

# Where Do You Stand?

An Interactive Session on Campus  
Space Management Strategy

Feb 2026

FEFPA Winter Conference

# Introductions

Who are these people and what do they know about campus space?



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*Director*  
Huron Consulting Group



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*Director*  
Huron Consulting Group



*Huron is a global, publicly traded consulting firm dedicated to transformation in education, supporting 500+ education institutions across North America*

Learn more at:  
[huronconsultinggroup.com/](https://huronconsultinggroup.com/)

“Institutions have more space than they can manage well. They can no longer afford to build to “peak” demand.”

**What’s your reaction to this point of view?  
Does this resonate at your institution?**

# Space Management Today

## Space is Expensive...

- Moody's estimates \$750-\$950B in capital needs across higher-ed over next decade. DM backlogs are having impacts today.<sup>1</sup>
- Cost of construction & facilities services are up nearly 20% since 2019.<sup>2</sup>

## ...Complex to Manage...

- There are strong historical and structural incentives to grow space
- Costs are not always well understood or aligned
- Building systems are increasingly complex

## ...and Needs are Changing

- Demand for flexible work options has increased since 2020.
- Proposed F&A rate cuts could drastically impact research space costs and allocation practices if enacted



Institutions must **build the enterprise capability** to better **understand** and **incentivize the efficient use of existing space** before considering new construction or acquisition.

# Today's Agenda

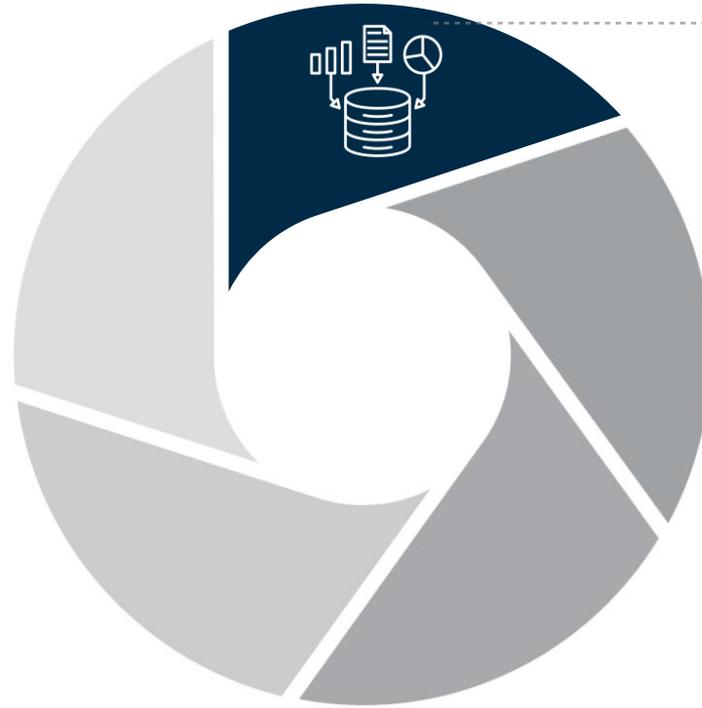


- Share Huron's approach to space management
- Survey you to create some "instant benchmarking"
- **Send you home with actionable ideas about where you can focus space optimization efforts**

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# Huron Space Management Approach



## 1. Space & Utilization Data

The institution captures and maintains accurate, timely and relevant data



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How often does your institution conduct a space survey to collect and update it's space inventory?



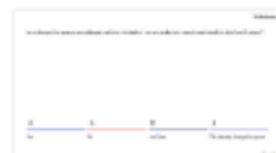
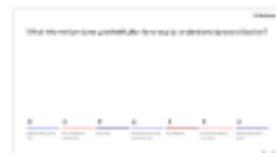
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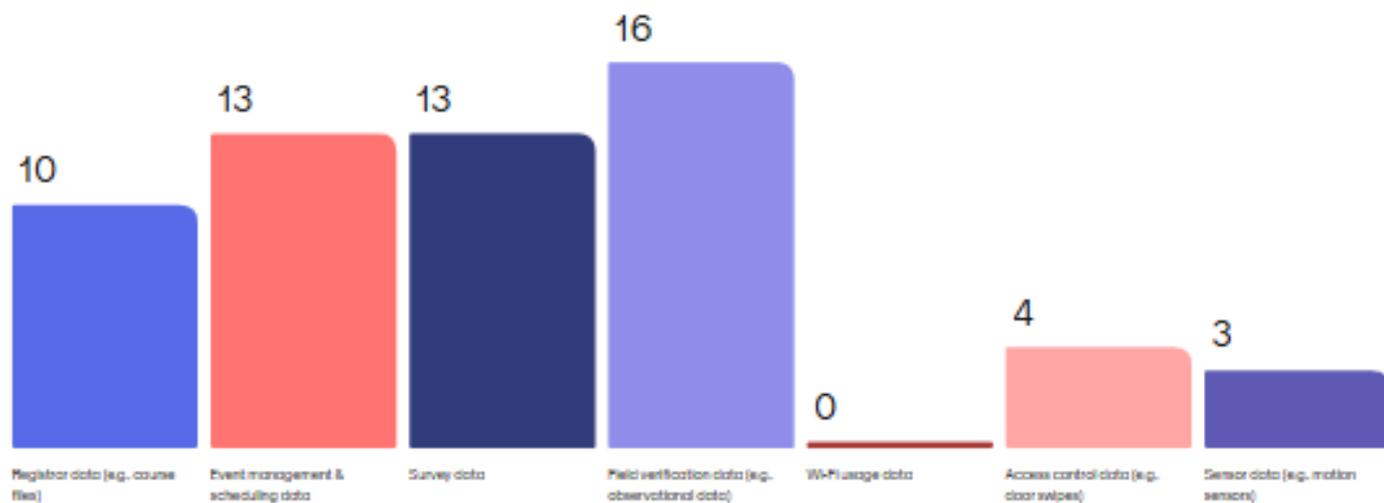




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## What information does your institution leverage to understand space utilization?

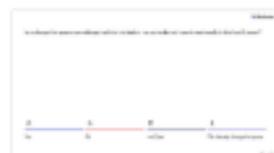
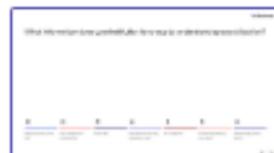
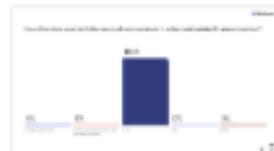


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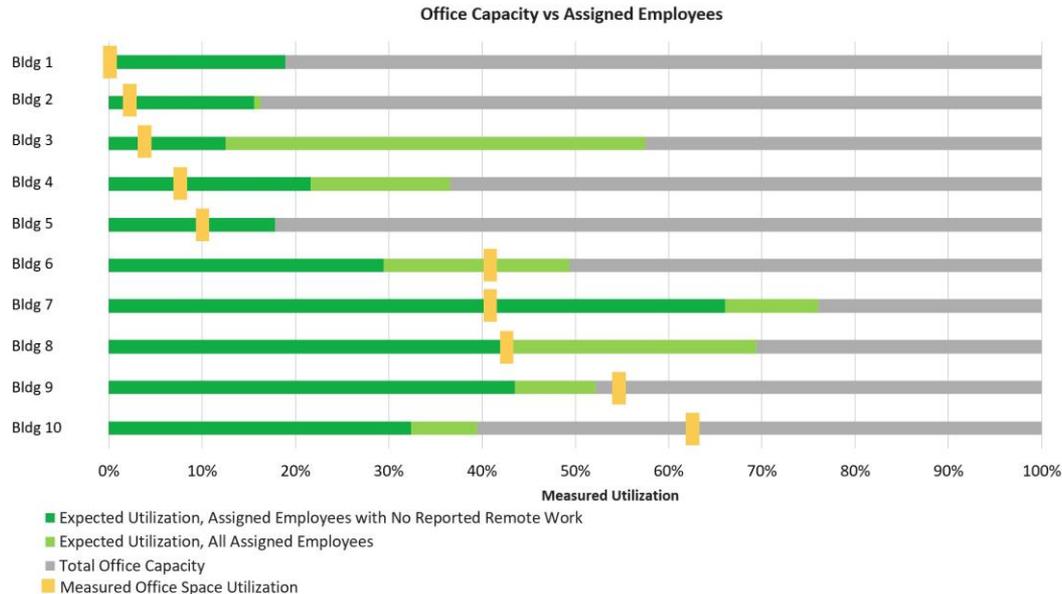
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# New Data, New Insight

## Workplace | Expected Utilization vs. Measured Utilization

While occupancy data is helpful in predicting expected utilization of a given workplace space, it is only a sample of the total capacity of workspaces within the buildings measured for utilization.



### Insights

- Current occupants' flexible work agreement data is not a reliable predictor of office space utilization, as shown in the large variability between expected and measured utilization.
- Utilization data, especially in buildings where there is a high rate of unused capacity, suggests that remote work is happening at a higher rate than reported.
- Additional targeted analysis of outlier buildings will help better determine what other factors may be driving utilization.

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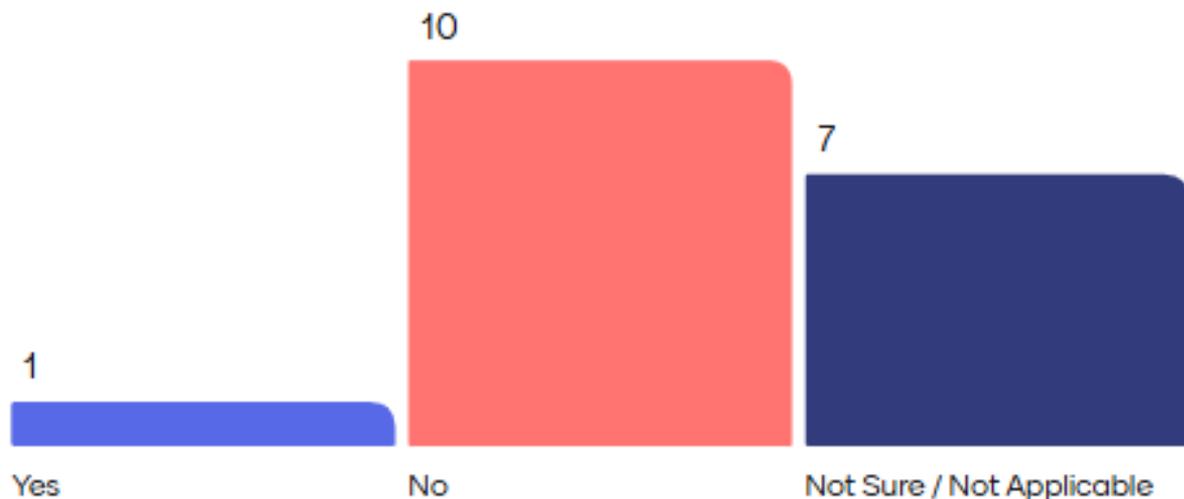
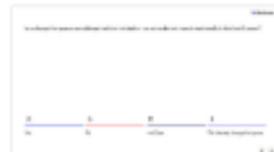
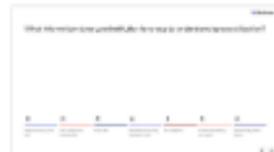
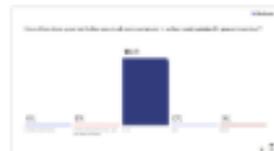
Does your institutional remote work policy explicitly establish connection between days per week on campus and assignment of a dedicated office space?

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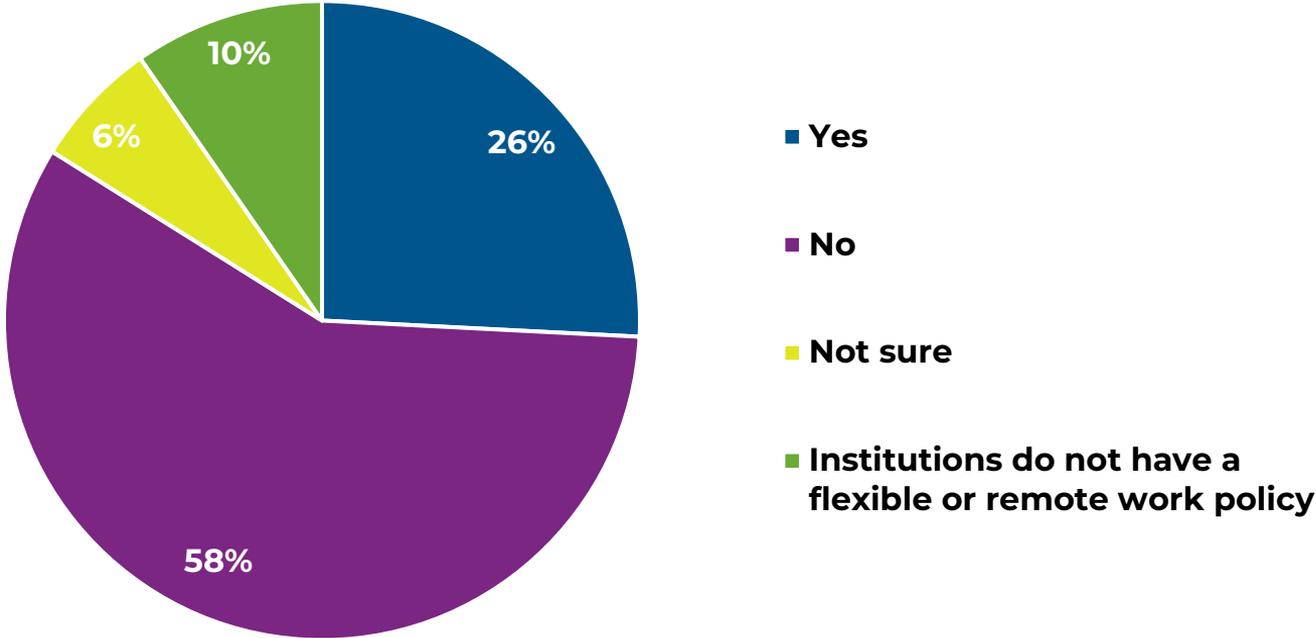


# Huron / CampusIQ – State of Space Mgmt. Survey

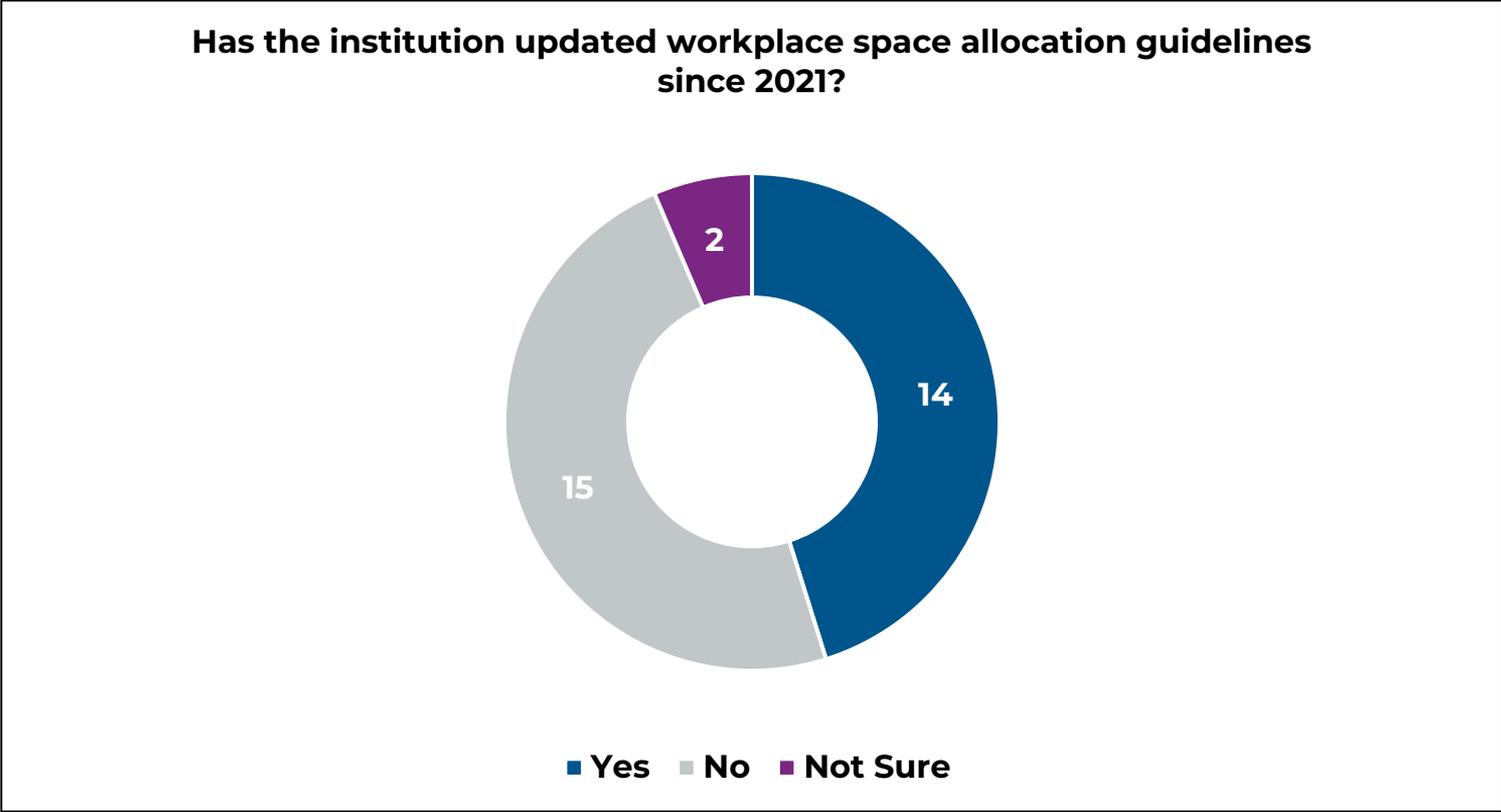
- Conducted in Fall 2025 in collaboration with CampusIQ
- Reflects responses from 31 higher education institutions across North America.
- This is not a random cross-section of higher education—it skews toward larger, more complex, and more space-mature institutions
  - 22 of 31 respondents classified by Carnegie as very high or high research activity institutions.
  - 11 of the 31 institutions are current CampusIQ customers, and many others are already investing in higher education space analytics and space planning capabilities.
- The findings in this document should be read with that context in mind as it likely results in a picture of space management that is **perhaps more advanced** than the average across the industry.

# What Others Say

**Does the institutional flexible or remote work policy explicitly establish a connection between days per week on campus and the assignment of dedicated office space?**



# What Others Say



## Quick Definition Alignment

### ***“Charge for Space”***

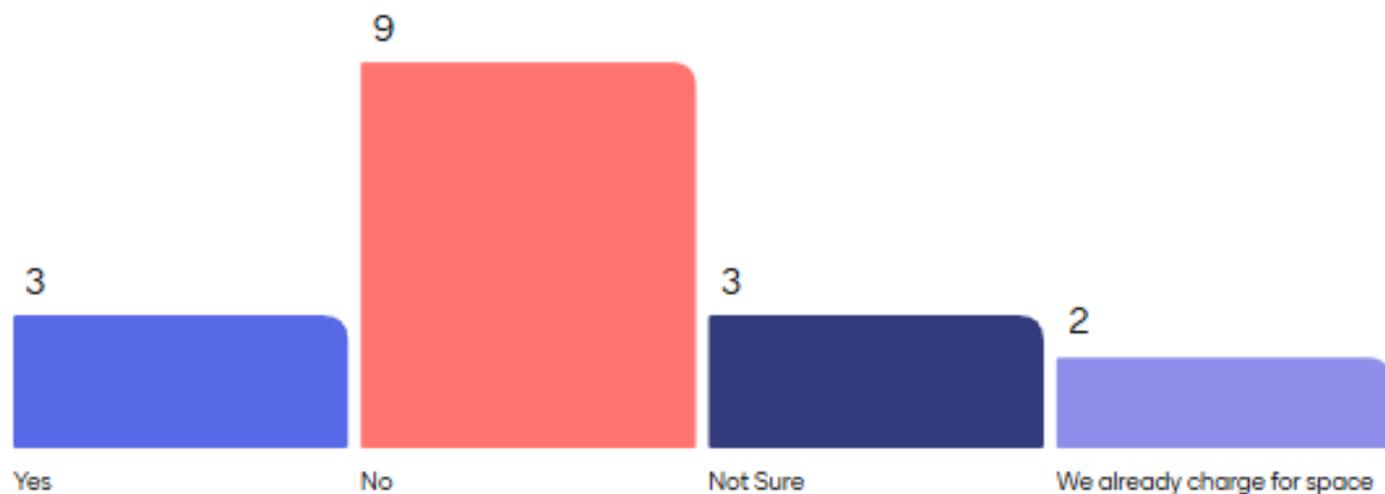
An internal budgeting model in which units are financially responsible for the amount and type of space they control. *Not* a room-use fee. Encourages stewardship, rightsizing, and accountability.



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Is a charge for space something that the institution has considered more intentionally in the last 5 years?

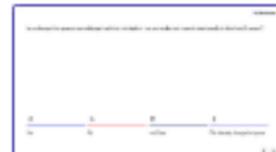
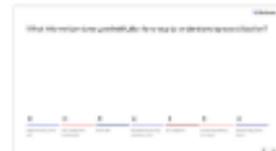
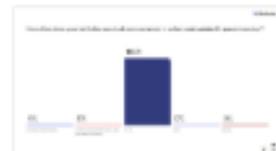


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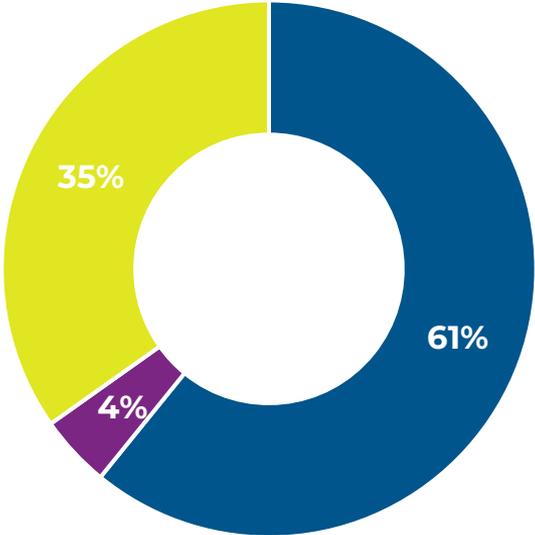


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# What Others Say

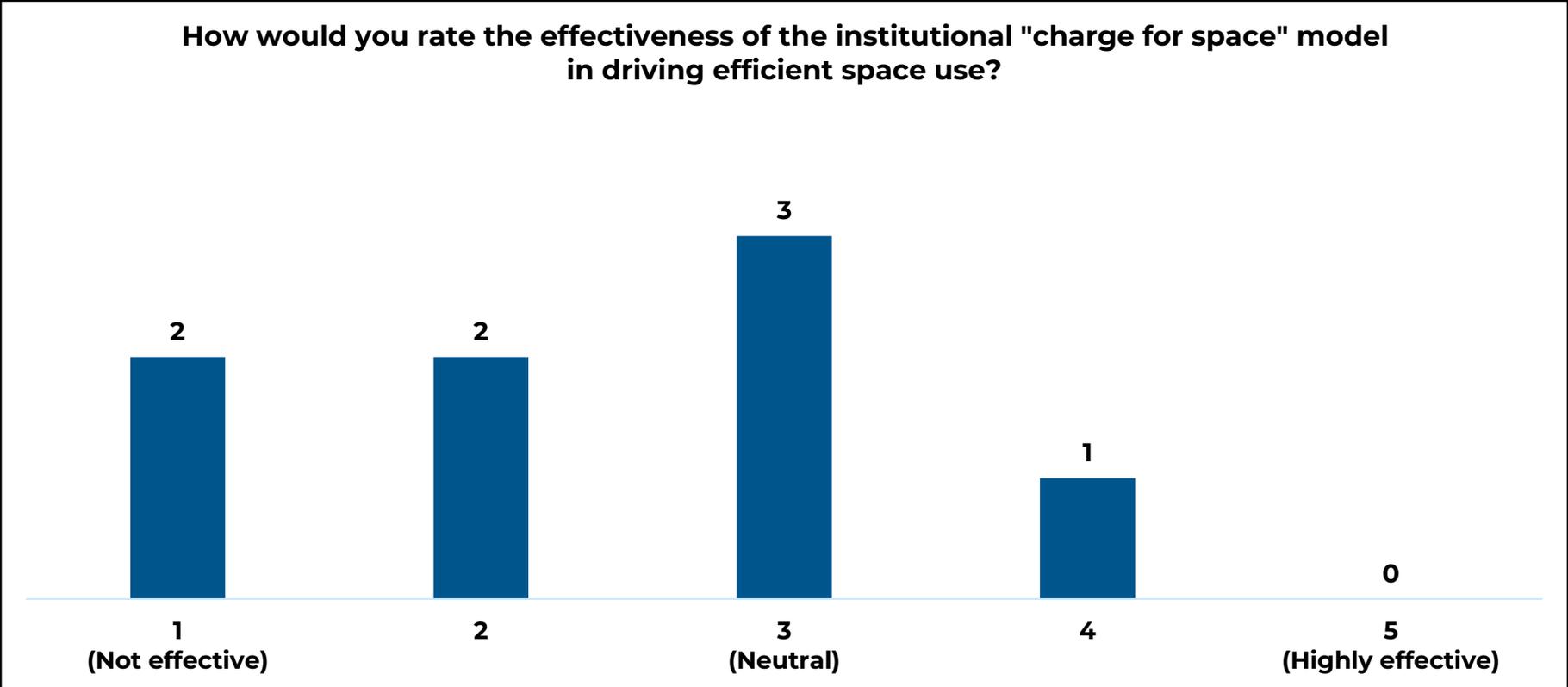
Is a charge for space something the institution has considered in the last 5 years?



■ No ■ Not Sure ■ Yes

**Note:** 26% of respondents indicated they already have a charge for space

# What Others Say



# Huron Space Management Approach



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What factors contribute to the efficiency (or lack thereof) of your institutional space governance process?

Statute

Politics

Programs Regulations

Statutes

Interpersonal dynamics

Fear of change

Student physical security limits income. We don't want to be viewed as competitive to other venues in the community

Mandated by statute

Statutes

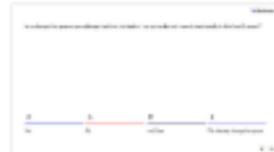
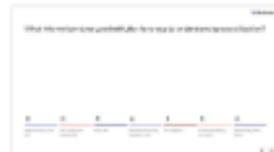
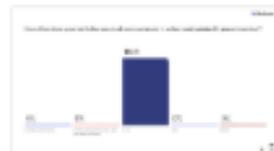


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# Balancing Efficiency & Transparency

Effective space management requires domain expertise, “local” participation and enterprise alignment to ensure space is put to highest and best use. Governance structures should seek to balance these needs but aren’t uniform.

## Less Complex Institution

Executive Authority (*enterprise alignment*)

Facilities (*domain expertise*)

Schools / Departments (*local input*)

## More Complex Institution

Executive Authority (Provost / COO)

Institution  
Space  
Committee

Academic Space Advisory Group

Administrative Space Advisory Group

Research Space Advisory Group

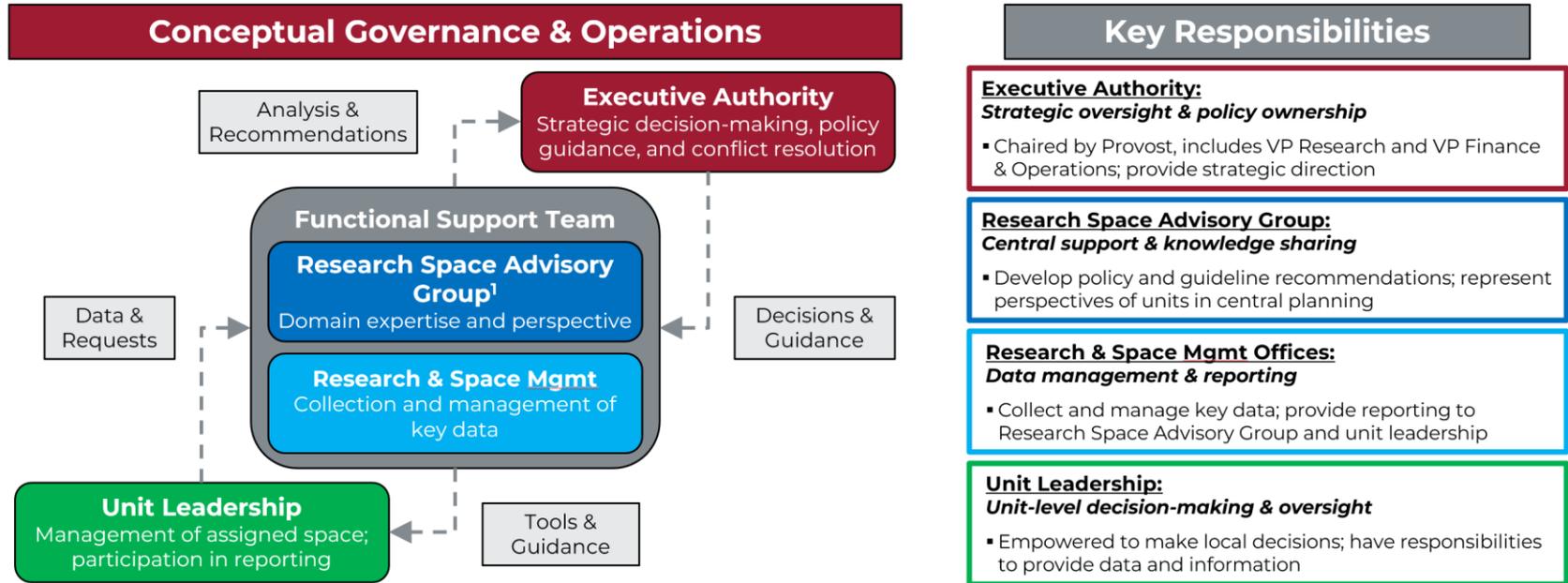
Campus Planning & Facilities

College Deans (*local input*)

# Balancing Efficiency & Transparency

## Conceptual Governance and Decision-making

This conceptual structure empowers data-informed decision-making decisions by unit leadership while ensuring alignment with institutional priorities and visibility to enterprise impacts.

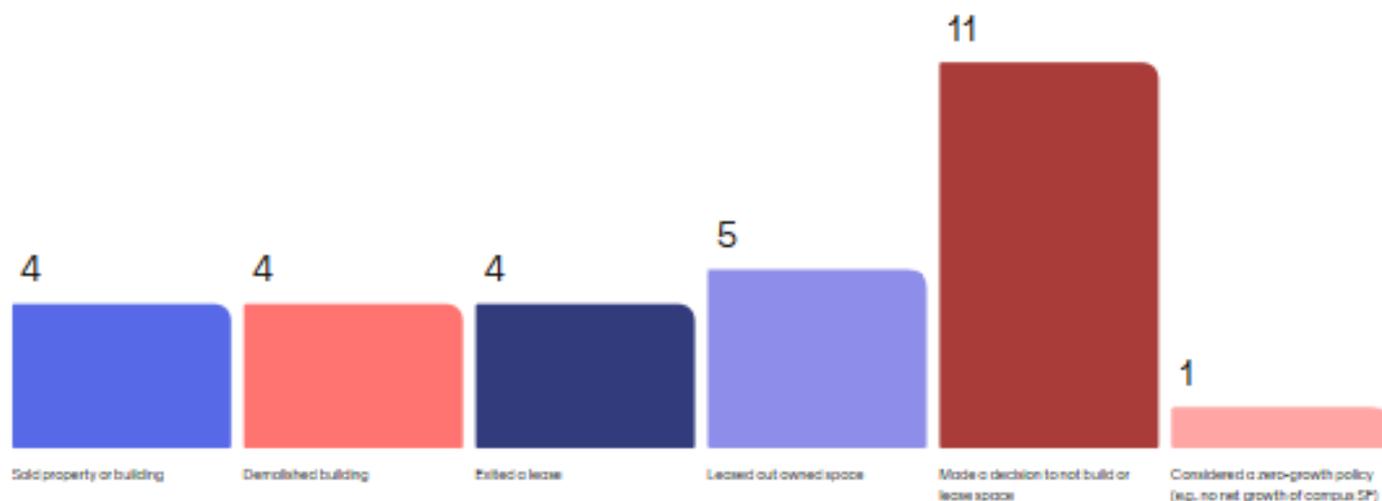




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Since 2021, has your institution initiated any of these activities to more effectively manage space?



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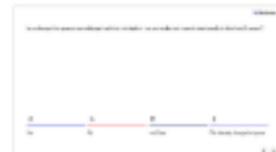
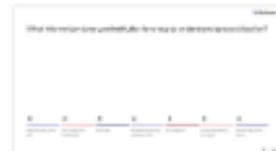
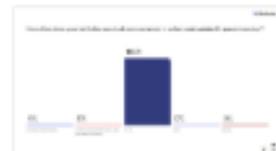


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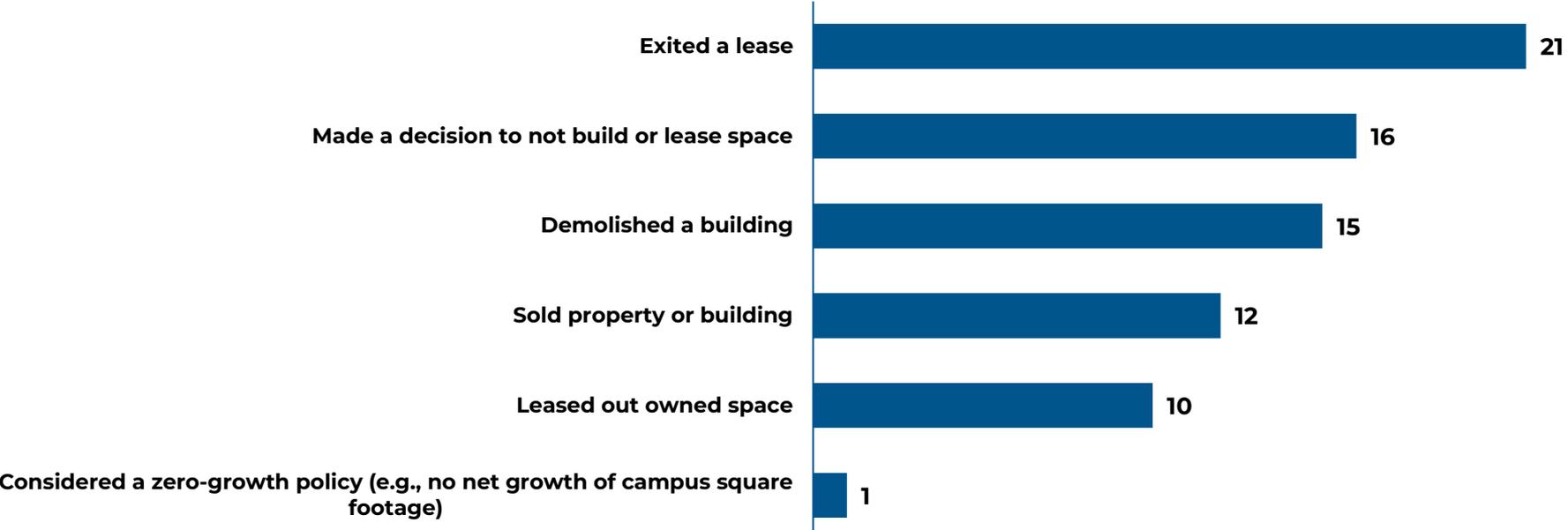


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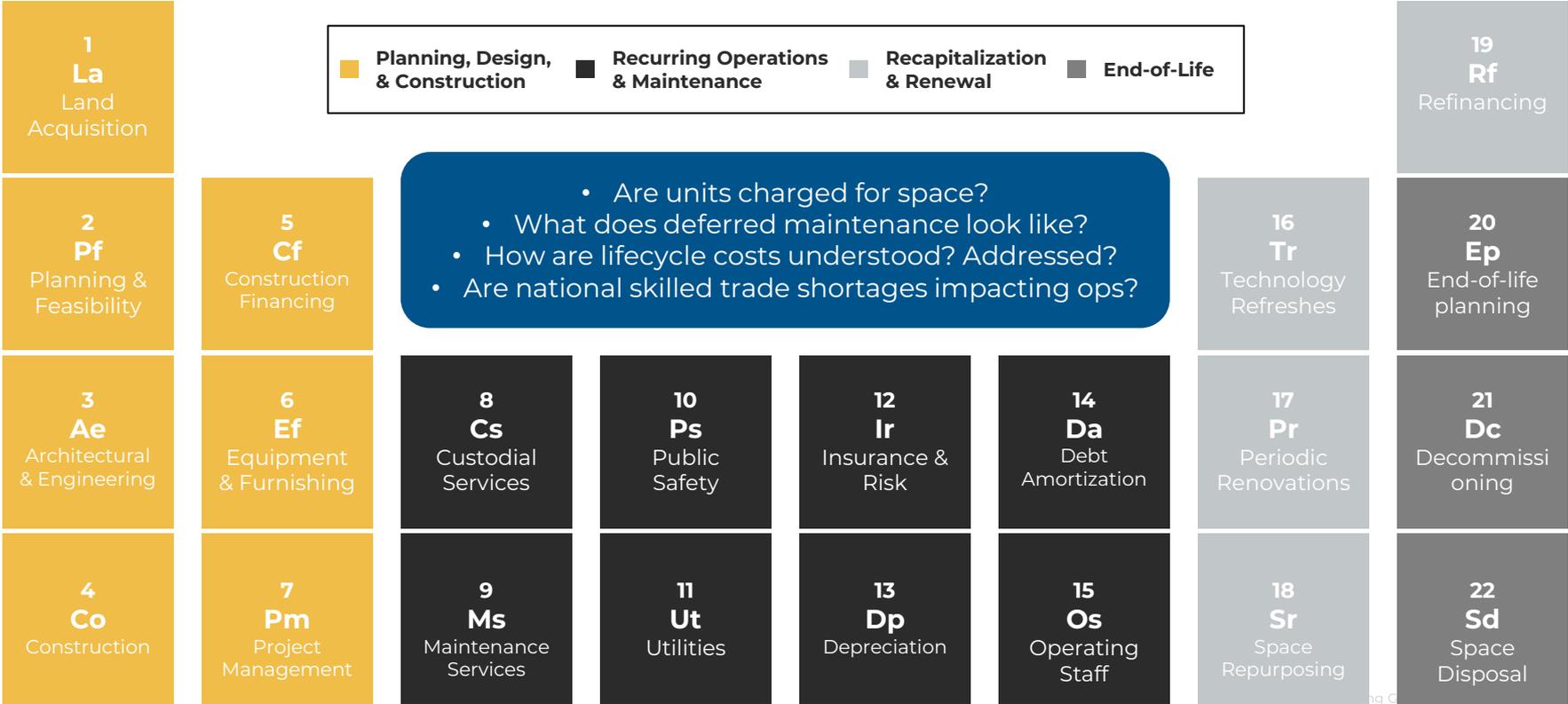
Has the institution initiated any of these activities to more effectively manage space?



# Selected

# Space is Expensive

As labor and supply costs grow, institutions should build an analysis and decision-making infrastructure that incentivizes repurposing and limits growth to areas of strategic impact



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## 3. Governance

The institution has established processes and groups with appropriate decision-making authority

## 4. Roles & Responsibilities

The institution has identified specific roles and responsibilities that ensure policies & decisions are implemented

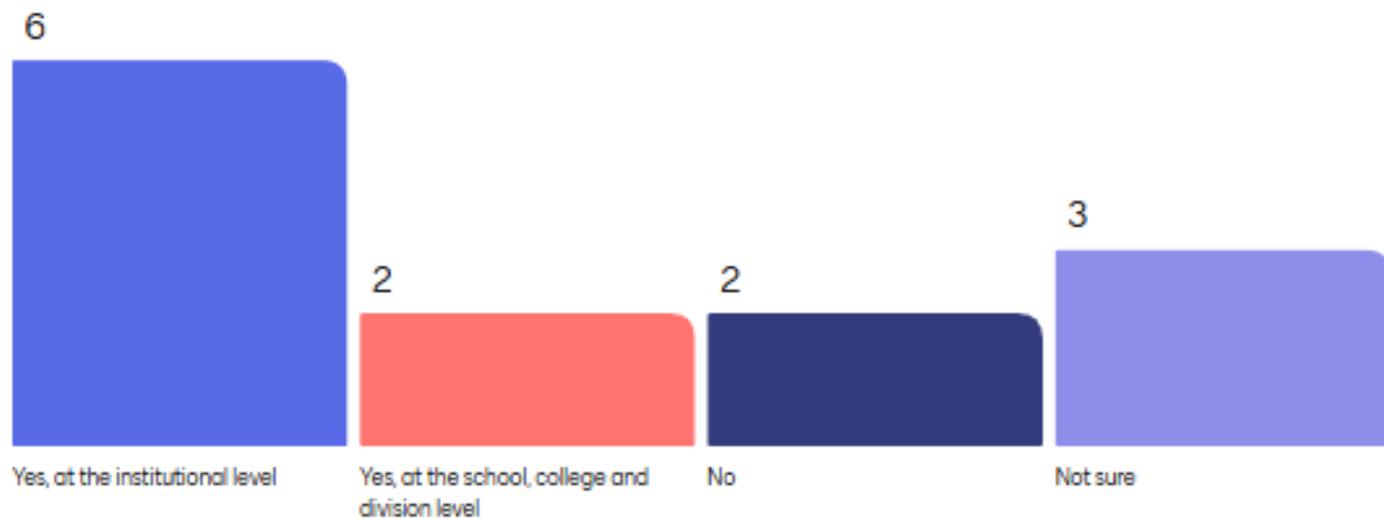




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Does your institution have a person or unit explicitly responsible for space management and/or optimization?

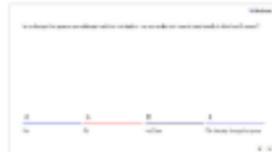
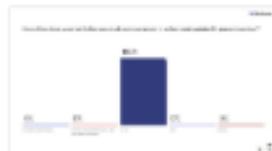


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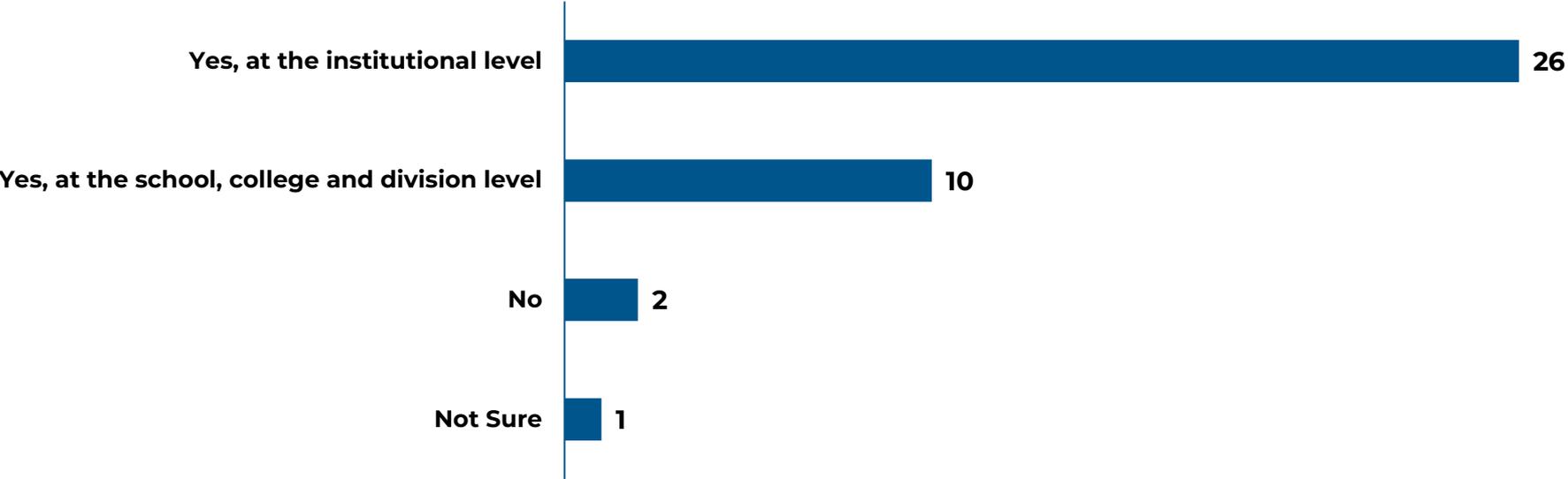


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# What Others Say

**Does the institution have a person or unit explicitly responsible for space management and/or optimization?**



# Selected

# Huron Space Management Approach

## 5. Reporting

The institution has sufficient reporting capacity to measure progress and create accountability to policies & decisions

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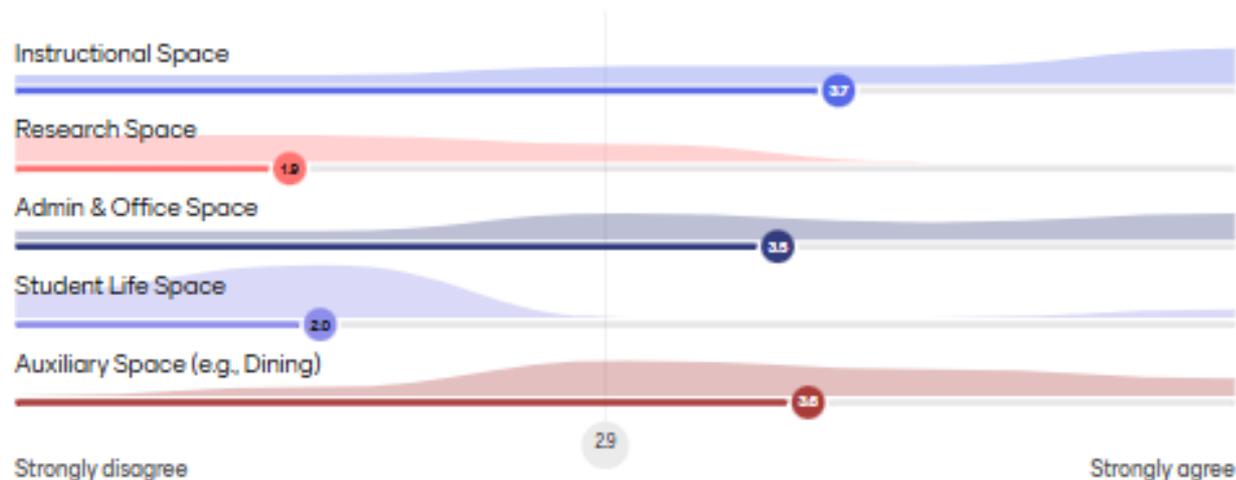
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Does institution have the policies and guidelines, reporting processes and data available to understand space needs and space use for each space type?



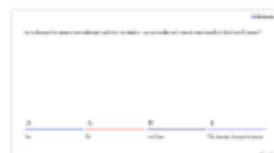
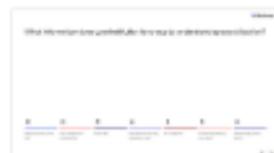
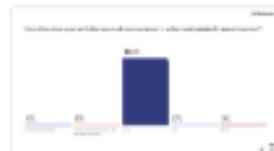
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What do you feel is the biggest challenge your institution faces in managing facilities & space?

Cohesion

Trying to maintain standards, and school staff going rogue

Actual utilization information

Unpredictable legislation

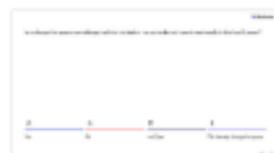
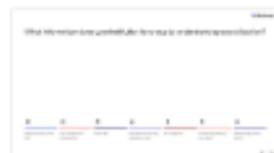
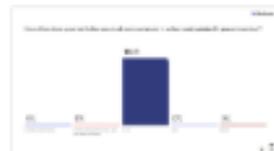


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Are there success stories or pilot programs related to space management that you want to share? What's working well?

Master planning process w/ consultants helped bring all the stakeholders together with a third party to advise

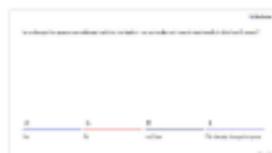
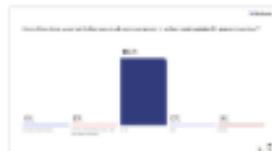


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# Thank You For Your Time!



**Andrew Sama**  
*asama@hcg.com*



**Carolyn Farley**  
*cfarley@hcg.com*



## **Capabilities**

- Space Management Strategies
- Facilities Division and Service-line Assessments
- Project Management Support