

UC San Diego

CAMPUS PLANNING

ADMINISTRATIVE OFFICE SPACE PLANNING GUIDELINES

September 2019

CONTENT

- STATEMENT OF PURPOSE
- PLANNING PRINCIPLES
- PLANNING APPROACH
- PLANNING EXAMPLES
- CONCEPT
- DEFINITIONS
- GUIDELINES
- SPACE STANDARDS
- APPENDIX



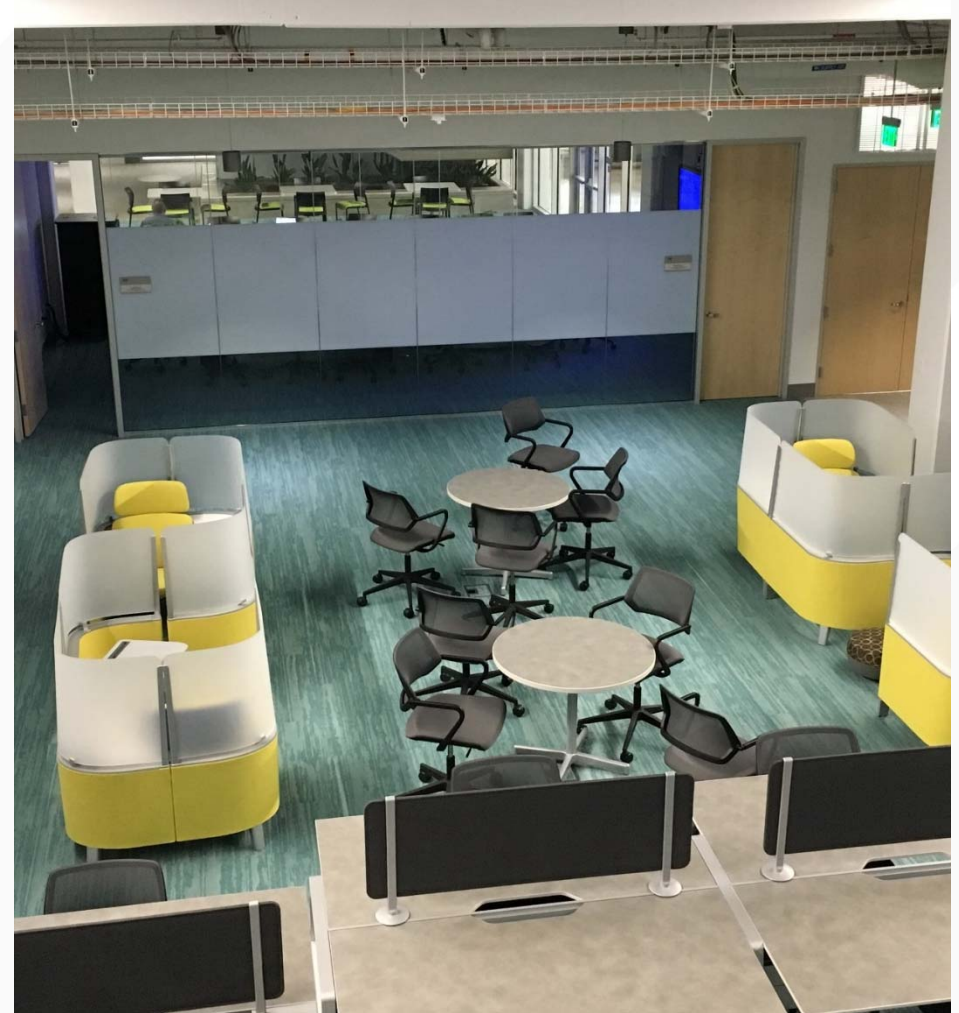
STATEMENT OF PURPOSE

UC San Diego is experiencing rapid growth on campus including an increase in student enrollment, new construction such as the North Torrey Pines Living and Learning Neighborhood, the Triton Pavilion and the new light rail system coming in 2020. Space for student programs and Administrative office space will continue to be constrained until these new projects are brought on-line. In an effort to maximize the efficiency of existing administrative office space and transform new and renovated work environments, new administrative office space planning guidelines are being implemented on campus.

These planning guidelines encourage a more balanced “Activity-Based” workplace environment by providing the work space that best supports the work being performed, instead of assigning space by rank or title. Additional goals include creating equity of space, with equal access to light and views, providing more shared social spaces and encouraging more collaboration.

These planning guidelines are meant to provide a starting point for space planners to determine the amount and types of space needed when designing new offices or reconfiguration of existing administrative office space.

These guidelines are voluntary and apply to administrative office space only, and do not include Academic Affairs, Research or lab office designs.



UC MERCED ADMINISTRATIVE BUILDING

PLANNING PRINCIPLES

Create modern space standards that promote flexibility, efficiency and productivity, while providing appropriate support spaces and amenities that foster collaboration.

1. Provide a variety of private and collaborative space to support all work modes
2. Encourage neighborhood planning concepts to build identity
3. Create equity of space
4. Provide equitable access to light and views
5. Provide more shared social and amenity spaces
6. Encourage collaboration
7. Create spaces that provide flexibility for reconfiguration
8. Support mobile workers and alternative work schedules
9. Create spaces that helps to attract and retain employees
10. Accommodate all generations within the workplace
11. Use modern space planning and density models



PLANNING APPROACH

The following planning concepts provide a framework for thinking about the type of space that is appropriate for your group. These planning concepts can be combined to meet your group's unique needs.

Activity-Based planning model

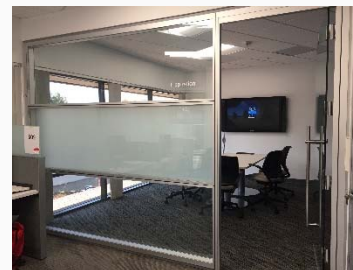
- Higher density design with a balance of private, shared and collaborative spaces
- Focus spaces for concentrated work
- Collaborative and team based layouts
- Supports alternative work schedules and styles

Transitional planning model

- Average density with more Private offices for focus work modes
- A blend of Conventional and Activity-Based approaches
- Amenity spaces for focus and social engagement

Conventional space planning model

- Lower density with a concentration of private offices and focus work modes
- Can include planning concepts from Activity-Based and Transitional
- Provide collaborative spaces as needed for teams
- Requires less communal work spaces



Examples of Activity-Based Planning

CONCEPT

Activity-Based workplace concepts have been a staple of corporate culture for years and are increasingly being used in Academic and Institutional settings. Activity-Based workplace design can, in principal, reduce the amount of space dedicated to the individual work space, and increase the amount of shared communal and collaborative spaces. This trend has been accelerated by the reduced use of printed materials and file storage requirements. This approach does not necessarily result in an overall reduction in square footage per person since shared amenity spaces add to the total square footage, however it does provide greater flexibility to change and adapt the space over time. Developing uniform space planning guidelines can improve equity and ensure flexibility for long-term growth.

There will always be employees who will require a private office for focused work, handling confidential materials and meeting with staff. Employees assigned to more open environment work settings, may sometimes require a space for more private concentrated work. These requirements can be met with private “Focus” rooms that can be reserved for heads down work or one on one meetings that require confidentiality. In addition, phone rooms should be provided for private conversations.

Activity-Based workplace concepts along with technology such as laptops and cell phones can provide an environment where the worker is able to choose between a variety of work settings. This flexibility increases worker satisfaction, productivity and employee retention. Campus Planning is advocating the use of Activity-Based workplace planning principles for both new and remodeled administrative space. Campus Planning is available to advise each VC area for the reuse of space within their area.















A UC San Diego Administrative Space Management Study was conducted in 2018 by an outside consultant, (Gensler) to provide benchmarking studies and recommend best practices for campus administrative office space. Read a copy here: <http://plandesignbuild.ucsd.edu/planning/space.html>

The Administrative Space Management Study included interviews with key UC San Diego stakeholders, site observations of representative building facilities, and compared them to peer institutions. Key recommendations included;

- Create a centralized policy governing administrative spaces, utilizing modern density and layout benchmarks
- Develop and implement standards for workplace technology (e.g. laptops, docking stations, VOIP, wireless, etc.)
- Plan and program appropriate support spaces in Activity-Based workplace layouts (e.g. amenities, collaboration, phone rooms, etc.)
- Leverage the Triton Pavilion as a novel opportunity to discover and implement new planning practices based on work activities, rather than titles

The space planning guidelines herein were developed around: (1) The UC San Diego Administrative Space Management Study; (2) current industry standards; (3) benchmarking data from other academic institutions and private industry; and (4) programs developed for new projects on campus. Office Workspace refers both to private and shared offices and workstations or cubicles in an open area.

PLANNING EXAMPLES

	ACTIVITY-BASED PLANNING	TRANSITIONAL PLANNING	CONVENTIONAL PLANNING
FOCUS			
COLLABORATION			
SOCIAL			
LEARNING		 	 

DEFINITIONS



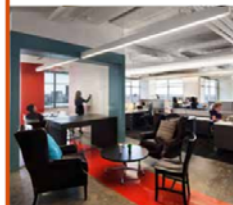
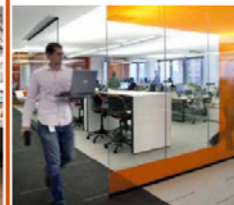
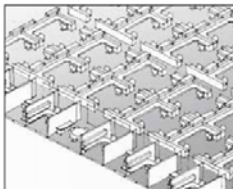
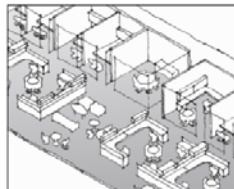


ACTIVITY-BASED WORKPLACE

The UC San Diego Administrative Space Study recommends a balanced Activity-Based Workplace defined as neighborhoods that are planned to support all four work modes, giving people choice in how and where they work. The study further defines Activity Based workplace;

An activity-based workplace, with a variety of open and closed space types, provides a more balanced work setting that enables both focus and collaboration. This creates an environment where people have more choice in where to work, improving the employee experience. A more balanced environment can also create positive cultural impacts, including greater access to leadership, increased awareness, and stronger teams... activity-based work settings can improve the employee experience by providing greater balance and choice in work settings

Gensler/UCSD Administrative Space Management Study

Range of Space Planning Models

CONVENTIONAL	TRANSITIONAL	ACTIVITY-BASED	MOBILE
			
			
<ul style="list-style-type: none"> Perimeter offices and workstations with higher panels 	<ul style="list-style-type: none"> Inboard offices Workstations with some adjacent informal collaboration spaces 	<ul style="list-style-type: none"> "Neighborhoods" made up of spaces that suit each work mode 	<ul style="list-style-type: none"> Fully mobile layout with no assigned seats Shared focus rooms and workstations Technology supports working in any location



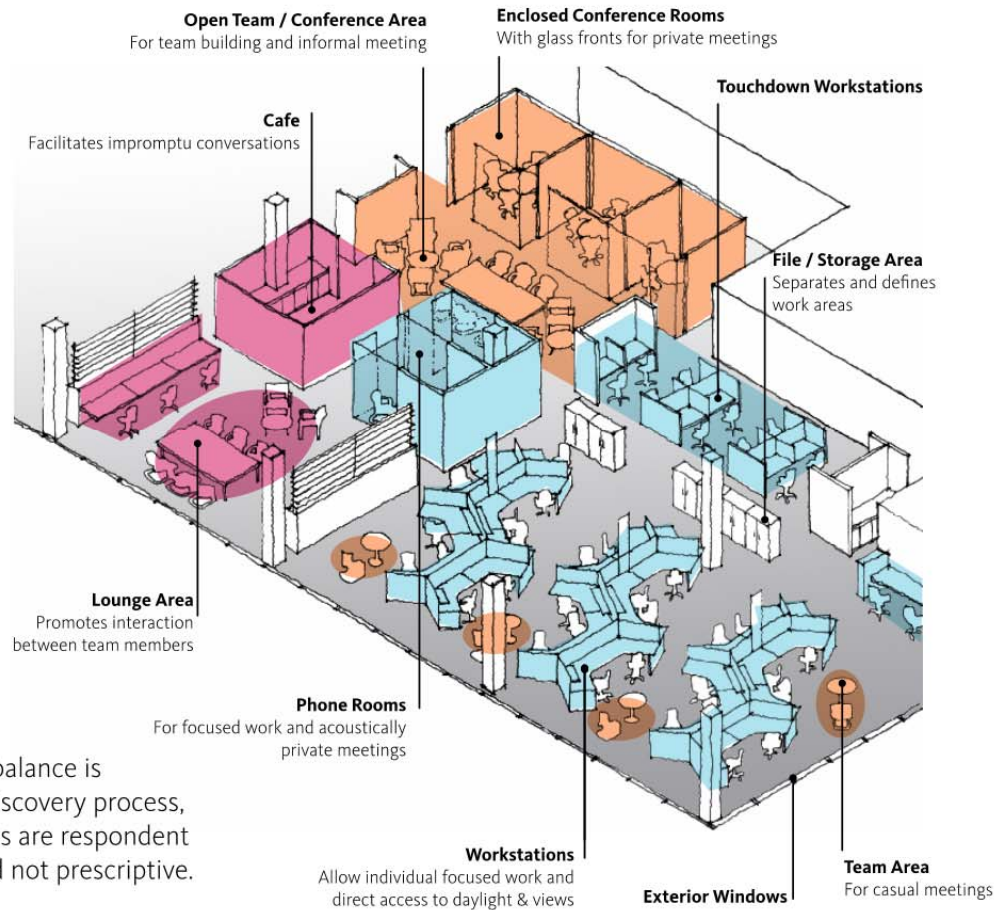
Open Collaborative area



Social Lounge

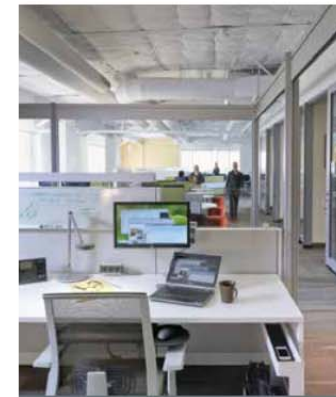
DEFINITIONS

ACTIVITY-BASED NEIGHBORHOOD CONCEPT



Finding the right balance is dependent on a discovery process, so that workspaces are responsive to work needs and not prescriptive.

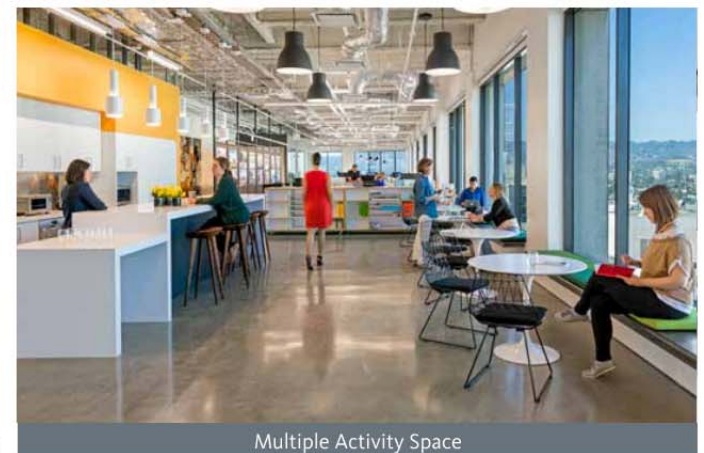
Gensler / RECOMMENDATIONS



Touch Down Spaces



Collaboration Space



Multiple Activity Space

UCSD Administrative Space Management Study | March 2018 | 31

DEFINITIONS

WORK MODES

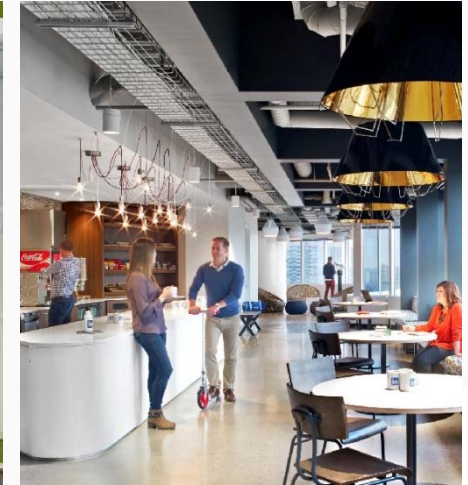
The UC San Diego Administrative Space Study recommends an Activity-Based workplace defined as neighborhoods that are planned to support all four work modes, giving people choice in how and where they work.

The four work modes are defined as follows;

- **Focus**-Work involving concentration and attention to a particular task or project or confidentiality.
- **Collaboration**-Work with another person or group to achieve a goal.
- **Socializing**-Work interactions that create common bonds and values, collective identity, collegiality and productive relationships.
- **Learning**-Working to acquire new knowledge of a subject or skill through education or experience.



Collaboration



Social



Focus

DEFINITIONS

WORK MODE CHARACTERISTICS

FOCUS



Work involving concentration and attention to a particular task or project

Thinking, reflecting, analyzing, writing, problem-solving, quantitative analysis, creating, imagining, reviewing, assessing

Gensler research shows that people spend on average **48%** of their time in focus work.

COLLABORATION



Work with another person or group to achieve a goal

Sharing knowledge and information, discussing, listening, co-creating, showing, brainstorming. Interactions may be face-to-face, by phone, video, or through virtual communication.

Gensler research shows that across all companies, people spend an average of **32%** of their time collaborating.

SOCIALIZING



Work interactions that create common bonds and values, collective identity, collegiality, and productive relationships.

Talking, laughing, networking, trust-building, recognition, celebrating, interacting, mentoring, enhancing relationships

Gensler research shows that people spend an average of **6%** of their time in social activities.

LEARNING



Working to acquire new knowledge of a subject or skill through education or experience.

Training, concept exploration and development, problem-solving, memorizing, discovery, teaching, reflecting, integrating and applying knowledge.

Gensler research shows that people spend an average of **6%** of their time learning.

Gensler / RECOMMENDATIONS

UCSD Administrative Space Management Study | March 2018 | 29

DEFINITIONS

WORK MODE SPACE TYPES

Activity-based open office strategies contain a variety of spaces for each of the four major work modes: focus, collaboration, socializing, and learning.

In addition to the space planning, technology that enables users to work in any of these spaces—and behavioral protocols to encourage their utilization—are critical considerations.

SPACE TYPES

Focus

- Workstations
- Benching
- Phone Room
- Single-Size Office



Socializing

- Lounge



Collaboration

- Small Conference
- Open Collaboration
- Medium Conference
- Flexible Conference



Learning

- Large Conference Room
- Multipurpose Room



GUIDELINES

GUIDELINES FOR SPACE ASSIGNMENT

Traditional office space allocates private offices at the exterior perimeter of the building with workstations and shared spaces away from the windows. This creates an inequality in access to light and views. A more equitable approach would be to provide circulation and open workstations at the perimeter window walls, and locate offices towards the interior of the space to increase access to light and views.

A 2012 Space Utilization & Activity Analysis study by Gensler for the University of California Office of the President, reveals the utilization rate for workstations, offices and shared offices was on average 46%. This often means that management offices are empty while the occupant is meeting in conference rooms or off site. A manager that is truly a mobile worker could be assigned a smaller touch-down space. This approach would free up access to the window, light and views for employees who spend more time at their desk. This would also allow for workstations, collaboration, and social spaces to be adjacent to the window wall. Enclosed focus spaces such as offices and larger closed conference rooms could be located away from the windows.

Existing space standards assign space based on job title or the legacy space that is available for reuse. These new guidelines would allocate space based on the appropriate work mode. Workers who spend a majority of their time in team or collaborative work could be assigned to a *Focus-team/collaborative* work setting. Focus workers who spend the majority of their time in concentrated work could be assigned to a *Focus-individual* work setting.



Focus



Phone Room



Focus

GUIDELINES

THE PROGRAMMING PROCESS

When contemplating the design or re-design of an administrative office space, a preliminary assessment of employee needs, and the goals and business outcomes for the department should be explored, this process is known as Programming. Some questions to consider:

- What aspects of your current workspace work or don't work for your business goals?
- How should the space be designed to facilitate collaboration and interaction?
- What factors would increase employee productivity, satisfaction and retention?
- What are the long range goals for business outcomes and how can the workspace support those goals?

Another approach to consider is the creation of a focus group to help establish the success factors for the group. Informal surveys and questionnaires are good tools to survey staff about the desired characteristics for the new space. Take the time to create a Program of Space (see page 15) to detail the number of current employees, future growth and amenity and support spaces needed for your group.

DETERMINING WORK SPACE TYPES

The following guidelines can help assist in matching the appropriate workspace needed, with the tasks that each worker performs.

Focus/team-collaboration: 36-64sf

This individual is someone who spends more than 50% of their time at their desk and needs a dedicated work space. They engage in focused individual work up to 50% of the time and do not require a private office. The remainder of their time may be spent in collaborative work, phone calls and time away from their workspace. This is a workspace that could have lower furniture panels and be more open to the general work area.

Focus/individual work: 36-120sf

This individual is someone who spends more than 50% of their time at their desk and needs a dedicated work space. They engage in focused individual work 50-80% of the time. The remainder of their time may be spent in collaborative work, phone calls and time away from their workspace. This person may not require a private office but may require higher panel walls to create more privacy and noise control. An individual that supervises other staff or need a confidential work space may require a private office.

Focus/shared: 150-200sf

This individual is someone who spends less than 50% of their time at their desk and needs a dedicated work space. They engage in focused individual work more than 50% of the time. The remainder of their time may be spent in collaborative work, phone calls and time away from their workspace. This person needs a private office space but can share an office because they are frequently out at meetings or client locations.

Hoteling-Touchdown: 36-100sf

This individual is someone who spends less than 50% of their time at their desk and does not need a dedicated work space. This workspace can be time shared by multiple individuals, and could be a small benching style workstation or a phone room that is either dedicated or available on an as needed basis.

SPACE STANDARDS

RECOMMENDED SPACE ALLOCATIONS

WORK MODE	SPACE TYPE	ASF
Focus/ <i>team-collaborative</i>	Workstation	36/64
Focus/ <i>individual work</i>	Workstation/Office/Phone Room	36/120
Focus/ <i>shared</i>	Office	150-200
Hoteling-touch down	Workstation/office	36-100
Collaboration	Small Conference- <i>4 person</i>	120
Collaboration	Open collaboration- <i>6-8 person</i>	150-200
Collaboration	Medium Conference- <i>6-12 person</i>	180-360
Collaboration	Flexible Conference	Varies
Social Space	Focus Lounge	60-80
Social Space	Social Lounge	150-200
Learning	Formal/Closed	25-30 <i>asf per person seated</i>

SPACE STANDARDS

PLANNING RATIOS

For planning purposes assume the following ratios as a starting point.

Calculations for total square foot per person

These square footage estimates include circulation, conferencing and shared public spaces.

- **High Density** (80 – 150 square feet per employee): An Activity based office environment with some internal private offices and shared amenity and focus spaces. This density may work best with collaborative team based settings.
- **Average Density** (150 – 250 square feet per employee): A more traditional office configuration with a balance between open collaborative work space and focus spaces.
- **Low Density** (250 – 350 square feet per employee): A high degree of enclosed private offices and focus work spaces.

Common Areas and Conference Rooms

- **High Density** -provide one conference room for every 10 employees. For a 50 person office you would need 5 conference rooms, in addition to private workstations and/or communal areas of various sizes.
- **Average Density** -provide one conference room for every 15 employees. For a 50 person office you would need 3 conference rooms, provide a mix of private phone rooms and 2 person collaborative spaces.
- **Low Density** -with 250 – 350 sf per employee, you'll need less communal work spaces. Provide one conference room per 20 employees. A 50 person office would need just two or three conference rooms

Focus and Support spaces

The numbers below indicate the recommended sizes for focus and collaborative spaces:

Focus Spaces

- Focus/team-collaboration: 36-64sf
- Focus/individual work: 36-120sf
- Focus/individual-shared: 150-200 sf
- Focus/shared (Hoteling, touchdown): 36-100
- Work Group Areas: 36-64 sf per employee

Shared and Support spaces

- Conference Room: 50 sf + 25-30 sf per person seated
- Reception Area: 100 – 200 sf
- Public Counter/Transaction: 5 lineal feet per station
- Lunch/Break Room: 75 sf + 25 sf per person seated
- Halls/Corridors within the space: 30% to 40% of the total usable area
- Mail Room: 120 sf
- File Room: 200 sf

Each group will have different requirements based on the work being done and the dynamic of the group, an informal survey of the department can uncover additional amenity spaces that could aid in productivity and the overall satisfaction of the staff.

SPACE STANDARDS

SAMPLE PROGRAM OF SPACE

This *Program of Space* provides an example for planning an administrative office space for a staff of 50 people, using an Average to High Density of square footage per person (80-150 s.f. per person). Implementing the Activity Based Workplace concept, individual workspaces have a smaller allocation of space in order to allow for more shared, collaborative and social spaces. With this type of higher density, Activity based design, adequate space should be allocated for private spaces for focused work and shared private spaces.

The Activity Based Workplace can provide more equity in the distribution of space when allocating private spaces away from the window wall, and provide more access to light and views. This planning concept allows for more flexibility to reconfigure spaces in the future to adjust to changing staffing requirements and missions.

Space Allocation:

Department:

Technology Department

Date:

January 2019

Position	FTE	ASF	Subtotal
FOCUS SPACE			
Focus/Team-Collaboration	15	48	720
Focus/Team-Collaboration	10	64	640
Focus/Individual-Phone Room	10	80	800
Focus/Individual	8	120	960
Focus/Shared	2	150	300
Hoteling	4	36	144
Hoteling	1	100	100
Work Group Area	0	36	0
Sub Total Staff	50		
COLLABORATION SPACE			
Collaboration-4 person Conference	2	150	300
Collaboration-6 person Conference	2	200	400
Collaboration-8 person Conference	0	250	0
Collaboration-12 person Conference	1	350	350
Collaboration-20 person Conference	0	550	0
SOCIAL / LEARNING SPACE			
Social Space-Focus Lounge	1	60	60
Social Space-Social Lounge	1	150	150
Social Space-Collaborative Lounge	1	200	200
Learning-25 to 30 s.f. per person seated	0	30	0
SUPPORT SPACE			
Reception Area	1	100	100
Public Counter/ Transaction	0	5	0
Lunch/Break Room-25s.f. per person	8	25	200
Mail Room	1	120	120
File Room	0	200	0
SUBTOTAL			5544
Circulation Space		35%	1940
TOTAL			7484

Square Footage per person

150

APPENDIX

- SPACE STANDARDS EXAMPLES



SPACE STANDARDS EXAMPLES

FOCUS SPACE



FOCUS

Workstations

Assigned individual workspace.

Typical sizes:

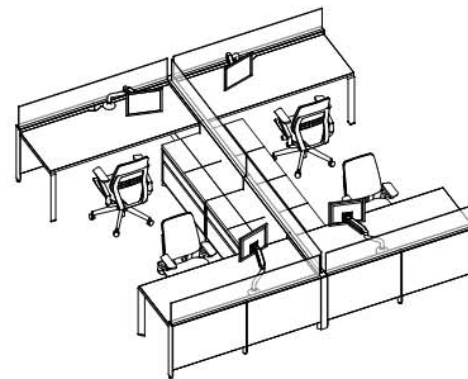
6'x6'

6'x8'

7'x7'

7'x8'

Option to include writable surfaces at workstations and some lateral personal storage.



Benching

Assigned individual workspace with minimal storage.

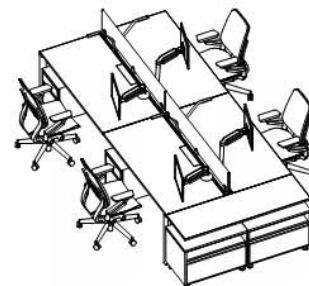
Typical sizes:

30" deep x 4'

30" deep x 5'

30" deep x 6'

Option to include ped on casters with or without cushion top.



Gensler / RECOMMENDATIONS

UCSD Administrative Space Management Study | March 2018 | 36

SPACE STANDARDS EXAMPLES

FOCUS SPACE



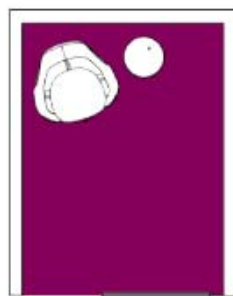
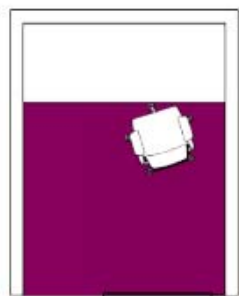
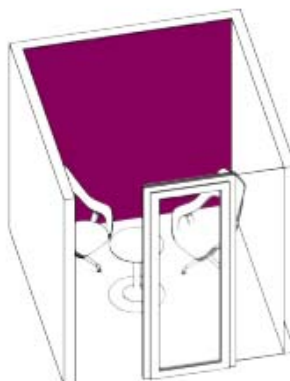
FOCUS

Phone Room

Not reservable. Impromptu focus space for one to two individuals.

Typical sizes:
5'x7' (no slider)
6'x8'

Option to include one writable wall surface or fabric wrapped panel.



SPACE STANDARDS EXAMPLES

FOCUS SPACE



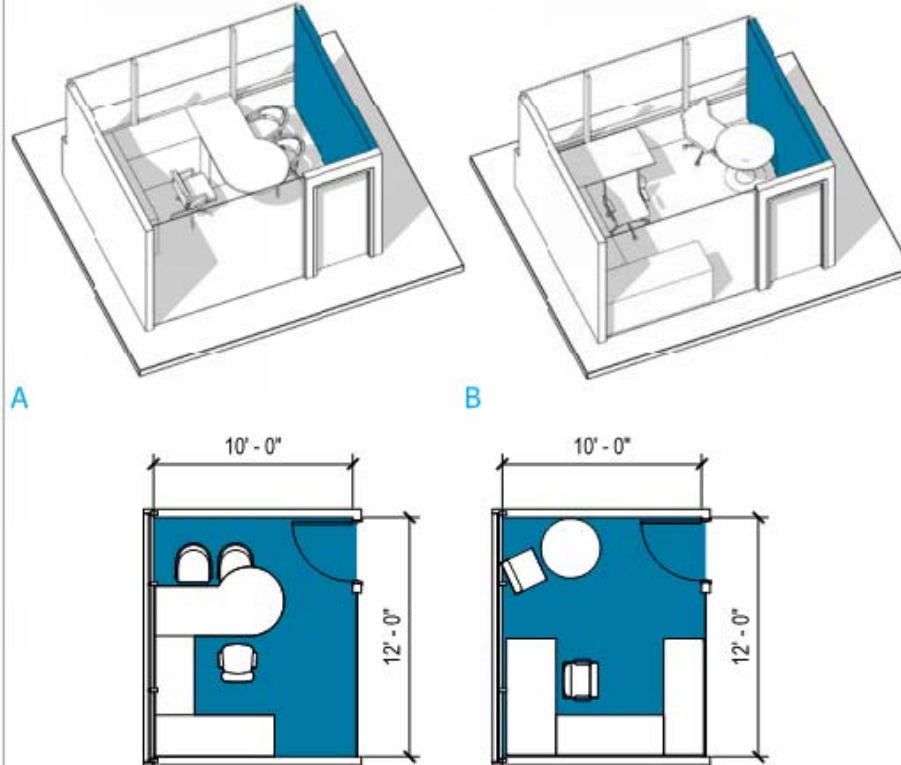
FOCUS

Single Size Office

Assigned to one individual.

Optional Components:

- U shaped desk w/ small mtg. table and guest chairs or P-top
- bookshelf
- pedestal
- marker board / tack board
- coat hook
- monitor arm
- glass fronts
- sliding doors
- privacy film
- ergonomic features



Gensler / RECOMMENDATIONS

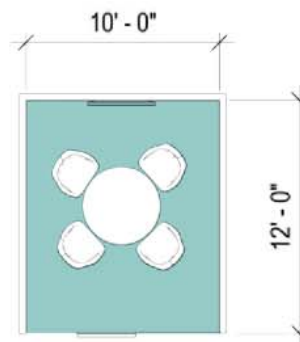
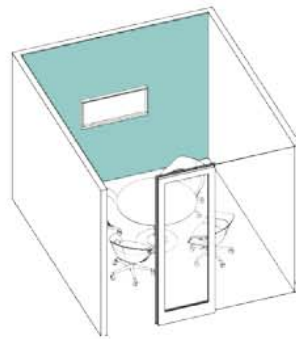
UCSD Administrative Space Management Study | March 2018 | 38

SPACE STANDARDS EXAMPLES

COLLABORATION SPACE

Small Conference
with digital or analogous
features

Not reservable. Supports
just in time (impromptu)
collaboration. Same size as
single size office module
(10' x 12').



COLLABORATION

Gensler / RECOMMENDATIONS

UCSD Administrative Space Management Study | March 2018 | 39

SPACE STANDARDS EXAMPLES

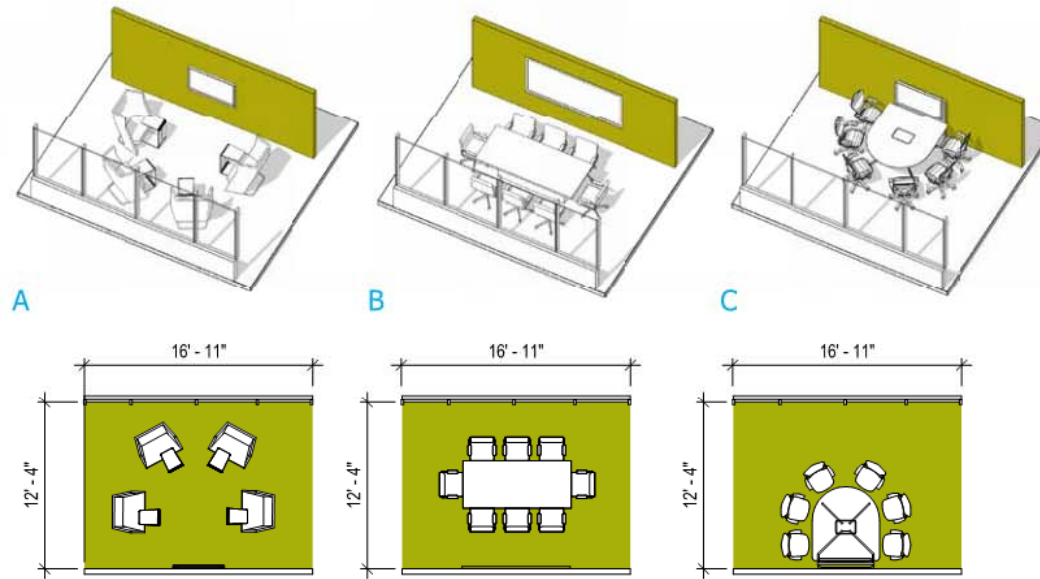
COLLABORATION SPACE



Open Collaboration

Not reservable. Supports just in time (impromptu) collaboration. Vary in size and can be configured with various types of furniture groupings.

The size, quantity, and placement of open collaboration spaces need to be carefully planned to ensure maximum utilization. It is not a one size fits all solution.



Gensler / RECOMMENDATIONS

UCSD Administrative Space Management Study | March 2018 | 40

SPACE STANDARDS EXAMPLES

COLLABORATION SPACE



COLLABORATION

Medium Conference

Sizes range to accommodate groups from 6-8 person to 10-12 person.

Typical sizes:

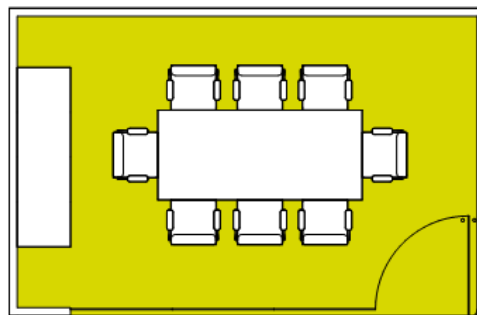
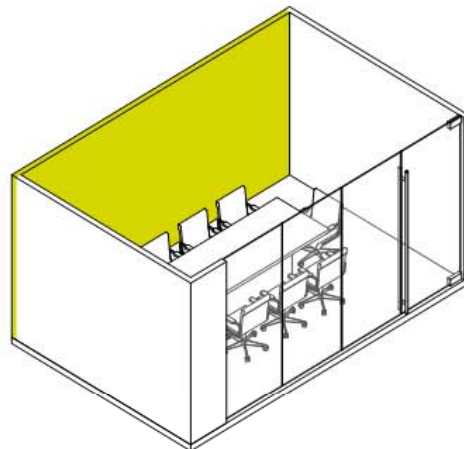
12'x16'

15'x16'

15'x18'

Optional Components:

- writable wall surface
- A/V wall
- fabric wrapped wall panel
- glass fronts with or without privacy film
- A/V credenza



Gensler / RECOMMENDATIONS

UCSD Administrative Space Management Study | March 2018 | 41

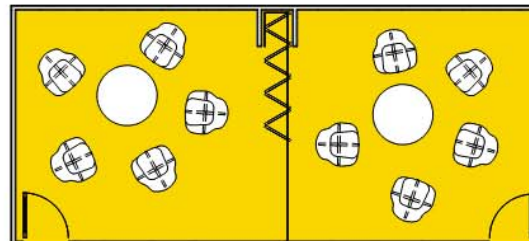
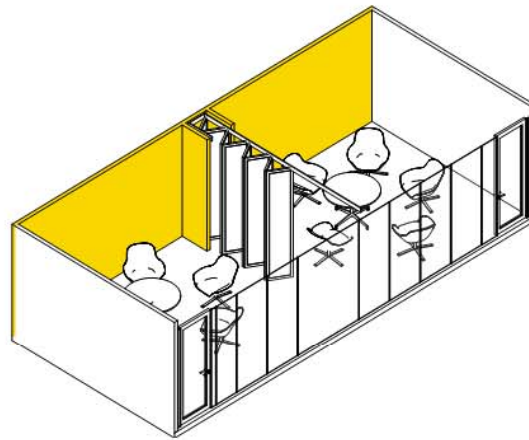
SPACE STANDARDS EXAMPLES

COLLABORATION SPACE

Flexible Conference

Optional Components:

- operable partition
- writable walls on most surfaces



COLLABORATION

Gensler / RECOMMENDATIONS

UCSD Administrative Space Management Study | March 2018 | 42

SPACE STANDARDS EXAMPLES

SOCIAL SPACE



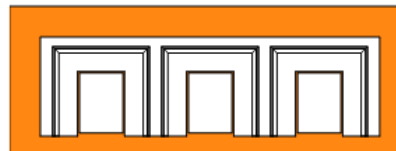
Lounge

Serving as a gathering point, the lounge can be designed to support a wide range of work modes:

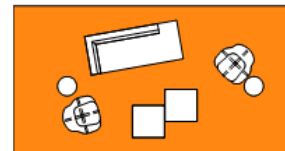
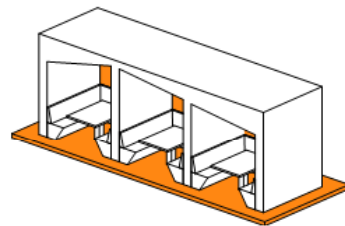
A. Focus Lounge

B. Social Lounge

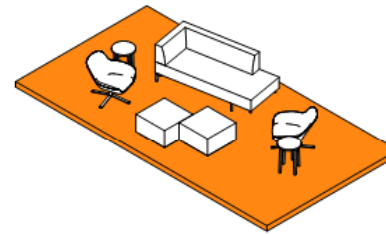
C. Collaborate Lounge



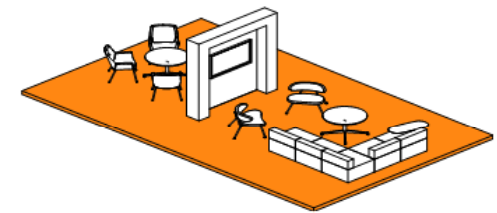
A



B



C



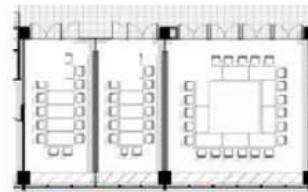
SPACE STANDARDS EXAMPLES

LEARNING SPACE

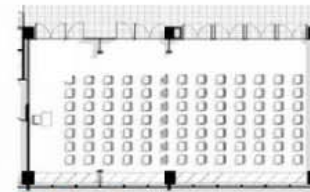
Large Conference & Multipurpose Room

Reservable meeting spaces that are defined by operable walls, allowing for a variety of room sizes and uses. Tables and chairs on casters allow for quick space reconfiguration.

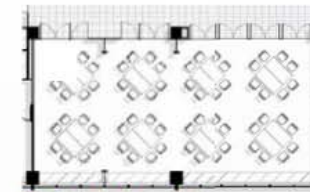
Supported by A/V room, serving area, prefunction space, and storage space for chairs.



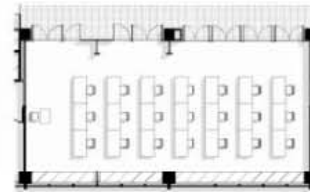
A. Conference Rooms



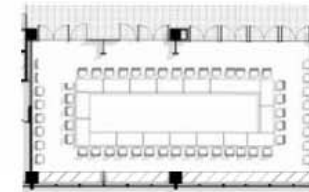
B. Theatre



C. Collaboration



D. Training



E. All Hands



LEARNING

SPACE STANDARDS EXAMPLES

END