

Campus Footprint Redesign Framework

Overall goal

Redesign DePaul's campus footprint to reduce long-term cost and risk, improve space utilization, and strengthen the student and brand experience—while meeting accreditation and operational requirements.

Green = Prioritized for next 12-18 Months

Strategy 1: Reduce footprint cost and risk through divestiture, monetization, and liability reduction

Objective: Exit or monetize assets that create outsized financial/operational drag to reduce balance-sheet risk.

Key initiatives

- Evaluate possible **divestiture opportunities** and develop workplans based on due diligence, valuation and BOT “floor,” brokerage terms, and transaction timelines. For example, Reskin + adjacent parking lot.
- Determine **additional building dispositions** based on steering committee recommendations and detailed workplans.

Primary owners: Facilities/Real Estate + Finance/Treasury + Legal

Strategy 2: Build a comprehensive space utilization baseline

Objective: Understand space needs across campuses using consistent data and assumptions.

Key initiatives

- Complete inventory of current **space operations** (utilization by building/room type/time block; seat fill; office/workplace utilization) including the identification of systems being used across campuses to reserve and track space usage.
- Document existing scheduling policies, room assignment rules, course rotation discipline, event governance

Primary owners: Facilities/Planning + Provost/Academic Affairs + Registrar + Analytics
Core KPIs: utilization rates, seat fill, cost per foot, space per student/FTE, scheduling efficiency

Strategy 3: Make explicit campus footprint choices using scenario-based research and modeling

Objective: Evaluate “stay/reshape/exit” Loop scenarios with transparent tradeoffs across finance, brand, and enrollment; include detailed must-haves.

Key initiatives

- Conduct **market analysis** (Loop market dynamics; implications of reducing/relocating presence)
- Assess **brand/urban identity impacts** (what must be retained to preserve positioning)
- Model **recruitment and retention impacts** by segment (grad/undergrad, commuter/residential, adult learners, program mix)
- Document **non-negotiable requirements, constraints, decision-making guardrails**, including accreditation, operations, brand and space requirements. For constraints, consider things like: leases, covenants, donor restrictions, permitting/zoning, relocation costs, impact on faculty/staff retention, etc.
- Build an integrated **scenario-based model** (cost, capital, relocation, revenue sensitivity, risk) with decision gates based on final Steering Committee recommendation.
- Identify and prioritize other **real estate opportunities** (low-cost construction/build-out of DPC space, sell Lewis parking lot, etc.)

Primary owners: President’s Office + Enrollment Management + Marketing/Brand + Provost + Finance + Student Affairs + Facilities + College/Program offices + Legal + Advancement + Risk

Core KPIs: net financial impact by scenario, enrollment yield sensitivity, retention sensitivity, trackable brand metrics

Strategy 4: Improve the retained campus footprint based on constraints, parameters, and approved scenario.

Objective: Make remaining space work harder—better student experience, higher utilization.

Key initiatives

- Build a **utilization plan**
- **Develop facility function optimization** (classroom mix redesign, specialty space governance, workplace standards, student services’ hubs, etc.)

Primary owners: Facilities/Planning + Provost + Student Affairs + Enrollment + Finance +College/Program Offices

Core KPIs: space utilization, operating and deferred maintenance costs over time, student satisfaction

Governance and cadence

- **Footprint Steering Committee:** Facilities/Real Estate, Finance, Provost, Enrollment Management, Student Affairs, Marketing/Brand, Legal, Advancement, Colleges
- **Quarterly:** Review of space utilization and any findings from market/brand analysis