



SLAM

 **curium**  
PEOPLE FIRST TRANSFORMATION

**Evolution of Workplace Environments in Higher Education**

# Presenting Team



**Monika Avery**, NCIDQ, LEED AP  
Principal, Interior Designer  
**SLAM**

Monika has 25 years of experience as an interior designer, focused on interior architecture, programming, planning, and design of workplace environments in diverse market sectors including corporate office and higher education institutions.



**Fred Godbolt**, AIA, LEED AP  
Principal, Architect  
**SLAM**

Fred has over 20 years of professional experience as a Project Manager, Construction Administrator and Project Architect for programmatically and technically complex College / University and Healthcare Projects.



**Tracey McDade**  
Senior Consultant  
**Curium Solutions**

Tracey has over 25 years as an organizational change leader and consultant specializing in people-centered strategies for digital and cultural transformation, leadership development, and sustainable business growth. She is also an adjunct faculty member.



## AIA LU # 250702

- **Learning Objective 1:** Gain insights into the historical development and contemporary trends in the design of physical office and workspaces in higher education institutions. Explore the factors that are driving changes and how they impact teaching, learning, and administrative functions.
- **Learning Objective 2:** Present various workplace types and modalities, including office types, workstation styles, shared amenities, and workplace neighborhood layouts.
- **Learning Objective 3:** Help institutions make benchmark decisions on workplace environment standards in academic buildings by examining the planning and design process, delivery, and comparative costs of various case studies
- **Learning Objective 4:** Equip participants with strategies to apply change management practices that address emotional, cultural, and behavioral resistance among building occupants in higher education workplace transitions. Learn how to engage users early, manage expectations, and facilitate adoption when staff experience perceived loss. Understand how to communicate benefits while acknowledging the change.





# KEY TAKEAWAYS

1. The new reality: how the campus workplace continues to evolve
2. The factors driving change
3. Change Management tools:  
Engagement as Mitigation

# YOUR MISSION...

**You're leading a project design team meeting, and you need to communicate design changes with the faculty and administration representatives - which 3 would give you the most heartburn?**

1. We are moving to shared offices
2. We are losing several private office spaces
3. The offices will be smaller
4. We are shifting to standard smaller workstation sizes with low horizon panels
5. Faculty and admin offices will no longer have windows

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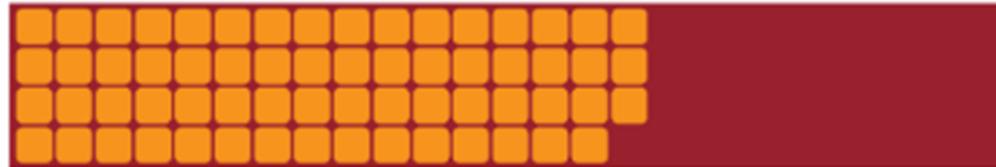
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# INSTRUCTIONS

- In your head – take a minute to think which of these 3 give you the most heartburn to share with your clients.
- Look around and identify 2-3 people who you haven't worked with in the past
- Introduce yourself and share the 3 you chose and why.
- I'll give you 5 minutes – GO!

# Nationally... Student, Faculty, and Staff Ratios

63 FTE Faculty per 100 FTE Staff



8 FTE Faculty per 100 FTE Students



12 FTE Staff per 100 FTE Students



Staff refers to all employees not reported as faculty. Each ratio is based on at least 1,058 institutions that provided necessary FTE information for each ratio.

# Historically... The Faculty Office

Why faculty want offices:

1. To have a private space for **consulting with students**
2. To have a space to **store books** (and other stuff like computers, files, etc.) – **hubs for self-expression**
3. To have a place to **get away from other people**

Learning Spaces: Designing the future faculty office, by  
Robert Talbert, Ph.D.





# Current Trends The Office

- **Private Offices Still Valued**
- But it is **Shrinking**
- **Storage** must be efficient; less is needed
- Furniture must be **adjustable**, **adaptable** and **technology - accessible**
- **Inboard offices** are common and accepted
- Offices are **shared** when demand is analyzed and scheduled



# New Floor Plan

- Perimeter and inboard offices
- Offices sizes 100-120 SF
- Office storefronts, all or partially glass
- Shared access to shared day light and views to open office areas
- Workstation areas on perimeter
- Some scheduled as shared offices
- Hotelling offices
- Ample shared meeting or collaboration spaces



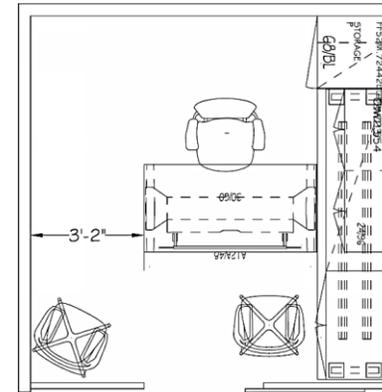
Medical University of South Carolina – Office & Academic Building

# Trends and Innovations

- **The Shrinking Office**
  - Gain valuable SF that can be used towards shared/collaborative spaces for faculty & staff, as well as meeting with students
  - Helps facilitate those impromptu meetings, conversations, brainstorming sessions vs. scheduled office hours meetings that many students find intimidating
  - Blended presence meeting rooms
- **Welcome to the Neighborhood**
  - Planning faculty office areas into neighborhoods
  - Clustering teams and support staff together
  - Imbedding shared amenities and collaborative space within each “neighborhood”
- **Well-planned Furniture Solutions**
  - Offering efficient furniture solutions for faculty and staff that are not full-time and don't need a private office (i.e. part-time faculty, visiting faculty, adjunct professors, grad students)
  - Shared enclosed offices; free address workstations



Private Office Option 1



# Factors Driving Change

## Traditional

Focus on privacy and the individual.

## Recent Trends

More flexible, shared, and collaborative spaces, recognizing that faculty need a variety of environments for different types of work.

- **Limited Resources (Place)**
- **Evolving Roles of Faculty (What)...teaching methods**
- **Changing Work Styles (How)...technology**



# Factors Driving Change

## *Resource Constraints*

- Academic workplace space utilization needs to be improved.
- Priority is being given to student-focused spaces for learning and research over office and administrative space.
- Priority being given to multipurpose space than can be used by more stakeholders



# Factors Driving Change

## *Evolving Roles of Faculty*

- Many faculty and staff spend less time in their offices
  - Research off campus and abroad.
  - Clinical work done in other buildings
- Office hours are being conducted outside of the office more
- Faculty now taking on more diverse roles and responsibilities.



# Factors Driving Change

## *Changing Work Styles*

- Collaboration across disciplines
- Flexible Schedules
- More Mobility/Remote Work
- Increased online teaching and learning requiring more flexible and adaptable spaces.





# Hybrid Work Arrangements – Non-assignable Hoteling

Works well for...

- Adjunct Faculty
- Part-Time Faculty
- Emeritus Faculty
- Flexible use offers higher utilization of space



# Space Equity

- Workstations on interior of floor plate; no access to natural light
- Private offices on exterior



# Space Equity

- Equity within the workplace environment (offices vs. open workstations; access to natural light)
- Promotes wellness for workplace occupants

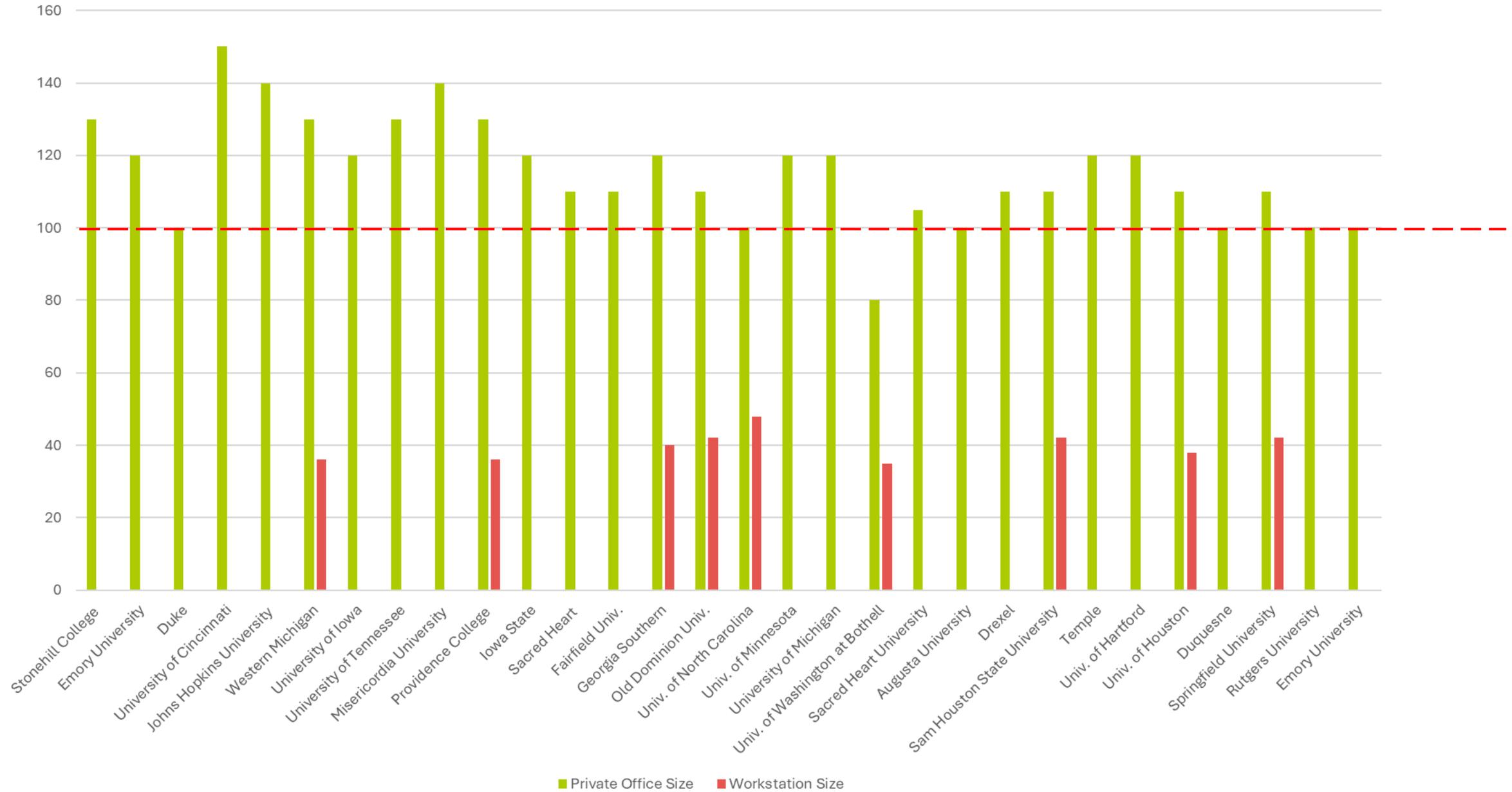


# Meeting Styles

- Whiteboarding
- Hybrid web meetings
- Work Café; Impromptu Encounters



# Benchmarking Office & Workstation Sizes





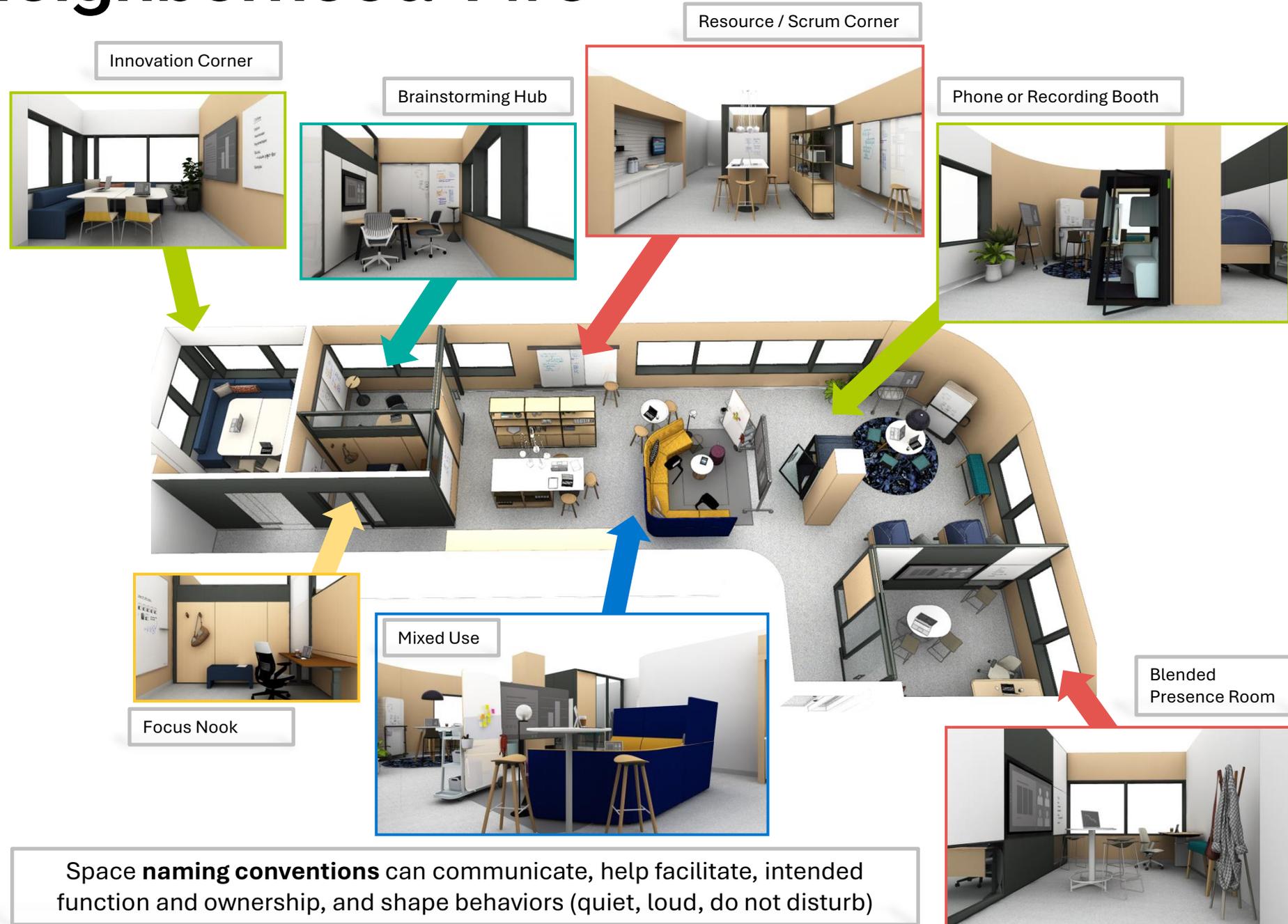
# Fresh Take: Neighborhood One

- Individual & shared spaces defined by a neighborhood
- Bookable or dedicated individual and shared rooms
- Blend of focus and collaboration in the open plan zones
- Walls for display and whiteboarding,
- Palette of postures – low and high tables and seating
- Mix of spaces for focus + collaboration
- Resource area / print / copy
- Reconfigurable team tables



# Fresh Take: Neighborhood Two

- Individual & shared spaces defined by a neighborhood
- Blend of focus and collaboration in the open plan zones
- Innovation corner
- Focus nook
- Brainstorming hub
- Resource / scrum corner
- Work café and standing meeting area
- Mixed use space
- Phone or recording booth
- Blended presence room – virtual, in person





# Emory University Rollins School of Public Health Atlanta, Georgia

- 80 – 100 SF Typical Private Offices
- Combo of private offices away from exterior walls and along exterior walls



# Augusta University College of Science and Mathematics

- 100 SF Typical Private Offices
- Combo of private offices away from exterior walls and along exterior walls arranged in "neighborhoods"
- Faculty engaged via survey & mockup



# Augusta University College of Science and Mathematics – Office Mockup

66-1872NL  
 66-245CLF1  
 66-556ND  
 66-241C2P  
 66-161RP  
 66-506CP  
 66-1572NL  
 66-245CLF1  
 66-556ND  
 66-241C2P  
 66-161RP  
 66-506CP  
 66-1572NL

AUGUSTA BUSINESS INQUIRY  
 AUGUSTA UNIVERSITY SCIENCE & MATH BLDG.

SCALE: 1/2" = 1'-0"  
 DATE: 11.28.17  
 DRAWN BY: ANDIE SIEBERT  
 JFL REP: CHRISTINE BRINKMAN  
 QUOTE#: 171128.579  
 CUSTOM QUOTE:  
 DRAWING#: 171128.579  
**THE DRAWING# MUST APPEAR ON YOUR PURCHASE ORDER.**  
 SHEET NO: 01

**Mock Up Input & Comments**

Optional:

Name: \_\_\_\_\_

Department: Math

Please use the provided scale to complete and rate the following statements.

NO.	QUESTION	SATISFIED		NEUTRAL		DISSATISFIED	
		5	4	3	2	1	
1	The flow of the office space as it relates to a proposed sliding door and the desk configuration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The depth of the desk surface.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	The efficiency of the layout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Satisfaction with furniture flexibility (moveable components). <i>i.e. desk/chairs/storage pedestal</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Satisfaction of types of storage (filing / shelves)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Additional Questions**

1. Would you like the office furniture components to be more flexible? If so, which would benefit you most?  
*See comments below. Are there chairs for 2 or 3 students to see me?*
2. How important would it be to have an adjustable height work surface ('sit-to-stand')? *Not*

**Additional Comments**

- ① Need more bookcase space.
- ② Would like more privacy (not a window/glass to student-populated areas)
- ③ Need drawers in desk for pencils/pens/markers & misc supplies (paperclips, rubber bands, etc.)

# The Gains

- Efficient use of space
- Higher utilization of space
- More instructional research space
- More space for faculty, staff, and students to collaborate/more shared amenities



# Concerns of Faculty

- Many faculty members feel a sense of loss.
- Feeling undervalued.
- Working conditions are becoming increasingly challenging. (i.e., privacy, focus work)
- Less space for personal possessions
- “I don't want to give up my window!”

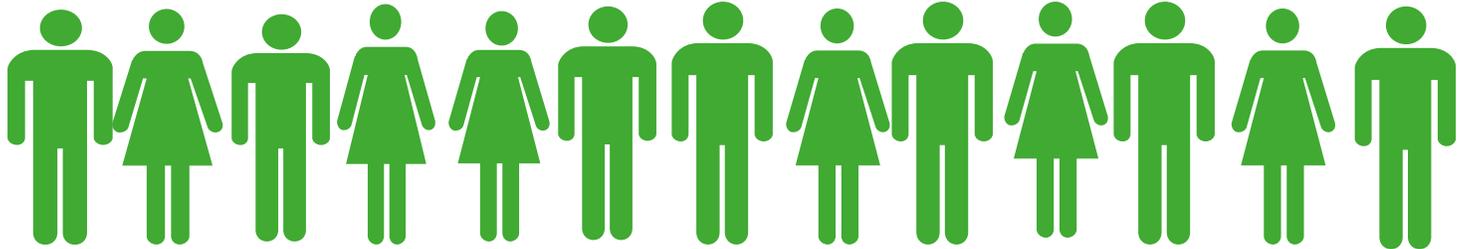


# Stakeholder Identification

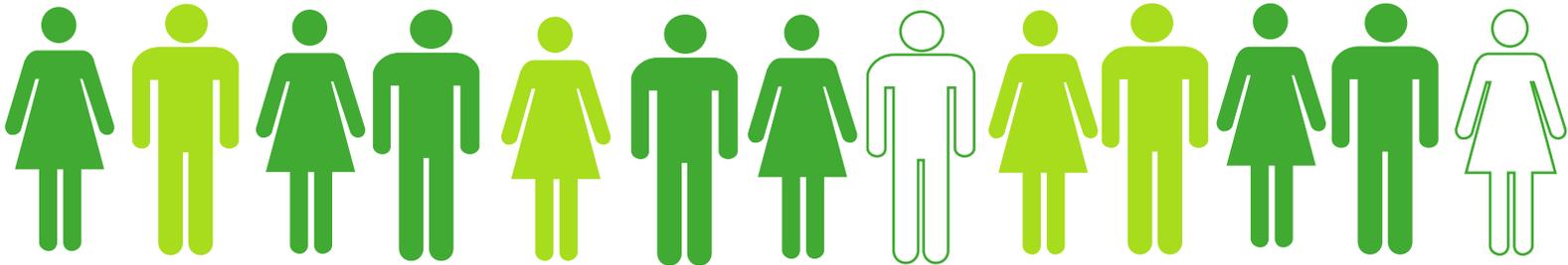


# Reality Check

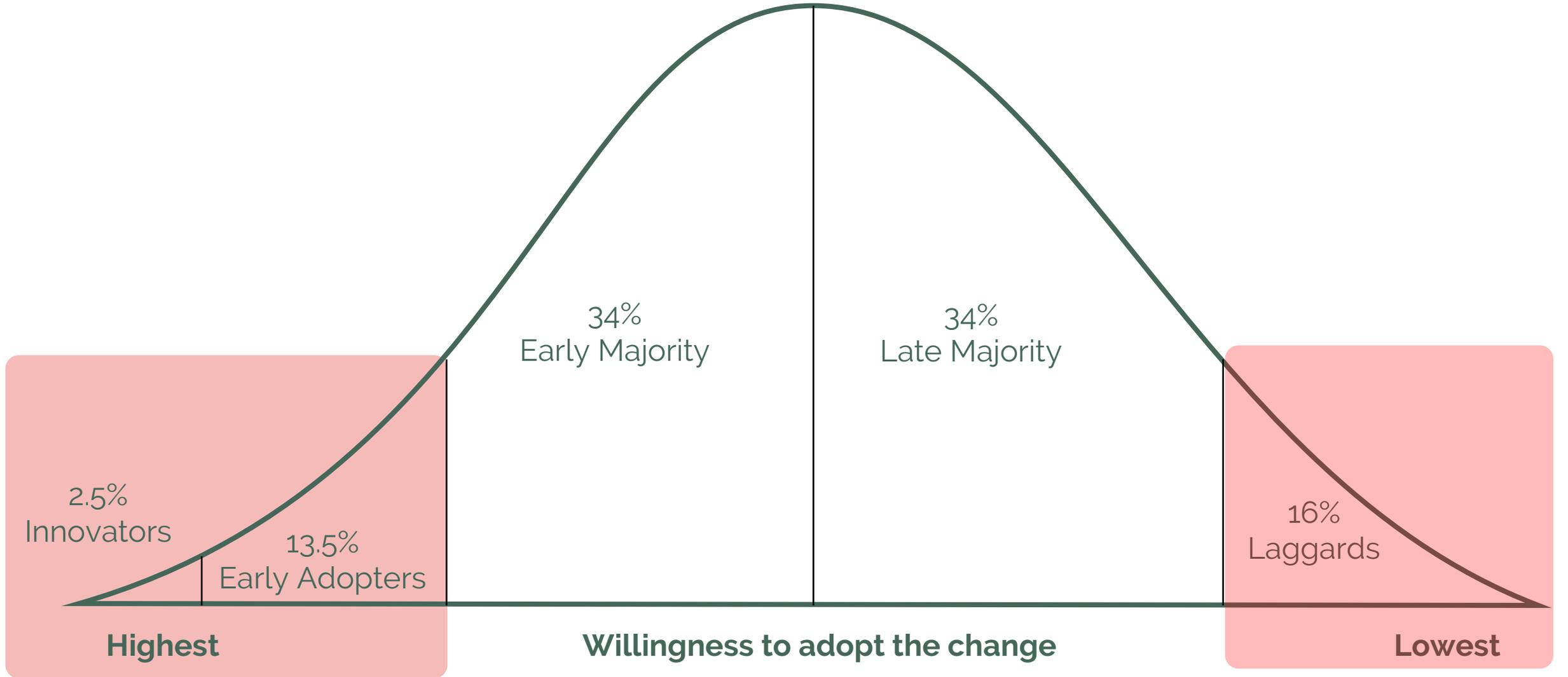
You think you need 100% commitment



You actually get a mix of commitment, compliance and complacency



# Law of Diffusion of Innovation



# Change Blockers (Resistance)

- Short Tempered
- Argue
- Blame / Fault-finding
- Frustration
- Block
- Create Factions
- Appeal to fear
- Distort / Undermine
- Micromanage



**VERY Disruptive**  
Easy to identify and address

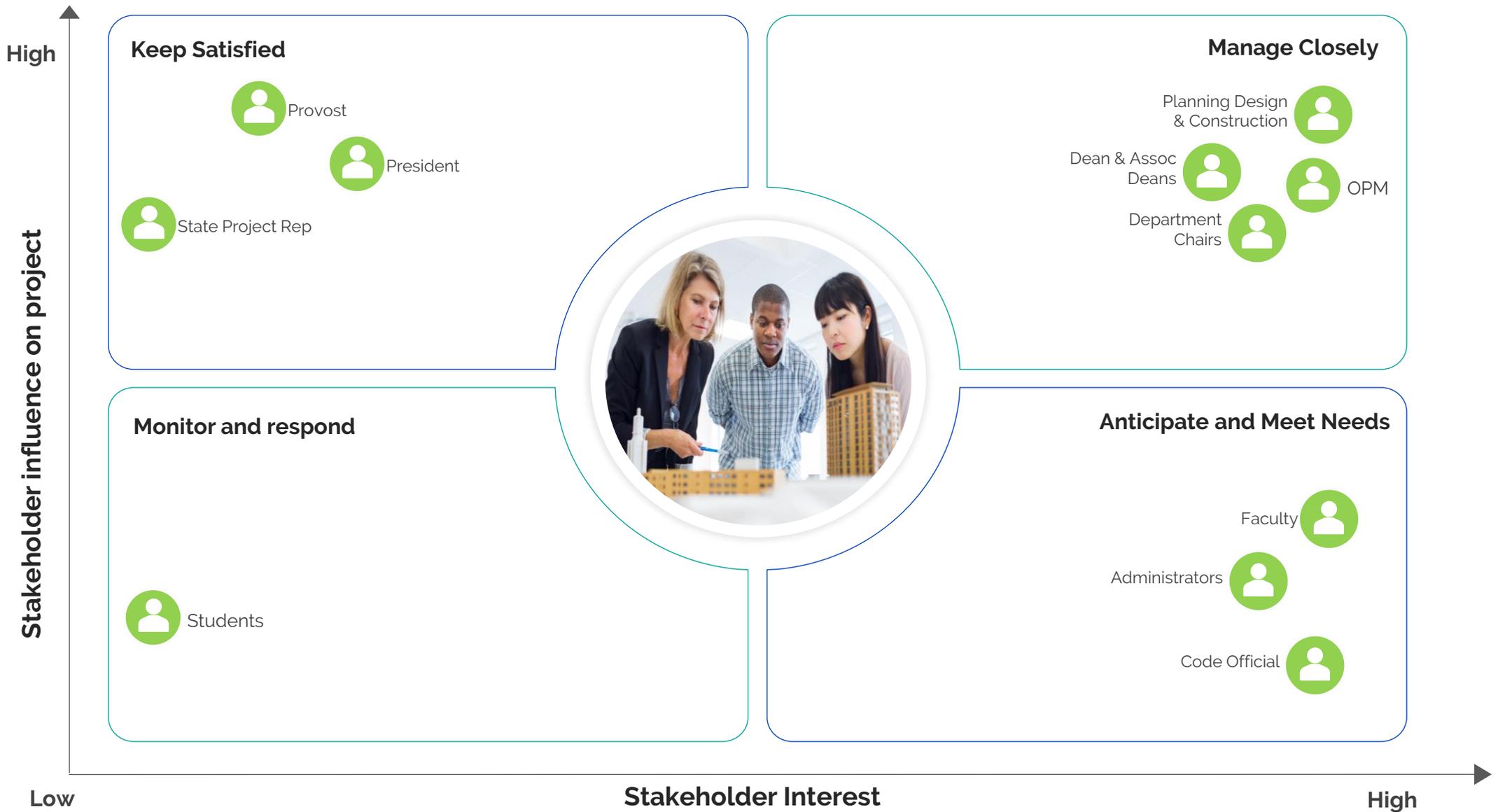


- Try to Control
- Shut Down
- Procrastinate / Go Slow
- Withhold information
- Repeatedly Recommend Small Changes
- Feign ignorance
- MIA
- Over-complicate the new way

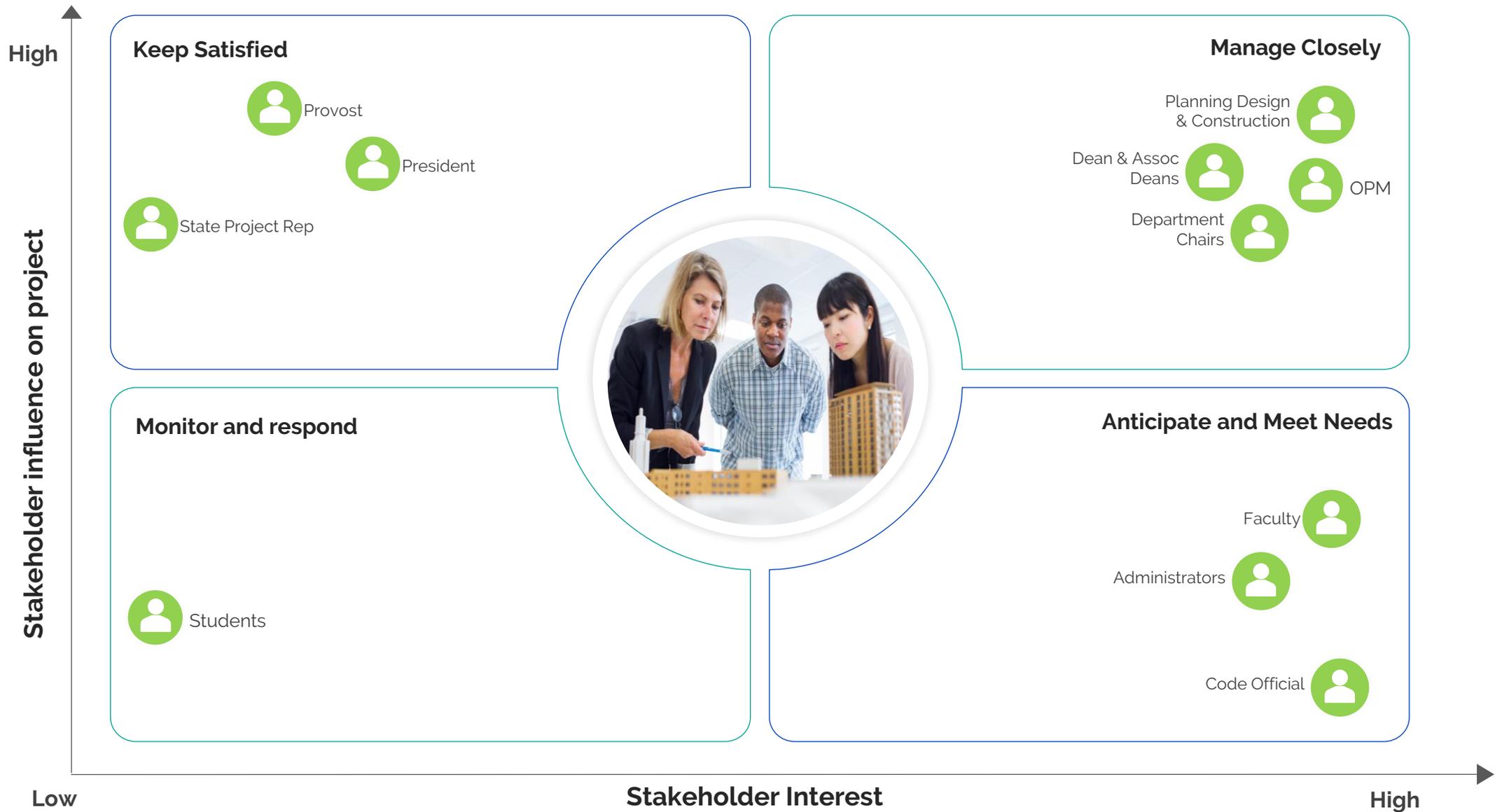


**Difficult to identify and may fester**  
Cause more disruption over time

# Stakeholder Strategy Map – Design Phase



# Stakeholder Strategy Map – Design Phase



People Commit  
to What They  
Help Create



# Stakeholder Engagement Through Immersive Design



*Scan this QR code with your phone camera to explore a space in 3D!*



All teams working within one Revit model expedites decision making and offers potential schedule reductions.



Immerse you and your team throughout each phase of your project—experience your project come to life!



Request and implement design changes in real-time minimizes risk of unexpected (and costly) changes.



Advance and improve accuracy in documenting existing conditions.



Use as a communication tool to engage and build excitement amongst teams.



Questions?



THANK YOU!