

Inventory of Space Reconfiguration & Management Initiatives at Harvard

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HARVARD
UNIVERSITY PLANNING AND DESIGN



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Introduction

This report compiles a selection of space initiatives from across Harvard University, highlighting ongoing efforts within administrative spaces to reduce allocations, increase utilization, and improve suitability for evolving needs. The intent is to foster productive dialogue, enabling the University community to collaboratively advance effective space stewardship.

Like other large institutional real estate owners, Harvard is adapting to post-pandemic hybrid work models. Schools and administrative units are actively re-evaluating their physical space portfolios in response to an evolving work culture. As part of this effort, the Office of Financial Strategy and Planning (OFSP) conducted the MYFP Space Survey across the University. Following a survey summary debrief in May 2024, one next step identified was to share lessons learned by schools and units and to highlight emerging best practices.

Building on the MYFP survey responses, Harvard University Planning and Design (HUPAD) created an inventory of space reconfiguration and management initiatives across Harvard. This inventory is intended to serve as a shared resource, curating best practices and opportunities for collaboration in space utilization, while promoting operational and financial efficiency.

The focus of this study is limited to spaces routinely assigned to and occupied by University administrative employees. The following list of initiatives by each school or unit, is categorized by:

- **Space Impact:** Whether the initiative involved consolidation, reallocation, or reconfiguration.
- **Culture/Policy:** Whether space policies, guidelines, or management models (e.g., desk assignment, hoteling, sharing) were applied.
- **Technology:** Whether space management technologies, such as scheduling or occupancy tracking systems, were implemented.

A summary of common themes that emerge across School and Units is followed by an inventory of initiatives and in-depth descriptions of the initiatives. A detailed case study for Gordon Hall at the Harvard Medical School is included in the Appendix. This report may be revised over time so please contact Harvard University Planning and Design (hupad@harvard.edu) if you would like to revise your section, add an initiative, or determine if you have the most current version.

Key Findings

Across the diverse set of space initiatives presented in this report, several clear themes have emerged that advance effective space stewardship at Harvard.

1. Culture and Change Management

A critical factor in the success of space reconfiguration efforts is thoughtful change management. Initiatives found that engaging stakeholders early, communicating transparently, and providing ongoing support were essential for building trust and gaining buy-in. The transition to shared space models often required shifts in long-standing expectations and behaviors, underscoring the need to address organizational culture as actively as physical planning.

2. Clear Space Policies

A consistent theme among initiatives was the establishment of clear, well-communicated space policies. Schools and units found that formal policies—covering topics such as desk allocation, booking procedures, shared space etiquette, and eligibility for private or flexible work areas—were essential for setting expectations and ensuring equitable access.

3. Data-Driven Decision Making

The use of data drawn from utilization studies, surveys, work plans, and occupancy tracking emerged as a fundamental practice in guiding space planning decisions. Regular assessment enabled refining of initiatives based on actual usage.

4. Configuration of Space to Fit Purpose

Aligning space design with the actual needs and activities of users was a key to some initiatives where there was emphasis on the importance of configuring administrative areas to support a wide range of work styles and functions—such as focused individual work, confidential meetings, and collaborative team activities. Consistency in technology across desks, offices, and conference rooms also proved to be critical to success.

5. Technology Enablement

Reservation systems and occupancy tracking proved to be indispensable for supporting hybrid work and shared space models and to determine effectiveness of initiatives.

Recognizing the complexity and diversity of Harvard's environment, initiatives generally took an incremental approach. We hope that cross-Tub sharing of lessons learned and best practices can foster a more collaborative approach, helping to surface scalable solutions and common metrics for success. The collective experiences documented here set the stage for further progress, highlighting the importance of ongoing dialogue, continuous improvement, and supporting a University-wide culture of adaptability.

Inventory

Organization	Initiative	Space Impacted		Culture\Policy		Technology		
		Consolidation and reallocation	Renovation of Space	Hoteling/ shared desk or room models	Space Policy and Guidelines	Space utilization tracking	Systems	
1	CADM-HHR	Dynamic Work Project to restructure space and promote flexibility to achive significant savings	Y	N	Y	Y	N	Robin
2	CADM-HUIT	Implementation of hybrid work and shared flexible space supported by Individual Work Plans that also inform workspace allocation.	Y	N	Y	Y	N	Robin
3	CADM-Robin	Workspace Scheduling rollout that will support the Space Optimization Project (in process).	Y	TBD	Y	In Process	Y	Robin
4	CADM-AAD	Work space scheduling Initiative to monitor space use, pilot use of QR codes, aiming to space reduction.	Y	N	Y	N	Y	Robin and QR Codes
5	HBS	Multiple initiatives that track space use, reconfigure space, and increase flexible shared workspaces campuswide.	Y	Y	Y	Y	Y	Spaceti Chair Sensors and Lambert Wi-Fi Occupancy
6	FAS	Adoption of flexible, hybrid workspaces, anchor days, and space cost allocation for efficient consolidation.	Y	Y	Y	Y - local only no FAS-wide policy	N	None Indicated
7	GSE	Gutman 2nd Floor renovation - large scale unassigned office model pilot	Y	Y	Y	TBD	Y	EMS Direct Spaces
8	SEAS	Right-sized space, piloted hoteling, supported hybrid work, and enabled growth across dual campuses.	Y	N	Y	Y	N	TBD
9	HKS	Standardized, data-driven, and equitable space planning with regular reviews, shared resources, and policies. Incentivized by units paying for space.	N	N	Y	Y	N	TBD
10	HMS	Gordon Hall Flexspace Project that supports the HMS dynamic work models and efforts to optimize space sharing for a population of 450 occupants	Y	Y	Y	Y	Y	EMS Direct Spaces
11	HSDM	A strategic space planning process, including a comprehensive study, hybrid workspace pilots, and integrated space surveys.	Y	N	Y	Y	Y	Robin
12	HSPH	Consolidatation and reduction of leased space supported by card reader data.	Y	N	N	N	Y	Card Readers

In-Depth Discussions

Key Points:

Following the COVID-19 pandemic, a project was initiated to optimize space utilization. HHR includes ~190 staff in Benefits, Employee Relations, and CWD and their operations somewhat siloed. The project involved forming an HHR work group that conducted research and surveys to understand how people felt about their work environment and spaces. Three cross-functional groups were created to address different aspects: People and Culture, Places and Spaces, and Tools and Technology.

Space Impact:

The project focused on consolidating spaces and configuring them in a way that enhances connectivity based on location. The concept of 'hoteling' was introduced, where only employees on site 3 days a week or more have dedicated desks while others share desks based on a flexible schedule. This approach was taken to optimize space usage and reduce the physical footprint. Commitment to change management eased the transition that resulted in significant space savings by vacating 114 Mt. Auburn. HHR offices are consolidated in 124 Mt. Auburn and Smith Campus Center. Resulting in this reduction:

BU_Level_4_Name	Assigned_NSF
VPHR4>TR Benefits	6,389.1
VPHR4>TR Work Life	462.3

Culture and Policies:

To address change management and anxiety about the new workspace model, efforts were made to ensure that employees felt part of the community even without dedicated office space. The policy allowed for flexibility in choosing how and where to work, with an overarching goal of balancing business needs and individual preferences. Change management also involved one-on-one sessions and drop-ins to facilitate the transition. Initiatives like branding spaces and incorporating community artwork enhance the sense of belonging.

Technology Systems:

Initially, an Excel spreadsheet was used to manage space booking as the Robin system was not yet available. Once implemented, Robin became the primary tool for reserving desks and training spaces at 124 Mt. Auburn St, facilitating better space management and communication about available spaces. This transition to Robin improved the reservation process.

Results and Outcomes:

The project led to a more efficient use of space, reduced operational costs, and reallocated resources to more critical functions. Dedicated training rooms were established, and the new reservation system ensured that these spaces were utilized effectively. Surveys are conducted to gather feedback and assess the success of the changes, with regular updates every two months to refine the system based on user input. Staff adapted to the new flexible work model, contributing to a more sustainable organizational structure. However, it was acknowledged that different functional areas have varied needs, and ongoing adjustments remain crucial.

2. Central Administration

Harvard University
Information Technology

November 2025

Contact: Naomi Handler,
Zineb Benjelloun

Space Policies:

HUIT established a space allocation policy in early 2021. This policy, which applies across the unit, provides that employees who are on campus 3 or more days per week may elect to have a dedicated office space. All other employees have access to shared reservable spaces within 28 Travis Street, 1414 Mass. Ave., 1430 Mass. Ave., 8 Story Street, Smith Campus Center, and 784 Memorial Drive.

Remote and Hybrid Work:

Approximately 65% of HUIT employees work remotely (less than one day per month on campus), 15% are on campus 1-2 days a week, and 20% are onsite 3+ days per week (typically due to the nature of their work). The number of remote workers is requiring HUIT to re-examine its existing space.

Individual Work Plans (IWPs):

HUIT requires each staff member to submit an updated IWP at the time of hire or whenever their schedule changes. The IWPs document the anticipated work location and schedule. The information is gathered using an Excel spreadsheet that HUIT Administration uses as a basis for workforce and facility planning. While PeopleSoft includes a similar form, HUIT does not currently use it because it requires hours-per-day inputs and uses definitions that do not align with how HUIT defines staff schedules. The PeopleSoft form is in the process of being updated, and HUIT plans to use it once the form is updated.

Workspaces:

HUIT has desks, offices, and conference rooms available for staff to book via Robin in 28 Travis Street, 1414 Mass. Ave., 1430 Mass. Ave., 8 Story Street (primary hub), Smith Campus Center, and 784 Memorial Drive. There is a need for larger shared spaces that can accommodate larger staff meetings (100 people) such as monthly anchor days

Measures of Space Utilization:

HUIT has used data from buildings and suites with tap entry readers to measure space utilization and confirm occupancies. This is limited primarily to 8 Story Street and 1430 Mass. Ave. and only looks at the number of employees entering a building or suite. It was also noted that Cisco networks for Zoom can provide data on the use of conference rooms and other meeting spaces. This information could provide insight into the most commonly used spaces and how they are being used.

Workforce and Space Planning:

HUIT noted that because the state of the workforce is very fluid it can be very difficult to plan for, particularly as it relates to space allocations. Sometimes planning has come full circle back to original ideas that have been floated that were previously dismissed.

Reserving spaces and “squatting”:

It was noted that because there is so much space available at 8 Story Street and 784 Memorial Drive, there is very little incentive for people to actually book workspaces or conference rooms using Robin. However, HUIT is encouraging people to do this. Also, because of the amount of space available, some employees are claiming specific shared workstations as their own dedicated workspace, which HUIT discourages.

Follow up:

- HUIT offered to share its IWP spreadsheet, which might be a good example for others who may want to use a similar tool.
- HUIT also suggested that we get in touch with Lisa Parsons in EHS about their experiences with adapting to hybrid work.

3. Central Administration

Robin Initiative

September 2024

Contact: TBD

Key Points:

The Robin scheduling system is being rolled out to CADM departments to facilitate the sharing of conference rooms and to promote the use of the system in support of a “One CADM” mindset. The project seeks to:

- Provide workspace scheduling for CADM’s conference rooms, utilizing the Robin scheduling platform.
- Implement 100-120 conference rooms, with up to 30 equipped with digital displays.
- Centralize services with consistent offerings across groups.
- Includes departments such as FAD, HUIT, AAD, OPP, OGC, HHR, CS, HPAC, and HUPAD.
- Buildings involved include 114 Mt. Auburn, 124 Mt. Auburn, 8 Story St, 14 Story St, 114 Western Ave, SCC, and others.
- The service is free if the department is willing to share the conference room.
- Overseen by a Steering Committee consisting of departmental representatives and addresses standards, policies, and implementation strategies.

Space Impact:

Some conference rooms identified were not well suited to sharing due to locations within office spaces and controlled access. Conference rooms that were conducive to sharing were prioritized for inclusion in Robin.

Culture and Policies:

The implementation team acted as change champions for “One CADM” and developed reservation policy standards.

Department Administrators were identified to determine in-scope rooms and coordinate assessments with Networking and Facilities. They participate in training sessions and manage departmental spaces using Robin, configure spaces in Robin and manage user permissions. They will deliver onboarding communications and utilize reporting tools for space management.

Technology Systems:

Robin is the platform implemented for scheduling.

Results and Outcomes:

Inventory and prioritization of CADM conference rooms for potential onboarding into the system. In the Fall of 2025 CADM is pursuing a Space Optimization and Robin plays a key roll in supporting space sharing.

4. Central Administration Alumni Affairs & Development

September 2024

Contact: Karrie Ford

Key Points:

AAD has implemented space policies and is monitoring their effectiveness to determine what additional space reductions can be achieved. The goal is to ensure AAD has the information needed to make the right space decisions.

Space Impact:

AAD dropped non-contiguous space on the 2nd and 4th floors of 124 Mt. Auburn. The intention is to further reduce space to achieve more efficient space utilization with consolidation of staff into a large footprint on the 4th and 5th floors. They are considering the further removal of 30,000 square feet of their total 76,000 square feet, a reduction in rent of ~\$1.7M a year. There will be evaluation of what appears to be underutilization of cubicle space. Self-reported occupancy data has been collected since January 2024.

Culture and Policies:

Many roles are hybrid, with a considerable number of employees working remotely. Employees who work 3 or more days a week receive assigned permanent offices. If an employee does not come on site 3 days a week, they give up their space. The organization relies on self-reporting and employee engagement. The talent management team assists with engagement.

Technology Systems:

Robin has been implemented for space assignment and desk reservations with a plan for QR code integration planned to monitor the effectiveness of the space management decisions. QR codes are being considered for better tracking, as card swipes only provide summary data.

Results and Outcomes:

Robin has been implemented for space assignment and desk reservations with a plan for QR code integration planned to monitor the effectiveness of the space management decisions. QR codes are being considered for better tracking, as card swipes only provide summary data.

Key Points:

HBS is implementing a multi-pronged approach to improving space management through the following initiatives:

- **Wi-Fi Occupancy** – Contracted with Lambent to track utilization of 150,000 SF existing spaces without reconfiguration (except at 25 Travis). Detailed reports of utilization are being produced. In some locations this information is combined with card swipe data to provide objective data about the utilization of space.
- **Dillon Hall renovation** - MBA administrative (mainly Admissions) space reconfiguration to improve flexibility and flow across heavily utilized MBA administrative office spaces. Renovation starts in June 2025.
- **Implementation of Hoteling** – 25 Travis and 114 Western Ave has been set up as hoteling space (25 Travis also has Wi-Fi occupancy tracking).
- **Spaceti Chair Sensors** - D³ Digital Data Design Institute - moved into Cotting - Karim Lakhani agreed with Andy to track utilization using chair sensors.

Space Impact:

Dillon Hall renovation - Admissions occupies Batten/Spangler/Wilder/Dillon and they have grown. Not enough desks for people. Spangler 2nd floor is student facing where they share spaces, some days they have to hotel, and it can be a scramble to find space in EMS. To relieve pressure, HBS is renovating a tiny floor plate in Dillon that has a 20-person team - they will gut the floor plate and create more workspaces than they need - extra desks are pledged to be flexible to overflow from other departments so other groups can flex in and out.

Implementation of Hoteling – Initially all desks were open without designation of areas. However they were unhappy with the concept of just showing up to work, the goal is to show up and work with people you collaborate with. This is being addressed by creating neighborhoods. At 114 Western, Marketing had a reduction in seats and they created neighborhoods and sub-neighborhoods. This has resulted in a more positive work experience. Neighborhoods are managed in EMS by restricting desk for reservations to certain groups. Hoteling was also supported through the creation of technology standards, for example two screens on arms and desks. HBS encountered some issues with Apple and Dell compatibility with equipment.

Culture and Policies:

Wi-Fi Occupancy: Staff were notified of the pilot project to leverage anonymized Wi-Fi data to inform strategic decision-making regarding campus space utilization.

Implementation of Hoteling: Creation of neighborhoods to cluster staff that frequently collaborate has improved satisfaction with the hoteling space.

Technology Systems:

Lambent Wi-Fi Occupancy: Uses anonymized Wi-Fi usage information as a proxy for space occupancy.

Spaceti: \$10k for sensors and \$10k annual - 100ish seats. PRO easy to implement - CON some sensors walk.

EMS: EMS is used for managing reservations.

Results and Outcomes:

Wi-Fi Occupancy: Having objective data about space utilization assists with conversations changing space management practices

Dillon Hall renovation: Expectations to alleviate desk shortages and improve space flow through renovations.

Implementation of Hoteling: Enhanced satisfaction through neighborhood assignments, particularly in Marketing.

Space policies for hybrid work schedules:

Although no official policy exists across all of FAS, separate departments and administrative units continue to develop their own practices for allocating space based on on-campus presence (for example FAS Finance and Administration require a minimum number of days on campus for a private office).

Space Standards:

Because the building types across the FAS portfolio vary so widely and include many older buildings, it is difficult to establish space standards that could be applied universally. FAS uses the Centerstone database to document existing spaces for faculty, staff, and graduate student employee workspaces in an effort to establish appropriate size ranges. This information supports decision-making related to space allocation when undertaking renovation projects or re-organizing space. The current guideline for faculty offices is 210-220 nsf based on recent projects (e.g. SEC, 60 Oxford, and Pritzker Hall). Developing and applying space square footage and allocation guidelines is important to ensure space equity across units and comparable work functions.

Work Culture:

Departments and units who have chosen to adopt a hybrid work model for all/some of their members look for ways to make the on-campus experience meaningful. That may mean more planning and effort to ensure that “anchor days” have a collaborative focus that contributes to organizational mission and productivity. In Academic Departments, they may create a staff rotation to ensure some number of staff are always available in person to address questions or welcome visitors or students.

Space Utilization:

FAS has not employed tools to measure space utilization based solely on employee presence on campus or in a workspace.

Hybrid Workspaces:

Administrative departments generally have more opportunity to reconsider their workplace arrangements and hybrid work patterns than academic departments given that a large percentage of academic department space is dedicated to faculty and student workspace.

The project at 1414 Mass. Avenue (leased space) was undertaken to align our physical space and resources to better serve a hybrid workforce and free up underutilized space for other purposes. The plan initially involved the consolidation of finance and administrative staff offices located on three floors in the building, to 2 floors. The decision to do this came from FAS departmental leadership, so it was a “top-down” model. For phase one, no renovation was involved. Everyone moved from a largely private office model to a shared office model, where occupants assigned to the offices came to campus on different days of the week. Anyone who worked on campus four days/week was assigned a private office. All staff have assigned desks, and each department involved had their own anchor days (Mondays/Wednesdays and Tuesdays/Thursdays). The project hired a planning consultant to help in the development of internal processes for managing anchor days and the use of shared spaces. The departments used the new work model for one semester and then conducted a post occupancy survey. The results of that survey informed a subsequent phase two renovation project where shared resources like kitchens/lounges, hotel, and huddle rooms were improved or created.

Hybrid Workspaces: Continued

Subsequent assessment after a year resulted in establishing a single anchor day for most work units, allowing a further consolidation of space with all assigned offices on a single floor and hotel and meeting rooms available across three floors. Now four staff are assigned to each office, again using the office on their different anchor days, with two staff assigned to each desk, and each having their own keyboard and mouse. A major culture change which took place over the course of these changes was a growing comfort with the idea of sharing less personalized workspace. This has further freed up space (approximately another half floor) that is being used by other FAS departments, creating a domino effect and facilitating other space moves or consolidations in other buildings. A challenge of this model is that the departments are not all the same size so that office space is not fully utilized some days of the week.

The Office of Undergraduate Admissions and Financial Aid (UAFA) used the 1414 Mass Ave project as a model in order to accommodate incremental FTEs. The first step included identifying staff willing to share offices on a voluntary basis. They were able to get enough participation to launch the pilot. In most instances, staff developed a schedule so that they weren't in at the same time and there was little or no change to the furniture required.

Science Division and different models for supporting hybrid work:

In 2021 the Science Division experimented with a fully hoteling model. They moved out of their office suites in late spring and assessed how many touch down spaces were needed to address staff work patterns. They then established a variety of private and shared offices and meeting rooms which were available on a sign-up-basis when staff came to campus, and freed up their former office spaces to be used for faculty. Division leadership encouraged other departments to consider how a model involving shared administrative space could be employed within their buildings to use space more efficiently.

The Physics Department needed to free up space for a faculty member and research group so planned to consolidate the staff office footprint into one location on the main floor. The initial plan was to do a minor renovation to create a reception desk and otherwise add desks to an existing space. This project was overseen by the Department Administrator and Director of Finance but both left shortly after the initial move was completed so were not available to guide the project through completion. The new Department Administrator inherited the project and reassessed the goals, leading to staff reorganization and further more expensive renovation and new furnishings. A lesson learned was that the project was undertaken based on too many assumptions about how staff would work, with insufficient attention to how the change in work culture would be managed.

Follow up:

1414 Mass. Ave. seems like a good candidate for a case study. While somewhat limited in its physical scope, it does highlight some operational considerations that are important such as managing shared spaces with different work groups and different schedules. Significant attention was paid to communication, move planning, and the establishment of new work processes.

Early Planning:	HGSE began studying its space utilization pre-COVID and received a President's Innovation Fund award for an initial study of opportunities for re-imagining of workspaces for more efficient utilization.
Consultant Role:	HGSE worked with Herman Miller on identifying opportunities for re-imagining workspaces. Herman Miller brought considerable experience with private sector projects and helped facilitate discussions and work sessions with various HGSE work groups.
Pilot Project:	For the initial effort HGSE focused on a discrete work unit that encompassed student support services. This group included administrative units involved with student affairs, degree programs, career services, admissions and financial aid.
Outreach:	HGSE did extensive outreach both internally with user groups including surveys, meetings, working sessions, etc. and externally with other Harvard schools (HBS, HMS, HKS) that were undertaking similar initiatives. Tours of completed corporate projects were also undertaken.
Focus on types of work:	The central goal of the project was to provide spaces that would empower staff to work where they need to, and recognition of the different types of work and work styles that would need to be accommodated in the new space.
Amenities and Experience:	HGSE sought to provide better amenities in the new space and create a physical environment that would foster a positive work experience when working on campus.
Unassigned workspaces:	The office area has unassigned spaces that can be reserved via the EMS system. Lockers and secure file storage areas are incorporated into the space.

Range of space types:	To complement the unassigned work spaces a variety of lounge, meeting and conference rooms are also included in the plan. These spaces provide options for where staff work and how (e.g focused individual work, collaborative meetings, zoom calls, etc.) HGSE also devised a dual-door arrangement of meeting rooms that can be utilized by students and others outside of normal staff work hours, without compromising the security of the hybrid work area.
Location within Gutman:	HGSE noted that the pilot project's location within Gutman was important, as the building is the "heart" of the HGSE campus. This allows staff to engage more fully with other departments and activities within the building, and offers additional places for hybrid work.
Utilization measures:	HGSE would like to do more to assess current utilization of its spaces, particularly exploring proxy measures (for example tracking meeting space usage).
Follow up:	HGSE would be happy to have Gutman included as a case study. They are interested in meeting with others across the university who have undertaken similar initiatives.

8. Harvard John A. Paulson School of Engineering and Applied Sciences

November 2025

Contact: Pamela Choi Redfern

Culture and Policies:

With the opening of the SEC in 2020 and SEAS expansion into Allston, SEAS had the opportunity to right-size space metrics on its Allston campus and master plan space on both campuses to meet the needs of the school (program defined at that time). The new lab and office metrics developed for the SEC are used as comparative benchmarks for planning SEAS in Cambridge, which helps keep consistency and equity for SEAS constituents across both campuses.

All members of SEAS community receive one dedicated workspace on Harvard's campus. This policy also applies to faculty who have joint appointments with other schools and programs, such as the FAS and Kempner Institute, and faculty who teach in the MS/MBA and MDE masters programs.

Hoteling space supports SEAS dual campus footprint. Hoteling offices are viewed as critical for SEAS users (many faculty, staff, and some researchers work on both campuses). Pilots for hoteling space for use by the faculty and staff communities were launched in 2020 on both campuses and still remain active today.

Remote/hybrid work options continue to be a part of SEAS staff work practices. SEAS reassessed how it was utilizing office space for the staff post-COVID while keeping them engaged and supporting a sense of community. SEAS Dean of Administration and three task forces comprising twenty-two staff members (Engagement, Inclusion, and Professional Development; Human Resources Policies and Practices; and Space) met from March 2022 through January 2023 to discuss how best to engage the staff, create policies related to remote work, and how best to utilize space.

Space reviews are centralized within the school and various staff departments assist with tracking individuals assigned to each research desk, bench, or office. Lists of current occupants are confirmed each fall and spring semester, and changes in assignments are updated in Centerstone and other shared data platforms accordingly. Reassignment of space is managed by multiple leaders of the school. New faculty searches undergo rigorous space reviews, prior to any advancement of the proposed search by the Dean's office. The reviews confirm location options (outlining the pros and cons of various locations), weighs potential capital investments, and assesses existing conditions and what research capabilities are needed. SEAS meets regularly with FAS Science to share and coordinate this type of information.

Space Impact:

SEAS undertook a building reuse assessment plan with the FAS in 2018-19 to determine how best to repurpose four of the fully or partially vacated buildings in Cambridge for SEAS and FAS. The first of those buildings resulted in the repurposing of 60 Oxford Street, renamed the Goel Building for the Harvard Quantum Initiative. Another building, Maxwell Dworkin, is now being repurposed for shared SEAS and FAS occupancy for the Applied Math Area and Statistics Department. Move in is expected in 2025-26.

As a result of COVID and the introduction of hybrid and remote work, SEAS consolidated its administrative footprint. SEAS partially vacated space on the third floor of 114 Western Avenue, to enable space for the Data Science Institute. There was a net reduction of 4,149 rentable sf (from 28,060 rsf to 23,911 rsf). In 2025, the remaining core administrative groups vacated the third floor in its entirety and moved into consolidated hoteling space in the SEC.

Unexpected changes in research funding happening in 2025 are anticipated to have impact on space. SEAS will be re-evaluating its space utilization and community needs in the coming months.

Administrative organization:

HKS is organized by research and policy centers and administrative units rather than academic departments, and all space planning is done on this basis as their space needs vary considerably.

Space Planning:

HKS has an internal process for both short and long-term space planning. Each center and unit is requested to provide information on their anticipated future space needs every two years if possible. All spaces are tracked by employee names within the centers and units, faculty offices and type of space. This is very fine-grained space analysis and utilizes Centerstone data and physical space audits.

Vacant Space:

Historically, HKS has tried to keep a “cushion” of vacant space at around 10% across its properties to allow for growth, unanticipated space needs, swing space, etc. That number is now more in the 3-5% range.

Space Policies and Standards:

HKS has started to use a general policy for office space allocation based on employees’ regular on-campus presence: individuals who are on campus 4-5 days per week are eligible for a dedicated office, while those present 3 days or fewer share office space (through hoteling, hot desks, etc.). Additionally, the school has developed a consistent set of workspace standards for faculty, staff, and fellows. These guidelines are applied uniformly to all centers and administrative units, promoting space equity across the school and removing the need to individually negotiate space terms. A clear understanding of allocation expectations is maintained throughout HKS. For renovation projects, HKS has also established basic design standards, covering aspects such as ceiling finishes, carpeting, doors, paint colors, and furniture. This standardization streamlines project planning and eliminates the need for unit-by-unit negotiations regarding these elements.

Rent:

The centers and departments pay their fair share of rent to the School, and this has created some incentive for them to be more deliberate about decisions concerning space needs. In some cases, this has resulted in encouraging the re-organization of existing space within a given unit rather than expanding to accommodate growth or changing space needs.

Space Utilization and Space Sharing:

HKS has been utilizing EMS information to promote more efficient use of classrooms and conference rooms across the school. Centers and departments at HKS share spaces such as conference and meeting rooms. EMS is also used to schedule these non-centralized managed spaces in most cases.

Space Furnishings:

HKS has established standards for offices, workstations and hoteling spaces and tries to achieve equity across units. Regarding hoteling desks, a file drawer is provided instead of lockers or other areas for the secure storage for person items. HKS does not see this as necessary presently. Most of the hoteling spaces are on the ROBIN software and managed by individual units.

Follow up:

HKS offered to show a few of the recent projects (at ARRD, Belfer Center, Ash Center and departments in One Brattle)

Space Impact:

Gordon Hall Flexspace Project: 20,500 SF administrative space designed to support HMS's dynamic work models and optimize space sharing for approximately 450 occupants. This project represents a significant initiative by HMS to support hybrid work models, with a focus on creating space efficiencies, increasing utilization, and reducing campus operating costs. This space accommodates administrative and academic personnel. As programs transition into the Gordon Hall Flexspace, vacated spaces have facilitated strategic administrative lease exits. Any remaining vacated space on campus will be evaluated for use by alternate campus program needs.

Workspace models: HMS established space standards and guidelines in 2016. These space standards focus on traditional office layouts, typically allowing ~100 square feet for two workstations or one office. During the feasibility assessment, the project team assessed survey, questionnaire and focus group findings alongside early assumptions about space fit within Gordon Hall and benchmarking calculations to inform a target population range. Program elements are organized into open and enclosed neighborhoods—designated zones that combine a variety of space types to support different work styles. Neighborhoods are designed to accommodate both individual users and teams, and include a mix of collaboration areas, meeting rooms, workstations, touchdown spots, focus rooms, and social space. HMS also explored a combination of traditional and nontraditional seating ergonomics to help inform future planning needs. Gordon Hall Flexspace will feature over 350 seats, including primary work seats, secondary support seats, and collaboration seats. The team anticipates that the program will adjust and evolve based on utilization and needs.

Notes: Gordon Hall Flex, opened in March 2025, is viewed as an evolving project that will help HMS inform future work standards and practices.

Technology Systems:

The EMS system has historically facilitated reservations for centrally scheduled classrooms and meeting spaces on the HMS campus, and has recently been extended to include, shared administrative spaces to better manage these collaborative work environments. This expansion is supported through the functionality of the "direct spaces" feature, which allows for reservation via mobile device.

During the execution of the Gordon Hall Flexspace project, EMS data and observed occupancy assessments will inform decision-making regarding space use policies, day-to-day operations, and overall space decisions (e.g., determining if the number of users aligns with available spaces and whether furniture choices affect popularity).

Culture and Policies:

The HMS Flexwork Initiative established a framework to guide space allocation decisions in response to evolving workplace needs. These guidelines were used to refine the target population for the Gordon Hall Flexspace, prioritizing hybrid teams who require on-campus workspace access, but have relinquished their assigned personal and/or departmental space. As a baseline, those classified as 'fully on-site' will have a 1:1 person-to-workspace assignment. Employees categorized as 'primarily remote' or 'hybrid B' will be eligible for shared space allocation, which encompasses most future occupants of the Gordon Hall Flexspace. For those classified as 'hybrid A', discussions will take place to determine if they need an assigned space or can be accommodated within a shared space model. Teams utilizing the Gordon Hall Flexspace with individual staff members identified as 'hybrid A' have a preference for on-site work and will utilize the shared model, reserving spaces more frequently than their colleagues while avoiding the need for assigned spaces away from their teams. If an entire team consists of 'hybrid A' members, they may not be suitable for a shared space model. This provides a foundation for departmental discussions and a streamlined method to gather insights related to space use needs within the 'hybrid' definitions.

Additional information/ Outcomes:

Harvard Medical School Workplace Strategy:

- As a baseline, for anyone in the category "Fully On-Site," HMS's space assumption is a 1:1 person-to-workspace assignment.
- For anyone categorized as "Primarily Remote" or "Hybrid B," HMS designates them as appropriate for shared space allocation. These populations will largely comprise HMS's future GH flexspace occupants.
- For those in the "Hybrid A" category, HMS initiates conversations about whether they require assigned space or can be accommodated in a shared space model. HMS has identified a handful of individuals as "Hybrid A" in the future GH flexspace model due to their preference for working on-site. These individuals will use the shared model and reserve space at a higher frequency than their team members, rather than being assigned dedicated space elsewhere on campus away from their teams.
- However, if an entire team falls under the "Hybrid A" category, a shared space model might not be appropriate. This framework provides HMS with a starting point for departmental conversations and an efficient method to survey and add granularity within the "hybrid" definition as it relates to potential space use requirements.

Contact: Thomas Miller, Susan Moore, Kate Rezendes, Catherine Utt, Michael Stroud

Space Impact:

Administration and Finance Suite: Following the pilot in 2024 to utilize space allocated to A&F Staff in Dental Main in a hybrid and desk reservations model with Robin, HSDM looks to study and identify a long-term renewal solution for the space.

- Formalize hybrid and space reservations model for Dental Main suite 100 and 030
- Implement a low-cost solution to maximize hybrid model and work solutions in suites

Culture and Policies:

Programmatic Space Study: This study has been redefined by Phase 1A (discovery); Phase 1B (growth and consolidation); Phase 2 (will be low, medium, and high diagrammatic scenarios for intervention to improve efficiency and modernize the HSDM program)

Phase 1A was completed in September 2025 and presented to HSDM Leadership for review and feedback. Phase 1B, with support from HMS planners, was authorized by HSDM Leadership and is expected to launch no later than January 2026.

- Space types include research, classroom, office, and clinic
- Understand assignments and utilization for each space type
- Highlight where space falls short, aligns with, or exceeds space standards
- Goal is to have a framework for HSDM leadership to utilize for growth and planning decisions

Capital, Renewal, and Space Planning Process: In January of 2025, HSDM organized a Capital, Renewal, and Space Planning Process. A diverse group of HSDM stakeholders is represented to identify, initiate, and authorize projects related to investments and space utilization. Each group in the process holds prescribed levels of authority and responsibility to lead HSDM in a strategic manner. Responsibilities that are addressed include:

- MYCP submission approval authority each calendar year
- Input process from HSDM leadership committees
- Authority levels in approval process based on scope and budget with the purpose of expediting projects
- Development and approval of space guidelines, design guidelines, and strategy for investments in space.

Technology Systems:

Space Survey: The systems used by HMS were leveraged to implement accurate space surveys and create accurate floor plans with assignments.

- Systems used include CenterStone, SpaceWalker, and People In Space
- A thorough space survey will be conducted annually
- Department leaders are engaged to update systems and participate in space survey
- Effort will produce accurate data and floor plans for use in planning and review

Space Scheduling: HSDM will leverage the HMS EMS instance for space scheduling with administrative support provided by HMS. The objective is to have a single space scheduling system, workflow, and priority guidelines for courses, research, continuing education, and school business in all classrooms and meeting spaces.

- Process template development and system access for HSDM stakeholders
- Accurate data collection for utilization and efficient use of space
- Data Analysis for future space investments in context of the space study and strategic program initiatives

12. Harvard T.H. Chan School of Public Health

October 2025

Contact: Felipe Schwarz,
Chuck Labins

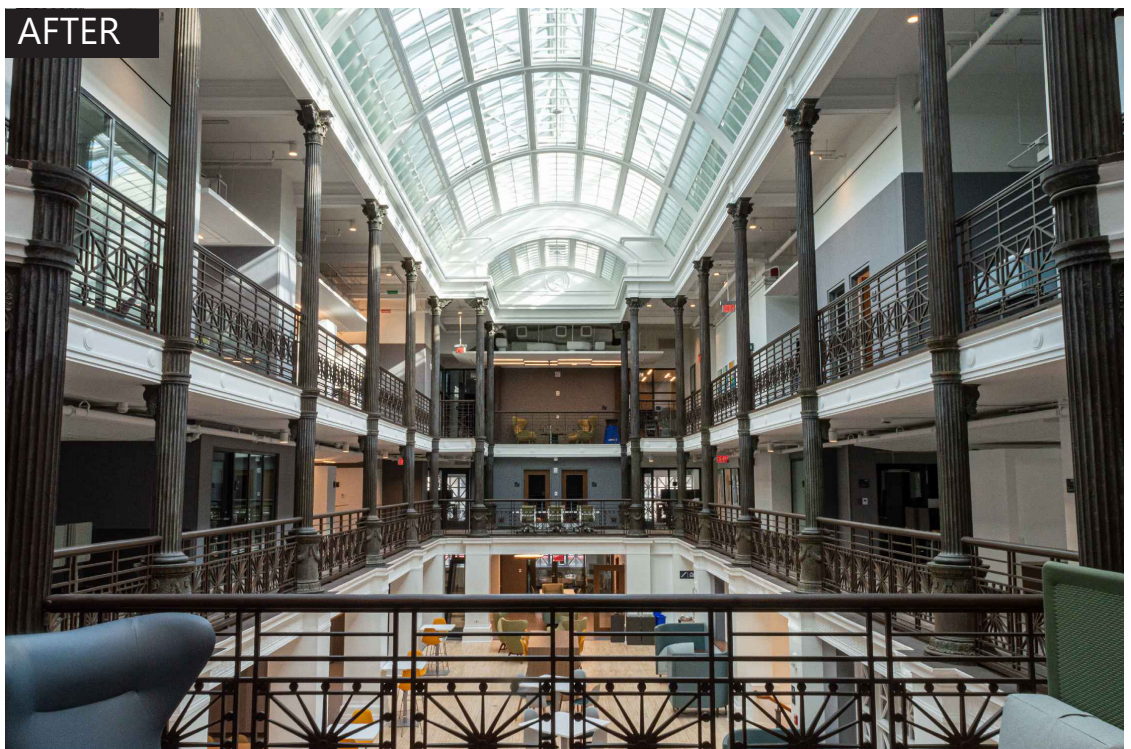
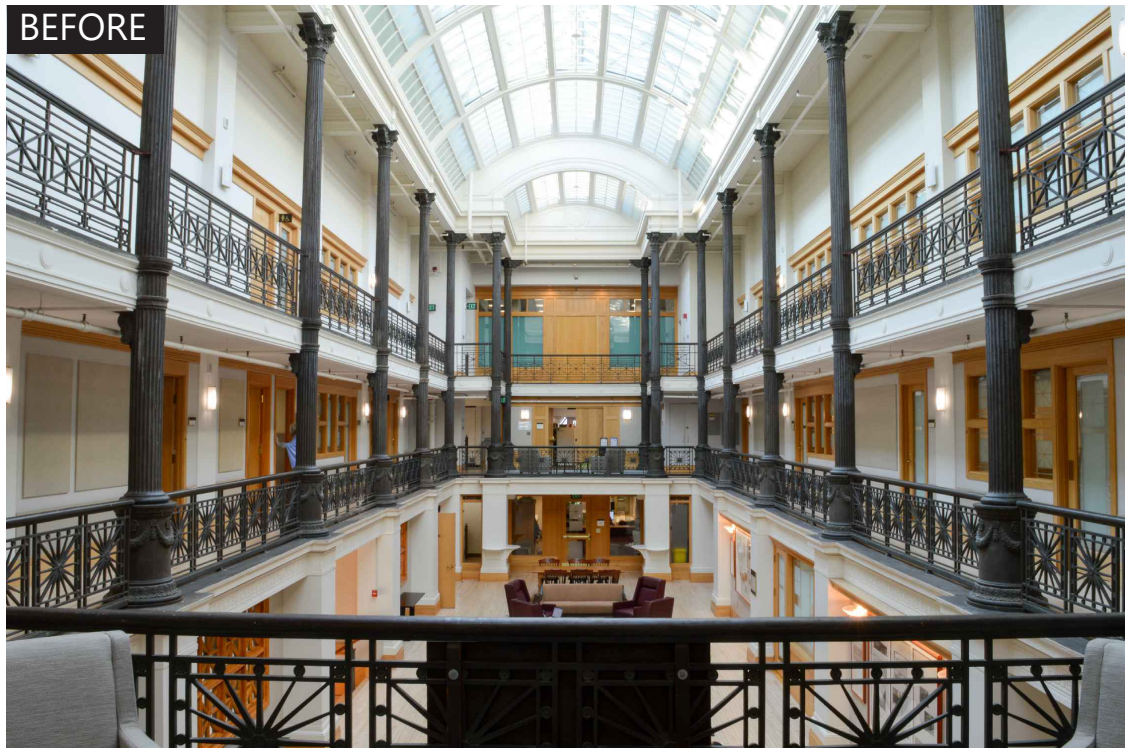
Space Impact/ Technology:

Over the past year, HSPH evaluated and adjusted physical spaces for administrative employees to be more efficient and reflect the dynamic work environment. As a result of lease expiration at 90 Smith Street, and lease consolidation at Landmark Center (401 Park Street), several departments have either pivoted to be fully remote, hybrid using new hoteling spaces, or moved back to existing campus offices/workstations. Within the Kresge Building, a new hoteling suite consisting of 22 workstations and a 20-seat conference room was created for administrative employees. Reservation of the administrative hoteling suite is done by the Robin room reservation system, which is commonly used by departments at the HSPH.

Additional Information:

While other renovations and relocations involving academic departments are underway or have been recently completed, they fall beyond the scope of this study.

Appendix



A view of the atrium connecting the levels 03, 04 and 05 of the Gordon Hall.
Source: Harvard Medical School

Character-defining elements of the atrium space and levels 03-05 are maintained. The space types are organized into "neighborhoods," which are open and enclosed zones spread throughout the flexspace.

Gordon Hall Flexspace

At Levels 03-05, Gordon Hall,
Harvard Longwood Campus

Tub: Harvard Medical School

Project status: Completion/
Occupancy, March, 2025

Cost: \$41.8M

OUTCOME:

20,500 SF of administrative space designed to support HMS's dynamic hybrid work models, with optimized shared space serving a total population of approximately 450 occupants.

Project Goals:

- Develop a flexible, adaptable space program for hybrid work that **accommodates and collocates identified teams within a flexspace model**, including zones for meetings, collaboration, informal gatherings, and focused individual work.
- Relocate existing Gordon Hall users or programs/space types that are not well-suited to a flexspace model to alternative campus locations.
- Address and update critical building infrastructure needs.

Guiding Principles:

The flexspace programming has been guided by four core principles: **Culture** (foster a collaborative environment that promotes interpersonal connectedness, inclusivity, and a welcoming, energized atmosphere), **Space** (provide a variety of functional, effective, and aesthetically pleasing spaces that support user choice), **Technology** (ensure seamless, user-friendly integration of room scheduling tools and digital collaboration equipment), and **Policy** (establish clear guidelines around access, reservations, space stewardship, feedback mechanisms, and usage protocols).

Policies and/or Typical Practices:

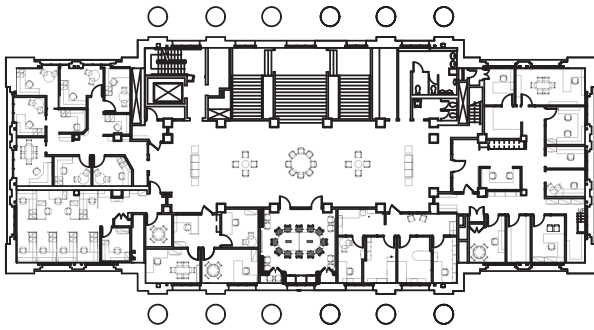
The HMS Flexwork Initiative established a framework to guide space allocation decisions in response to evolving workplace needs. These guidelines were used to refine the target population for the Gordon Hall Flexspace, prioritizing hybrid teams who require on-campus workspace access, but have relinquished their assigned personal and/or departmental space. HMS has defined the following workplace models based on the average weekly days on-site: >4, fully on-site (always at the formally designated workspace/ with flexibility in schedule as appropriate) 1-2 or 3-4, hybrid (anchor/flex, flexed in/out, flex around core obligations) <1, primarily remote (seasonal, periodic, fully fluid, fully remote).

Space Guidelines:

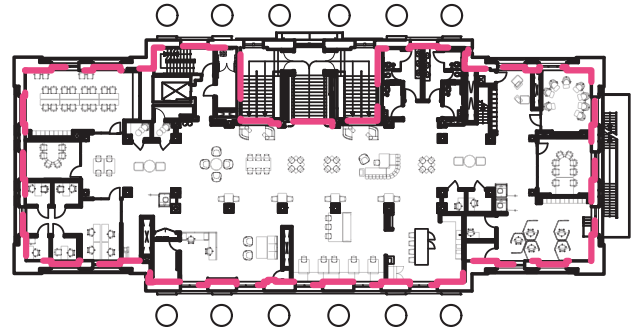
Program elements are organized into open and enclosed neighborhoods -- designated zones that combine a variety of space types to support different work styles. Neighborhoods are designed to accommodate both individual users and teams, and include a mix of collaboration areas, meeting rooms, workstations, touchdown spots, focus rooms, and social space. HMS also explored a combination of traditional and nontraditional seating ergonomics to help inform future planning needs.

BEFORE: Levels 03, 04, 05 floorplans

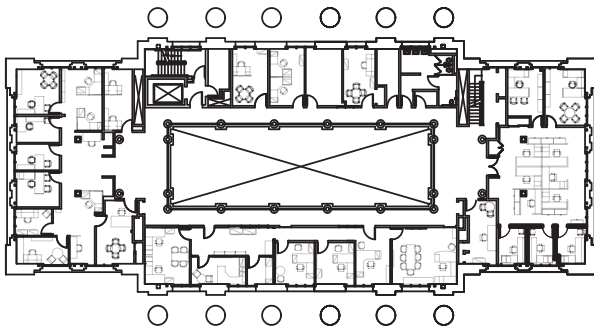
AFTER: Levels 03, 04, 05 floorplans



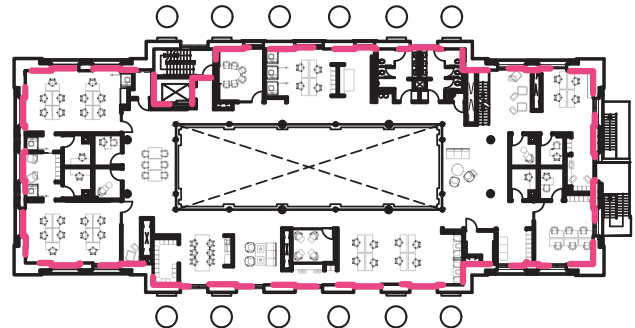
03 | Before



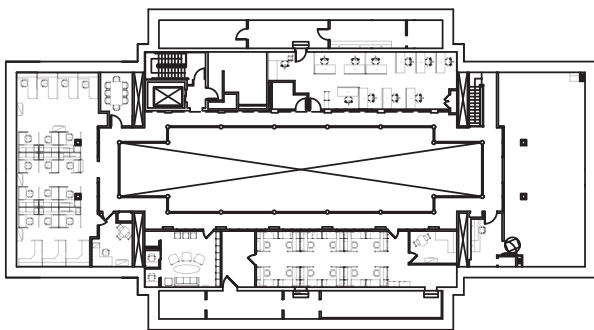
03 | After



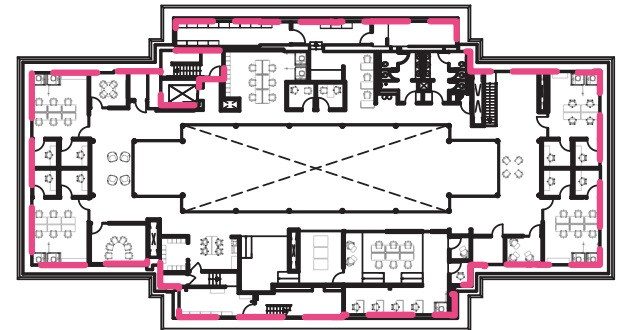
04 | Before



04 | After



05 | Before



05 | After

 Renovation area



Gordon Hall Flexspace

At Levels 03-05, Gordon Hall,
Harvard Longwood Campus

Continued

A. Space Reconfiguration:

Levels 03–05 were renovated with care to preserve the character-defining elements identified in the Harvard Building Interiors Inventory.

B. Work Culture:

The flexspace supports new work models tailored to hybrid populations. Departments assigned to the flexspace no longer maintain alternate assigned office space.

C. Management Technology:

EMS is implemented in the Gordon Hall Flexspace, with reservation data monitored alongside observed occupancy assessments. This data will inform understanding of reserved utilization and the effectiveness of different space types, helping shape future operational policies and space planning guidelines.

GORDON HALL FLEXSPACE Floors 03-05	BEFORE	AFTER
TOTAL: AREA	20,500	20,500
TOTAL: PERSONS	119	450
TOTAL: SEATS	225	356
Primary Work Seats (workstations & focus rooms)	119	116
Secondary Support Seats (touchdowns, open lounge, & work cafe)	30	146
Collaboration Seats (open and enclosed meeting space)	76	94
RATIO: SEATS/PERSONS	1 seat per 0.5 people	1 seat per 1.3 people
Primary Work Seats (workstations & focus rooms)	1 seat per 1.0 people	1 seat per 3.9 people
Secondary Support Seats (touchdowns, open lounge, & work cafe)	1 seat per 4.0 people	1 seat per 3.1 people
Collaboration Seats (open and enclosed meeting space)	1 seat per 1.6 people	1 seat per 4.8 people
RATIO: AREA/SEAT	91 SF/seat	58 SF/seat
RATIO: AREA/PERSON	172 SF/P	46 SF/P
RATIO: COLLAB SEAT/PERSON	1 seat per 1.6 people	1 seat per 4.8 people
NOTES: The square footage allocated to the identified flexspace users was reduced by ~56% as a result of this shared flex-space model.		