EAB

Aligning Administrative Office Space with Hybrid Workplaces

A Working Session for Senior Facilities Officers

Joining Us Today…
Meet Your Presenter

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EAB's Research Agenda to Answer Campus Leaders' Most Pressing Questions

Our Focus Today

1

What are **the potential benefits** of institutionalized remote work?

2

How can institutions create a clear and equitable **remote work policy**?

3

How can institutions effectively manage and **support the remote workforce**?

4

How can institutions **align administrative office space** with remote work?

Source: EAB interviews and analysis.

Understand the **urgency for making decisions about and changes to** administrative office spaces

Learn a **range of strategies and design features** for adapting office space to meet hybrid workforce needs

Discuss your institution's approach and get feedback from peers and EAB staff during **breakout groups**

Provide input on how **EAB can further support your efforts** to redesign administrative office spaces

Space Decisions Affect Resource Utilization, Staff Morale, and Productivity

Representative Consequences of Misaligned Space and Workforce Strategies

After permanently embracing flexible work options for administrative staff, campus leaders **postpone changes** to office space strategy

1 Institution moves forward new capital project that includes more administrative offices that are no longer needed—to the tune of **$20M in foregone savings**

2 Campus leaders **foot the bill for operating and maintaining** thousands of square feet of underutilized administrative offices

3 Staff **avoid working on campus** since offices lack the technology and design needed for hybrid work, **worsening office space utilization** rates

4 Staff **productivity lags** and employees become increasingly **disengaged**, frustrated with their work environment and experience

5 Institution experiences **decreased service quality**, increased **employee retention issues**
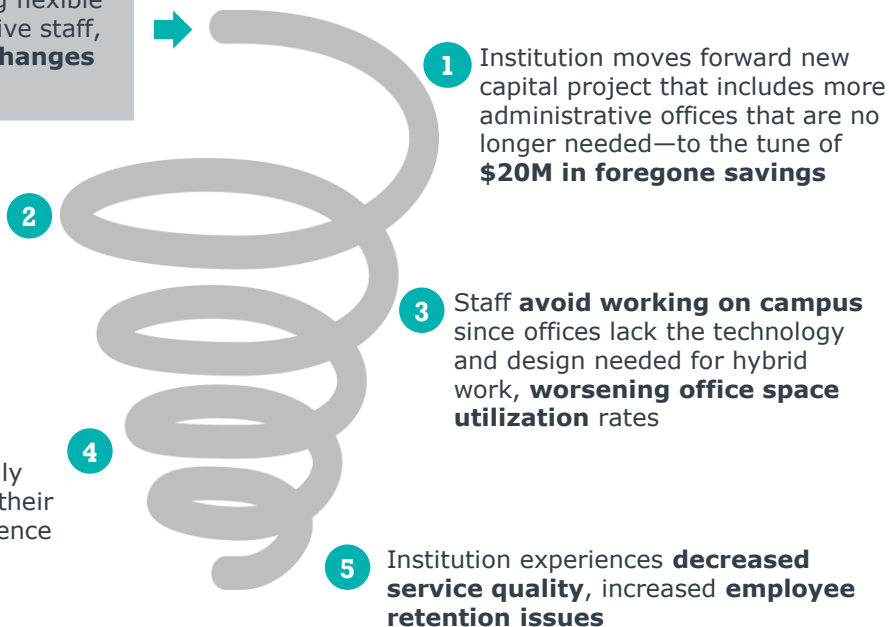
Seizing the Moment for Office Space Reform

> " We need to start making changes to our office space and technology today. There are some risks—and we should be strategic about the investments we make—but if we don't rethink our administrative spaces now, we're setting hybrid work and staff up to fail."
>
> — Chief Financial Officer
> *Public Research University in the Southeast*

Three Topics for Group Discussion

1

Approaches for Aligning Office Space with Hybrid Work

How can we adjust our administrative office space strategy and footprint to reflect our increasingly hybrid workforce?

▶ *Small Group Discussion*

2

Longer-Term Changes to Space Management and Utilization

How can we build on COVID momentum to advance campus conversations about better managing and utilizing our space?

▶ *Small Group Activity*

3

Trends in Hybrid Office Space Redesign

What types of spaces and design features should we include in administrative offices to best support hybrid employees?

▶ *Large Group Q&A*

Enhancing the In-Office Employee Experience

Guiding Principles for Hybrid Office Space Strategy and Design Decisions

What We Want Hybrid Staff to Think and Feel When Working in the Office

"I'm glad I came in today!" ✔	✖ "I'd be better off at home."
I had meaningful interactions with my colleagues today. ✔	✖ All my interactions and meetings were on Zoom today.
The office is a full and vibrant space. ✔	✖ The office was a ghost town.
My job is easier with the equipment and resources at the office. ✔	✖ The space and equipment I needed weren't available at the office.
Conferencing with people in other locations was smooth. ✔	✖ It would've been easier to Zoom with people in other locations from home.
The environment at the office was better than home for my work today. ✔	✖ My job was harder at the office than it would have been at home.

Source: EAB interviews and analysis.

1 Approaches for Aligning Office Space with Hybrid Work

2 Longer-Term Changes to Space Management and Utilization

3 Trends in Hybrid Office Space Redesign

Institutions Taking Range of Approaches to Adapt Office Footprint, Portfolio

Spectrum of Strategies to Align Offices with Hybrid Work

Smaller Scale

Less Complex

Unit Consolidation and Relocation

- Admin units reduce their footprint by sharing office buildings, floors
- Units vacate central campus space so it can be used for mission-centric activities

Workspace Pilot Program

- Short-term initiative to gather info and data on employees' office space needs, utilization
- Institutions test flexible workspace designs

Campus-Wide Transformation

- Comprehensive effort to increase efficiencies, cost savings, employee satisfaction
- Institutions replace existing admin offices with agile workspaces

Larger Scale

More Complex

"Reshuffling" Administrative Office Assignments

Northeastern Combines and Relocates Units to Free Up High-Value Space

Northeastern University

Northeastern's Office Space Realignment Strategy

- Institution was experiencing **space shortage** pre-pandemic due to urban location, growing enrollment

- Approx. **70%** of campus space was **dedicated to offices**, but growing number of staff were working in a hybrid arrangement

- Leaders identified units that could **reduce their space footprint** as a result of hybrid work and/or **move to an alternative space** further away from heart of campus

- Institution is **repurposing vacated offices** on main campus for more mission-centric (e.g., faculty research) or student-facing (e.g., classrooms, study space) activities

Examples of Unit Consolidation and/or Relocation

Finance releasing 6,500 sq ft of offices by staggering work schedules, assigning shared desks

Campus Planning and Facilities freeing up 2,000+ sq ft of space by sharing administrative offices

Study Abroad vacated entire office building (13,000 sq feet) on main campus

Provost's office giving up 1,600 sq ft in central campus building, moving to outskirts of campus

Source: Northeastern University, Boston, MA; EAB interviews and analysis.

Developing a Strong Proof of Concept

Duke, Stanford Testing Flexible Workspaces During Remote Work Pilots

	Duke Duke University	**Stanford** Stanford University
Pilot Participants	• Individual units testing hybrid work with support from HR[1] • Staff in **two units** jointly piloting flexible workspaces (Office of Information Technology and Disability Management System)	• Interested units encouraged to pilot flexible work through fall 2021 • Staff in **18 administrative and academic units** testing shared workspaces in communal office
Workspace	**Powerhouse** in downtown Durham, NC (about 2 miles from main campus)	**Newark Hub** in Newark, CA (about 12 miles from main campus)
Design Features	✓ Repurposed shared workspace in **renovated former power plant** ✓ Includes **bookable workstations** as well as a variety of drop-in, **collaborative meeting spaces** ✓ Provides employees with access to a **kitchen and lounge spaces**	✓ Repurposed **10,000 sq feet** of existing flexible office space ✓ Provides **mix of reservable and drop-in** workstations and group meeting rooms ✓ Offers amenities like day **lockers**, free **parking**, and a **wellness room**

1) Human resources.

Source: Stanford University, "Stanford Alternative Worksites" and "Stanford launches Network HUB satellite office"; Duke University, "Testing Out the Future of Remote Work"; EAB interviews and analysis.

Rethinking Campus Offices at Scale

Leicester Adapts Offices as Part of Its Move to Agile, "WorkSmart" Model

UNIVERSITY OF LEICESTER

Leicester Uses Three-Step Process to Optimize Campus Office Portfolio for Agile Work

1 Survey managers about employees' in-office activities and workstyles

- Asked managers[1] to rank **importance of various in-office activities** (e.g., hosting visitors, private conversations)
- Also asked to **estimate time** each staff member will **work remotely vs in-person**

2 Analyze data to gauge types and quantities of on-campus space needed

- Pinpointed **four types of space** required to support in-office activities: focus, meet, collaborate, social
- Estimated **number of office workstations** based on frequency of staff working on campus

3 Redesign campus offices to give employees range of flexible workspaces

- Identified campus **spaces to convert** to meet capacity and design needs of agile staff
- Redesigned offices to **maximize flexibility**, include individual and collaborative spaces

89%
Staff[1] who can work primarily remotely, only occasionally needing campus office space

2:1
Ratio of employees-to-seats needed to meet agile staff[1] space needs

3
Agile workspaces will be available for staff to use by early 2022

1) In central professional services units and roles.

Source: University of Leicester, "WorkSmart"; EAB interviews and analysis.

ROI of Large-Scale Office Space Transformation
Leicester Expects Big Savings Via Reduced Operating Costs, Smaller Portfolio

£2.7M
Investment in three initial WorkSmart spaces

£178K
Reduced operating costs

£1.3M
Eliminated deferred maintenance costs

£7.5M
Anticipated returns from sale of four vacated properties
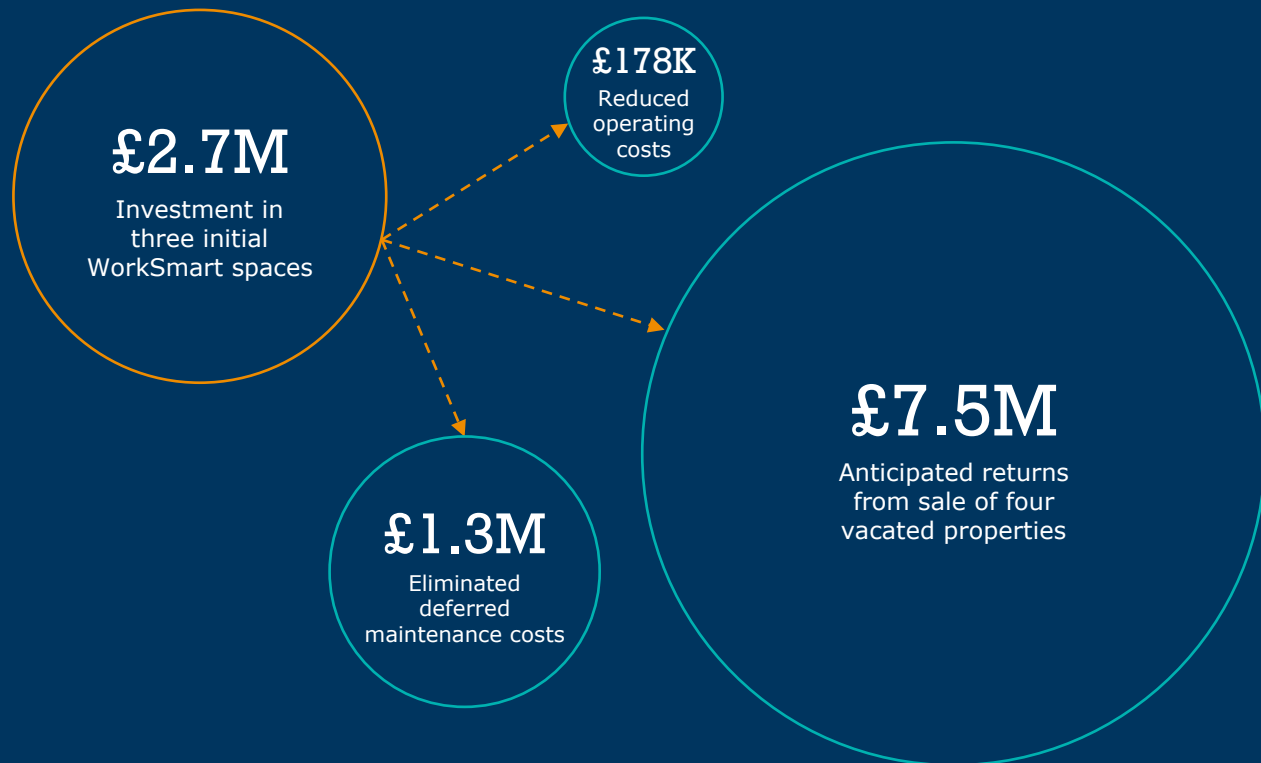
Source: University of Leicester, Leicester, UK; EAB interviews and analysis.

Varying Approaches Support Different Institutional Needs, Priorities

Approach	Investment Required	Logistical Complexity	Anticipated Space Savings	Best-Fit Institutions
Unit Consolidation and Relocation	(Low)	(Moderate)	(Moderate)	• Experiencing major campus space shortages (due to location or enrollment growth) • Some units are amenable to or already embracing permanent flexible work arrangements
Workspace Pilot Program	(Low)	(Moderate)	(Very Low)	• Trying to garner buy-in for hybrid work and corresponding space changes • Looking to gather data on hybrid employees' space, tech needs and preferences
Campus-Wide Transformation	(High)	(Very High)	(Very High)	• Seeking maximum space and cost savings • Already committed to long-term, hybrid work strategy across the institution

Legend: Very Low — Low — Moderate — High — Very High

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2   **Longer-Term Changes to Space Management and Utilization**

3   Trends in Hybrid Office Space Redesign

COVID Sparked Renewed Interest, Progress on Historic Problems

Space Management Challenges Leaders Cited During EAB's 2015 Research

"Shared governance requires that space decisions be made in a big space committee—central administration just **doesn't have much control**."

"Departments claim ownership over certain campus spaces and **fiercely resist any attempts to reclaim** space centrally."

"Faculty and staff **still expect private offices**, regardless of whether or how often they actually use them."

Space Management Victories Leaders Reported During EAB's 2021 Research

"We moved to **centralized space management** for classrooms and meeting rooms during COVID. It worked really well, so we're **not going to relinquish** that control post-pandemic."

"Given COVID budget constraints, unit leaders were **more open to giving up space**. Moving forward, we're going to an '**all space is institutional space'** philosophy."

"A lot of faculty and staff realized **offices weren't as critical** for their work as they had thought. Now, many are willing to **exchange private offices for flexible work** arrangements."
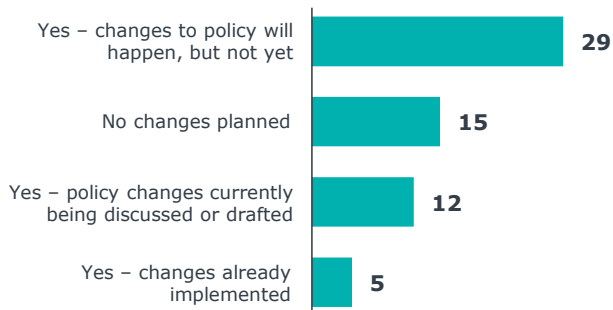
Source: EAB interviews and analysis.

Leaders Rethinking Space Policies, Office Space Footprint Post-COVID

Most Institutions Plan to Update Space Policies, But Few Have Implemented

Are you planning to make changes to your space allocation or utilization policies in the next year?

n=61

Category	Value
Yes – changes to policy will happen, but not yet	29
No changes planned	15
Yes – policy changes currently being discussed or drafted	12
Yes – changes already implemented	5

Leaders Have Varying Predictions About Future Office Space Needs

Across the next decade, do you anticipate your institution needing:

n=61

Category	Value
Less office space	25
Not able to anticipate yet	18
The same amount of office space	14
More office space	4
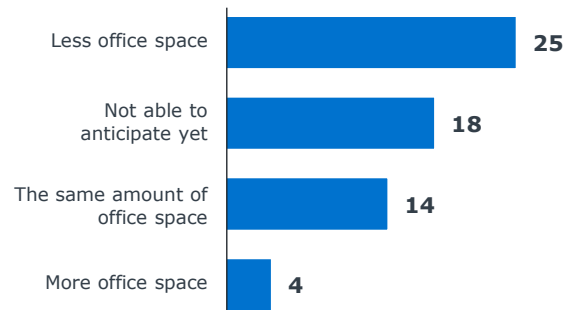
Download **EAB's full survey data report** on Designing Administrative Office Spaces for Hybrid Workplaces here.

Source: EAB interviews and analysis.

The Final Frontier: Reclaiming Faculty Offices

" We have clung to the long-standing tradition that every faculty member needs a standard office, even if they're normally only here a small percentage of the week. That didn't make sense pre-pandemic, and it makes even less sense now."

Provost
Regional Public Institution in the South

Source: EAB interviews and analysis.

Parsons Offers Monetary Incentives for Faculty to Give Up Private Offices

Parsons' Office Space Sharing Incentive Program

	Option 1: Shared Office	Option 2: Hot-Desk
Program Description	Faculty opt for a permanent personal desk in a shared office with three or more people	Faculty opt for an unassigned desk and as-needed access to private offices/conference rooms
One-Time Bonus	$500	$500
Monthly Stipend	$230 ($2,990 annually)	$370 ($4,810 annually)
Percent of Faculty Participating	24%	49%

Results

73%
Overall proportion of faculty who opted into either option

10K+
Square feet of office space saved through program

$25K
Annual savings generated by the program[1]

1) Compared to the cost of leasing enough space to give each faculty member a private office.

Source: Parsons School of Design, New York, NY; EAB interviews and analysis.

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Google Experimenting with Innovative Features for Hybrid Workplaces

"Campfire" Meeting Room

Hybrid-friendly meeting space designed to seamlessly integrate virtual and in-office employees via round seating arrangement, cameras and large screens positioned at eye-level

Inflatable Balloon Walls

Translucent walls that automatically inflate with the press of a button, providing instant privacy and sound muffling

Ultra-Flexible Building Infrastructure

Zippered fabric air ducts connect to HVAC system and can be repositioned to accommodate individual employee temperature preferences, redirect air flow to populated areas

SOURCE: NEW YORK TIMES

Source: New York Times, "Google's Plan for the Future of Work"; EAB interviews and analysis.

Private Offices Are Out, Shared Workspaces Are In

Select Institutions Implementing Hoteling, Hot-Desking for Hybrid Staff

Growing Interest in Shared Workspaces in Higher Ed

✓ **Hoteling:** workspaces reserved in advance for temporary use

✓ **Hot-Desking:** workspaces used on a first-come, first-serve basis

78%
Facilities leaders who think staff on their campus would **willingly trade assigned seating** for increased working flexibility

51%
Business and facilities leaders **planning to incorporate hoteling or hot-desking** into renovated office spaces

Tools and Systems to Optimize Shared Workspace Planning and Utilization

UCDAVIS
UNIVERSITY OF CALIFORNIA

UC Davis Creates "Calculator" to Estimate Shared Workspace Needs

• Excel spreadsheet auto-calculates needed number of desks based on headcount, hybrid work arrangements

• Tool pre-populates employee-to-seat ratios of **1:1** for staff in office >60% of time, **2:1** for staff in office 20-60% of time, and **10:1** for staff in office <20% of time

Duke
UNIVERSITY

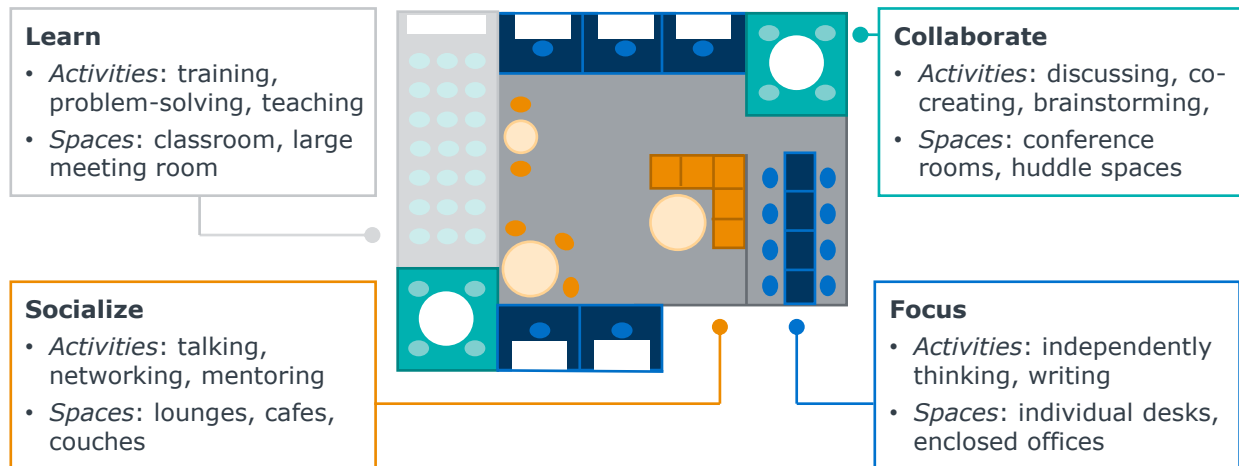**Duke Builds Homegrown Booking System for Pilot Hoteling Space**

• Office of Information Technology collaborated with Duke Athletics to adapt online event management system to workstation reservation system

• System includes floor-by-floor map and live roster of staff working on-site, which encourages collaboration

UCSD's Office "Neighborhoods" Let Staff Choose the Best Space for Their Work

Activity-Based Work Design: Incorporating a range of space types into designs so that employees can select the space that best supports the work (activity) they are performing

UC San Diego

UCSD Accommodates Range of Workplace Activities by Designing Office "Neighborhoods" With Four Types of Space[1]

Learn
- *Activities*: training, problem-solving, teaching
- *Spaces*: classroom, large meeting room

Collaborate
- *Activities*: discussing, co-creating, brainstorming,
- *Spaces*: conference rooms, huddle spaces

Socialize
- *Activities*: talking, networking, mentoring
- *Spaces*: lounges, cafes, couches

Focus
- *Activities*: independently thinking, writing
- *Spaces*: individual desks, enclosed offices

Access UCSD's Administrative Space Use Guidelines here.

1) Floorplan for illustrative purposes only.

Source: University of California San Diego, "UC San Diego Administrative Space Use Guidelines"; EAB interviews and analysis.

Remote Work

- [Remote Work Policy Audit](#) *(service)*
- [Remote Work Resource Center](#) *(toolkit)*
- [Manager's Guide to Remote Onboarding for Higher Ed](#) *(toolkit)*
- [Five Opportunities to Get the Most From Your Institution's Remote Workforce](#) *(blog)*
- [How Universities Are Planning Return to Work Policies and Guidelines](#) *(blog)*
- [4 Takeaways for Navigating Flexible Work Policies](#) *(blog)*

Space Planning and Design

- [Designing Administrative Office Spaces for Hybrid Workplaces](#) *(survey data)*
- [Working with Academic Leaders to Improve Space Utilization](#) *(study)*
- [How Bowling Green State University Reigned in Deferred Maintenance and Reduced Campus Size](#) *(research brief)*
- [Design Toolkit for Campus Construction Projects](#) *(toolkit)*
- [Incentivizing Faculty to Voluntarily Vacate Private Offices](#) *(blog)*

Download Our Multi-Modal Campus Executive Briefing

Review our [brief](#) on envisioning **a multi-modal future campus**, then email your Strategic Leader to schedule an EAB-facilitated presentation for your team.

Schedule an Expert Consultation on Office Space Planning and Design

Email your Strategic Leader to schedule a **one-on-one space strategy consult** with an EAB expert.

Source: EAB interviews and analysis.

EAB