

Emerging Trends and Strategies in Campus Space Utilization



APPA

- INTRODUCTION
- BALANCE
- QUALITY ISSUES
- SPACE MODELING
- COVID IMPACT
- LICWA

Fort Worth, Texas
January 2023

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What do you **take away** from APPA Institute most?
What gain most from sessions?



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Do you believe **space use** is improving on our campuses today?

Are we over built?
Just right?
Underbuilt?



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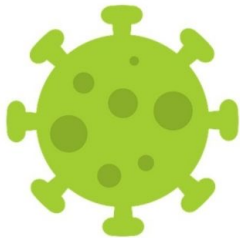
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What are the **positive** space impacts the pandemic brought to our campuses today?

Awareness
Forced to do things differently (rate of change)




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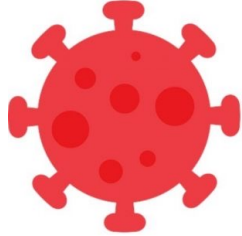
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 What are the ***negative*** space impacts the pandemic brought to our campuses today?

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 How many of your campuses are taking advantage of the experience to ***change*** space planning, management and use practices?

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 What ***impacts*** did the pandemic have on classrooms?


Need more or less
More space per student
Experiential vs. didactic methodologies
Faculty demands
Smallest space use on the campus.




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 What ***impacts*** did the pandemic have on offices?

Need more or less
Sharing
Remote policies
Large space use on a campus



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What other impacts did the pandemic have on how our campus programs operate?

Academics
Research
Administration
Facilities Management
Parking
Sustainability
Human Resources/Workforce
Economic Development

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The balance of people and process. Are we beginning to make ground?

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The balance of facilities costs and program costs? Are we strategically improving program and facilities relationships? Are people finally listening? Changing the driver of the bus.


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 Do our ***budget models*** need to be challenged? Red \$ Green \$ issues. Total cost of ownership.

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 Another Pandemic – the national ***building renewal*** issue. Moving the needle.

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 The slow transition of *being strategic* with space use. Eliminating the “good listener” mentality.

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 The *space modeling* approach. Using the model to improve decision making, budgeting, relationships.

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 Will the affect of the pandemic change space use *planning in the future?*

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 Can we have ***different rules*** for different jobs or tasks? One size never fits all.

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 What ***percent*** of your campus operated remotely during the first year of the pandemic? The second? Now?

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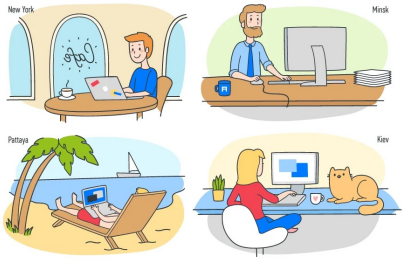




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 What percent of the campus can truly ***work remotely***? What programs can improve campus operations going remote?

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 Is remote work a ***choice***? What are our operational challenges as we move forward?

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SPACE.....
.....POST COVID FRONTIER
FUTURE OF WORK PILOT

UNIVERSITY OF IOWA
 FALL 2022

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Campus Facts

Campus Acreage	
On Campus (Main Campus and Outdale)	1,993.49
Off Campus (Pappajohn Education Center, Des Moines, Lakeside Lab)	128.61
	2,122.10

UNIVERSITY SPACE

- Residential 16%
- Health Care 13%
- Support/Service 17%
- General Use 7%
- Special Use 9%
- Study 4%
- Office 22%
- All Laboratory 23%
- Unclassified 9%
- Classroom 3%

Utility Infrastructure

- Approximately 4 miles of tunnels
- 78,000 feet of steam pipes
- 300,000 feet of storm and sanitary sewer lines
- 25 miles of underground duct bank
- 40 miles of electric cable
- 189 Miles of Fiber optic cable
- 130 miles of fiber pathways
- 14 miles of copper cable

*** Note - All of the above (except fiber and copper) is managed by Enge/Meridian Corp (P3 Partnership)

Space (GSF)	Replacement Costs (\$)	Value (\$/PSF)
21,300,703 GSF	\$13,309,742,552	\$624.85 PSF

4.7M, 3.0M, 1.1M, 0.6M

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FoW Pilot Participants

(data as of 10/26/21)

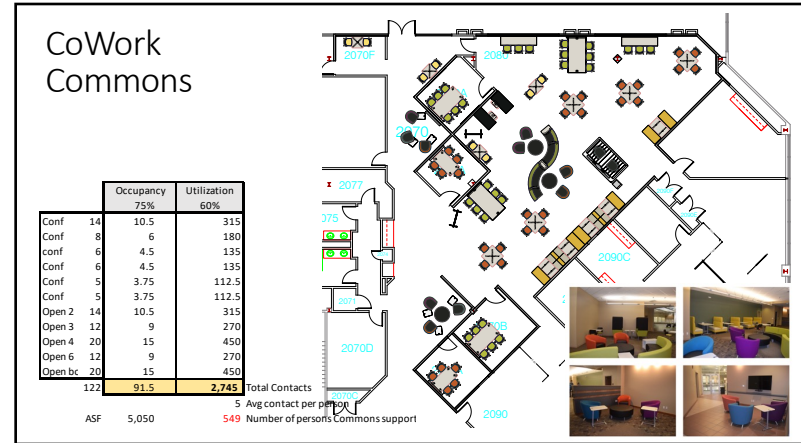
	Gen Fund Headcount	UIHC Headcount	Decrease in Headcount Equivalent	Notes
Fully Remote	380	506	886	5% sharing offices & 10% decrease in meeting
Hybrid 50% or more	964	238	90	2:1 ratio for sharing
Hybrid 25% - 50%	239	229	234	3:1 ratio for sharing
Hybrid 25% or less	151	222	300	stations saved
Total	1,734	1,195	1,510	

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Space and Costs

Like Buildings	Individual Space Types	Building Space Impacts
Gilmore Hall CMAB USB	Office Conference Storage, Workroom, Support	Meeting Rooms Hallways Restrooms, Lounges, Structure
	204 NASF	339 GSF
Facility Operating Costs		
Maintenance Custodial Utilities	\$2,140.00 pppy	
Building Renewal		
Deferred Maintenance Modernization	\$463,000,000. Deficit	\$16,170.00 pp

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Space Impacts

Summary of Scenarios	Stations	Space saved	Annual savings	Renewal Impact		
Current Scenario	1510	413,634	\$3,231,165	\$30,197,800	9.42	Gilmore Halls
					5.82	USB's

14.2	GSF/pp added back for CoWork Commons
15%	Percent space difficult to convert
339	\$ 2,140.00
	\$20,000

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50% Recommendation

	Gen Fund Headcount	UIHC Headcount	Decrease in Headcount Equivalent	Notes
Fully Remote	380	506	886	
Hybrid 50% or more	964	238	90	5% sharing offices & 10% decrease in meeting
Hybrid 25% - 50%	239	229	234	2:1 ratio for sharing
Hybrid 25% or less	151	222	300	3:1 ratio for sharing
Total	1,734	1,195	1,510	stations saved

Require remote to be at least 50%	Headcount	UIHC Headcount	Decrease in Headcount Equivalent	
Fully Remote	380	506	886	
Hybrid 50% or more	964	238		
Hybrid 25% - 50%	239	229	835	2:1 ratio for sharing
Hybrid 25% or less	151	222	250	3:1 ratio for sharing
Total	1,734	1,195	1,971	stations saved

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50% Recommendation, Space Impacts

		14.2	GSF/pp added back for CoWork Commons			
		15%	Percent space difficult to convert			
		339	\$ 2,140,000	\$20,000		
Summary of Scenarios	Stations	Space saved	Annual savings	Renewal Impact		
Current Scenario	1510	413,634	\$3,231,165	\$30,197,800	9.42 Gilmore Halls	5.82 USB's
Policy adjustment	1971	539,931	\$4,217,747	\$39,418,200	12.30 Gilmore Halls	7.59 USB's
Delta of policy change	461	126,296	\$ 986,583	\$ 9,220,400		

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Other Opportunities

- **Leased Space**
 - 78 Leases – 5-6 may be removed - \$500,000 per year plus (estimated)
- **Swing Space**
 - Enable Improvements to long-term assets
 - Support University and UIHC Master Planning
- **Reduction in Capital Costs**
 - \$400-\$650 per square foot
 - Added operational costs
 - Current 10-year plan is \$400M (w/o UIHC)
- **Sustainability Considerations**
 - Carbon emissions and footprint
 - Percent natural environment vs. built environment

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IOWA TANGIBLE RESULTS

1. Razed 270,000 GSF (Prior to Covid) ~\$ 1.9M per year (Ops)
2. Next 5/7 Years 128,000 GSF (Pre-Covid Plan) ~\$ 0.8M per year (Ops)
3. Reduced/Reducing 35,000 GSF leased space ~\$ 0.7M per year
4. Removed Deferred Renewal backlog ~\$50.0M
5. FoW Impact...Looking Ahead:
 - Remove 100k-200k GSF + Repurpose 100k-200k GSF (admin. to academic)
 - Reduce Annual Facilities Ops costs ~\$ 2.1M per year
 - Reduce Deferred Renewal backlog ~\$20.0M


10-year aggregate results: **Reduce ~580,000 GSF**
 Reduce ~\$4.5M in Annual Operating Costs
 Divert/Remove ~\$70M Deferred Renewal
 (Current Deferred Renewal Total: \$440M)

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Space Committee Recommendation

Separate the policy from the space use

- Requirement to Share
- Address Master Core Values
 - Space Efficiency
 - Reduce Operating Costs
 - Reduce Deferred Building Renewal
 - Improve Land Use
- Support Sustainability Goals
- Redirect Investments from Buildings to People
- Increase Collaborative Environments




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Final Thoughts

- Get a seat at the table by getting invited. Don't knock at the door. Leave breadcrumbs for the invite.
- Play the stock market. Long term investment strategies.
- Focus on where you can move the needle.
- Improved space use is NOT equal. Rob Peter to pay Paul. Take one for the team.
- Trade new space for old less 5%-10% via multi-use or sharing.
- Remember office space is the poorest used space on campus.
- The highest and best use space is classrooms. Why?
- Never forget the multi-dimensional impact of remote work.

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Thank You!