

Physical Space Subcommittee Summary

This document summarizes methods, findings, and recommendations from the Future of Work physical space subcommittee. Key recommendations are included in the full Future of Work@Iowa report. This summary offers additional background.

Space Subcommittee Members

- Scott Arneson, associate dean for finance and facilities, College of Dentistry
- Joe Bilotta (chair), director of campus planning, Facilities Management
- Paul Esker, graduate student government representative
- Renee Houser, director of classroom management and operations, Office of the Provost
- Jason Miller, director of facilities planning and management, Carver College of Medicine
- Susan Klatt, assistant vice president and university secretary, Finance and Operations
- Kevin Zihlman, assistant director, Intercollegiate Athletics, and vice president/president elect, UI Staff Council
- Debby Zumbach, associate vice president and director of purchasing and business services, Finance and Operations

Original Space Subcommittee Charge

Evaluate the impact of remote or hybrid work and identify data to answer these and other relevant questions:

- How do we ensure employees have the resources they need to succeed in remote and hybrid work models?
- What type of remote environment do employees need to efficiently work remotely? How do needs differ based on jobs?
- What remote-work needs are employees responsible for? What needs are the university responsible for?
- How do we accommodate virtual and hybrid needs for campus space?
- Do we need to develop “hoteling,” shared, or flex spaces for employees? What would those spaces look like?
- What facility, site, infrastructure, and operational (parking, mail, financial, other central services) impacts does remote work bring to the university?

Collect data, summarize findings, and identify recommendations for full committee consideration.

Methods

The subcommittee used the following means and methods to establish planning principles and frameworks, answer questions posed by our charge, and ultimately develop recommendations:

Core planning team workshops: Subcommittee members served as a core planning team, integrating workshops into our regular meetings:

Meeting	Topics
1	Subcommittee kick-off: reviewed charge, started goals and objectives; Campus Master Plan core values; campus processes
2	Finalized committee logistics; continued review of charge questions and overall approach; discussed space and parking considerations
3	State of facilities address; reviewed campus space data; revisited charge questions; began to draft remote environments requirements
4	Core meeting review; University Space Committee (USC) review; drafted issues for USC coordination
5	Reviewed white wall examples for collaborative space; reviewed draft metrics for collaborative space and use of offices; reviewed USC priorities
6	Reviewed state of parking; discussed survey and workshops; incentives
7	Further reviewed new space management policies and procedures; discussed university expectations; parking requests; tools and templates for improved space use
8	Core team review; progress to date; space management; space needs
9	Revised approach; advisory committee; on-campus space use expectations
10	Drafted needs for on-campus collaborative space to support hybrid and remote workers; identified type of environment; discussed remote resources and employee responsibilities
11	Refined on-campus space types for offices and collaborative spaces; refined space-planning template
12	Reviewed USC incentives for improved space use; reviewed draft space-management considerations
13	Central scheduling considerations; parking impacts and other institutional issues
14	Impacts and forecasts; draft recommendations
15	Final recommendations

University Space Committee collaboration: Subcommittee members worked with the University Space Committee, which oversees reallocations of university space and the long-range University Space Plan. Together, we developed principles to guide Future of Work recommendations—see findings below.

Campus Planning and Development collaboration: Subcommittee members worked with staff from the Office of Campus Planning and Development to review available space-utilization data, master planning processes, space-management considerations, capital planning, and the prospect of a physical space pilot.

Council of Deans discussion: Subcommittee members met with the Council of Deans to discuss strategic goals, near-term operating issues, and space-management considerations. The council is considering an advanced facilities planning protocol that will influence space use. Future of Work recommendations have been shared with the council and will influence actions being considered by the council in late May or early June.

University Advancement discussion: Subcommittee members interviewed representatives from University Advancement to discuss space in the Advancement Services Building. This building provides an example of space that can support hybrid and remote work. The office suite, which takes up much of the building, has a higher percentage of collaborative, meeting, and teaming space and lower percentage of private individual offices.

Peer institutions review: Subcommittee members reviewed work on similar issues by the Association of American Universities and Big Ten space managers.

Program beta initiatives (Human Resources, VPFO programs): Subcommittee members are working with University Human Resources, Facilities Management, and the VP for finance and operations to establish pilot space-utilization protocols and metrics for an advanced remote/hybrid work approach.

Physical space prototype: Subcommittee members are working with Campus Planning and Development, the senior VP for research, the senior VP for information technology, and the university chief financial officer to develop a shared-space prototype. An on-campus Collaboration Center is being studied for the fall 2021 pilot period. The group is addressing type of space required, location of the center, technology needs (in partnership with the Future of Work technology subcommittee), center management, center scheduling, and data collection during the pilot.

Findings

To guide our recommendations, the subcommittee established planning premises, documented space-planning principles consistent with University Space Plan values, and answered questions posed in our original charge.

Subcommittee Planning Premises

Early on, the subcommittee established a framework to inform planning and recommendations. We identified goals for our work, summarized overarching rationales for remote/hybrid work, and assessed how adoption of remote/hybrid work may impact campus space utilization:

Subcommittee Goals and Objectives

- Address needs and support recommendations from other Future of Work subcommittees, responding to their program and policy proposals.
- Establish use metrics for physical space planning.
- Identify space types (indoor and outdoor) that support program success.
- Create planning and analysis tools to identify:
 - Space needs
 - Parking and transportation impacts
 - Other facilities-related impacts
- Align on-campus space needs with program operations.
- Provide a resource to existing committees and administrative offices.

- Ensure that recommendations support Campus Master Plan core values.
- Identify or create data to assess “who, how, when, and where” aspects of activity.

Planning Premises

- Employment is not a destination.
- A job entails numerous tasks that require a variety of space types.
- All spaces are not equal—space type, age, and quality impact success and inform budget models.
- Space is not free—space/facility costs impact employment.
- Space management and use have cultural impacts. Change should be temperate.
- Programs should be incentivized to see the benefits of change.
- Specific work tasks or job expectations govern remote/hybrid work environments.
- In addition to improving unit operations, remote/hybrid work should reduce space requirements.
- When on-campus space requirements drop substantially, units should allow spaces to be reassigned to other units, for other purposes, and/or for greater needs.
- Office-related work space comprises 23 percent of all campus space. Per campus planning processes, all units should work with Campus Planning and Development to report space needs that can be addressed in the Campus Master Plan.
- Office space needs may decrease as more units and employees adopt remote/hybrid work, but the need for collaborative meeting space may increase.

Potential Space Benefits from Remote/Hybrid Work

- Sustainability
 - Shared resources
 - Lower carbon footprint
- Reduced costs
 - Reduced utilities and maintenance (\$9-18 per gross square foot per year and approximately \$3,000 per person per year)
 - Reduced deferred maintenance
- Less space required
 - Improved space utilization from shared collaborative space
 - Reduced office-space needs (largest space use on campus)
- Flexible schedules
- Less need for parking

University Space Committee Principles

Discussions with the University Space Committee yielded these guiding concepts that reflect University Space Plan values:

- All campus space ultimately belongs to the university and is allocated to units.

- Shared best practices and metrics should guide space allocations and management for employees with remote/hybrid work arrangements.
- All units should report data on space utilization to inform leadership decisions.
- Periodic reviews in all units should identify underutilized areas and inform decisions about future uses or reallocation.
- The university should provide central resources for units that need assistance reconfiguring campus spaces to accommodate remote/hybrid work.
- The university should develop a system of shared meeting and work spaces that can promote collaboration and improve space use, including a central scheduling program for sharable spaces.

Responses to Charge Questions

To further inform our recommendations, the subcommittee addressed specific questions from our original charge:

How do we ensure employees have the resources they need to succeed in remote and hybrid work models?

General work-resource needs include:

Technology

- Computer
- Camera, video capabilities
- Docking station
- Wireless keyboard/mouse
- OPTION: Two monitors
- OPTION: Printer/scanner
- Internet service with adequate speed and data limits
- Wi-fi booster if router is not close to office location

Furniture

- Desk
- Desk chair
- OPTION: Sit/stand desk
- OPTION: Internet phone and headset
- OPTION: 10-key calculator
- File cabinets
- Wall boards
- Shredder
- Footrest/special ergonomic furniture

Other

- General supplies

- Printer paper
- Printer ink/toner
- Paper organizer and other small office accessories

General Issues

- Special accommodations
 - ADA workspaces
- Delivery of materials/files

What type of remote environment do employees need to work efficiently? How do needs differ based on jobs?

Units/supervisors should define job-specific needs, addressing these questions:

- Does the environment fit the level of professional responsibility associated with the job?
- Is working remotely an option or requirement?
- How do specific jobs impact needs for remote environments?
- Are there differences in needs for Merit and Professional and Scientific positions?
- How do remote working conditions manage animals, children, or other distractions?
- Are lighting and related conditions sufficient?
- Does remote work entail set hours? Are they consistent with campus hours?
- How does the remote work environment affect overall performance and productivity?
- What happens if remote arrangements don't work out? What are options for returning to campus? Do changes impact job performance and security?
- What are transition plans for moving between remote and on-campus work?

What remote-work needs are employees responsible for? What needs is the university responsible for?

- Employees working remotely should be responsible for:
 - Work spaces and some office furnishings
 - Internet service and home networking
 - Utilities such as heating, air conditioning, electricity
- The university should provide essential IT equipment, some non-IT equipment, and supplies required by job.
- All university-provided equipment should be approved by department and abide by university policies and procedures.
- All items provided by the university to employees for remote work environments should be agreed upon between employee and university. Items should not be guaranteed.
- In all cases, any university-provided equipment and furnishings must be approved by appropriate university representatives.

How do we accommodate virtual and hybrid needs for campus space?

- Depending on scale of change, we may require a new shared model for space use, scheduling, and management. We may need central university support for this shared model, especially for scheduling.

- On a small scale, units may be able to manage virtual/hybrid needs internally.
- New models should focus on flexibility. Priorities are likely to include:
 - Collaboration and team orientation
 - Tools available within new work spaces
- Tracking activities that on-campus environments must support will require tools and processes for ongoing evaluation.
- Solutions may include regional work centers on campus or beyond:
 - Option 1: Actual work location for daily use (conflicts with advantages of remote-work environments)
 - Option 2: A place with resources for use as needed

Note: “On-campus” means “using university property.” It could be anywhere the university provides environments or tools for employees to do their jobs.

Do we need to develop “hoteling,” shared, or flex spaces for employees? What would those spaces look like?

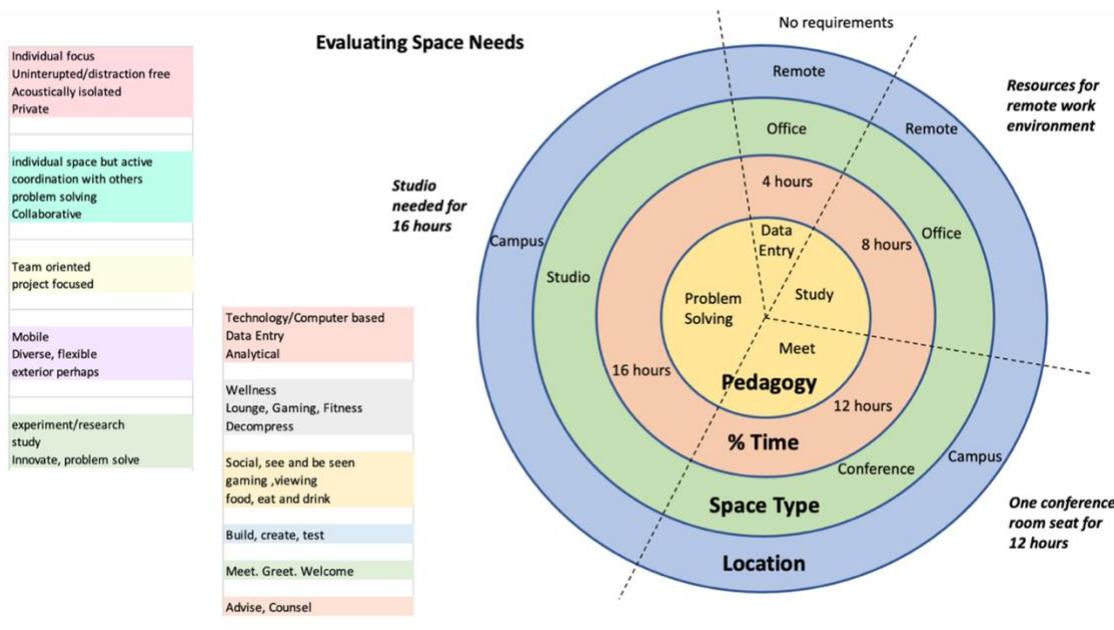
- Yes—see responses to previous question above.
- Does the base program (General Fund) have an impact? Who operates hoteling, shared, or flex spaces?
- We need to determine:
 - What hoteling/shared/flexible spaces look like
 - How many of each space type we need
 - Where they should be located
 - How they should be managed
 - How they differ from currently available spaces
- We should be able to support different models of space to support diverse programs, recognizing:
 - Funding-impacted differences
 - Operational differences

What facility, site, infrastructure, and operational (such as parking, mail, financial, other central services) impacts does remote work bring to the university?

- Parking cost impacts
- Amount of parking needed
- Type of parking needed
- Access to *work* mail (physical items)
- No personal mail delivery or support
- Service changes (like scanning) to support remote work environments

Space-Planning Evaluation

The subcommittee identified the need for tools that can help units evaluate physical-space requirements. To address this need, we developed a model that visualizes space utilization:



The model is intended to help users think through the average amount of time a person may spend throughout the week performing tasks needed to do their specific job. It helps project what may be done where and how often, eventually indicating what type and how much space will be necessary to support the job function.

Campus Planning and Development will use this approach to create new space planning metrics for space needs post-pandemic and post-pilot period to identify program space needs associated with remote and hybrid work.

Recommendations

The subcommittee developed initial guidelines for space planning and management that support remote, hybrid, and on-campus work. Our recommendations include:

- General guidelines for remote work environments
- Planning and management principles for on-campus work environments
- Office and collaborative/meeting space planning tools
- Next steps for implementation team

Recommendation 1: Establish General Guidelines for Remote Work Environments

The following guidelines establish basic standards, recognizing that specific expectations and requirements vary from job to job and are best developed at the unit level. Guidelines draw on best practices, reflect university values and policies, and incorporate lessons learned from pandemic-related remote work.

The subcommittee has drafted an [Off-Campus Office Set-up Guide](#) that provides additional detail.

Physical environment

- Physical environments for remote work should promote employee well-being.
- Remote work environments should reflect any and all on-campus university policies. Environments should be similar to those provided by the university at on-campus locations.

Resources

- In general, the university should provide equipment only for an employee's primary work location, on-campus or remote. Colleges/divisions can choose to equip more than one location at their discretion.
- The university should provide IT equipment, some non-IT equipment (e.g., office chairs), and office supplies for remote-work locations.
- Employees and colleges/divisions should make every effort to use existing university equipment and reduce the need for new equipment purchases.
- Technology requirements and resource guidelines will be provided by the Future of Work technology subcommittee.

Remote meetings

- Employees working remotely should ensure that visual/audio connections are clear and secure (see also technology subcommittee recommendations.).
- Employees working remotes should reduce, as much as possible, potential distractions. They should create an atmosphere that allows all parties to focus on meeting content and discussion.
- Employees working remotely should use reasonable judgement to maintain a professional image. They should coordinate specific requirements with supervisors.

Management

- If there are any specific requirements for remote work environments, employees should coordinate periodic reviews of the work spaces with their supervisors.

Recommendation 2: Establish Planning and Management Principles for On-Campus Work Environments

The following principles apply existing university values and practices to space-management decisions related to remote/hybrid work. They balance university, college/division, and unit needs, prioritizing strategic goals, program effectiveness, efficiency, and cost savings.

Objectives

- Campus space made available by remote/hybrid work should be repurposed for high-priority program needs. Space-utilization plans should be reviewed by colleges/divisions and shared with the Office of Campus Planning and Development.
- Major repurposing or related initiatives will be included in the University Space Plan to support high priority program needs. The University Space Plan is managed by the Office of Campus Planning and Development and reviewed by the University Space Committee.

Planning

- The subcommittee will finalize its space-planning templates to help units determine changes in space needs resulting from remote/hybrid work.
- University space-planning and utilization metrics should be revised to support remote/hybrid work adoption.

Reporting

- Orgs/units should identify employees with remote/hybrid work arrangements using [reporting tools](#) developed by the Future of Work staff subcommittee.
- Associated impacts on space should be reviewed and reported to colleges/divisions and to the Office of Campus Planning and Development.

Management

- On-campus space made available by remote/hybrid work (e.g., due to declining demand for office space) should be managed and scheduled centrally. All programs should have equal access to this space.
- The university will take advantage of changes in space needs to reduce operating costs, reduce deferred building maintenance, eliminate leased space, decommission inadequate facilities, and repurpose assets where necessary.

Recommendation 3: Finalize Space-Planning Tools to Help Units Assess Needs and Options

These draft tools include definitions of typical office and meeting/collaborative spaces, as well as templates to help units determine which types of spaces fit their specific needs. They will be used by Campus Planning and Development when working with units to identify space needs as they adopt remote and hybrid work.

See the following for details:

- [Types of Office and Meeting/Collaborative Spaces](#)
- [Office and Meeting/Collaborative Space Planning Template \(xlxs\)](#)

Recommendation 4: Pilot New Collaboration Center

A pilot facility in the University Campus Center will help the university assess options for shared workspaces and develop specifications for similar future spaces.

Rationale

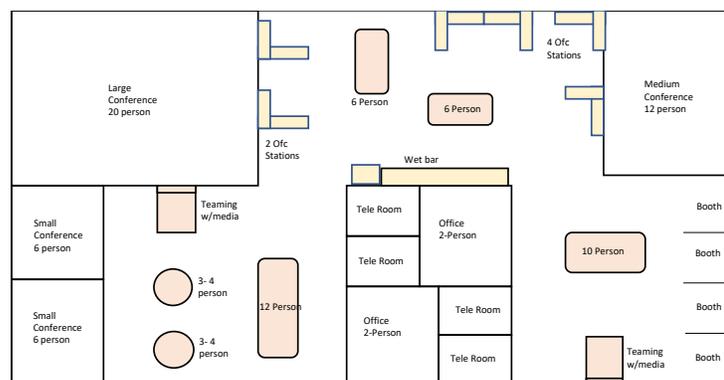
- Most current on-campus work spaces are designed for destination-based, travel-to-work-ever-day arrangements. Future work maybe more activity- or task-based with fewer physical boundaries.

- Even as traditional office needs decline, needs for flexible, adaptable meeting and team spaces may grow. A pilot facility lets the university assess different space options.

Facility

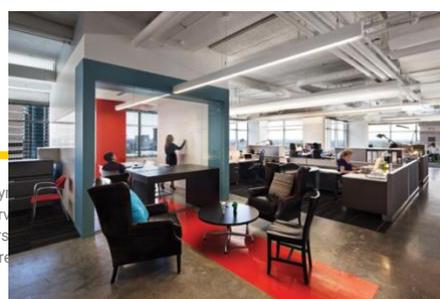
- Collaboration Center plans stem from work with Campus Planning and Development, the University Space Committee, and university leadership.
- The pilot facility in the University Capitol Center will include office resources that support a variety of individual and group tasks, including by remote/hybrid workers coming to campus. It may include the following types of spaces:
 - Open/collaborative stations
 - Private offices
 - Small conference spaces
 - Lounge
 - Worktable/teaming centres
 - Collaborative media centres
 - Large conference space

The following conceptual diagram and images show the type of space being developed:



Collaboration Center Concept

Capacity 120/75 – 2,400 ASF or 20 ASF/Per, 350-500 person contacts daily



Recommendation 5: Develop Implementation Roadmap for Pilot Phase and Beyond

We recommend that the Future of Work implementation team and designated work groups address these priorities:

Complete physical space subcommittee tasks

- Act on approved or revised recommendations, requesting additional detail from subcommittee as needed.
- Finalize space-planning tools and templates described above and coordinate data needed with HR reporting tool for work arrangements.
- Coordinate all initiatives with the University Space Committee.

Collect and assess pilot data

- Monitor data on adoption of remote/hybrid work arrangements during fall 2021 pilot period.
- Coordinate space needs with units reporting especially high adoption of remote/hybrid work.
- Adjust office and meeting space metrics in the university's space planning model used to evaluate a program's space needs.
- Project additional space impacts, needs, opportunities, and constraints.
- Coordinate with Council of Deans to address college space impacts.
- Coordinate all work with the University Space Committee.

Update University Space Plan

- Adjust the University Space Plan as needed to reflect adoption of remote/hybrid work.
- Update space management policies and procedures.
- Draft new meeting and hybrid office space management plan.
- Adjust space implementation and sequencing plan.
- Incorporate space needs from the University Space Plan into the overall, comprehensive University Master Plan.

Integrate space improvements into Campus Development Plan

- Create and prioritize projects, including funding strategies, in support of the University Space Plan.
- The Campus Development Plan is the capital plan, a series of prioritized projects needed to advance the University Master Plan and University Space Plan.