

Issues in Workplace Design (and How Innovative Universities Address Them)

SCUP 2019 Annual Conference, Seattle, WA

Washington State Convention Center, 615 – 617

July 16, 2019



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Stanford University

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC



INTRODUCTION



Panelist: Evan Yassky, AIA

Executive Director, Facilities Planning and Design
University Architect
The University of North Carolina at Chapel Hill



Panelist: Niraj Dangoria

Associate Dean for Facilities Planning and Management
Stanford University School of Medicine



Panelist: Damon A. Sheppard, AIA

Principal, Regional Leader of Science + Technology
HOK (Washington DC Studio)

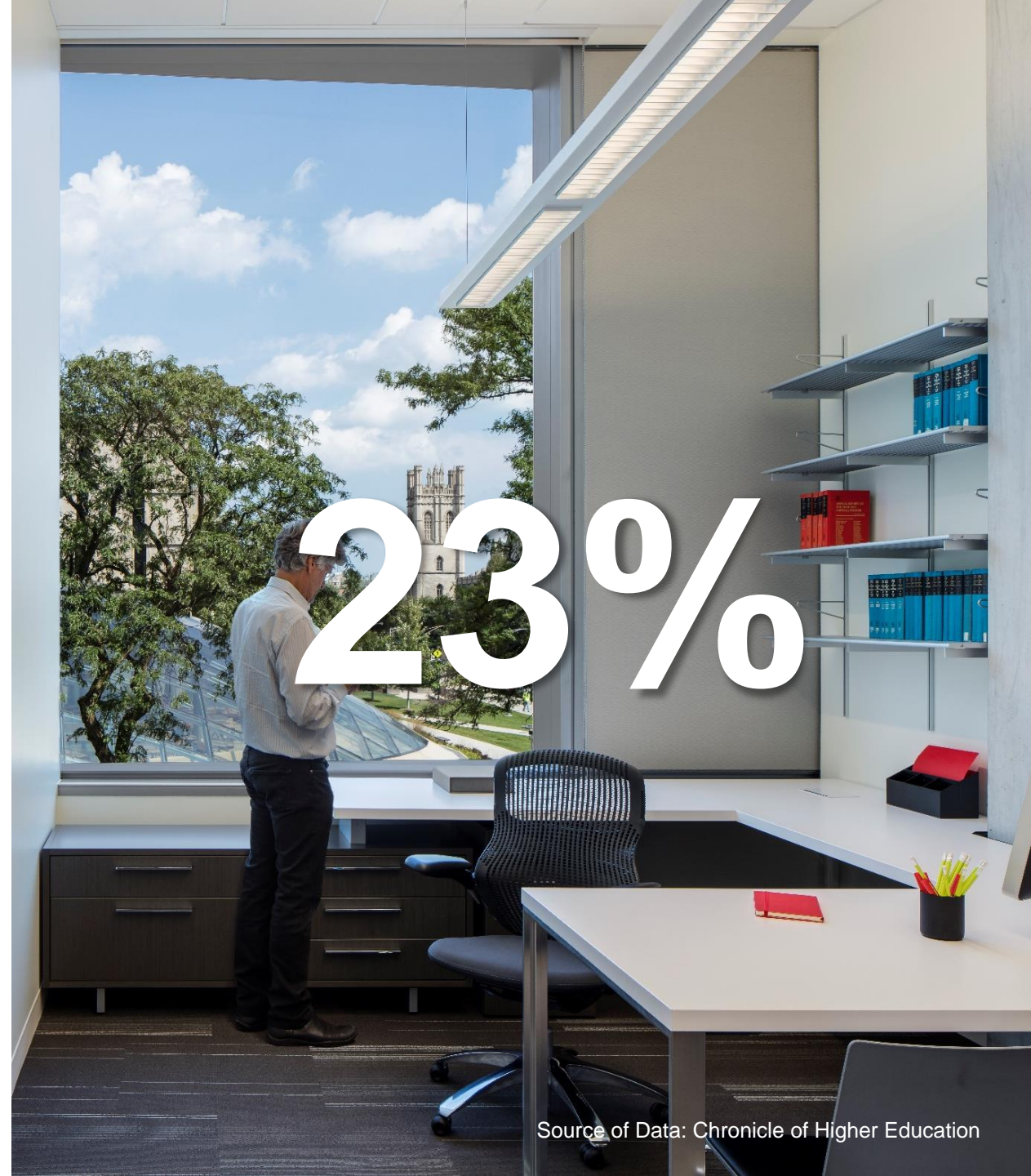


Moderator: Todd Buchanan, AIA

Principal, Practice Leader
HOK (Seattle Studio)

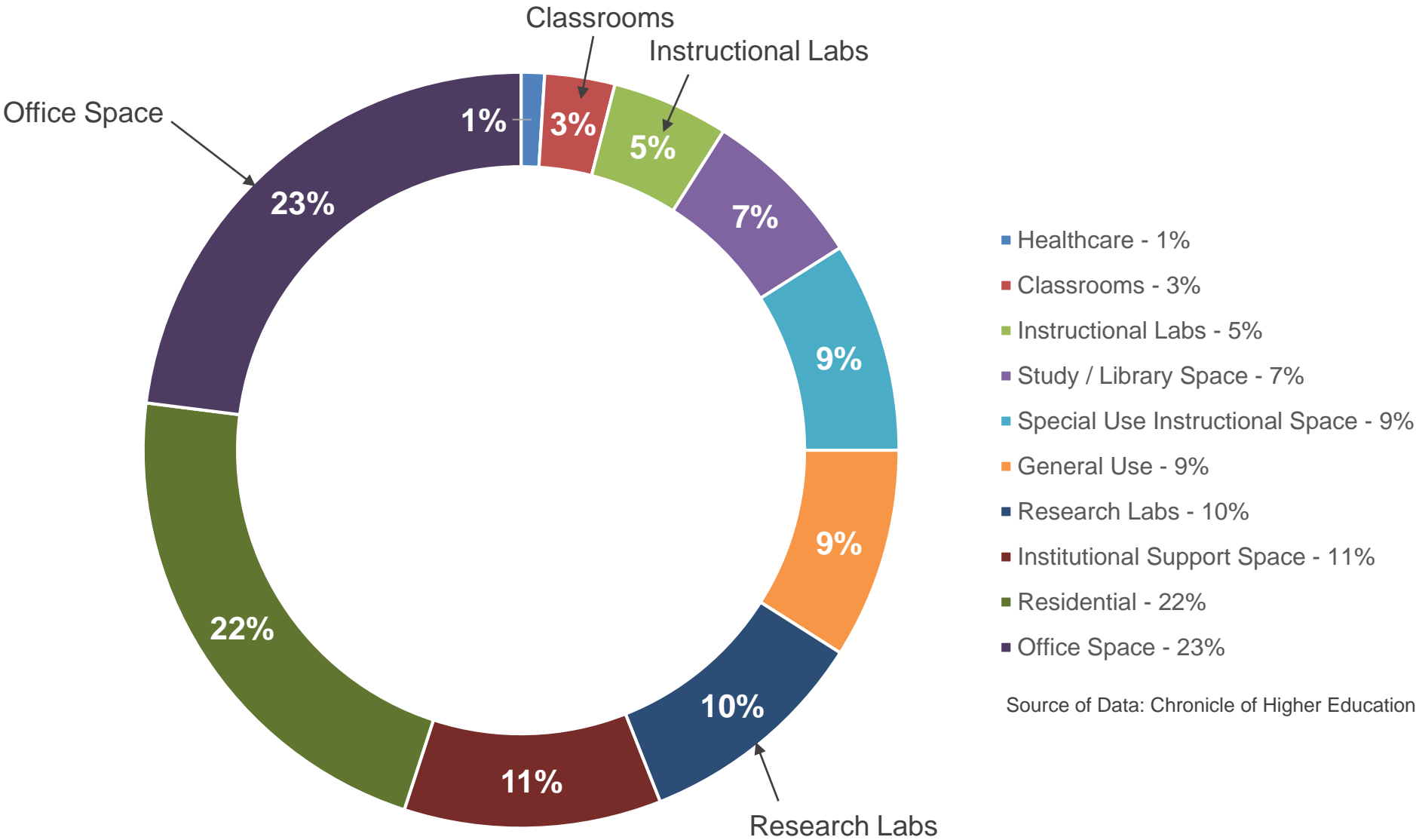


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HOW SPACE GETS ALLOCATED



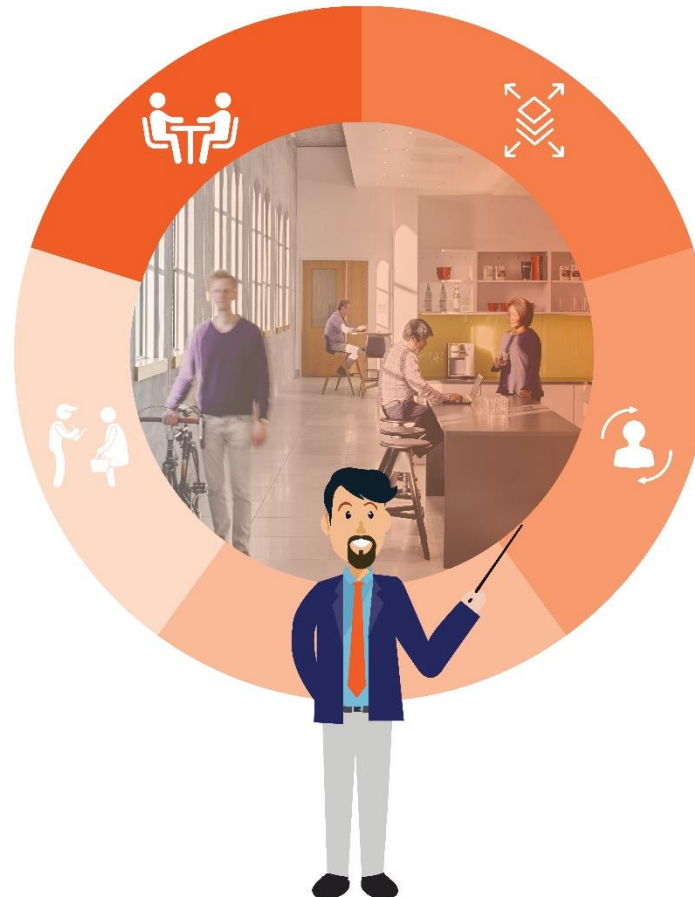
a modern approach to academic workplace

**CHOICE
FOCUS
COLLABORATION**

Support a variety of workstyles and reflect what, when and how people are working. To enable that we need to create places where we can work – meet – learn refresh and be social.

**VISIBILITY
SOCIAL INTERACTION
ENERGY**

Proximity is a key element in successful cross-pollination of people and there is a renewed emphasis on vertical connections throughout the building and horizontal connections with the community and nature.



FLEXIBILITY

The new academic workplace will have to be flexible and agile to accommodate a more diverse workforce and to accommodate a higher degree of movement amongst workers, both internally and externally. To stay relevant in a rapidly changing world, the space will have to be designed to adapt to emerging trends.

ADAPTABILITY

We are spending more and more time working, so being in spaces that are designed to be human-centric and have some personality to them is essential. The desire for work-life balance and a more social setting means many are seeking to bring home to work. Hence, we are seeing a more residential or hospitality feel entering the workplace.

LEARNING OUTCOMES

1. Define institutional drivers that will affect new Academic Workplace projects and initiatives.
2. Make the business case for shifting priorities and space use on campus.
3. Apply the proposed Academic Workplace planning principles to projects on campus.
4. Initiate a successful engagement strategy to facilitate better implementation of new workplace environments.

**THE GEORGE
WASHINGTON
UNIVERSITY**

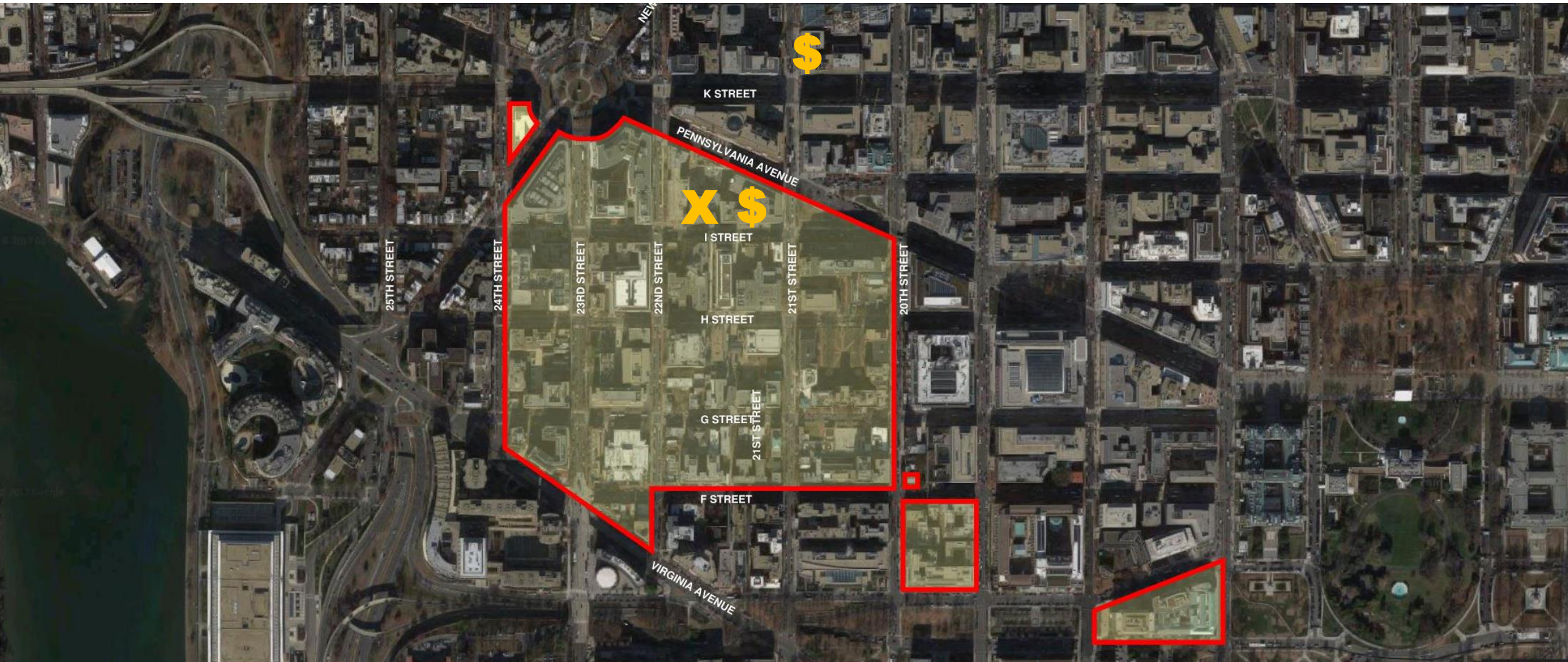
WASHINGTON, DC

GEORGE WASHINGTON UNIVERSITY OVERVIEW

- Private University
- **3** DC Area Campuses
- **10** Schools
- **11,000** Undergraduate Students
- **14,500** Graduate Students
- **1,268** Non-Medical Faculty
- **1,032** Medical Faculty



FOGGY BOTTOM CAMPUS - LEASED SPACE / RICE HALL DEMOLITION



LONG TERM SPACE STUDY

DEPARTMENT SPACE NEEDS FOGGY BOTTOM

The below list illustrates proposed locations on campus for departments that are required to be located on Foggy Bottom:

| FOGGY BOTTOM CAMPUS | | | | | | | |
|--|--|-----------------|-------------------|------------------|-------------|------------|---------------|
| Department | Sub-Groups | Proposed Campus | Proposed Building | Assumed Telework | Staff Count | SF / Staff | Proposed Area |
| Office of the President | N/A | FB | 1918 F St. | No | 6 | 300 | 1,800 |
| Provost Immediate Office | N/A | FB | 1918 F St. | No | 15 | 125 | 1,875 |
| 1918 F St. Total | | | | | | | 3,675 |
| Division of Information Technology | DIT Leadership, Project Management, Contract Management, Security, and Communications | FB | Academic Center | No | 25 | 125 | 3,125 |
| Academic Center Total | | | | | | | 3,125 |
| Enrollment Retention (NIC) | N/A | FB | Honors Building | No | 5 | 125 | 625 |
| Academic Center Total | | | | | | | 625 |
| Undergraduate Admissions | N/A | FB | Marvin Center | No | 42 | 125 | 5,250 |
| Marvin Center Total | | | | | | | 5,250 |
| Academic Planning and Assessment | Academic Planning and Assessment, Institutional Research and Planning, Survey Research and Analysis, Academic Editor | FB | Old Main | Yes | 12 | 125 | 1,500 |
| Alumni Relations Office | | FB | Old Main | No | 32 | 125 | 4,000 |
| Development and Alumni Relations | DAR Leadership, Central Fundraising, and Advancement Services | FB | Old Main | No | 26 | 125 | 3,250 |
| Diversity and Title IX | N/A | FB | Old Main | No | 5 | 125 | 625 |
| Enrollment Management | N/A | FB | Old Main | No | 4 | 125 | 500 |
| Executive VP and Treasurer | Leadership and Direct Reports | FB | Old Main | No | 6 | 125 | 750 |
| External Relations | Marketing and Creative Services | FB | Old Main | No | 8 | 125 | 1,000 |
| External Relations | VP, Communications, and Government Relations + Marketing and Creative Services | FB | Old Main | No | 9.5 | 125 | 1,188 |
| Faculty Affairs Office | | FB | Old Main | No | 11 | 125 | 1,375 |
| Graduate Affairs | Graduate Enrollment Management and Graduate Assistantships and Fellowships | FB | Old Main | No | 14 | 125 | 1,750 |
| Human Resources | EEO and Employee Relations | FB | Old Main | No | 4 | 125 | 500 |
| Human Resources | Faculty and Staff Service Center | FB | Old Main | No | 6 | 125 | 750 |
| Office of Student Financial Assistance | Central Administration, Budget and Managers | FB | Old Main | No | 5 | 125 | 625 |
| Office of the Registrar | Registrar, Degree MAP, Academic Scheduling, and Transfer Credit Processing | FB | Old Main | No | 13 | 125 | 1,625 |
| Office of the VP for Research | Sponsored Projects, Innovation, Human Research, Central Office, Integrity and Compliance | FB | Old Main | No | 34 | 125 | 4,250 |
| Provost Unit HR Client Partners and Fin. Directors | | FB | Old Main | No | 6 | 125 | 750 |
| Student Affairs | Central Leadership | FB | Old Main | No | 10 | 125 | 1,250 |
| The Office of the SVP and General Counsel | N/A | FB | Old Main | No | 20 | 125 | 2,500 |
| Old Main Total | | | | | | | 28,188 |
| Office of the VP for Research - NIC | Center for Cyber and Homeland Security | FB | TBD | No | 17 | 125 | 2,125 |
| TBD Total | | | | | | | 2,125 |



- **30** different administrative groups
- **600+** administrative staff
- User surveys and interviews with leadership from each department
- Collaboration with GW senior leadership to identify relocation strategies
- Benchmarking and metrics in collaboration with GW, HOK S+T, Workplace and Interiors

SPACE METRICS

Current

197 sf / person

Target

125 sf / person

COST METRICS

Potential Savings on Leased Space

**\$3,240 per person
per month**

RENOVATION OF OLD MAIN



User Group: 14 Administrative Departments

Total Area: 45,900 nsf

Program:

Open Workstations

Hoteling

Private Offices

Focus Rooms

Conference Rooms

Central Pantry “Hub”

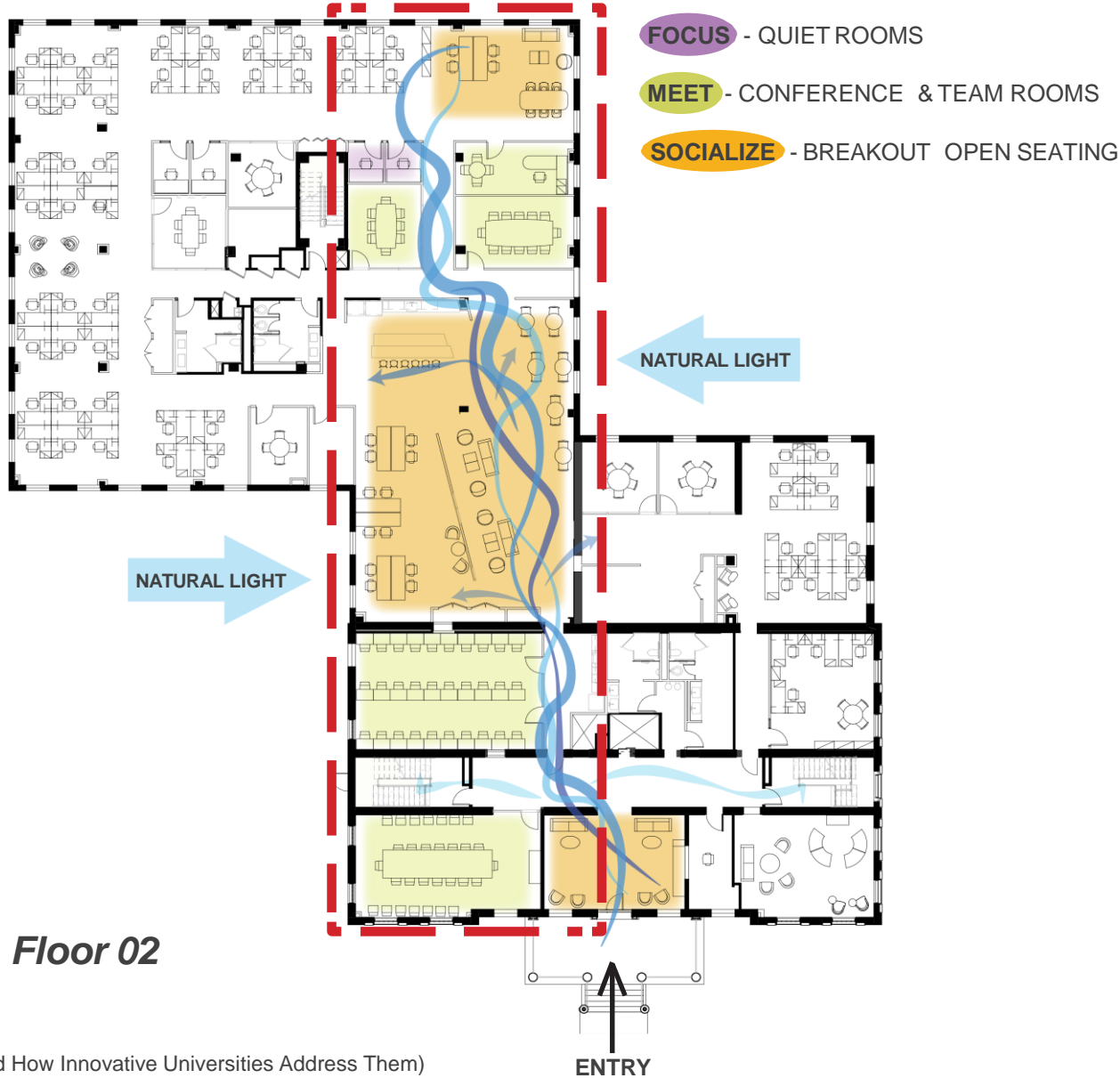
Project Challenge:

Create a progressive and collaborative academic workplace for the consolidation of multiple university administrative functions.

ACADEMIC WORKPLACE PLANNING PRINCIPLES

Threading Spaces As One

CENTRALIZED SPINE - EASY ACCESS TO EVERYONE

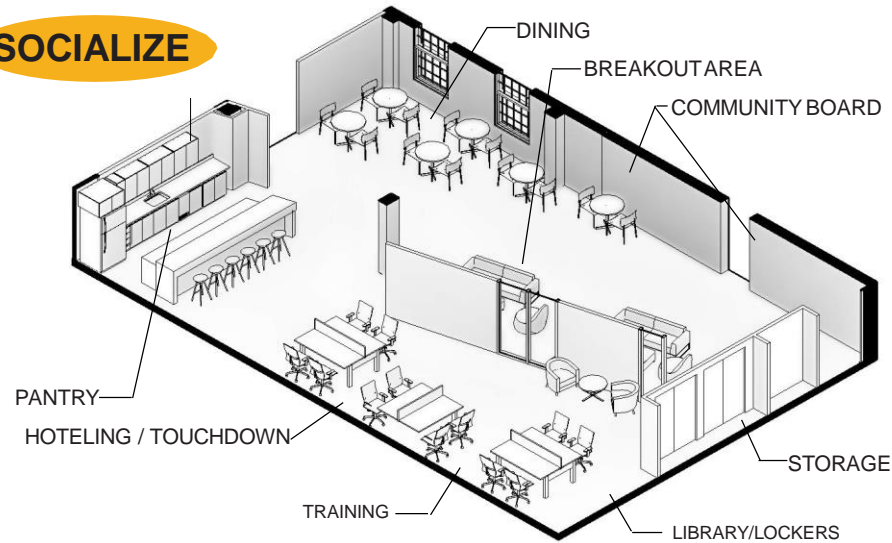


ACADEMIC WORKPLACE PLANNING PRINCIPLES

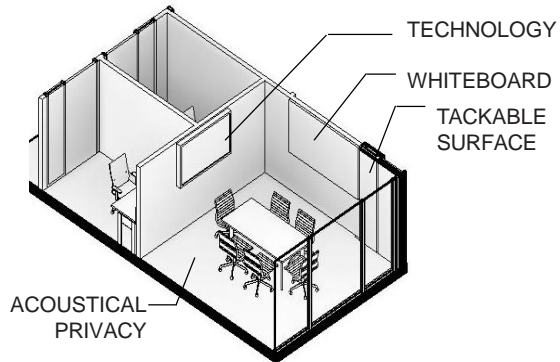
Your Community

ACTIVITY-BASED PLANNING

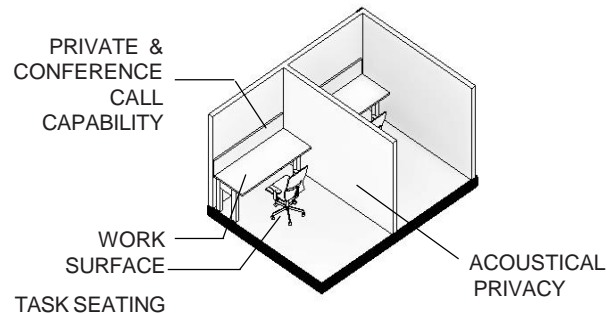
SOCIALIZE



MEET



FOCUS



Socialize - The Hub

- Neighborhood of flexible working environments
- Brand for 'Admin Commons'
- Centralized location promotes collaboration, well being, and daylight access

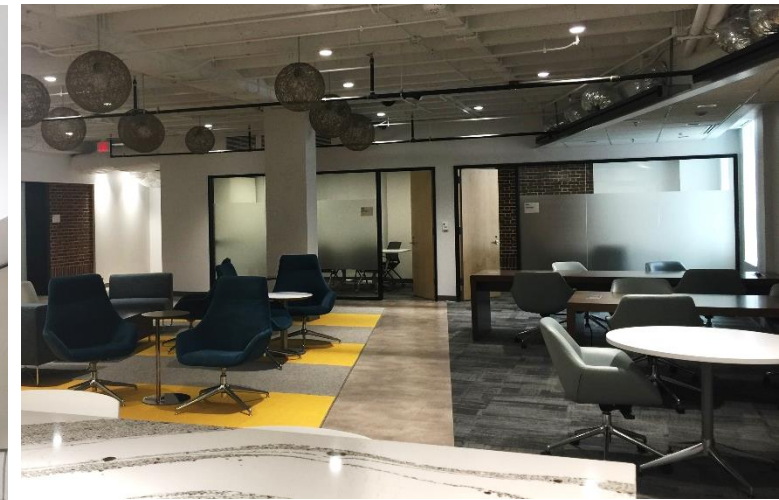
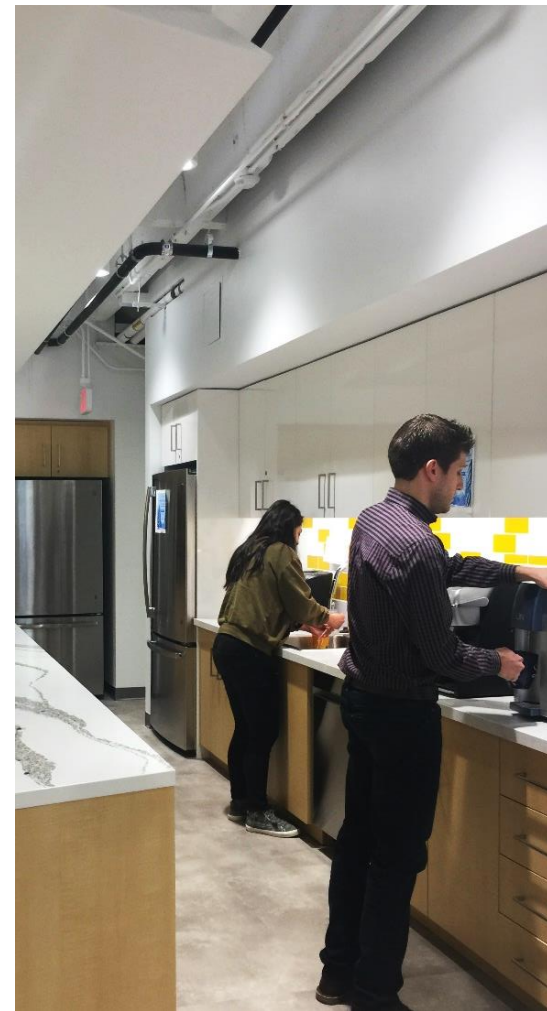
Meet - Conference & Team Rooms

- Collaboration & Innovation
- Team oriented
- Technology integration
- Provide within line of sight of all groups

Focus - Private Work Space

- Phone/conference call room
- Silent landscape option
- Escape from noise

SOCIAL SPACE – THE HUB



LESSONS LEARNED

1. The culture of different user groups can play a significant role in the success of the project.
2. Amenity spaces need to be programmed early in the design process.
3. Carefully plan for acoustical separation between large amenity spaces and individual work spaces.
4. Thoughtful placement of groups with similar functions supports collaboration far more than co-location alone.
5. It is important to have targeted user involvement, with guidance from leadership, early in the process to help facilitate change management.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

CAMPUS SUMMARY

19,117 Undergraduates
10,894 Graduate and Professional Students
8,765 Staff
3,887 Faculty
42,000 + Community

400+ Buildings

20M+ Gross Square Feet

729 Acres Main Campus

3,500 Acres Outlying Parcels

\$850M In Capital Renewal (Deferred Maintenance) Need

UNC Healthcare On Campus / Administratively Separate



WORKPLACE – METRICS

Workplace = 35% of Academic ASF
(26% of Total ASF)

| | <u>Current</u> | <u>Target</u> |
|----------------------|----------------|---------------|
| Average ASF / Office | 165 | 120 |
| Average ASF / Seat | 104 | 100 |
| Conference Space | 12% | 20% |

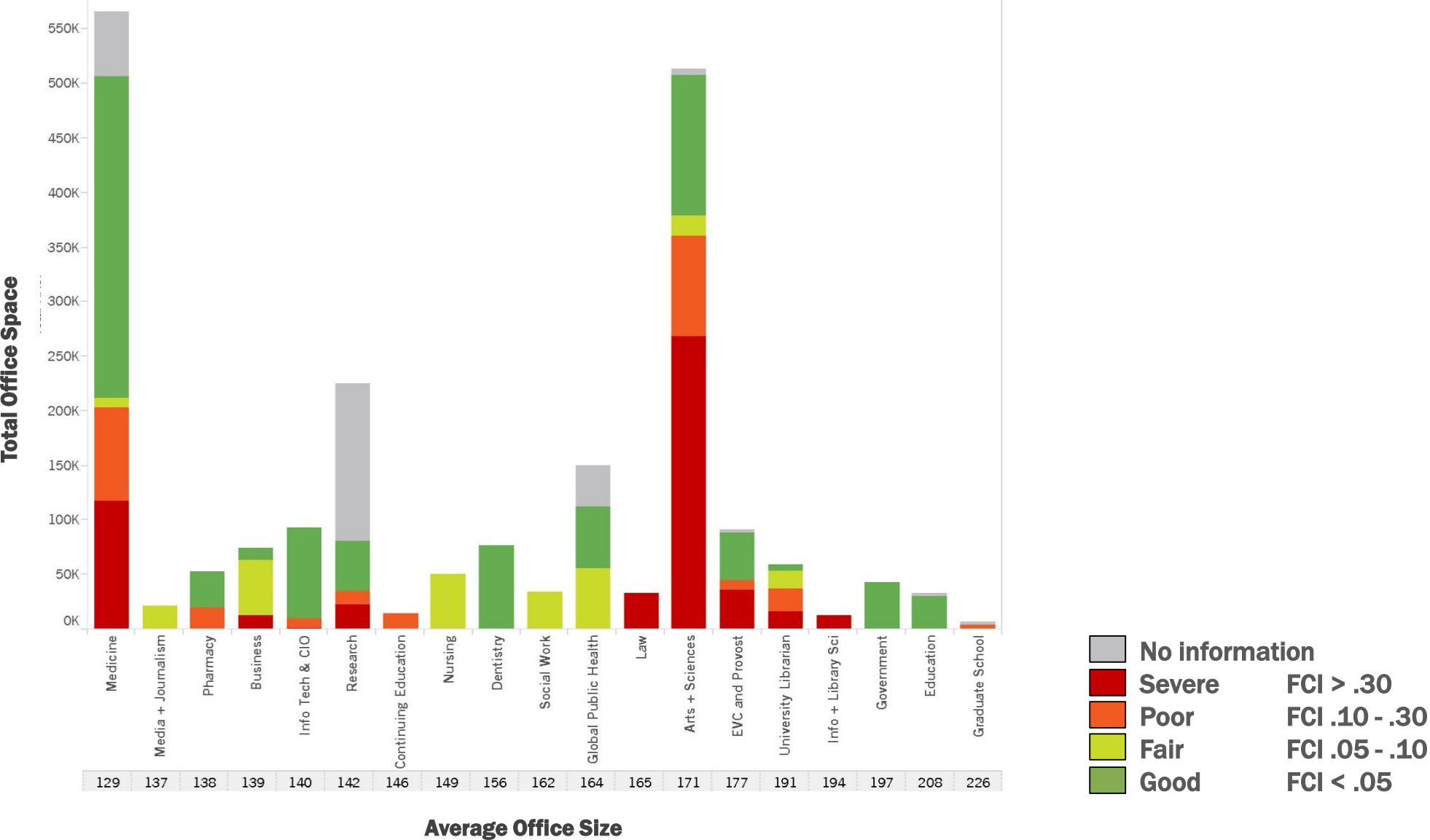


WORKPLACE – TYPOLOGY

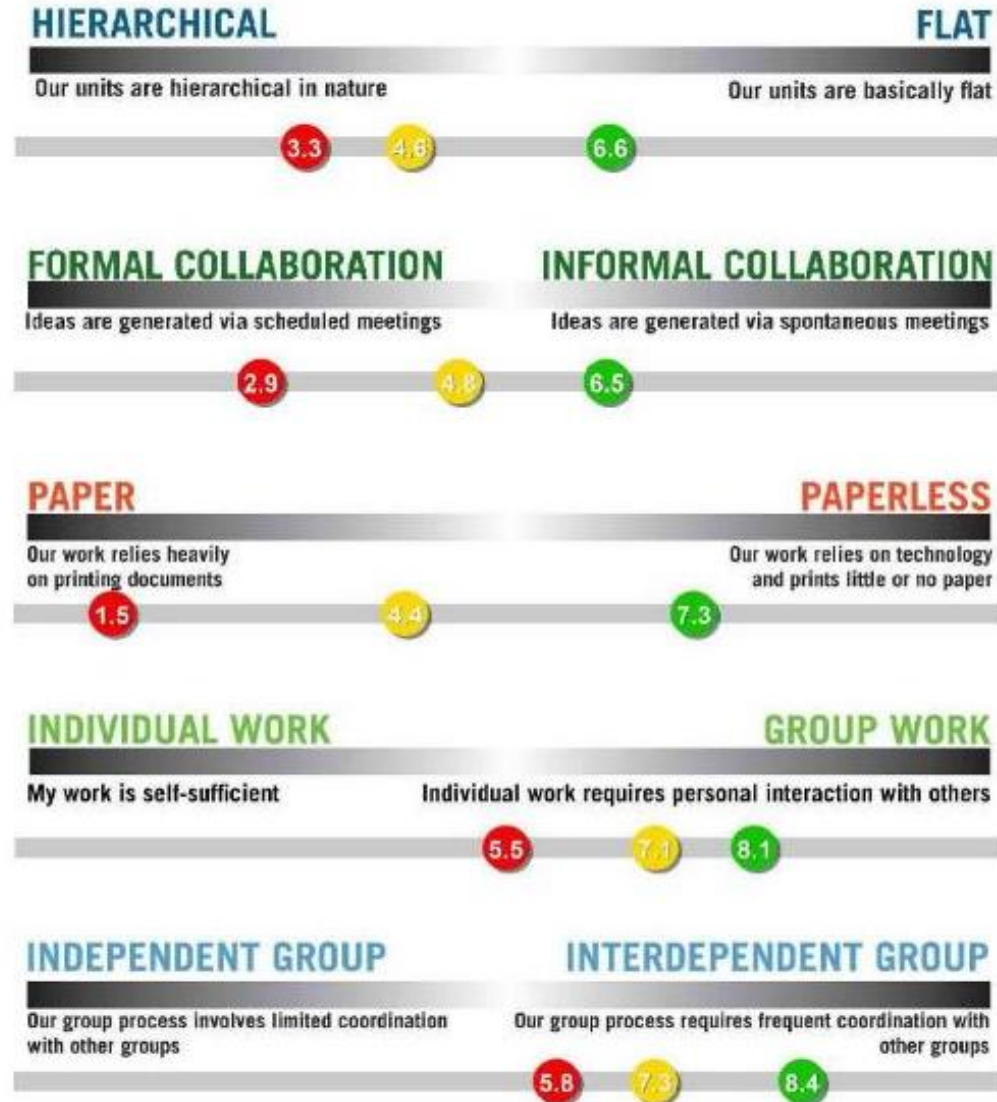
- **Faculty Office**
- **Research Units**
- **Administrative**



WORKPLACE - QUANTITATIVE



WORKPLACE - QUALITATIVE



WORKPLACE – INSTITUTIONAL GOALS

- **2017 Strategic Plan – “The Blueprint For Next”**

- Initiatives:**

- The New Graduate

- The Great Convergence

- Modernizing Student Support

- Carolina Whole Health

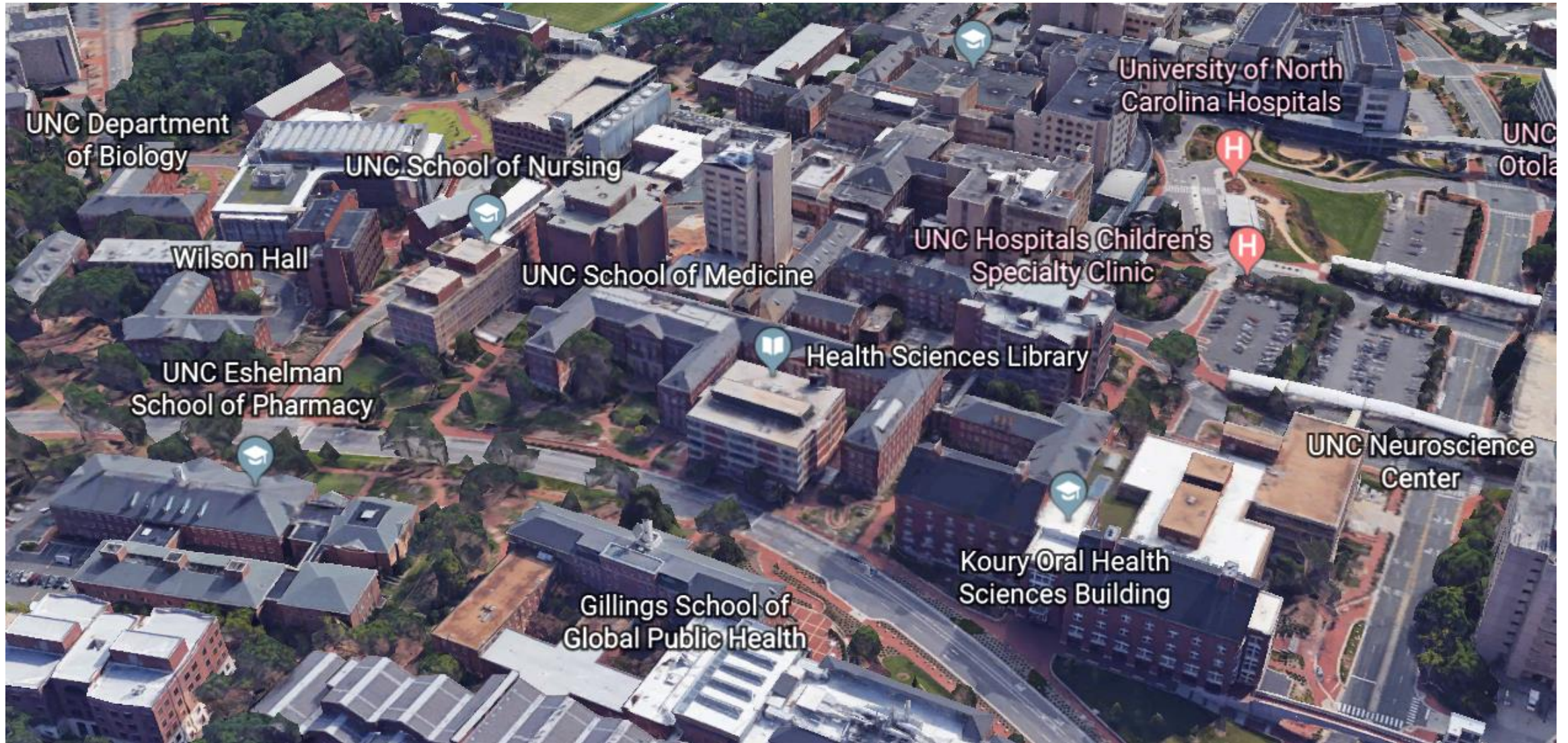
- Culture Of Innovation

- Arts Everywhere

- **2019 Campus Master Plan**

- Goals For Renewal And Space Utilization

WORKPLACE – ACADEMIC RESEARCH UNIT

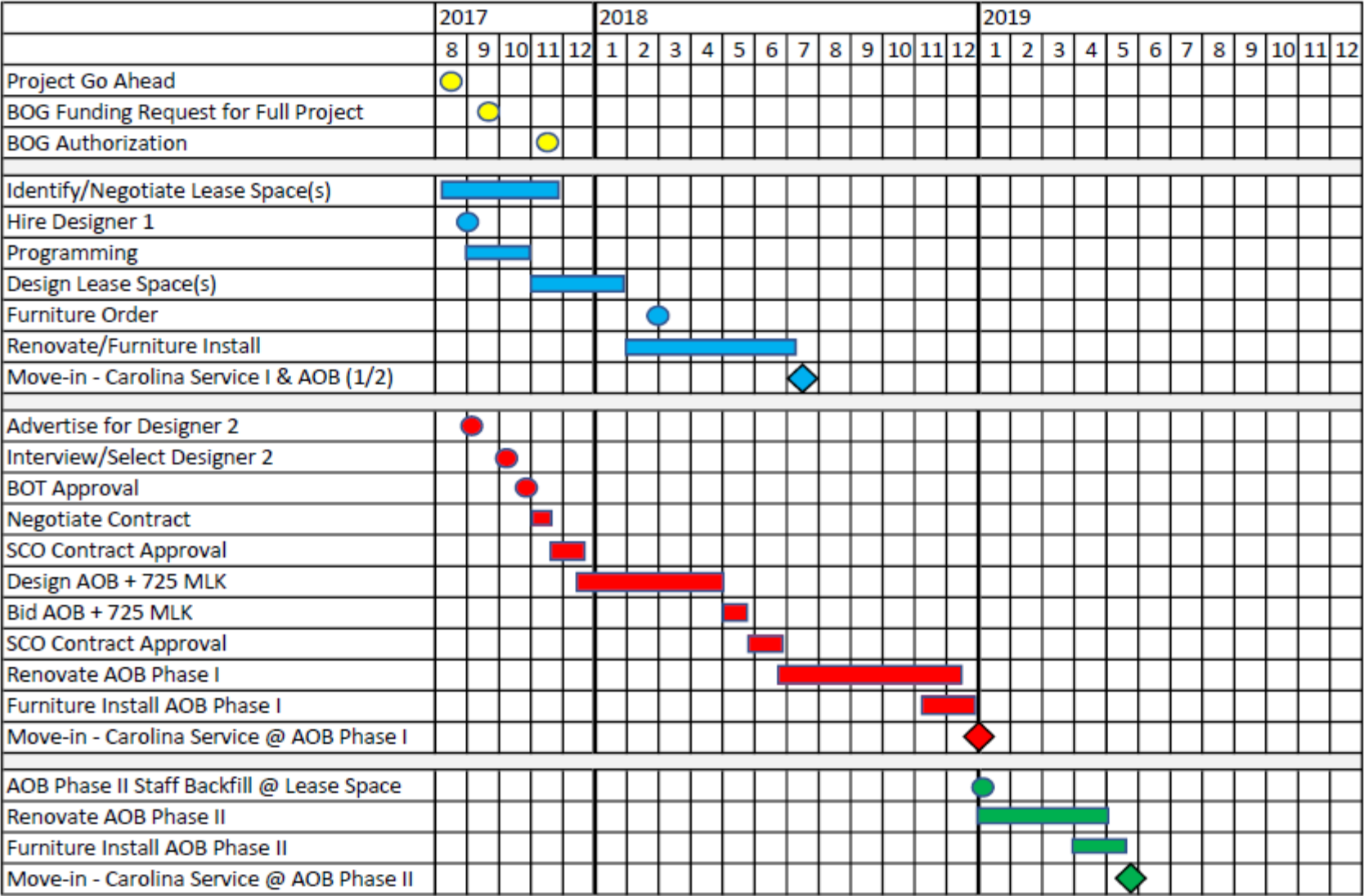


WORKPLACE – ACADEMIC RESEARCH UNIT



WORKPLACE – ADMINISTRATIVE UNIT

Centralize 600 Staff
Cost = \$40M



Stanford University

WHAT IMPACTS WORKPLACE?



STANFORD SoM's EVOLVING WORKPLACE

- Priority for faculty
- Relocating staff off-campus
- Greater mobility for staff
- Amenity rich spaces
- Greater Flexibility
- Focus on ergonomics
- Streamlined technology platforms
-and open workstations for staff – No Private offices

Center for Academic Medicine (CAM)

Stanford Redwood City (SRWC)



CENTER FOR ACADEMIC MEDICINE (CAM)

This building is focused around housing clinical faculty, who spend many hours every day on campus immersed in their academic and clinical activity

Amenity rich options and facilities

- Café open from 6 AM to 7 PM
- Workout facility
- Convenient parking (under bldg.)
- Concierge services
- Tech 'Genius Bar'
- Adjacent daycare



CAM – COMMUNITY SPACES

Focused effort on creating group spaces for faculty and staff to maximize their ability for private work and peer to peer discussions



CAM INDIVIDUAL WORK SPACES



STANFORD REDWOOD CITY CAMPUS (SRWC)

A new campus exclusively designed for staff, located 5 miles away with expectation of no travel between the new and Main campus

First off-campus dev
1.5 M square feet
2,400 admin. staff campus
Captures campus ethos
No trips to campus
Amenity rich
First occupants - Spring '19
Promise of seamless tech.
New remote work standards

Only 7 miles away
Adds 40 mins to commute



STANFORD REDWOOD CITY CAMPUS (SRWC)



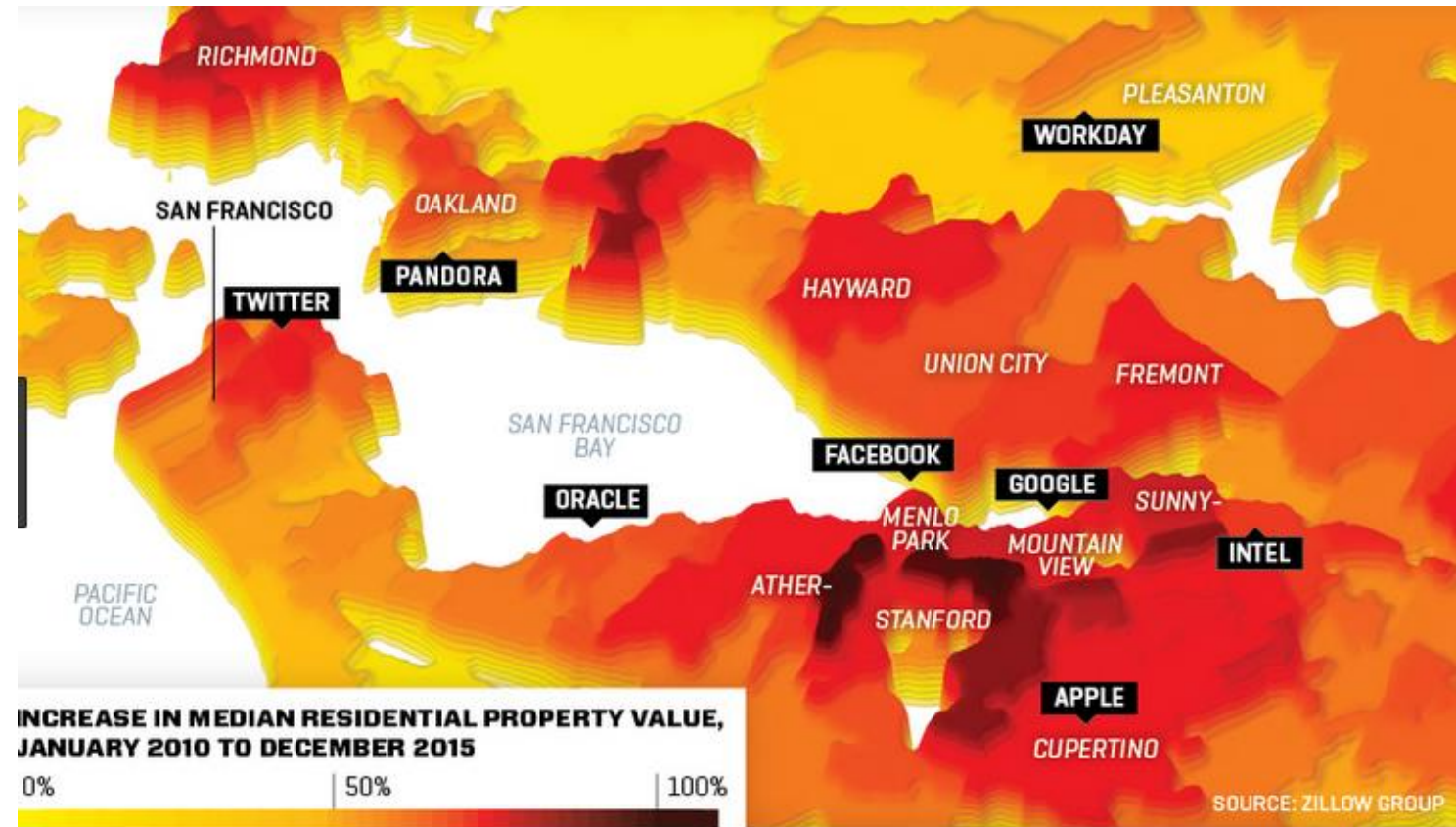
WHAT IMPACTS WORKPLACE?

Geo-Political Issues

Cost of Living

Finding and retaining employees

Commute and Transportation



WORKPLACE ISSUES LIKELY TO HAVE GREATEST IMPACTS IN THE FUTURE

- **The impact of Artificial Intelligence (AI)**
- **Higher Education as an attractive employer**
- **Greater Mobility**
- **Local and Regional Influences**



Panel Discussion

CONVERSATION STARTERS

1. Who or what initiated the conversation about the Academic Workplace on your campus?
2. Does your approach to workplace design for Academic groups differ from your approach for Administrative groups? Why or why not?
3. How do you address concerns about privacy and the ability for faculty and staff to focus on high-value tasks in a more collaborative workplace environment?

Q&A

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