manager
- Collaborative research teams must submit a formal application for space in the facility
- Formalized waitlist protocols and guidelines for IRIC applicants

James Cook University's Temporary Allocation Policy

- Labs are centrally owned and allocated on a temporary basis, requiring periodic justification for occupancy
  - Allocation decisions are driven by demonstrated need
  - Labs serve specific functions (e.g., evolutionary biology) rather than being tied to individuals or projects
- Bench space within labs is centrally pooled and assigned based on individual researchers' needs
- Large lab spaces are shared by multiple teams whenever possible

1) Office of Research and Economic Development.

Source: Integrated Research and Innovation Center, University of Idaho, Moscow, ID; Space Allocation and Management Policy, James Cook University, Townsville, Queensland; EAB interviews and analysis.

Set Concrete Expectations for Lab Productivity

ECU Research Space Policy "Right-Sizes" Allocations

Define Governance Structure Across the Institution

- Allocation and reallocation decisions made at three levels: Department/Unit, College, and Institution
- Institutional Planning and Research (IPAR) group and University Space Committee provide guidance and approvals

Establish Productivity Measures Across Disciplines

- Units select productivity metrics with oversight from University Space Committee
- Metrics and benchmarks vary between disciplines, but financial measures are part of overall assessment
- Measurement schemes communicated to and approved by leaders based on level

Review Productivity and Reallocate as Needed

- IPAR manages research space and productivity data, preparing five-year reports of productivity for research spaces at all levels
- IPAR conducts biennial inventories and audits of research space
- Spaces falling below 20th percentile on metrics deemed "unproductive" and considered for reallocation based on level

Considerations for Research Space Allocations Include:

- Alignment with strategic priorities
- Impact on space productivity and utilisation
- One-time and recurring costs
- Opportunities to share space

Source: Research Space Allocation, East Carolina University, Greenville, NC; EAB interviews and analysis.

Barriers to Maximising Classroom Utilisation

Scheduling Constraints Create Artificial Scarcity and Keep Utilisation Low

More Than Adequate Stock of Existing Campus Classrooms

Decentralised Ownership

"We're seeing growth in biology class open but we're capped on lab space. The chemistry lab will work but they don't share their space."

Overly Restrictive Classifications

"I tried to offer an acting class but was told no space was available. I just found out the dance studio was open at 2pm on Tuesdays!"

Staff and Student Time Preferences

"There's space, but not when staff want it. We offer them their preferred classroom on Friday afternoon, but they say no thanks."

Assignment of Classroom Spaces That Maximises Utilisation

To understand the trends shaping the future of classroom design, access EAB's Campus of the Future Infographic.

Source: EAB interviews and analysis.

Carrot or Stick?

Two Approaches to Centralising Ownership Based on Campus Culture

Provide Quality Enhancements

Southern Mountain University[1] trades repair, renovation, and technology upgrade costs for centralized management, **increasing number of centrally controlled rooms by 31%**

If New, It's Not Just for You

University of Colorado Boulder

University of Colorado Boulder has a policy that **automatically designates** any new or significantly renovated instructional spaces as centrally managed

Well-Documented Benefits of Centralised Classroom Management

22% Higher space utilisation rate in centrally-owned classrooms

44% More classes held each semester in centrally-owned classrooms

1) Anonymized institution.

Source: L Vassilowitch, "Find the Hidden Space on Your High-Density Campus", *Facilities Manager*, October 2016; Instructional Space Utilisation Policy, University of Colorado Boulder, Boulder, CO; EAB interviews and analysis.

Reduce Classification Complexity

Ohio's Space Standardisation Broadens Academic Assignment Options

Ohio University's Campus Optimisation Initiative

- Recategorized room types down from 50+ to four **flexible space use classifications**
- Determines primary use based on **room attributes** (versus owner preferences)
- Makes more space available via centralised scheduling system to **broaden access**
- **Recategorises or allocates space based on utilisation data**, led by space governance groups

Flexible Space Use Classifications

Informal

Open space with minimal separation, for casual use

Individual Workspace

Furnished to support focused work for individuals

Specialised

Dedicated to specific function(s) for limited set of users

Schedulable

Enclosed spaces with furniture and technology for meetings, events, and classes

Source: Campus Space Optimisation Initiative Summary Report, Ohio University, Athens, OH; EAB interviews and analysis.

Loosen the Stranglehold of the 10-2

Make Classrooms More Productive Outside Peak Instructional Hours

Repurpose Unoccupied Classrooms for Student Use

- Converted **underutilised lecture halls** to spaces for student study and group work during COVID
- Developed an easy-to-navigate study space finder tool

Require Staff to Teach at Off-Peak Times

- **Established policy** to schedule classes during every day and time block
- Schedules all classes centrally and allows staff to select two time-blocks that can be "vetoed"

Mitigate Scheduling Preferences with Incentives

- East Lake University[1] **offers financial bonus** to staff willing to teach morning/evening classes
- Considering piloting this approach for weekend classes

How would you encourage staff to teach outside peak hours at your institution?

1) Anonymous institution

Source: "More than 3,500 study spaces available on main campus for online learning", *University of Calgary*, September 9, 2021; University of Sheffield, Sheffield, UK; EAB interviews and analysis.

Choosing the Right Space "Goldilocks"

Questions to Assess When It's Right to Tackle Each Space Type

Offices

- What is the utilisation rate of private offices across campus?
- Do many academic/professional staff work on hybrid/remote schedules?
- Do the financial benefits of reducing private office space outweigh the political/cultural challenges?

Research Labs

- Do researchers maintain and accumulate lab space despite low productivity?
- Are lab allocations based on departmental ownership rather than project need?
- What are the potential cost savings and efficiency gains from moving to temporary lab allocations?

Classrooms

- Do classrooms across campus sit empty during off-peak hours?
- Do you have enough classrooms, but appear to be at capacity due to high-demand periods?
- Are there opportunities for colleges and departments to share specialised space instead of adding more?

Source: EAB interviews and analysis.

Space Change Exercise

Objectives for the Exercise

Understand the need for and **importance of change management** in the HE context

Learn EAB's **framework for leading change** initiatives on campus

Practice **applying the framework** using HE scenario exercises

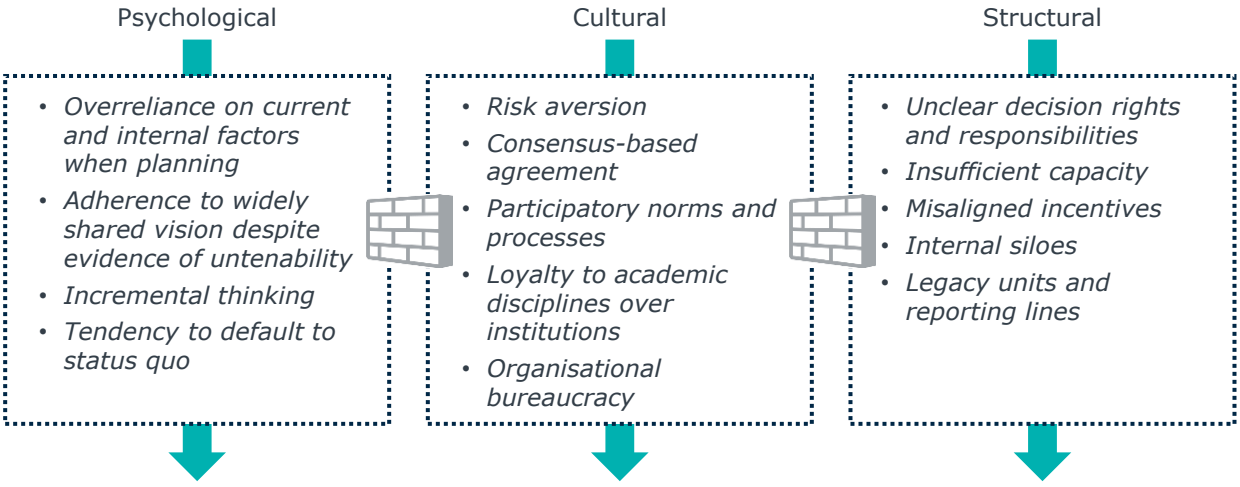
Reflect on lessons learned and **identify initiatives on your campus** that will require change leadership

Source: EAB interviews and analysis.

High Barriers to Change in HE

Campus Leaders Face Strong Aversion, Stakeholder Resistance

Types of Barriers to Change



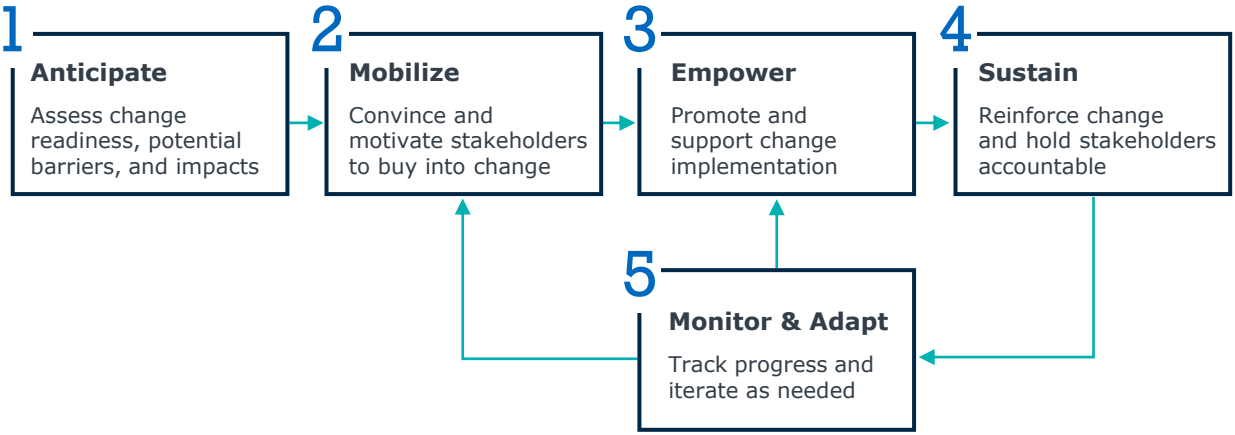
Outcomes

1. Deters leaders from initiating change initiatives entirely
2. Stops change initiatives early in their tracks
3. Leads to long-term stall outs and change fatigue

Source: EAB interviews and analysis.

A Model for Leading Change in Higher Ed

EAB's Change Management Framework for Higher Ed Leaders



Methodological Notes

Shortcomings of Existing Frameworks

X Not directly applicable to higher ed context
X Do not provide actionable guidance
X Fail to account for rapid and continuous change
X Do not balance bottom-up and top-down approaches

EAB's Framework Creation Process

✓ Analysed existing literature and frameworks for relevant components for higher ed context
✓ Incorporated customized elements based on research and input from higher ed leaders
✓ Tested framework via ongoing research

Source: EAB interviews and analysis.

Choose Your Scenario

Reducing Private Office Space

Your institution is implementing an Office Space Consolidation policy. Going forward only divisional leaders and above will receive private office space. All other instructors and staff will no longer be entitled to private office space.

Productivity-based Lab Allocations

Your institution is implementing a new Research Lab Allocation policy. Space allocations for research labs are now based on a set of productivity metrics with researchers that fail to meet expectations losing their space.

Centralized Classroom Management

Your institution is implementing a new Classroom Funding policy. Disciplines will no longer receive budget allocations to cover the costs of classrooms not managed centrally.

Creatively Source Space Funding with Real Estate and Donors

- Tactic 9: Activate the Real Estate Portfolio for Revenue Generation
- Tactic 10: Engage Donors in the Total Cost of Ownership

Got Space?

Six Examples of Revenue Generation from Underutilised Space

One-off

University of West London – The Career University

- Estates group rents teaching spaces whenever not timetabled
- Rents classrooms and specialised spaces (e.g., science labs) for meetings, events, filming, etc.

CSUN California State University Northridge

- Rents spaces and provides support for TV and film productions
- Generates up to **£940K annually**

Seasonal

Brunel University of London

- Conference and events services leases up to 3K bedrooms to non-students during the summer
- **£3.9M net income** from summer accommodation rentals

Queen Margaret University Edinburgh

- Hosts artists for the Edinburgh Festival Fringe as an official "festival village" in their accommodation over the summer
- **Nets over £400K** from this event

Long-term

University of Westminster

- Completely leases out office building to solicitors and flexible workspace provider
- Charges **£630 per person per month** for private office space and **operates in the black**

Crestwood University[1]

- Sold villas and houses historically used for teaching beyond main campus
- **Generated revenue and consolidated geographic footprint** for better placemaking

Source: California State University, Northridge, Los Angeles, CA; McFadden, "Universities in Cash Crisis Make £100m Renting Student Flats to Non-Students," *The I Paper*, February 24, 2025; University of West London, London, England; University of Westminster, London, England; Queen Margaret University, Edinburgh, Scotland; EAB interviews and analysis.

Elevate Entrepreneurial Space Ambitions

UBC Properties Trust Grows Endowment, Fast-tracks Institutional and Community Capital Projects

- Established as separate private real estate trust, reducing university liability and governmental restrictions
- Revenue from profit-sharing agreements and managing rental housing portfolio goes to endowment
- Board of Directors includes experienced real estate industry professionals and senior university administrators
- Project managed over 800K square meters of institutional capital projects

Explore UBC Properties' portfolio here.

THE UNIVERSITY OF BRITISH COLUMBIA

Benefits Finances and Mission

Contributed over **£1.5B in revenue to the university endowment**

Invigorates local community via new amenities and housing

Attracts and retains staff with below-market rental units

Source: UBC Properties Trust, "Building Financial Legacy and Innovative Spaces," Accessed April 25, 2025; EAB interviews and analysis.

Maintenance By Any Other Name

Donors *Do* Care About Maintenance—With the Right Framing

"See for Yourself"

Queens University of Charlotte had donors and trustees tour older buildings and see need for renovations firsthand. They raised **£16.5M to renovate an older building** after a tour.

"Maintain Your Legacy"

Delta University[1] incorporated maintenance endowments into naming packages after donor's willingness to maintain buildings that represent their legacy. This enabled Delta to raise **£45M for maintenance endowments.**

"This Is What Could Be"

Mississippi State University (MSU) created a "lookbook" showing how campus locations would look with grounds improvements. MSU was able to raise **over £560K for grounds improvements.**

"Preserve History"

UNC Chapel Hill found that "historic preservation" made maintenance projects more appealing. A new role within Advancement works with Estates staff to help identify donors and **secure funds for maintenance** under this umbrella.

1) Anonymised institution.

Source: Mississippi State University, Starkville, MS; Queens University of Charlotte, Charlotte, NC; University of North Carolina at Chapel Hill, Chapel Hill, NC; EAB interviews and analysis.

Getting Donors Requires Coordination

Two Ways to Bridge the Gap Between Estates and Advancement

Shared Knowledge & Strategy

Estates Approaches Advancement

MISSISSIPPI STATE

- Executive Director of Campus Services meets with Advancement colleagues to discuss aligning strategic priorities
- Facilities team creates donor talking points, speaks with donors directly, raises £560K for grounds improvements
- Through collaboration with Advancement, Facilities was able to capitalise on a previously secured £2.2M maintenance endowment

Advancement Approaches Estates

THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

- Advancement team identifies operations and maintenance as an untapped fundraising opportunity
- Creates new role focused on engaging donors on Estates projects; invited Estates leader to sit on hiring committee
- Estates specialist within Advancement meets regularly with Estates leaders to identify projects, donor potential, and funding opportunities

Source: Mississippi State University, Starkville, MS; University of North Carolina at Chapel Hill, Chapel Hill, NC; EAB interviews and analysis.

Explore EAB's Space Optimisation Resources

Working with Academic Leaders to Improve Space Utilisation

Equips administrative and academic leaders with strategies for improving space utilisation in offices, classrooms, and research labs.

Envisioning Tomorrow's Multi-modal Campus

Shares how seven campus spaces will change over the next decade due to trends in student expectations, hybrid work, and more.

Building a Total Cost of Ownership Mindset

Highlights how Facilities leaders are defining, communicating, and implementing total cost of ownership (TCO) investments.

Research Laboratory Setup Toolkit

Helps estates, research, and academic leaders proactively gather information about lab needs and better anticipate lab renovation timelines and costs.

Navigating Public-Private Partnerships

Provides guidance on evaluating, planning, and implementing P3 arrangements along with case studies from institutions that have seen success.

Compendium of Maintenance Endowment Structures

Details different endowment structures by assessing funding potential and providing case studies for each.

Source: EAB interviews and analysis.

How EAB Can Help You Address Space Challenges

SLT and Board-Level Briefings on Space Optimisation

Bring these insights to your campus. Equip your senior leadership team, board, or other stakeholders with a deeper understanding of how to make best use of the built environment.

EAB Expert Consultation

Discuss the current state of your estate and identify opportunities for space optimisation on your campus with an EAB expert.

Change Management Workshop

Prepare your institution for space changes with a strategy workshop. Leaders will learn the importance of change management, EAB's framework for leading change, and practice applying the framework in scenario exercises.

202-747-1000 | **eab.com**

@eab **@eab_** **@WeAreEAB** **@eab.life**