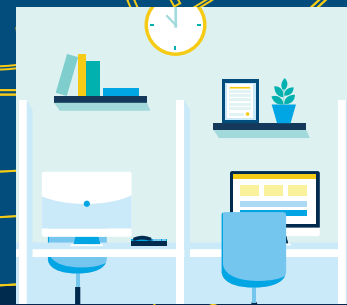


CAMPUS 2030



HYBRID AND FLEXIBLE OFFICE SPACES

When physically present on campus, **professional staff will increasingly work in dynamic space arrangements**, moving amongst quiet, collaborative, and social spaces that best suit their projects and needs.

An increase in employees working in remote or partially remote arrangements will prompt changes to office structures, including fewer private offices and less permanent seating.

4X expected increase in the number of non-instructional staff with some level of a remote work arrangement compared to pre-pandemic levels

Case Study
University of Toronto's Estates Department
Staff Satisfaction with Productivity in Open Office Space



30% Reduction in number of closed offices
25% Decrease in workstation size

INTERDISCIPLINARY RESEARCH FACILITIES

Institutions will build more centrally-managed research facilities to house research teams from multiple departments in order to **increase interdisciplinary collaboration**.

Implementation Snapshots

86% Occupants in Oregon Health & Science U.'s interdisciplinary research building reporting increased collaboration
5yrs Maximum term for teams in UT El Paso's interdisciplinary research lab to encourage cycling of new ideas

Lab-Centric Design Considerations

- Open and shared labs with 5–8 lab modules
- Flexible features (e.g., mobile casework, overhead service carriers)
- Adjacencies between wet labs, dry labs, and offices
- Variety of wet and dry lab spaces
- Specialised research spaces (e.g., core facility, low vibration)

Building-Wide Design Considerations

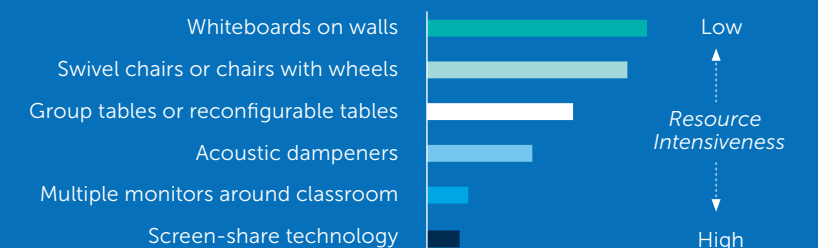
- Variety of workspaces and meeting areas
- 'In-between' spaces and shared pathways
- Modern amenities (e.g., cafes, lockers)
- Natural light and clear sight lines
- Unfinished shell space

MULTIMODAL CLASSROOMS AND LEARNING SPACES

Institutions will **design and retrofit more classrooms for hybrid instruction and pedagogy**. As lectures move online, in-person classroom time will be optimised for interactivity, discussion, and collaboration. A major challenge will be the space and resource intensity of these multimodal classrooms.

35% extra space needed for a typical multimodal classroom

Small, physical changes to increase interactivity of classrooms have a bigger impact on learning outcomes than expensive technology.



Typical Impact on Learning Outcomes

DINING HALLS AND FOOD SPACES

Generation Z has more diverse food expectations and needs than previous cohorts of students, which will drive institutions to create **more transparent, interactive, and convenient dining experiences**.

Rising rates of student food intolerances, diagnosed allergies, and food insecurity are also leading institutions to make investments in:

- Allergy-free dining halls
- Food-filtering dining apps
- Choose-what-you-pay shops
- Distributed food pick-up lockers
- Self-service cooking stations

Case Study
George Mason University's Robotic Delivery Program

32 robotic delivery vehicles
10K orders placed during first year of programme
\$1M+ estimated organic growth in retail sales

INTENTIONAL RESIDENTIAL PORTFOLIO

Institutions will offer a **variety of diverse living spaces** to better compete with private developers and meet the financial and experiential needs of students at different points in their university experience.

Target Audience:

Luxury Residence Halls
Compete with off-campus housing providers
Amenities (e.g., movie theatre, pool, spin studio)
High-end fixtures and materials
In-suite housekeeping

Cost-Effective Residence Halls
Appeal to cost- and debt-conscious families
Shared bathrooms
Efficient floorplans
Only essential amenities
Lower monthly costs

Prospective students, Lower-level students

Community-Centric Residence Halls
Support student retention and success
Small, private rooms + large common spaces
Thematic aesthetics
In-residence academic programme support

Lower-level students

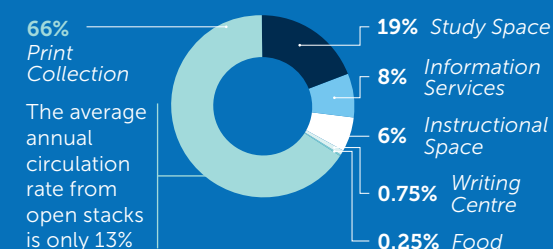
LIBRARIES

Less space will be dedicated to book shelving and instead will be repurposed for other student needs, **focusing on comfort, collaboration, and connectivity**.

Most universities will renovate the library around the concept of the 'learning commons', including:

- Collaborative study spaces
- Food and drink
- Academic support services
- Technology sandboxes and 3D printing rooms
- Easy Wi-Fi and outlet access

Typical 2020 Library Space Allocation



The average annual circulation rate from open stacks is only 13%

INNOVATION AND ENTREPRENEURSHIP ECOSYSTEMS

More than just providing a few 3D printers, universities will create intentional spaces for students to interface with industry leaders and entrepreneurs, **supporting hands-on learning, cross-discipline collaboration, and real-world impact**.

As more private research funding flows into higher education, universities will create different types of space for interaction between students, instructors, and industry leaders across varying levels of intensity:

- Student-facing incubators
- IP-transfer incubators
- Private research-partnership space

Case Study
Case Western Reserve University's Sears think[box]

50K square feet of collaborative and experimental space
100+ ventures created using think[box] resources
\$93M+ in external funding raised by think[box] entrepreneurs
7K monthly active users; 20% are from outside the university