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.
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 help to attract and retain employees
10. Accommodate all generations within the workplace
11. Use modern space planning and density models
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
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 on 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 stake holders, 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

<table>
<thead>
<tr>
<th></th>
<th>ACTIVITY-BASED PLANNING</th>
<th>TRANSITIONAL PLANNING</th>
<th>CONVENTIONAL PLANNING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FOCUS</strong></td>
<td><img src="image1.png" alt="Image" /></td>
<td><img src="image2.png" alt="Image" /></td>
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<td><img src="image8.png" alt="Image" /></td>
<td><img src="image9.png" alt="Image" /></td>
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<tr>
<td><strong>LEARNING</strong></td>
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<td><img src="image11.png" alt="Image" /></td>
<td><img src="image12.png" alt="Image" /></td>
</tr>
</tbody>
</table>
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
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
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.
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.
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 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.
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 WORKSPACE TYPES
The following guidelines can help assist in matching the appropriate workspace needed, with the tasks that each worker performs.

**Focus/individual work: 36-120sf**
This individual is someone who spends more than 50% of their time at their desk and needs a dedicated workspace. 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 workspace 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 workspace. 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 workspace. 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.

Focus/team-collaboration: 36-64sf
This individual is someone who spends more than 50% of their time at their desk and needs a dedicated workspace. 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.
# Space Standards

## Recommended Space Allocations

<table>
<thead>
<tr>
<th>Work Mode</th>
<th>Space Type</th>
<th>ASF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus/team-collaborative</td>
<td>Workstation</td>
<td>36/64</td>
</tr>
<tr>
<td>Focus/individual work</td>
<td>Workstation/Office/Phone Room</td>
<td>36/120</td>
</tr>
<tr>
<td>Focus/shared</td>
<td>Office</td>
<td>150-200</td>
</tr>
<tr>
<td>Hoteling-touch down</td>
<td>Workstation/office</td>
<td>36-100</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Small Conference-4 person</td>
<td>120</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Open collaboration-6-8 person</td>
<td>150-200</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Medium Conference-6-12 person</td>
<td>180-360</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Flexible Conference</td>
<td>Varies</td>
</tr>
<tr>
<td>Social Space</td>
<td>Focus Lounge</td>
<td>60-80</td>
</tr>
<tr>
<td>Social Space</td>
<td>Social Lounge</td>
<td>150-200</td>
</tr>
<tr>
<td>Learning</td>
<td>Formal/Closed</td>
<td>25-30 asf per person seated</td>
</tr>
</tbody>
</table>
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.*
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.

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

Square Footage per person: 150
APPENDIX

• SPACE STANDARDS EXAMPLES
SPACE STANDARDS EXAMPLES

FOCUS SPACE

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
FOCUS SPACE

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.

Gensler / RECOMMENDATIONS
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
**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”).

---

**Gensler / RECOMMENDATIONS**
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.
COLLABORATION SPACE

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
COLLABORATION SPACE

Flexible Conference

Optional Components:
- operable partition
- writable walls on most surfaces
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
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.