Purdue University

Office Space Guidelines

April 4, 2022

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I. Process Overview

Process Overview
Space Guideline Update

JLL completed the following process to update the existing space guidelines:

- A detailed review of the existing space guidelines,

- A peer benchmark analysis of office space types to understand how Purdue compares to other university peers,

- The team then consolidated existing office space guidelines into 6 workspace types,

- Employee career streams and workstyles were mapped to the space guidelines to provide consistent and transparent space allocations, and

- Collaboration and support space guidelines were developed with recommended sharing ratios to create a comprehensive office space program that incorporates a hybrid workforce.

II. Introduction

Introduction
Space Guideline Update

Updated office space standards and a clear hybrid work strategy will provide significant benefits to Purdue University. They will help to provide a more inviting and effective work environment, improve employee satisfaction and productivity, save space, and reduce real estate occupancy and operating costs.

Purdue holds a significant real estate portfolio, which is managed by the Department of Real Estate and Space Administration. The University has recognized an opportunity to build an accurate picture of space quantity, space types and space usage across the office space portfolio, in order to most effectively leverage these key assets and University funds.

By gaining a clear picture of its current space, workplace and policy improvement options, the University has an opportunity to:

- Provide employee benefits such as workplace flexibility

- Implement more efficient and productive work environments

- Avoid future space costs by better leveraging current facilities

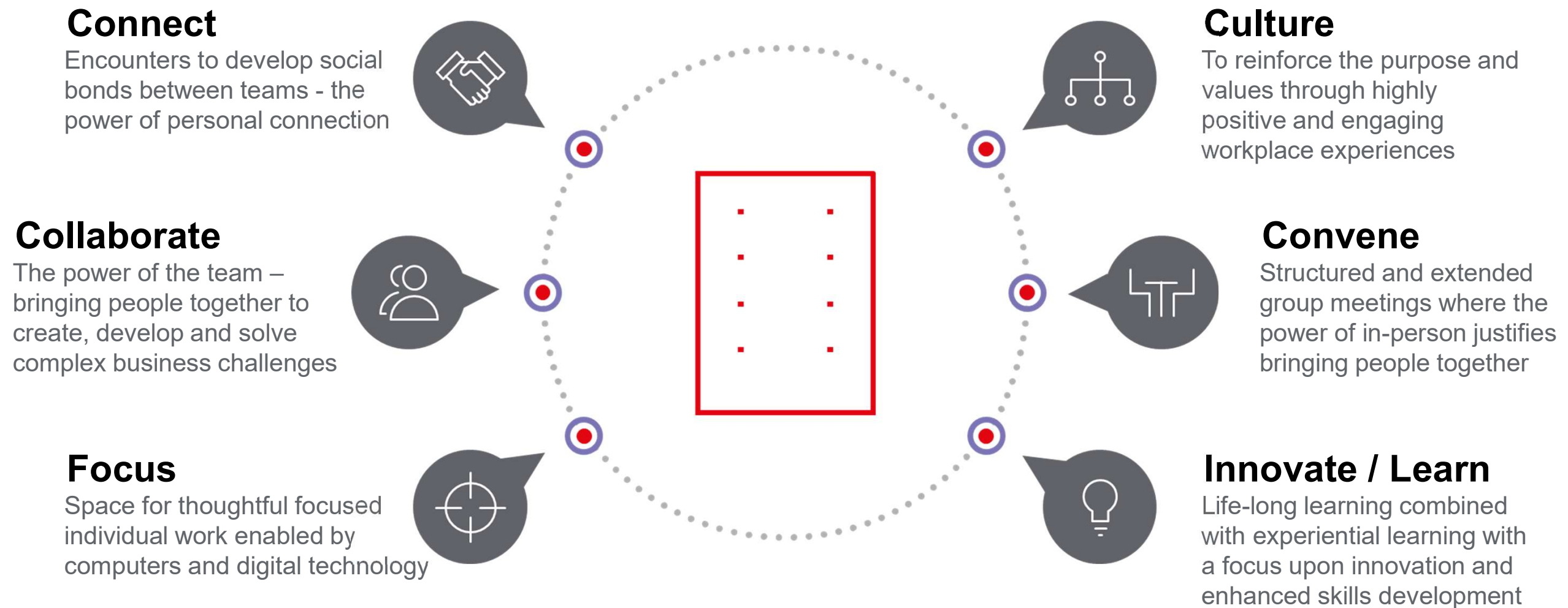- Deploy real estate funding for maximum impact

This document presents the University with best practices to implement a consistent work environment that incorporates a hybrid workforce to enable greater real estate portfolio operational efficiencies and reduce costs to the University.

Redefining the Purpose of the Office
Space Guideline Update

As work transitions to a more mobile and fluid environment incorporating hybrid work, the office's purpose will evolve. The new office will serve as a central gathering point for teams to convene for collaboration and socialization. Since most Purdue office layouts currently emphasize individual over team spaces, there is a need to redesign the office to provide more collaborative spaces in a hybrid environment.

Connect
Encounters to develop social bonds between teams - the power of personal connection

Culture
To reinforce the purpose and values through highly positive and engaging workplace experiences

Collaborate
The power of the team – bringing people together to create, develop and solve complex business challenges

Convene
Structured and extended group meetings where the power of in-person justifies bringing people together

Focus
Space for thoughtful focused individual work enabled by computers and digital technology

Innovate / Learn
Life-long learning combined with experiential learning with a focus upon innovation and enhanced skills development

Future of Work Program Considerations
## Space Guideline Update

The first step to establishing the Future of Work initiative was gaining a full understanding of how Purdue employees work. Through surveys, focus groups, and interviews in the summer of 2021, Purdue was able to answer the following questions that allowed it to establish guidelines for the Future of Work initiative. The answers to these key questions allowed the University to understand which employees are candidates for hybrid work, to what extent they can be allowed to work remotely, and the design and configuration of work and collaboration spaces that support them when they come into the office.

How frequently are employees out of the office for work?

- Employees who frequently interface with clients or complete work duties outside of the office - outward facing employees - are good candidates for a telework program. These employees often have unpredictable schedules and/or may work off-site frequently for specific projects.
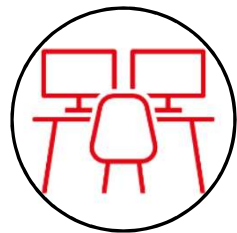
What type of work occupies the employee?

- Employees that spend a considerable amount of their time in focused, individual work, rather than in a team environment, are also good candidates for a telework program. This includes people whose roles are task-based or are self-sufficient.

Are there special circumstances or interests?

- Desires and/or demands for work/life balance can influence an employee's motivation to work mobility. Employees who want to reduce their commute time, work from home, or have other lifestyle needs fall in this category.
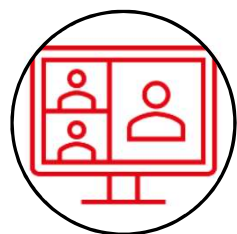
Is there sufficient technology to allow remote work?

- Working remotely requires investment in technology and the workplace by both the employer and employee. Employers must be able to provide the employee with the tools to complete their job – a laptop, cell phone, printer, etc. Employees must have a reliable internet connection and a homework environment that is suitable to the position.

Employee Workstyles
Space Guideline Update

A vital outcome of the initial question set is understanding the nature of work for Purdue employees.

Indeed, all jobs are not alike. Some jobs require high degrees of collaboration, whereas others have workers being primarily individual contributors. Some jobs require high mobility and outside collaboration, whereas others can accomplish their work in one location. Some jobs are very routine and follow consistent processes, whereas others need creativity and new ideas.

Therefore, there is no "one size fits all" optimal solution to support all University employee work habits. Different jobs will vary in their needs for space, mobility, interaction, and technology. JLL's research has shown that most work can be categorized into one of four major work styles shown to the right. Understanding these profiles is a way to think about their suitability for remote or hybrid work and how to provide them the best office designs and technology to succeed both while teleworking and in the office.

After understanding the distribution of these work styles among a College or Division, the University can then formulate a hybrid work structure that is responsive to its employees and helps to facilitate all work styles.

Campus First
In the Office 5 Days / Week
Assigned Workstation

Employees who spend considerable time in their primary workspace with high levels of solo work, and lower collaboration levels often with immediate team members.

Work Environments include assigned individual workstations or offices within a neighborhood, supported by traditional meeting spaces. Employees with this profile could be candidates for telework if their work does not tie them to a specialized setting. Purdue assume all faculty are assigned this workstyle due to their role on campus.

Campus Friendly
In the Office 3-5 Days / Week
Assigned Workstation

Employees who spend considerable time in their primary workspace and who have higher internal collaboration levels, often with immediate team members.

Typical workplace environments include primarily assigned and some unassigned individual workstations / offices within a neighborhood, supported by informal collaboration spaces and virtual collaboration tools in addition to traditional meeting spaces. Employees with this profile are candidates for hybrid work.

Remote Friendly
In the Office 1-2 Days / Week
Unassigned workstation

Employees who spend considerable time away from their primary workspace, often offsite, and often have lower internal collaboration levels beyond their team or their Department.

Typical work environments include unassigned workstations / offices, supported by traditional meeting spaces and robust mobile and collaboration technology. Employees with this profile are ideal candidates for telework.

Remote First
In the Office 1-2 Days / Month
Unassigned Workstation

Employees who spend considerable time away from their primary workspace, potentially offsite, and have high internal collaboration levels often with immediate team members.

Typical workplace environments include assigned and mostly unassigned workstations / offices, supported by informal collaboration spaces and robust mobile and collaboration tools in addition to meeting spaces. Employees with this profile are potential candidates for telework if their work does not tie them to a specialized setting.

Hybrid Work Office Design and Space Allocations
Space Guideline Update

Adoption of a hybrid work program has several implications for how the University can best utilize its real estate portfolio. Notably, hybrid work can lower the overall size and cost of the portfolio by increasing the number of employees that inhabit each space.

There are several key drivers that influence these impacts:

- The average occupancy levels of people in the office will be lower as large amounts of people will be working away from the office on any given day.

- Most programs require employees who work remotely more than twice a week to give up their right to a dedicated space and reserve an open pool of desks shared by all hybrid workers. The introduction of desk sharing can lead to significant reductions in the amount of space allocated for individual work.

- Hybrid work will increase the demand for shared spaces (conference rooms, informal group seating areas, etc.). The office becomes more of a place to have meetings, collaborate ad hoc/informally, and generally socialize. However, with fewer dedicated workstations and a greater ratio of desk sharing, even increased shared spaces result in a net decrease in total required space.

The adoption of a more mobile work environment changes space needs. As a result, future space allocation decisions will need to reflect this contemporary environment and feature collaboration space over individual workspaces. This greater workspace allocation will focus on innovation, collaboration, learning, socialization, and employee experience.

Hybrid work Office Use Allocation

Historical Office Use Allocation
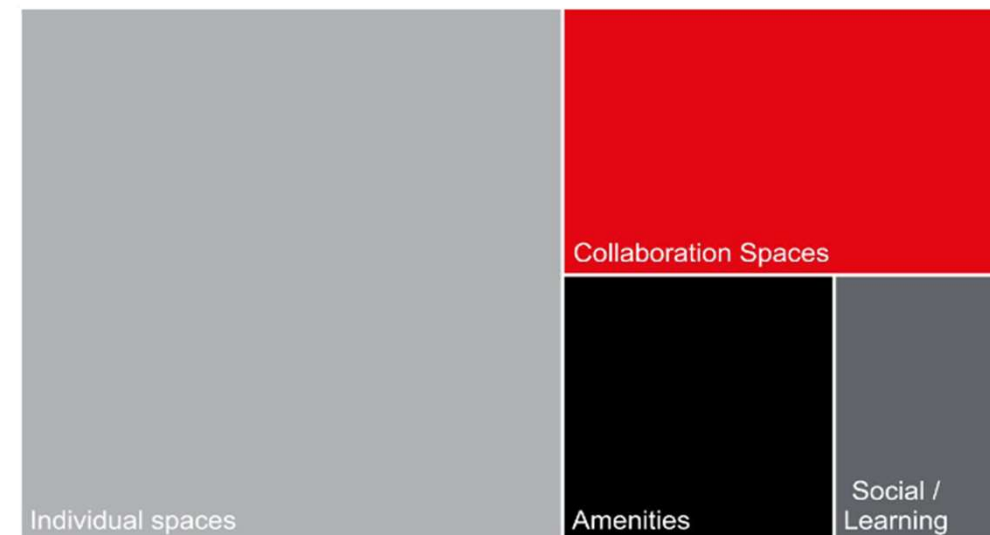
Hybrid Work Space Planning Approach
Space Guideline Update

To support a workforce with a high adoption of hybrid work, JLL updated Purdue's existing office space guidelines to be utilized when planning for future space needs. The space guidelines are designed to improve building efficiencies, reduce costs, match space types and sizes to work requirements, leverage the deployment of hybrid work, and promote flexibility. The office space guidelines are comprised of four elements that when combined, they can be used to develop an outline program when planning for space. The four elements include:

Space Size. Workspaces within the Purdue's office portfolio vary greatly. They are generally reflective of the University's needs and the period in which the building was constructed. As a result, workspaces tend to be larger than most current office space standards for contemporary work environments in both the public and private sectors. The revised office space guidelines attempt to right-size workspaces to increase the overall efficiency of the work environment. This is accomplished by reducing the size of both offices and open workstations, thus reducing the overall demand for space. To accommodate for a decrease in personal workspace, additional collaboration space is required.

Workstation to Office Ratio. As the work environment has become more collaborative, space needs have changed to accommodate this new reality. Historically, office environments had a high ratio of private, enclosed offices. Contemporary work environments have fewer private offices and more open workstations to promote collaboration, provide transparency, provide access to natural light, and utilize space more efficiently. Furthermore, in a hybrid work environment, the number of assigned workspaces is reduced as employees will not be in the office enough to require a dedicated space. This increases workstation efficiencies and utilization of shared spaces. It should be noted that faculty will be assigned a private office or work station regardless of their designated workstyle.

Space Variety. To accommodate the changing work environment and increased mobility, the physical work environment needs to be updated. The current portfolio generally has a limited number of space types that primarily focused on individual spaces and larger conference spaces. These space types are a mismatch with a contemporary work environment, limiting the range of work activity. The University should provide various workspaces to match user needs, enabling employees to choose spaces that best support their productivity while in the office.

Mobility/Hybrid work. The nature of work for many Purdue employees is highly mobile. Many conduct work in the field or at various locations on campus. As a result, many spaces are underutilized. This creates inefficiencies in the real estate portfolio. Furthermore, the adoption of telework due to the COVID-19 pandemic has increased mobility, further exacerbating the problem. Increased mobility can be leveraged to reduce space needs by using shared spaces and, in particular, desk sharing. Mobile employees are not assigned a dedicated workspace and instead share a "hoteling" station when in the office. These shared workspaces have all the standard technology connections (docking station, monitors, phone, etc.) and can be reserved in advance. Scheduling software can even place members of the same team in the same location when they are in the office simultaneously for seamless collaboration.

The following pages outline the updated space guidelines for a hybrid work environment.

III. Space Guidelines

Office Spaces
Space Guideline Update

The goal of the updated space guidelines is to increase space efficiencies planned for new buildings and major renovations. Purdue Real Estate also uses these guidelines in evaluation of space requests. The latter may require adaptation of the below guidelines given that many existing buildings do not align with the Unit SF shown below for new buildings and major renovations. In these guidelines, allocation of workspace area is based on an employee's career stream. Work spaces can then be assigned or unassigned based on the employee's workstyle.

Private Offices should be assigned for faculty, senior level staff, or for employees who require privacy or secure work environments that cannot be accommodated in an open office workstation.

Open Office Workstations should be assigned to staff as indicated below. To meet programmatic needs or to adapt these guidelines to existing space, these staff can also be allocated one of two desks in a shared 120 SF office.

Mobility stations are designed for mobile workers who need a place to touch down while they are in the office and are available in a variety of configurations shown below. These "hoteling" stations should be fully equipped with technology for a seamless experience for the mobile worker. The recommended space allocations for offices and open workstations are shown on the following pages.

Programming Matrix

Space Type	Desk Sharing Ratio	Size			Unit SF	Total Seats	Career Stream	Mobility Profile
Office (Assigned)								
Executive Office	1.00	20	x	12	240	3	Executive (E1-E3)	Campus First
Standard Office	1.00	10	x	12	120	36	Faculty (F1-F6), Management (M4-M6), Professional (P4-P6)	Campus First
Standard Office (Shared)	1.15	10	x	12	120	5	Management (M4-M6), Professional (P4-P6)	Campus Friendly
Open Office (Assigned)								
Workstation (Private) [1]	1.00	6	x	7	42	8	Management (M1-M3), Professional (P1-P3), Service (S1-S4), Skilled (SK1-SK4), Post Doc, NP, TMP	Campus First
Workstation (Shared) [1]	1.15	6	x	7	42	6	Management (M1-M3), Professional (P1-P3), Service (S1-S4), Skilled (SK1-SK4), Post Doc, NP, TMP	Campus Friendly
Mobility Station (Unassigned)								
Touchdown / Hot Office (single/1 desk)	2.0	10	x	12	120	0	Management (M4-M6), Professional (P4-P6)	Remote Friendly
Touchdown / Hot Office (single/1 desk)	4.0	10	x	12	120	0	Management (M4-M6), Professional (P4-P6)	Remote First
Touchdown / Hot Workstation [1]	2.0	6	x	7	42	0	Management (M1-M3), Professional (P1-P3), Service (S1-S4), Skilled (SK1-SK4), Post Doc, NP, TMP	Remote Friendly
Touchdown / Hot Workstation [1]	4.0	6	x	7	42	0	Management (M1-M3), Professional (P1-P3), Service (S1-S4), Skilled (SK1-SK4), Post Doc, NP, TMP	Remote First
Touchdown / Hot Workstation	2.0	6	x	6	36	18	Graduate Student [2]	Remote Friendly
Touchdown / Hot Workstation	4.0	6	x	6	36	11	Graduate Student, Undergraduate Student [3]	Remote First

Executive Office
(Dedicated)

Executive Office
240 SF
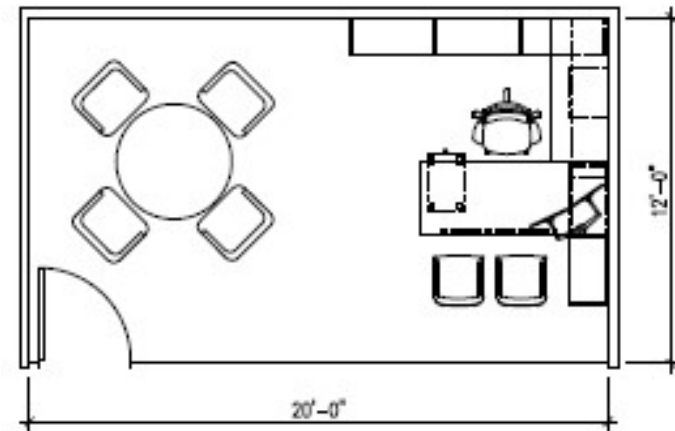
This large executive office standard has an efficient wrap around workspace while providing room for meetings of 4 to 5 people, either at upholstered seats or a table and chairs. One length of worksurface consists of an adjustable height workstation. Storage consists of a two-drawer lateral file cabinets above the workstation and an optional bookcase.
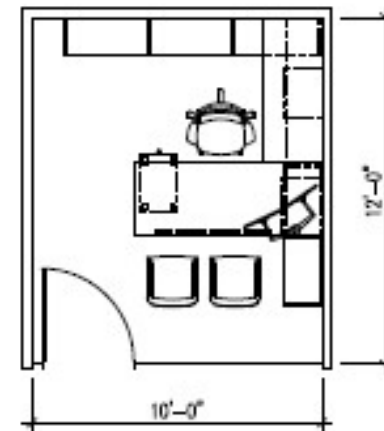
Mobility Profile	Campus First
Recommended Ratio (Desk: People)	1:1
Current Ratio	1:1
Recommended Size	240 SF (20x12)
Career Stream	Executive

Standard Office

Standard Office, Shared Office (Single Occupancy / Two Specific Users on rotating days)
Touchdown / Hot Office (Single Occupancy / Unassigned)

Standard Office
120 SF

This standard office has an efficient wrap around workspace while providing room for meetings of 2 to 3 people. One length of worksurface consists of an adjustable height workstation. Storage consists of a two-drawer lateral file that can accommodate an upholstered top. The office has room for an optional bookcase if needed.

| Mobility Profile	Campus First	Campus Friendly	Remote Friendly	Remote First
Recommended Ratio (Desk: People)	1:1	1:1.15	1:2	1:4
Current Ratio	1:1	NA	NA	NA
Recommended Size	120 SF (10x12)	120 SF (10x12)	120 SF (10x12)	120 SF (10x12)
Career Stream	Faculty, Management, Professional	Faculty, Management, Professional	Faculty, Management, Professional	Faculty, Management, Professional

Shared Office

Shared Office (Double Occupancy / Two Specific Users)
Touchdown / Hot Office (Double Occupancy / Unassigned)

Shared Office
120 SF
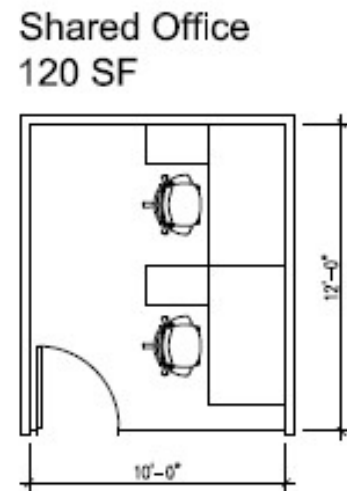
The shared office has two workstations for two specific users. Workstation furnishing includes an adjustable height worksurface and a single lateral file storage cabinet. Shared offices do not provide storage beyond the individual workstations. These double occupancy offices can be assigned to campus friendly employees or can be utilized as hoteling stations for remote friendly and remote first employees.

Mobility Profile	Campus Friendly	Remote Friendly	Remote First
Recommended Ratio (Desk: People)	1: 1.15	1:2	1:4
Current Ratio	NA	NA	NA
Recommended Size	120 SF (10x12)	120 SF (10x12)	120 SF (10x12)
Career Stream	Faculty, Management, Professional	Faculty, Management, Professional	Faculty, Management, Professional

Workstation (Assigned)

Standard (Dedicated)
Standard Shared (One Wkst / Two Specific Users on rotating days)
Touchdown / Hot Workstation (Single Occupancy / Unassigned)

Workstation
42 SF
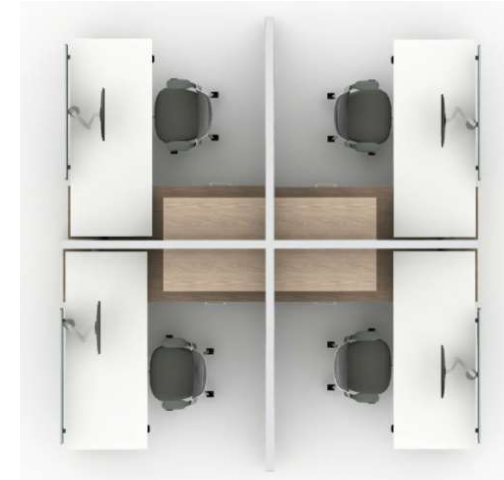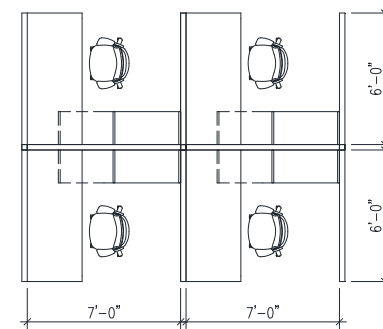
Small Assigned Workstation

Open workstation configuration suitable for a Campus First or Campus Friendly employees. An adjustable height workstation is outfitted with a privacy screen to provide a modicum of seated height and standing height visual privacy. Storage options include mobile pedestal file cabinet, which can be outfitted with a seat cushion.

Mobility Profile	Campus First	Campus Friendly
Recommended Ratio (Desk: People)	1:1	1: 2
Current Ratio	1:1	NA
Recommended Size	42 SF (6x7)	42 SF (6x7)
Career Stream	Mgt, Prof., Post Doc, Svc, Skilled, NP, TMP	Mgt, Prof., Post Doc, Svc, Skilled, NP, TMP

Workstation (Unassigned)
Touchdown / Hot Workstation

Touchdown
36 SF
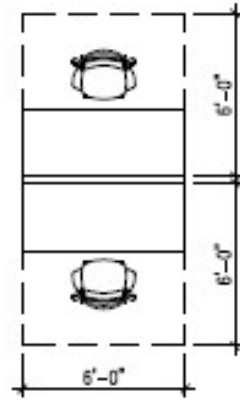
Small Unassigned Workstation

Open workstation configuration suitable for a Remote First, Remote Friendly, or Graduate Student employees. An adjustable height workstation is outfitted with a privacy screen to provide seated height and standing height visual privacy. Storage options are not included in unassigned workstations. These small workstations are ideal for hoteling stations or "hot desks".

Mobility Profile	Remote Friendly	Remote First
Recommended Ratio (Desk: People)	1 : 2.5	1 : 2.5
Current Ratio	NA	NA
Recommended Size	36 SF (6x6)	36 SF (6x6)
Career Stream	Grad or UG Student	Grad or UG Student

Workspace Typologies
Modular & Reuse Efficiency

Executive Office
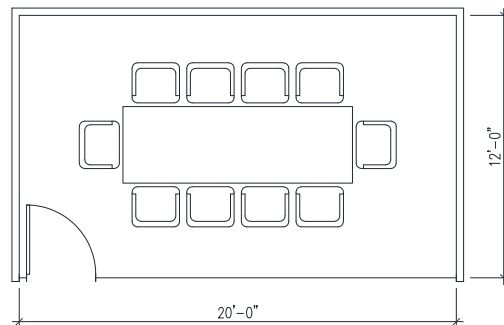240 SF
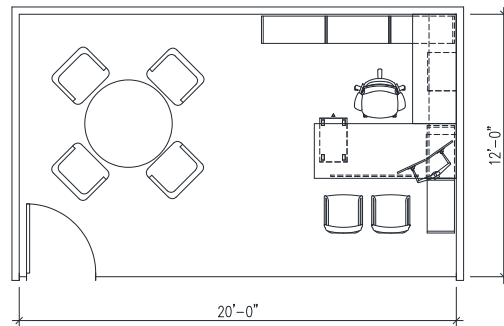
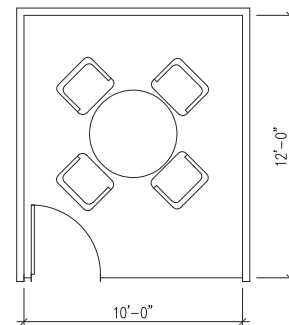**Standard Office**
120 SF
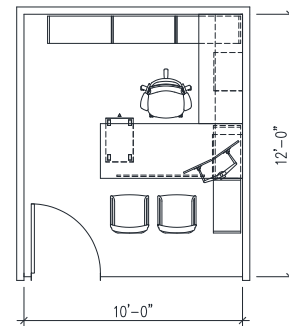
Shared Office
120 SF
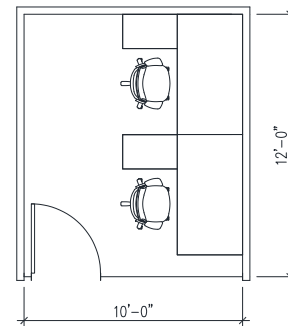
Workstation
42 SF
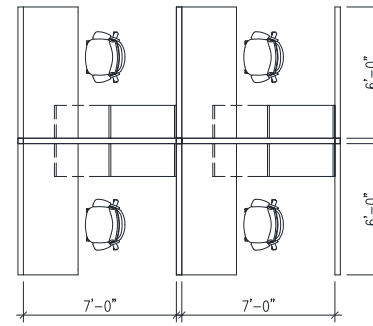
Touchdown
36 SF
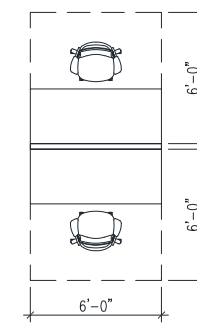
Medium Conf Rm
240 SF

Huddle Rm
120 SF

Huddle Rm
120 SF
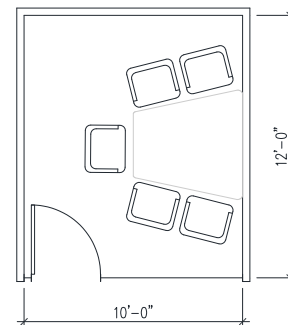
Copy / Print
120 SF
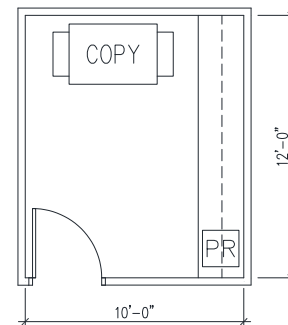
Privacy/Mothers Rm
120 SF
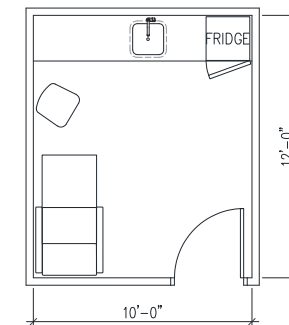
Break Rm
120 SF
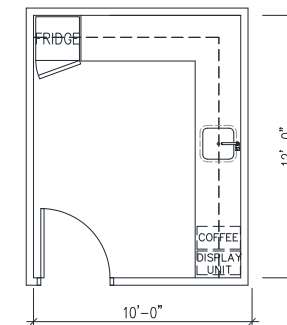
Space Standards
Collaboration Spaces

As the workplace shifts to a more mobile and collaborative environment, the office will require additional shared spaces to support employee productivity. Collaboration spaces include open seating and teaming areas, enclosed team rooms, and conference rooms of all sizes. The need for privacy in the open office environment requires the provision of small phone booths or areas where employees can have confidential conversations.

To quantify how many collaboration seats are required, JLL applies a collaboration seat ratio to the number of required seats. As a general rule, as more employees adopt telework, more collaboration space is required.
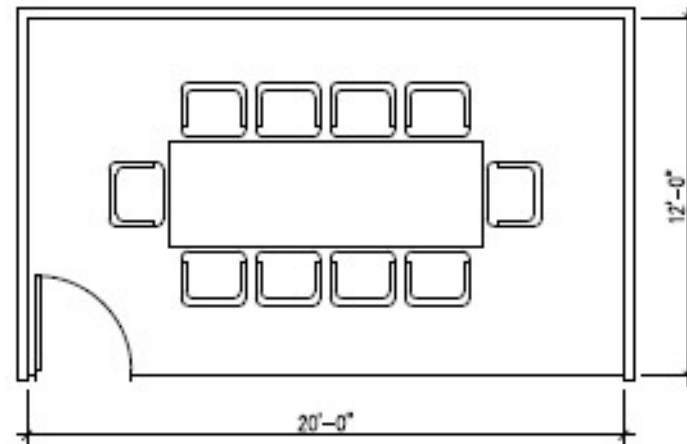
Closed Collaboration
Phone (2 Person)
Huddle (4 Person)
Small (6 Person)
Medium/ Team (10 Person)
Large (14 Person)
XL Large (24 Person)
Training Room

Closed Collaboration
Medium Conference Room

Medium Conf Rm
240 SF

The medium conference room serves as meeting space for up to 10 employees. The conference table can either be specified as seated and/or standing height. A 72" whiteboard can be supplemented with glass on the door and/or side light with a frosted panel. The collaboration area must serve needs of telephone calls, digital display sharing at flat panel monitor, and video conferencing.

Audio visual system needs include a large screen monitor, sound bar with integrated camera and microphone, integrated control system with touch panel and bring-your-own-device support.

Mobility Profile	Campus First	Campus Friendly	Remote Friendly	Remote First
Recommended Ratio (Desk: People)	1:75	1:75	1:75	1:70
Current Ratio	1:75	NA	NA	NA
Recommended Size	240 SF	240 SF	240 SF	240 SF
Capacity	10	10	10	10

Closed Collaboration
Huddle Room

Huddle Rm
120 SF
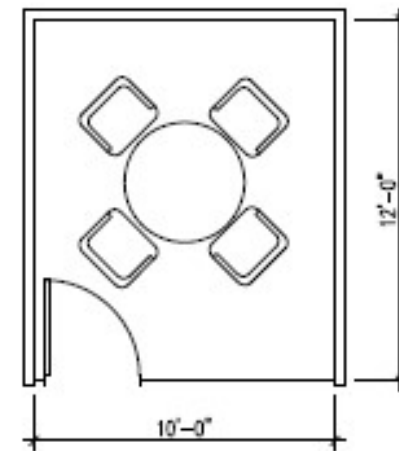
Huddle Rm
120 SF
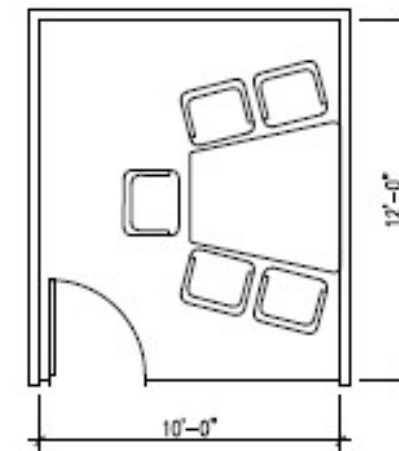
This small enclosed collaboration room serves as a space for small meetings. The four to five seat conference table can either be specified as seated or standing height. A 72" whiteboard can be supplemented with glass on the door and/or side light with a frosted panel. The collaboration area must serve needs of telephone calls, digital display sharing at flat panel monitor, and video conferencing.

Audio visual system needs include a large screen monitor, sound bar with integrated camera and microphone, integrated control system with touch panel and bring-your-own-device support.

Mobility Profile	Campus First	Campus Friendly	Remote Friendly	Remote First
Recommended Ratio (Desk: People)	1: 20	1: 20	1: 18	1: 16
Current Ratio	1:20	NA	NA	NA
Recommended Size	120 SF	120 SF	120 SF	120 SF
Capacity	4	4	4	4

Closed Collaboration
Phone Room

This enclosed collaboration room, typically referred to as a Phone Booth or telephone room, serves as a space for small meetings or telephone conversations. Maximum seating is for two employees. The collaboration area accommodates bring-your-own-device with no additional technology.

Mobility Profile	Campus First	Campus Friendly	Remote Friendly	Remote First
Recommended Ratio (Desk: People)	1:20	1:20	1:18	1:16
Current Ratio	1:20	NA	NA	NA
Recommended Size	30 SF	30 SF	30 SF	30 SF
Capacity	2	2	2	2

Space Guidelines
Support Spaces

In addition to work and collaborative space, users often require spaces that are unique to their purpose or mission. These spaces can include labs, libraries, hearing rooms, vaults, etcetera. Consultation with end users is required to program these spaces.

Support spaces are also required to serve the needs of the workplace. Support spaces include but are not limited to break rooms, copy and print room, reception and waiting areas and lactation rooms. In addition, utility spaces are needed to serve the work environment including storage, computer closets, and utility rooms. The space guidelines provide the size and ratio at which these spaces should be accounted for. Design teams should consult with end users to ensure that all specialty space needs are accounted for.

Programming Matrix

Space Type	Size			Unit SF	Career Stream
Support					
Reception	15	x	15	225	225 SF for up to 100 headcount; for every 50 headcount beyond 100, add 50 SF
Service Areas					
Storage	10	x	12	120	120 SF for up to 100 headcount; for every 50 headcount beyond 100, add 50 SF
Copy / Print /Mail Room	10	x	12	120	1:50
Privacy / Mothers Room	10	x	12	120	1:100 (Indiana State law requires employers with 25 or more employees to provide)
Filing Cabinets					
36" Wide Lateral	2	x	3	6	1:10
Lockers (Flex Storage)	1.5	x	2	3	1:1.5 for total of Campus Friendly and Remote Friendly
Pantry/ Break Room					
Break Room	10	x	12	120	1:60
Large Café	20	x	20	400	1:50

Service Areas
Privacy Room / Mothers Room

Wellness Rm
120 SF

FRIDGE

12'-0"

10'-0"
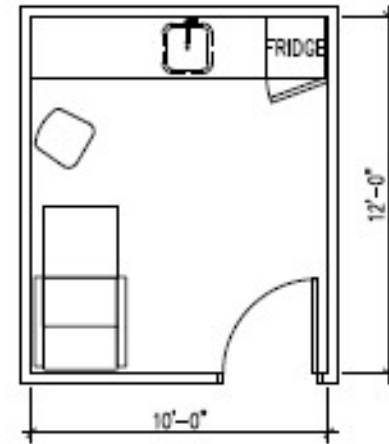
This private lactation room offers comfortable seating to nursing mothers. The room should include a sink and refrigerator for storage. The room should have a solid locking door and frosted privacy glass. No technology is required.

This room may also serve other purposes when not in use as a lactation room, such as a room for private conversations.

Recommended Ratio (Desk: People)	Required over 25 employees; 1: 100
Recommended Size	120 SF

JLL

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