UNIVERSITY OF VIRGINIA

Administrative Staff Space
Current State and Future Needs Analysis

Final Report
June 12, 2018

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The objective of this report is to provide documentation of research and analysis done by brightspot strategy to understand the current state and identify future needs and potential opportunities for change for administrative staff space at the University of Virginia.

The study looks at 11 selected central administrative staff units and includes office-based personnel, but excludes field-based roles such as custodial or shop staff within the 11 units.

This analysis was conducted using net assignable square feet (NASF) and full-time equivalent staff and students (FTE). For the purposes of this analysis, the "current state" includes the Old Ivy Road Office Building and the "future state" looks ahead five years. This study identifies opportunities but does not make definitive recommendations and excludes an analysis of cost implications.

KEY FINDINGS

This section of the report captures current state findings of administrative space at UVA through analysis of data provided by UVA and interviews with representatives from each unit.

SUMMARY OF KEY FINDINGS

Through a series of tours, leadership interviews, and data analysis, brightspot identified the following key findings. Overall, our findings reflect that administrative space at UVA is already moving in the right direction in terms of density, proportion of space types (individual, collaborative, and support), amount of recent renovation, and space quality.

1. **UVA snapshot**: This study evaluates a total of 253,062 net assignable square feet (NASF), or 3.5% of the 7.23M NASF of UVA's overall space excluding the Health System.

2. **Density:** Average density of all 11 units is 149 net assignable square feet per full-time equivalent staff (NASF/FTE), with 34% of space at low density (less than 135 NASF/FTE), 36% at medium density (between 135 to 155 NASF/FTE), and 30% at high density (more than 155 NASF/FTE).

3. **Space quality:** Over 60% of space is rated good quality, technically and operationally.

4. **Space proportion**: Average proportions of space are 77% individual, 14% collaborative, and 9% support, which reflect an over-emphasis on individual space.

5. **Recent renovation:** Half of all space has gone through recent renovation.

6. **Collaboration:** Groups collaborate with each other to varying degrees and some key collaborators can benefit from co-location.

7. **Space standards:** UVA's current space allocation guidelines are outdated and are applied opportunistically and economically based on building conditions. Recent projects have moved beyond these standards.

8. **Growth:** Administrative staff headcount at UVA has grown 41% in the last 20 years, during which time student headcount increased 23%.

9. **New leadership:** New President could potentially bring space and organizational changes.

10. **New ways of working:** Recent projects, such as Finance, Advancement, HR, Communications, and the Health System Integrated Space Plan are experimenting with more open, collaborative, and flexible workplaces.

UVA SNAPSHOT

In this study, brightspot looked at a total of 253,062 NASF of space, 51 buildings, and over 1,700 administrative staff at UVA in 11 administrative units.

51
buildings/spaces

253,062
total area (NASF)

3.5%
of overall UVA space
(7.23M NASF)

1,701
administrative staff
(FTE)

149
density (NASF/FTE)

96%
on Grounds

4%
off Grounds

OVERVIEW OF DENSITY

Density of space is inconsistent across groups. Spaces and people are spread across different levels of density.

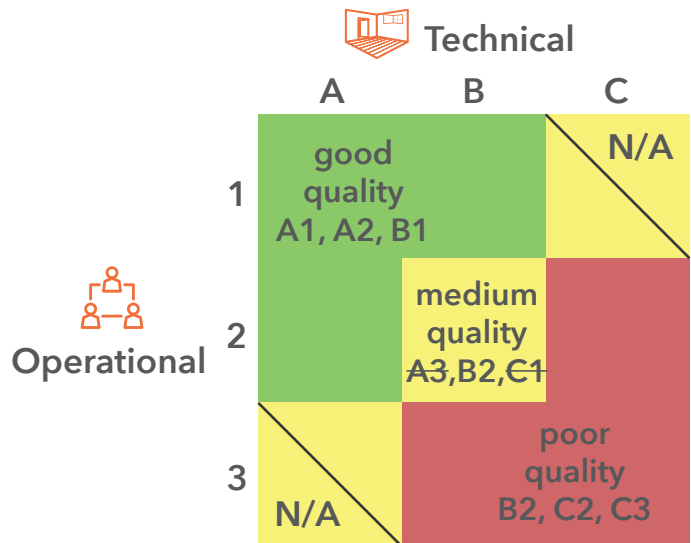|	% of FTE	% of NASF
149 average NASF/FTE		
high density, <135 NASF/FTE	**43%**	**34%**
medium density, 135-155 NASF/FTE	**36%**	**36%**
low density, >155 NASF/FTE	**21%**	**30%**

SPACE QUALITY RATING RUBRIC

The following is UVA's existing space quality rating rubric, which was applied to this project consistent with how academic spaces have been rated on Grounds. A technical grade refers to the physical condition of the facility, and an operational grade refers to how well the space supports its intended users, programs, and purposes.

Technical A Grade	Technical B Grade	Technical C Grade
Facility age: less than 15 years	Facility age: 15 – 25 years	Facility age: 25 – 40+ years
Little or no apparent deferred maintenance	Some apparent deferred maintenance	Significant apparent deferred maintenance
No significant building code compliance concerns (i.e. IBC, NFPA, etc.)	Possible current building code compliance concerns (i.e. IBC, NFPA, etc.)	Current building code compliance concerns (i.e. IBC, NFPA, etc.)
Accessible/ADA compliant	Limited accessibility/current ADA compliance	Poor or no accessibility/current ADA compliance
Finishes, equipment, and furnishings in good condition	Finishes, equipment, and furnishings in fair condition	Finishes, equipment, and furnishings in poor condition
Operational 1 Grade	**Operational 2 Grade**	**Operational 3 Grade**
Departmental configurations support efficient operations and match UVA office standards	Departmental configurations sufficient for operations, but needs improvement. Partially meets UVA office standards	Departmental configurations insufficient for operations. Does not meet UVA office standards
Quality and quantity of SF ideal for current functions and planned growth	Quality and quantity of SF less than ideal for current functions and planned growth	Quality and quantity of SF poor for current functions and insufficient for planned growth
Key departmental adjacencies achieved	Some key departmental adjacencies achieved	Few key adjacencies achieved
Access and wayfinding excellent. Transit available and convenient. Visitor parking available and convenient.	Access and wayfinding sufficient, but needs improvement. Transit available but not convenient. Visitor parking available but not convenient.	Access and wayfinding insufficient. Transit not available. Visitor parking not available.
Building in sufficient condition physically and programmatically to attract new employees, with little to no work needed	Building in fair condition and requiring maintenance and renovation, but has the potential to be adapted to meet programmatic needs through renovation with a moderate budget - cosmetic upgrades necessary	In poor condition, unsuitable for programming needs; cost of improvements to repurposing or to meet current programmatic needs are high or not feasible

SPACE QUALITY RATING

UVA conducted walk-throughs of spaces and reviewed existing conditions to rate the quality of spaces. Many spaces were rated "A1, B2, C3", and no space was rated "A3 or C1". This shows technical and operational ratings are closely related. The majority of spaces, 64%, are rated good quality.

Proportion by NASF

- 27% poor quality
- 9% medium quality
- 64% good quality

Technical

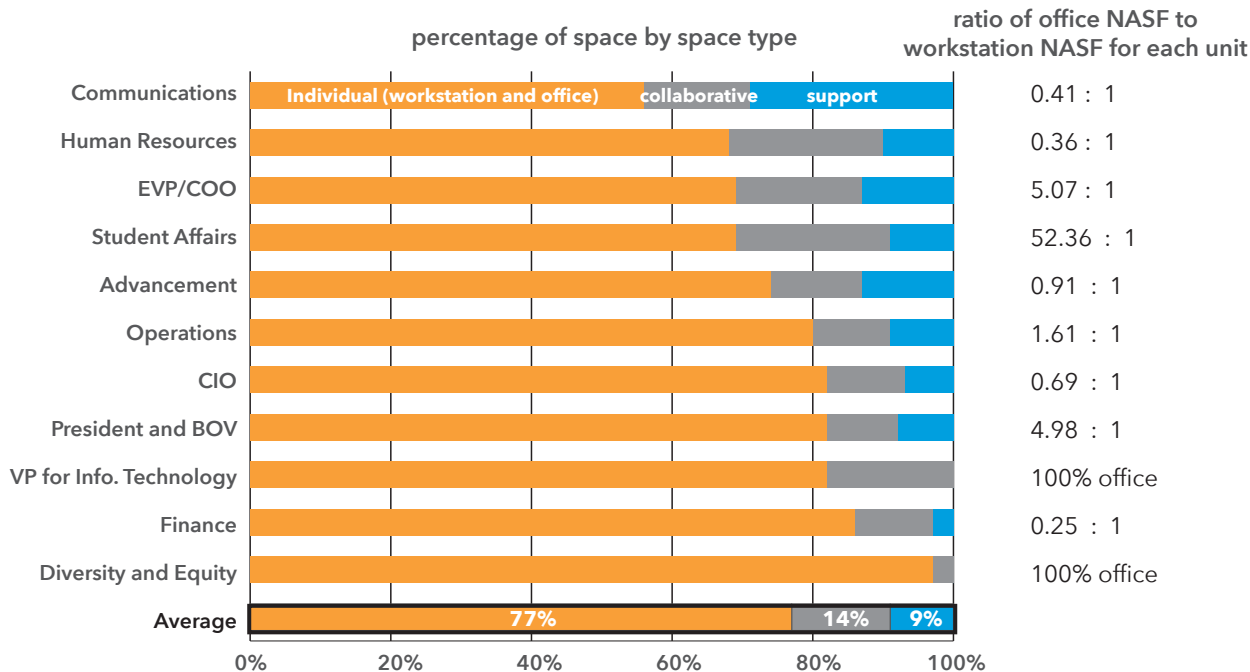|	A	B	C
1	good quality A1, A2, B1		N/A
2		medium quality A3, B2, C1	
3	N/A		poor quality B2, C2, C3

Operational

CURRENT SPACE PROPORTIONS BY UNIT

This table analyzes the proportions of different spaces across the 11 administrative units. Individual space (offices and workstations) is 77% of the total, collaboration space is 14%, and support space is 9%. This shows an over-emphasis on individual space.

Unit	Total Work stations NASF	Total Offices NASF	Total Meeting NASF	Total Support NASF	Total NASF	Total FTE	AVG Density	% of Indiv.	% of Collab.	% of Support	% On Grounds	% Off Grounds	Space Quality
Operations	21,985	35,373	8,192	6,472	72,022	494	146	80%	11%	9%	97%	3%	B2
IT: Chief Information Officer	19,158	13,215	4,508	2,894	39,775	293	136	81%	11%	7%	100%	0%	C3
Finance	21,631	5,348	3,450	799	31,228	215	145	86%	11%	3%	100%	0%	B1
Student Affairs	283	14,818	4,851	2,091	22,043	128	172	69%	22%	9%	93%	7%	B2
Advancement	8,434	7,640	2,871	2,830	21,775	184	118	74%	13%	13%	100%	0%	A1
President & BOV	2,554	12,723	1,928	1,507	18,712	94	200	82%	10%	8%	98%	8%	B2
Human Resources	9,127	3,313	4,137	1,891	18,468	150	123	67%	22%	10%	100%	0%	A1
EVP/COO	1,634	8,291	2,557	1,918	14,400	66	218	69%	18%	13%	97%	3%	B2
Communications and Marketing	3,820	1,553	1,401	2,757	9,531	49	195	56%	15%	29%	100%	0%	A1
IT: VP for Information Technology	-	2,619	558	-	3,177	16	199	82%	18%	0%	7%	93%	B3
Diversity and Equity	-	1,880	51	-	1,931	12	161	97%	3%	0%	60%	40%	B2
Grand Total	**88,626**	**106,773**	**34,504**	**23,159**	**253,062**	**1,701**							
Average							**149**	**77%**	**14%**	**9%**	**97%**	**4%**	**B2**

CURRENT SPACE PROPORTIONS BY UNIT

Overall, the proportions of individual vs. collaborative vs. support space vary from group to group and the ratios of office NASF to workstation NASF vary widely across groups.

percentage of space by space type

ratio of office NASF to workstation NASF for each unit

Unit	ratio
Communications	0.41 : 1
Human Resources	0.36 : 1
EVP/COO	5.07 : 1
Student Affairs	52.36 : 1
Advancement	0.91 : 1
Operations	1.61 : 1
CIO	0.69 : 1
President and BOV	4.98 : 1
VP for Info. Technology	100% office
Finance	0.25 : 1
Diversity and Equity	100% office

Individual (workstation and office)   collaborative   support

Average: 77%   14%   9%

RENOVATION STATUS

50% of administrative space at UVA was recently renovated (i.e., Operations, Facilities) or is under construction (i.e., Advancement, Communications, and HR)*.

Unit	Total Renovated NASF	Total Renovated %
President & BOV	2,364	12%
Advancement	20,772	96%
Student Affairs	2,410	11%
Diversity and Equity	0	0%
Communications and Marketing	9,531	100%
IT: VP Chief Information Officer	0	0%
EVP/COO	4,268	32%
Operations	38,955	55%
Human Resources	16,740	91%
Finance	31,844	87%
IT: VP for Information Technology	208	7%
Total	**127,092**	**50%**

* includes renovations within the last five years and upcoming Old Ivy Road Office Building construction

COLLABORATION ACROSS GROUPS

Based on leadership interviews, brightspot analyzed group interactions in order to inform potential co-locations or consolidations. Sub-unit collaborations are addressed in the future opportunities section of this report.

Key collaborators:

» Advancement with President's Office and Communications

» Diversity and Equity with Student Affairs

» Communications with President's Office, Advancement, and EVP/COO

» VP Info Tech with CIO

» CIO with Finance, HR

» Finance with Operations, Student Affairs, HR

	President & BOV	Advancement	Student Affairs	Diversity and Equity	Comm. and Marketing	VP for Information Technology	EVP/COO	Operations	Human Resources	Finance	Chief Information Officer
President & BOV	■	3	1	2	3	1	2	1	2	1	1
Advancement	3	■	1	1	3	1	1	1	2	1	1
Student Affairs	1	1	■	3	2	1	1	1	2	3	1
Diversity and Equity	2	1	3	■	2	1	1	1	2	1	1
Communications and Marketing	3	3	2	2	■	2	3	2	2	2	2
VP for Information Technology	1	1	1	1	2	■		1	2	2	3
EVP/COO	2	1	1	1	3	1	■		2	2	1
Operations	1	1	1	1	2	2	1	■	2	3	1
Human Resources	2	2	2	2	2	2	2	2	■	3	2
Finance	1	1	3	1	2	1	2	3	3	■	1
Chief Information Officer	1	1	1	1	2	3	1	1	2	1	■

3 — frequent collaboration   2 — infrequent collaboration   1 — no collaboration

REVIEW OF CURRENT SPACE STANDARDS

UVA's current standards are outdated in that the typical sizes of workstations and offices exceed those of recent projects, and collaboration and support spaces are under-allocated.

Offices range from 80 to 160 NASF per person:

» Asst/Assoc VP   160

» Director to VP   160

» Manager/Director   120

» Asst/Assoc Director   110

» Professional Staff   80-110

» Admin Support   80

Source:
UVAOfficeSpaceAllocationGuidelines2010.pdf

Workstations range from 30 to 120 NASF per person:

» Manager/Director   120

» Asst/Assoc Director   110

» Professional Staff   80-110

» PT Professional   64-70

» Admin Support (FT)   80

» PT Admin   64-70

» Temp/Student Staff   30-64

Collaborative space is not allocated per person but rather per seat based on room size:

» 5-8 seats: 25nasf/seat

» 10-12 seats: 27nasf/seat

» 15-20 seats: 30nasf/seat

» 20-25 seats: 30nasf/seat

» 28-35 seats: 30nasf/seat

GROWTH IN THE LAST 20 YEARS

As UVA has responded to change and pursued organizational excellence from 2000 to 2017, University administrative staff grew almost twice as quickly as the number of enrolled students. In general, UVA staff growth outpaced national growth.

UVA

↑ **23%**

increase in student enrollment from 18,550 FTE to 22,850 FTE

Source: UVA Institution Assessment and Studies (data from 2000 to 2017)

U.S.

↑ **41%**

increase in student enrollment nationally from 11,267,025 FTE to 15,905,000 FTE

Source: NCES Table 307.10 for all universities

UVA

↑ **41%**

increase in UVA staff from 1,906 FTE to 2,678 FTE

Source: UVA Historic Admin information provided by UVA (data from 2000 to 2017)

U.S.

↑ **7%**

increase in ratio of student FTE per staff FTE nationally from 8.6 to 9.2

Source: NCES Table 314.10 for public research universities

HISTORICAL GROWTH BY UNIT

The number of administrative staff at UVA has increased 41% from 2000 to 2017, whereas student enrollment has increased 23%. During this time, the student FTE/staff FTE ratio at UVA increased from 9.7 to 8.5 (a 12% increase versus 7% decrease nationally).

There were multiple changes in the organizational structure since 2000. This chart normalizes the data for the current state.

	2000	2005	2010	2015	2017	Δ ('17 - '00)	% Δ	% Δ / Year
President & BOV	87	64	89	132	149	62	71%	4.17%
EVP/COO	135	205	220	225	177	41	31%	1.80%
Advancement (See Note 1)	100	162	199	144	141	42	42%	2.45%
Student Affairs	147	170	160	178	184	37	25%	1.49%
Business Operations & Facilities	872	1,156	1,344	1,328	1,430	558	64%	3.77%
Human Resources	150	See Note 2	85	83	103	-48	-32%	-1.86%
Finance	189	243	135	133	215	25	13%	0.79%
CIO and VP for IT	227	218	260	243	282	55	24%	1.42%
Total	**1,906**	**2,217**	**2,491**	**2,465**	**2,678**	**772**	**41%**	**2.38%**
Students (FTE)	**18,550**	**20,399**	**21,049**	**21,985**	**22,805**	**4,255**	**23%**	**1.3%**
Student FTE: Staff FTE	**9.7**	**9.2**	**8.5**	**8.9**	**8.5**	**-1.22**	**-13%**	**-0.7%**

Note 1: Marketing and Communications existed as Public Relations in 2000 within Advancement, not listed for 2005, 2010, 2015, 2017.
Note 2: HR had 69 FTE in 1999. No HR data was available for 2005. Judging by FTE change, it was possibly combined with Finance.
Note 3: This table includes all administrative staff in the units listed. However, brightspot's study focuses on office workers and excludes personnel tied to shops, custodial, etc.

GROWTH DRIVERS

To forecast future space needs, brightspot analyzed the historical growth in headcount using data from the Office of Institutional Research, working backwards from the current organizational structure. Future forecasts were developed from interviews or by unit projections.

Unit	Historical Annual Growth	Low Annual Growth %	High Annual Growth %	Drivers for Growth	
Student Affairs	1.50%	3.50%	4.25%	Student growth, student services, and compliance	high growth
President & BOV	4.20%	2.00%	4.00%	Difficult to predict new administration, using historical rate as a guide	
Ops: Facilities	5.40%	2.00%	3.75%	Facility growth, hospital growth, and continuing of trend of in-sourcing services	
Chief Information Officer	1.40%	1.50%	4.00%	University growth for most groups and high growth for desktop support and custom applications group	
EVP/COO	1.80%	1.00%	2.50%	University growth. Most growth in non-office functions like security	moderate growth
Ops: SVP, UArch, Real Estate	n/a	1.00%	2.00%	Facility growth	
VP Information Technology	n/a	1.00%	2.00%	University growth, potential implementation of computational research initiative ("technological village")	
Advancement	2.50%	0.00%	1.50%	Capital campaign, with most growth already accounted for but may be additional	growth included
Communications and Marketing	n/a	0.00%	1.50%	Capital campaign, with most growth already accounted for but may be additional	
Diversity and Equity	New	0.00%	1.00%	Little growth anticipated	low growth
Finance	0.80%	0.25%	0.50%	Little growth anticipated	
Human Resources	-1.90%	-1.00%	0.00%	Some reduction possible after stabilization following recent reorganization and consolidation	
Ops: Business Operations	3.80%	-0.50%	0.00%	No growth anticipated	

n/a = historical data is not available because the group is new as a result of reorganization

ORGANIZATIONAL CHANGES OFTEN LEAD TO SPACE CHANGES

On August 1, 2018 UVA will welcome James E. Ryan as its next President. New leadership strategy could change the quantity, location, and organization of administrative staff and their spaces.

UVA's President-elect James E. Ryan

Potential Implications

» Future recruitment

» Potential reorganization of teams

» Potential co-location and cohesion of leadership team

EXPERIMENTING WITH NEW MODELS

UVA is experimenting with newer workplace models including more open workstations with fewer enclosed offices, more shared collaborative spaces, and working remotely.

More Open
Fewer offices, more workstations (Example: Advancement, Facilities Management, Communications)

More Collaborative
More informal settings for collaboration (Example: Advancement, Finance)

More Remote Work
More working from home and telecommuting (Example: Finance)

Carruthers Hall
Open workstations

Carruthers Hall
Break room

CONDITIONS DICTATE USE OF STANDARDS

UVA's standards are applied inconsistently, and current physical conditions like room size, floor plate size, and shape are larger determinants of office layouts.

Divide offices to fit multiple workstations

Michie South

Make use of hallways to create support spaces

Leake Building

Create hybrid individual/ collaborative/support spaces

Parking and Transportation

EXTERNAL TRENDS

brightspot identified the following trends in higher education and with peers institutions.

SUMMARY OF EXTERNAL TRENDS

The following trends have been identified to provide context and comparison nationally and with other peer institutions.

1. **Selective growth**: Administrative staff are experiencing selective growth. Professional staff are increasing but technical and clerical staff are decreasing.

2. **Flexibility:** Flexibility should be provided so that people can shift where, when, and how much they work to achieve work/life balance.

3. **One-stop-shops:** Universities are creating "one-stop-shops" for student services to improve the experience for students and parents, and efficiency for staff.

4. **Shifting support functions:** Universities are shifting support functions like IT, Finance, HR, and Advancement from the campus core.

5. **New workplace models:** Universities are experimenting with new workplace models such as activity-based working where spaces are not assigned to individuals.

University of Michigan
Weiser Hall (Institutes and Centers)

University of Minnesota
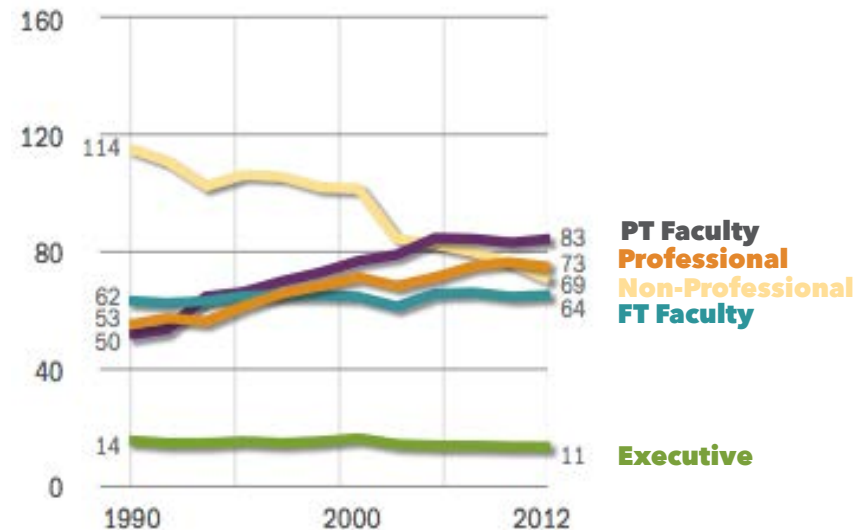"One-stop" with Bursar, Registrar, and Financial Aid

SELECTIVE GROWTH IN ADMIN STAFF

Non-professional staff at universities (e.g. clerical, technical roles) has slightly declined overall during the last ~20 years. However, professional staff has increased.

Professional Staff increased by 20 FTE per 1000 Students
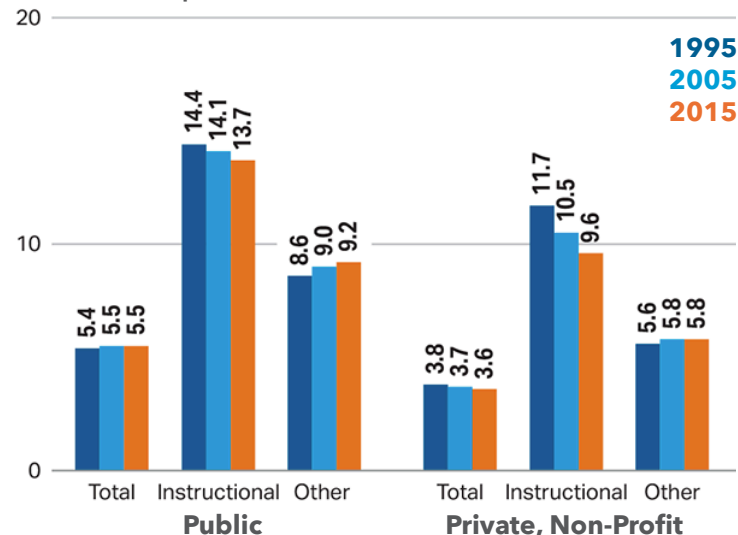Non-Professional Staff decreased by 45 FTE per 1000 Students

Non-instructional staff decreased by 7% from 1995-2015
(Note: administrative staff are considered non-instructional)

Staff FTE per 1000 Students 1990-2012

PT Faculty
Professional
Non-Professional
FT Faculty

Executive

Source: Delta Cost Project Using IPEDS data

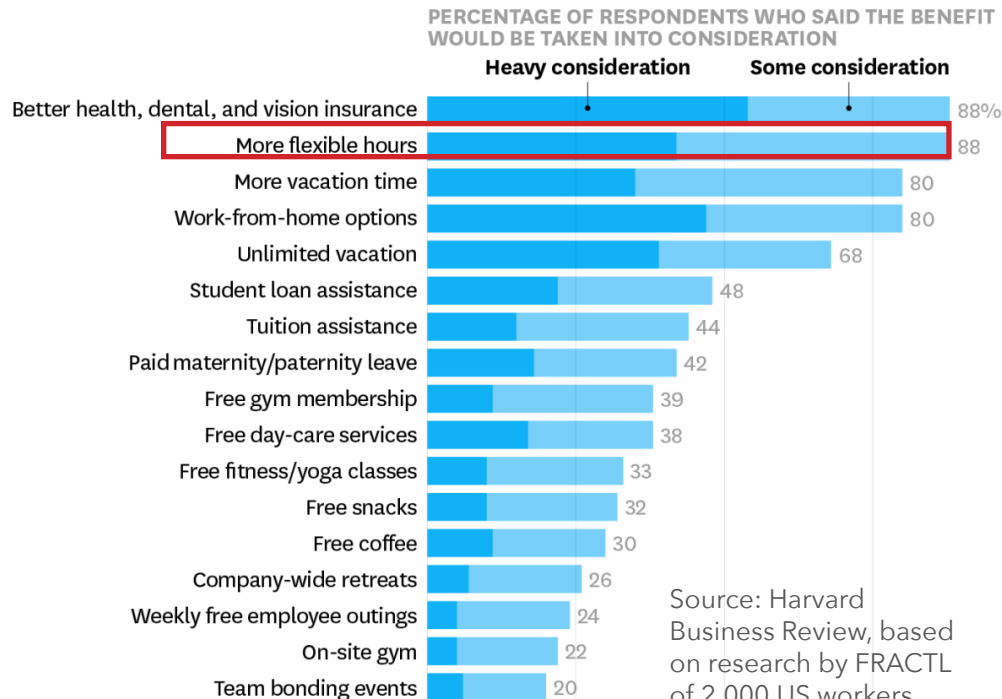**FTE Students per FTE Staff 1995 - 2015**

Source: National Center fot Education Statistics, table 314.10

FLEXIBILITY IS THE NORM

Flexibility in when, where, and how much to work is fast becoming the norm because employees value it, and it can increase talent pools and reduce costs.

- Working remotely has risen from 9% to 37% of workers over the last 20 years (University of Minnesota).

- Flexible hours is the second most sought after benefit by employees (Harvard Business Review).

- 91% of remote workers feel more productive (TinyPulse).

- 82% of remote workers report less stress (PGi 2014).

- Remote workers give back some of the saved commute time by working an average of four more hours per week (Gallup 2013).

PERCENTAGE OF RESPONDENTS WHO SAID THE BENEFIT WOULD BE TAKEN INTO CONSIDERATION

	Heavy consideration	Some consideration	
Better health, dental, and vision insurance			88%
More flexible hours			88
More vacation time			80
Work-from-home options			80
Unlimited vacation			68
Student loan assistance			48
Tuition assistance			44
Paid maternity/paternity leave			42
Free gym membership			39
Free day-care services			38
Free fitness/yoga classes			33
Free snacks			32
Free coffee			30
Company-wide retreats			26
Weekly free employee outings			24
On-site gym			22
Team bonding events			20

Source: Harvard Business Review, based on research by FRACTL of 2,000 US workers.

CREATING "ONE-STOP-SHOPS"

Universities have been systematically co-locating student services to be more effective and efficient for students and staff.

University of Minnesota
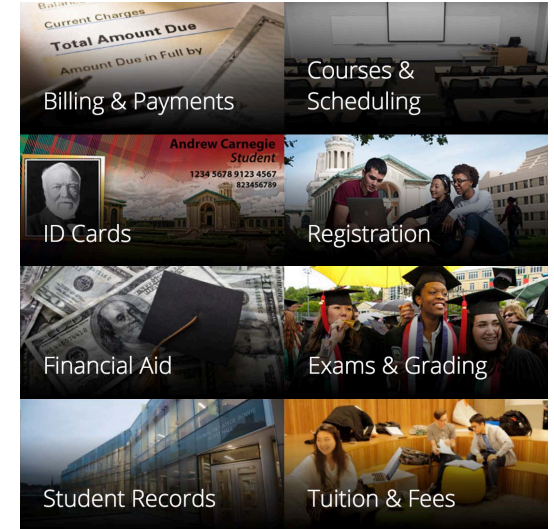"One-stop" with Bursar, Registrar, and Financial Aid

George Washington University
Colonial Center with Finance, Accounts, Registrar, and Veteran Services

Carnegie Mellon University
The Hub with financial aid, billing & payments, ID Cards, and registration and academic records

Billing & Payments | Courses & Scheduling
ID Cards | Registration
Financial Aid | Exams & Grading
Student Records | Tuition & Fees

SHIFTING NON-STUDENT-FACING UNITS FROM CORE

Universities have been systematically moving non-student-facing functions (or parts of them) out of the center of campuses. IT, Finance, and HR are most common.

| Institution	IT	Facilities / Planning	Finance	HR	Student Services	Advancement	Communications	Institutes & Centers	Office of Research	Health Sciences	Continuing Ed.	Ops Initiatives	Notes
University of Michigan	x		x	x		x							2 office complexes, 3-5miles away
Princeton University	x		x										Developed office building on Spec
Stanford University		x	x							x			Porter Drive Project, Phase 1
Johns Hopkins University								x					Renovated old school, with Shuttle
Virginia Commonwealth Univ.			x	x									Nearby office building
Univ of Southern California	x	x											Nearby warehouse (5-10min walk)
UNC Chapel Hill								x					1st Bldg at Carolina North Research Park
University Colorado at Boulder			x	x	x		x						20 Units to Admin / Research Center
Duke University	x		x										Part of American Tobacco Campus
Brown University	x												IT Administration moved 10mins away
Ohio State University					x								New Student Service Bldg at Campus Edge
University of Washington		x		x		x	x		x	x	x		UW Tower in neighborhood for 20+ Depts.
University Missouri Kansas City												x	Moving to shared services concept
George Washingon University												x	Telecommuting pilot begun Nov. '11

Source: brightspot benchmarking through direct contact or online research

EXAMPLES OF MOVING NON-STUDENT-FACING UNITS FROM CORE

The following are examples of universities that have moved, or are planning on moving non-student-facing units out of the center of their campuses.

Princeton University
701 Carnegie Office Building
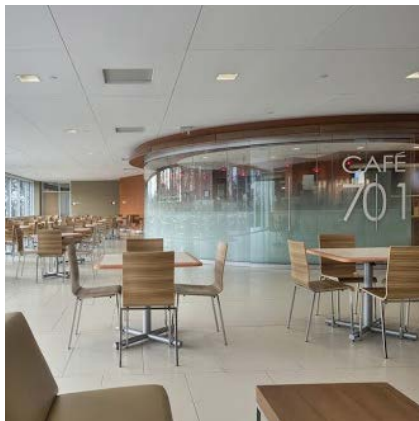
University of Michigan
Wolverine Tower

Stanford University
Porter Drive Office Complex

Duke University
American Tobacco Campus

NEW WORKPLACE MODELS

Universities are experimenting with new workplace models that include shared/unassigned desks, more open/collaborative settings, and more informal team/social spaces.
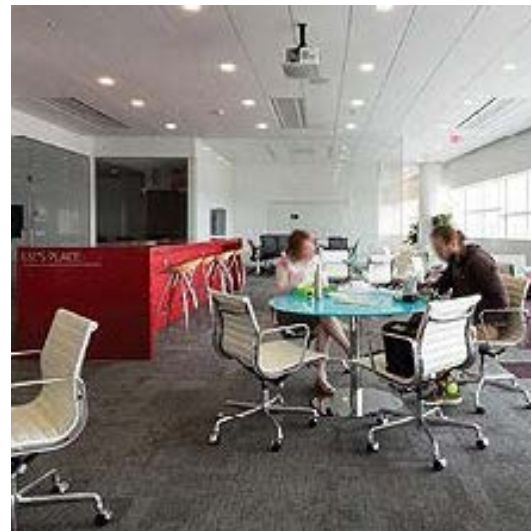
University of Minnesota
Work+ Program (Central HR)

University of Michigan
Weiser Hall (Institutes and Centers)

NC State University
Hunt Library Staff Collaboration Hub

OPPORTUNITIES

This section of the report summarizes identified opportunities for change based on projected future conditions and space needs for administrative units at UVA.

SUMMARY OF OPPORTUNITIES

Collectively, because administrative space at UVA is moving in the right direction, brightspot identified a number of opportunities that enable the University to build on this progress and further enable staff productivity, enhance the student experience, and achieve space and operational efficiencies.

1. **Plan for and accommodate growth of up to 207 additional FTE**, which could result in a surplus of ~21,000 NASF or a deficit of ~31,000 NASF, depending on how dense future spaces are. Note that the Old Ivy Road Office Building has additional capacity for ~95 FTE (nearly 46% of the forecasted growth).

2. **Develop and adopt new space allocation guidelines** through the increase of shared spaces, reduction in size of spaces, and change to office/workstation proportion to allocate an average of 130 NASF/FTE. UVA should achieve this space budget per person through flexible space guidelines, not through rigid space standards.

3. **Selectively renovate and redevelop spaces of poor quality** and strike a balance between maximizing use of current spaces and redeveloping spaces for better uses.

4. **Relocate or consolidate units,** such as Chief Information Officer, Parking and Transportation, Public Safety, Emergency Preparedness, and Career Services, to balance proximity to customers, proximity to colleagues, and best use of space on Grounds.

5. **Consider creating a student services facility** that brings together Student Financial Services, Career Services, Registrar, Admissions, and Dean of Students in order to improve the service and operational experience for students and staff and to open up more space for other units to utilize.

6. **Explore the development of a centrally located co-working hub or an activity-based workplace** and identify a suitable unit to pilot a new workplace model to promote collaboration across Grounds, provide a landing pad for groups located farther from Central Grounds, and establish group presence for distributed groups.

OPPORTUNITY 1: PLAN FOR AND ACCOMMODATE GROWTH

1003 West Main

HEADCOUNT GROWTH FORECAST

Using a range of low to high annual growth rates based on historic data or interviews with unit leaders, brightspot forecasted five years of headcount growth. A new density standard of 130 NASF/FTE is applied to forecast future space needs.

Unit	Total NASF	Total FTE	Current Density (NASF/FTE)	New Standard*	Historical Growth/Yr (%)	Low FTE Growth/Yr (%)	High FTE Growth/Yr (%)	Notes
Ops: Facilities	39,846	282	141	130	5.43%	2.00%	3.75%	High % is midpt. b/w forecasted 2% and historical
IT: CIO	39,775	293	136	130	1.42%	1.50%	4.00%	Use historical as low % and forecasted as high
Finance	31,228	215	145	130	0.79%	0.25%	0.50%	
Ops: Business Operations	28,320	190	149	130	-0.60%	-0.50%	0.00%	
Student Affairs	22,043	128	172	130	1.49%	3.50%	4.25%	Use forecasted growth for both low and high
Advancement**	21,775	184	118	118	2.45%	0.00%	1.50%	High % accounts for increase of 15 FTE over 5 yrs
President & BOV	18,712	94	200	130	4.17%	2.00%	4.00%	
Human Resources**	18,468	150	123	123	-1.86%	-1.00%	0.00%	Low % is midpt. of historical and high %
EVP/COO	14,400	66	218	130	1.80%	1.00%	2.50%	High is forecasted as 8 additional FTE over 5 years
Communications and Marketing**	9,531	49	195	195	n/a	0.00%	1.50%	
Ops: SVP Ops, Univ. Arch, Dirc. Of Real Estate	3,856	22	175	130	n/a	1.00%	2.00%	Use forecast 1.5% as midpt. b/w low and high
IT: VP for Info Tech	3,177	16	199	130	1.42%	1.00%	2.00%	Use historical as midpt. b/w low and high
Diversity and Equity	1,931	12	161	130	n/a	0.00%	1.00%	
Total	**253,062**	**1,701**	**149**					

*New density standard 130 NASF/FTE is approx. 13% less than current average density
** Use current density as new standard in recently renovated spaces
n/a = historical data is not available because the group is new as a result of reorganization

SPACE CAPACITY FORECAST

brightspot forecasted five years of future space surplus or deficit using the low and high forecasted headcounts from the previous page and a range of densities, from current densities to future standard density.

Unit	Low FTE (5yrs)	High FTE (5 yrs)	Current Density, Low FTE	Current Density, High FTE	New Density, Low FTE	New Density, High FTE	Current Space Portfolio (NASF)	Potential Space Deficit — Current Density, Low FTE	Potential Space Deficit — Current Density, High FTE	Potential Space Surplus — New Density, Low FTE	Potential Space Surplus — New Density, High FTE
				Potential Future Portfolio							
Ops: Facilities	311	339	43,993	47,899	40,476	44,069	39,846	4,147	8,053	630	4,223
IT: CIO	316	356	42,849	48,393	41,034	46,342	39,775	3,074	8,617	1,258	6,567
Finance	218	220	31,620	32,016	28,301	28,656	31,228	392	789	-2,927	-2,572
Ops: Business Operations	185	190	27,619	28,320	24,089	24,700	28,320	-701	0	-4,231	-3,620
Student Affairs	152	158	26,180	27,143	19,763	20,490	22,043	4,137	5,100	-2,280	-1,553
Advancement	184	198	21,775	23,458	21,775	23,458	21,775	0	1,683	0	1,683
President & BOV	103	114	20,659	22,766	13,420	14,788	18,712	1,948	4,054	-5,292	-3,924
Human Resources	143	150	17,563	18,468	17,563	18,468	18,468	-905	0	-905	0
EVP/COO	69	75	15,134	16,292	9,018	9,707	14,400	735	1,892	-5,382	-4,692
Communications and Marketing	49	53	9,531	10,268	9,531	10,268	9,531	0	737	0	737
Ops: SVP Ops, Univ. Arch, Dirc. Of Real Estate	23	24	4,053	4,257	3,006	3,158	3,856	197	401	-850	-698
IT: VP for Info Tech	17	18	3,339	3,508	2,186	2,296	3,177	162	331	-991	-881
Diversity and Equity	12	13	1,931	2,030	1,560	1,640	1,931	0	99	-371	-292
Total Space Need	1,782	1,908	266,247	284,817	231,721	248,040	253,062	13,185	31,755	-21,341	-5,022

TOTAL SPACE SURPLUS AND DEFICIT

The table below shows four scenarios of future space surplus or deficit based on a range of growth rates and densities.

	current 149 NASF/FTE avg.	130 NASF/FTE (or less)
high growth (+207 FTE)	31,755 (284,817) NASF	-5,022 (248,040) NASF
low growth (+81 FTE)	13,185 (266,247) NASF	-21,341 (231,721) NASF

headcount

density

Current space = 253,062 NASF.

Out of the four projected future scenarios, high FTE growth at current density has the highest space needs of 31,755 NASF, and higher density at projected low FTE growth yields the most space surplus of 21,341 NASF.

The new Old Ivy Road Office building has 12,500 NASF additional capacity to accommodate ~95 FTE of the 81 to 207 FTE growth forecasted, nearly 46% of predicted high growth.
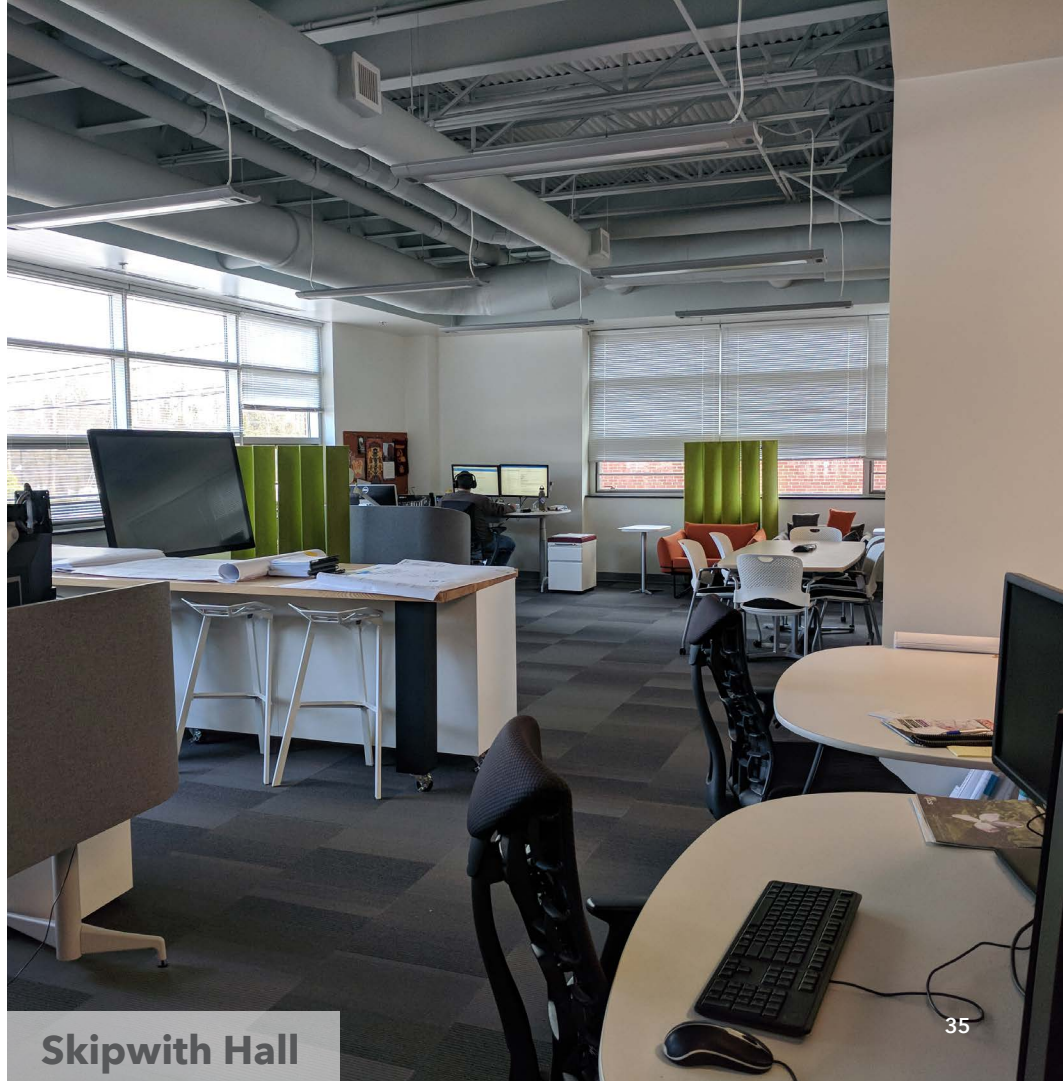
TOTAL SPACE NEEDS

At high growth and current density, CIO's office, Facilities, Student Affairs, and President's Office will have the highest potential space shortage in the future.

At low growth and higher density, Business Operations, President's Office and BOV, and EVP/COO will have the most space surplus.


Chart legend: **Potential Space Surplus** (green), **Current Space Portfolio** (blue), **Potential Space Deficit** (orange). X-axis labeled NASF.

Category	Potential Space Surplus	Current Space Portfolio	Potential Space Deficit
Ops: Facilities	630	39,846	8,053
IT:CIO	1,258	39,775	8,617
VP Finance	-2,927	31,228	789
Ops: Business Operations	-4,231	28,320	0
VP Student Affairs	-2,280	22,043	5,100
VP Advancement	0	21,775	1,683
President and BOV	-5,292	18,712	4,054
VP HR	-905	18,468	0
EVP/COO	-5,382	14,400	1,892
VP for Communications	0	9,531	737
Ops: SVP Ops, Univ Arch, Dirct. of Real Estate	-850	3,856	401
IT: VP for IT	-991	3,177	331
VP Equity and Diversity	-371	1,931	99

OPPORTUNITY 2: DEVELOP AND ADOPT NEW SPACE ALLOCATION GUIDELINES


Skipwith Hall

LEARN FROM RECENT PROJECTS

Using recently completed projects as models, brightspot developed new space allocation guidelines that reflect how people work today, including less paper, more teamwork, and more remote collaboration.

Old Ivy Road Office Building
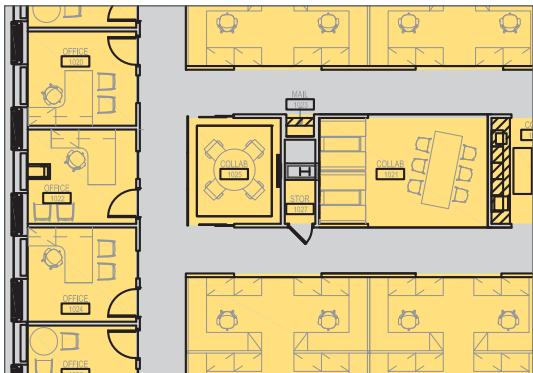
right-sizing spaces and ratios to align with work styles and goals

Health System Admin Space
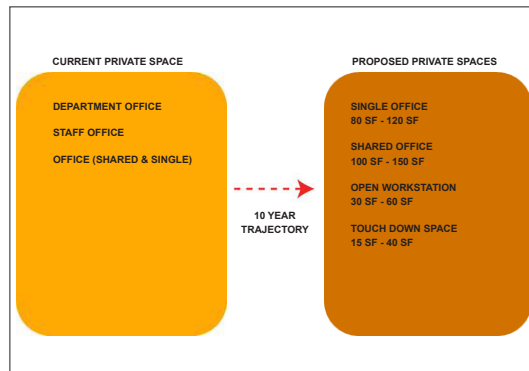
right-sizing private spaces and increasing amount/variety of shared spaces

Carruthers Hall

shifting the balance of open and enclosed spaces to create more shared spaces

ESTABLISH OVERALL SPACE BUDGET

Applying the lessons of recent and planned administrative spaces, UVA can adopt a per person space budget of 130 NASF per person.

This is in line with recent projects and represents a 13% reduction compared to today's average density of 149 NASF per person.

	Current Reality		**Future Guideline**	
	% Total	**NASF**	**% Total**	**NASF**
Individual	77%	115	65%	85
Collaboration	14%	21	23%	30
Support	9%	13	12%	15
Total	100%	149	100%	130

ACHIEVING THE SPACE BUDGET

To achieve this new space budget, UVA needs to continue to reduce the size of spaces, change the office/workstation proportion, and increase shared spaces.

## Reduce sizes of offices and workstations

64-80 nasf
workstation

110 - 120 nasf
small office

160 nasf
large office

42 nasf
small workstation

64 nasf
large workstation

90 - 120 nasf
office
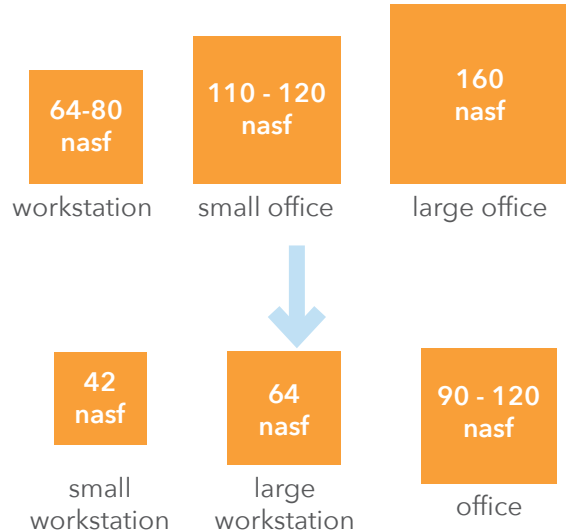
Reduce the proportion of offices to workstations

55%
office space

45%
workstation space

office space

workstation space

25% **50%** **75%** **100%**
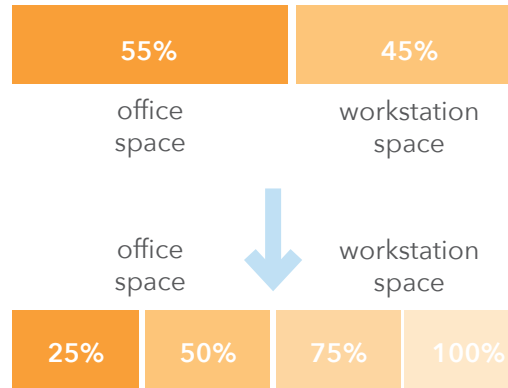
Depending on the workstyle of the unit, the proportion of offices to workstations will vary, though the overall proportion of workstations should increase.

Provide more meeting and support space

21 nasf/fte
collaboration

13 nasf/fte
support

30 nasf/fte
collaboration

15 nasf/fte
support
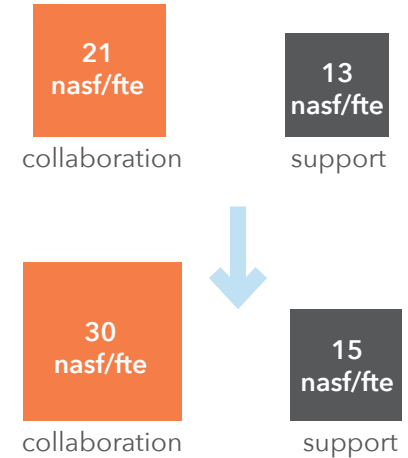
APPLY WORKSTYLE-BASED GUIDELINES

UVA can provide a different mix of individual, collaborative, and support spaces based on each person's workstyle, and then add these up to create a neighborhood.

	Individual	Paper-Intensive	Collaborative	Confidential	Executive
Workstation	42	64	36	–	–
Office	–	–	–	100	140
Collaboration	30	30	60	30	30
Support	15	15	15	15	15
Total NASF/person	87	109	111	145	185

APPLY GROUPSTYLE-BASED GUIDELINES

UVA can use the percentage of FTE with offices per group
to determine overall space allocations. This example is for a
hypothetical 20-person workplace neighborhood.

	Open	Collaborative	Hybrid	Traditional	Hierarchical
% FTE w/ Offices*	0%	15%	35%	60%	100%
Examples:		*HR, Finance*	*Advancement, IT*	*EVP COO*	
Office Count	-	3	7	12	20
Workstation Count	20	17	13	8	-
Office Area	-	360	840	1,440	2,400
Workstation Area	900	765	585	360	-
Collaboration Area	1,200	1,200	600	300	-
Support Area	300	300	300	300	300
Total NASF	2,420	2,645	2,345	2,420	2,720
NASF/Person	121	132	117	121	136

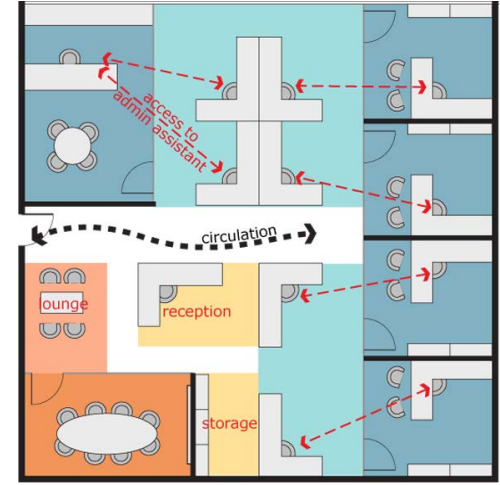# APPLY GROUPSTYLE-BASED GUIDELINES

Using a "groupstyle" based approach, UVA can work toward the space budget of 130 NASF per person and vary the amount of individual, collaborative, and support space.
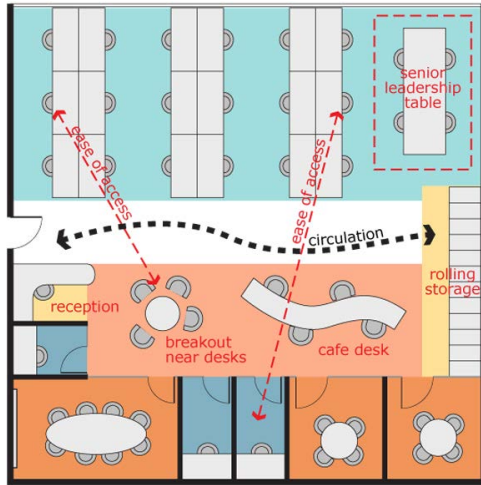
Open Neighborhood
Accommodates 12 offices/
workstations
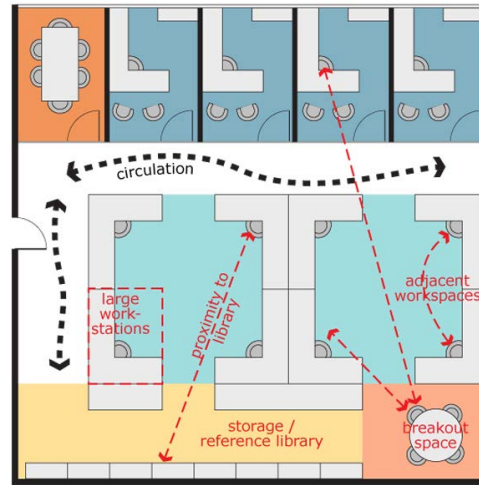
Collaborative Neighborhood
Accommodates 12 offices/
workstations

Traditional Neighborhood
Accommodates 12 offices/
workstations

HOW THE SPACE BUDGET COMPARES

Clean, reliable data on administrative office space are rare due to differences across campuses and spaces/roles included.

However, a selection of peer office space density (NASF/FTE) and university space standards provides useful context for the 130 NASF/FTE target space budget.

Administrative office space per person (NASF/FTE):

- NYU 137
- Univ Vermont 155
- MIT 185*
- Cornell 187*
- Univ Minnesota 203*
- Univ Illinois 223*

Administrative office space standards (NASF):

- Univ Texas 170
- Univ Utah 195
- Univ Washington 195 + 35 meeting and support
- North Carolina 50 support
- Oklahoma 35 support
- Connecticut 35 support
- Auburn 20% support

* Also contains faculty space

OPPORTUNITY 3: SELECTIVELY RENOVATE AND REDEVELOP POOR QUALITY SPACES

Carruthers Hall

GUIDING PRINCIPLES

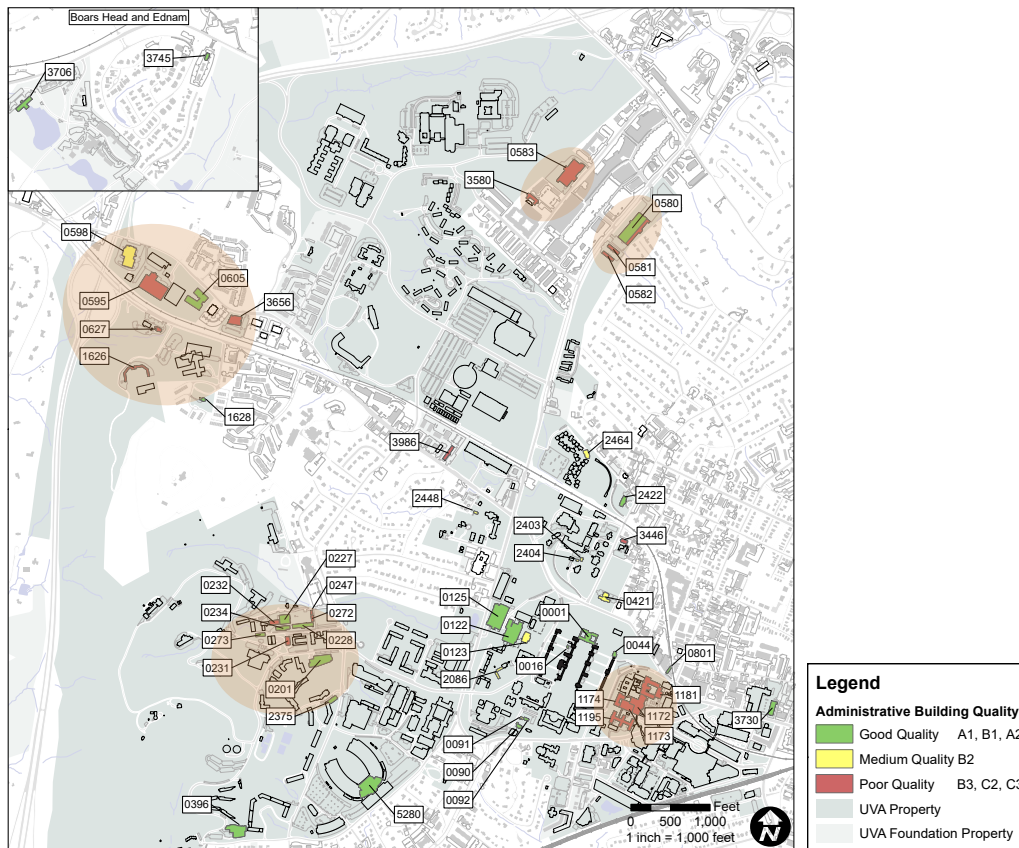Overall, recommendations for poor quality spaces follow the principles below:

1. Vacate poor quality leased space (e.g. Dynamics Building).

2. Maintain historic facilities (e.g. Dawson's Row #2,3,4, Carr's Hill, Monroe Hill Range).

3. Consolidate small footprints where possible (e.g. Police department, see Opportunity #3).

4. Redevelop specific sites as previously planned and consider redevelopment of McKim Hall, Pratt Drive, Fontana Food Center, Police Building, and 2400 Old Ivy Road.

HEAT MAP BY SPACE QUALITY

Buildings with administrative offices are mapped out and color coded according to quality ratings.

While over 60% of space across Grounds has good quality rating (green), spaces of poor quality (red) are generally in clusters. Several units from Operations and IT are in spaces of poor quality.

The following pages provide strategies for maintaining, renovating, or redeveloping sites for low quality spaces (organized by size).

Boars Head and Ednam

Legend

Administrative Building Quality

🟩	Good Quality A1, B1, A2
🟨	Medium Quality B2
🟥	Poor Quality B3, C2, C3
	UVA Property
	UVA Foundation Property

STRATEGY FOR POOR QUALITY SPACES

Small Spaces (<1,000 NASF)

	maintain	renovate	recommended long-term redevelopment	Bldg Name Bldg Number	NASF previously planned redevelopment
FM Stores Receiving '0231, 0232	**872**			**KCRC Commonwealth Ct 1626**	**208**
Finance				EVP/COO	
Procurement				Chief of Police	
				Barringer Wing 1174	**355**
				Operations	
				AVP and Chief Facilities Officer	
				Medical School Building 1181*	**954**
				Operations	
				AVP and Chief Facilities Officer	
				historic resource	
				Multistory Building 1172	**985**
				Operations	
				AVP and Chief Facilities Officer	
				Finance	
				Procurement	
TOTAL	**872**	**0**	**0**		**2,502**

STRATEGY FOR POOR QUALITY SPACES

Medium Spaces (1,000 - 10,000 NASF)

	Bldg Name Bldg Number	NASF

maintain	renovate	recommended long-term redevelopment	previously planned redevelopment
Madison House 3446 2,334	**Michie North & South 0581, 0582** 5,068	**McKim Hall 1195** 1,609	**Davis Wing 1173** 1,957
VP Student Affairs	**Chief Information Officer (CIO)**	**President & BOV**	**Operations**
Fraternity & Sorority Life	VP for Information Technology	University Counsel	AVP and Chief Facilities Officer
/ SH Counseling and Psych Svcs		**Chief Information Officer (CIO)**	**Parking and Transit 0583*** 5,277
VP Diversity and Equity		**Pratt Drive N&S 0247, 0272** 2,194	**Operations**
VP and Chief Officer for D&E		**Operations**	AVP for Business Operations (Parking Operation
Millmont Main Building 3580 2,969		AVP and Chief Facilities Officer	AVP for Business Operations (Mail Services)
VP for Information Technology		**Fontana Food Center 0595** 2,438	*property will be sold and redeveloped*
Advanced Research Computing Services		**Chief Information Officer (CIO)**	
		Operations	
		AVP for Business Operations (Dining Services)	
		Police Building 0627 3,327	
		EVP/COO	
		Chief of Police	
		2400 Old Ivy Road 3656 6,151	
		President and BOV	
		Chief Audit Executive (Records Management)	
		Chief Information Officer (CIO)	
		VP HR (VP and Chief Human Resources Officer)	
		EVP/COO	
		Associate VP and Treasurer (Risk Management)	
TOTAL 5,303	5,068	15,719	7,234

STRATEGY FOR POOR QUALITY SPACES

Large Spaces (>10,000 NASF)

	maintain	renovate	recommended long-term redevelopment	previously planned redevelopment	Bldg Name Bldg Number	NASF
		Carruthers Hall 0580				**45,908**
		Chief Information Officer (CIO)				
		President and BOV				
		Chief Audit Executive				
		Finance				
		VP Finance, Financial Operations and Budget				
		Finance Outreach and Compliance				
		Payroll				
		Student Financial Services (SFS)				
		Procurement				

previously planned redevelopment

2015 Ivy Rd (Dynamics) 3986   **14,351**
President & BOV
  AVP for Equal Opportunity and Civil Rights / Title IX Compliance and Title IX Coordinator
Chief Information Officer (CIO)

	maintain	renovate	recommended long-term redevelopment	previously planned redevelopment
TOTAL	0	45,908	0	14,351
OVERALL TOTAL	6,175	50,976	15,719	24,087

OPPORTUNITY 4: RELOCATE AND CONSOLIDATE UNITS

Career Services at Bryant Hall

GUIDING PRINCIPLES

The following principles should be used to consider and decide which units to relocate and consolidate:

1. **Balance priorities:** Balance proximity to customers, proximity to colleagues, and best use of space on Grounds.

2. **Maximize owned space:** Vacate poor quality leased spaces and move into owned spaces in the long-term.

3. **Leverage sites near Grounds:** Capitalize on growing perception of near Grounds as acceptable location to be in (One Morton Drive and the Old Ivy Road Office Building).

4. **Identify units for potential moves farther off-site in long-term:**
   Pursue opportunity to move units farther off Grounds when they have no contacts with students, are not tied to a physical facility, or can collaborate with other units remotely.

5. **Be cautious about creating satellites:**
   While creating small satellite student services centers can create greater visibility and convenience, unit leaders cautioned it comes at reduced efficiency for staffing and operations.

UNITS TO RELOCATE AND CONSOLIDATE

Chief Information Officer (CIO)

Planned move from Dynamics Building to Michie North and South.

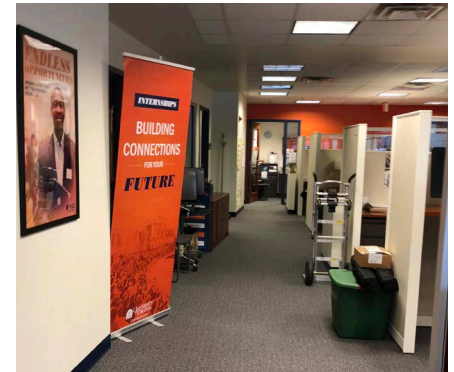**Parking and Transportation**

Relocate from poor quality space and look for new site for P&T. Could be close to Public Safety and Emergency Preparedness.

Public Safety and Emergency Preparedness

Opportunity to consolidate police units in poor quality spaces and co-locate with Emergency Preparedness to achieve more efficiency.

Career Services

Current location is hard to reach by users. Opportunity to relocate closer to student body.

OPPORTUNITY 5: EXPLORE CREATING A STUDENT SERVICES FACILITY

University of Minnesota, One Stop Counter

STUDENT SERVICES FACILITY

Creation of a student services facility is an opportunity to build on the success peer institutions are having from creating one-stop-shops, and to invest in high profile functions that parents and students care about. Student service providers can be co-located to increase consistency and efficiency of service points and improve the student experience.

Groups to consider:

1. Student Financial Services (Carruthers Hall)

2. Registrar (Carruthers Hall)

3. Admissions (Peabody Hall)

4. Dean of Students (Peabody Hall)

5. Career Services (Bryant Hall)

STUDENT SERVICES FACILITY FORECAST

Using the new space allocation guideline of 130 NASF/FTE or less, the forecasted space need for the proposed student services facility is approximately 30,000 NASF. As a result, this increase in density accommodates ten years of growth in approximately the same footprint these groups occupy today.

Group	Current FTE	Current NASF	Current Density	Future Density	Annual Growth %	2028 FTE	2028 NASF (Current Density)	2028 NASF (Future Density)
Registrar (Provost)	22	5,893	268	130	1.5%	25.5	6,839	3,319
Undergraduate Admissions (Provost)	36	9,230	256	130	1.5%	41.8	10,712	5,431
Student Financial Services (Finance)	72	8,828	123	130	1.5%	83.6	10,245	10,863
Career Services (Student Affairs)	33	4,142	126	126	3.0%	44.3	5,567	5,567
Career Services Interview Rooms 20 @ 100 NASF each								2,000
Dean's Office (Student Affairs)	18	2,256	125	125	3.0%	24.2	3,032	3,032
Total NASF	**181**	**30,349**	168	129		**219**	**36,394**	**30,212**
					NASF as % of Gross		0.65	0.65
					Total GSF		**55,992**	**46,479**

STUDENT SERVICES FACILITY BENEFITS

Potential benefits of creating a student services facility are improved service and operational experience for students and staff and more space for other units to utilize.

1. More efficient and seamless service experience for students

2. Improved collaboration, communication and consistency between service providers

3. More efficient to keep front-of-house and back-of-house together instead of creating satellites

4. Better utilize staff resources to focus on complex consultations rather than general advice/transactions

5. Keep pace with peer institutions that are creating and benefiting from one-stop-shops

6. Opens up owned space to backfill for other uses:

   - Peabody Hall is ideal for any student-facing units and could provide a possible location for a co-working hub in parts of the building

   - Bryant Hall could be used for institutes that need to be near Grounds but not in Central Grounds

   - Carruthers Hall could provide expansion space and consolidation opportunities for administrative staff

NEW FACILITY CONSIDERATIONS

If UVA explores the creation of a student services facility, the following are potential questions to consider:

1. What other services should be considered?

2. Is the student services facility a "hub" or a "gateway" at UVA?

3. How would a new hub or gateway facility relate to other student service locations such as Newcomb or Clemons?

4. How might the balance of central versus school-based student services change with the new facility?

OPPORTUNITY 6: EXPLORE AND PILOT NEW WAYS OF WORKING

Common area in WeWork, Atlanta
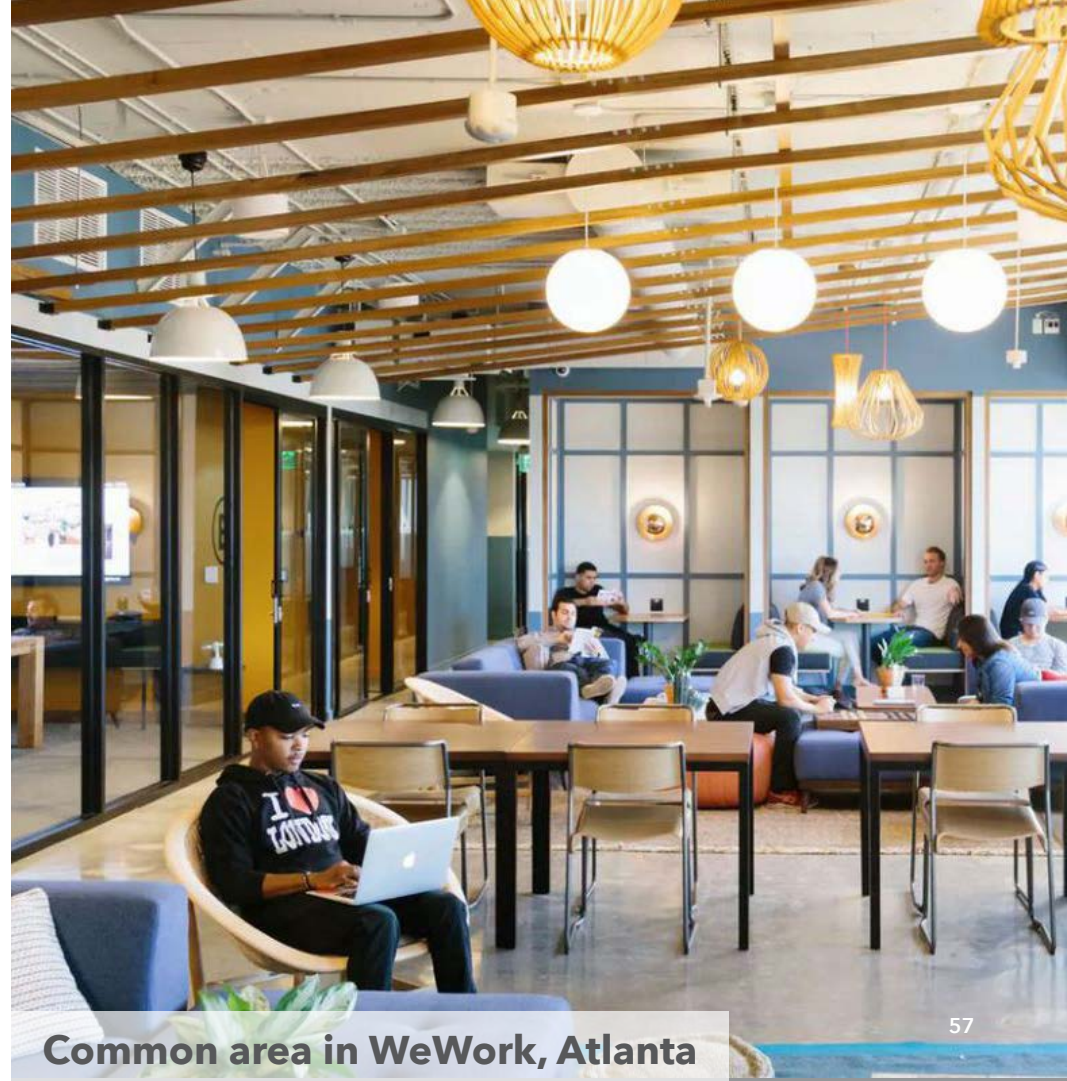
EXPLORE NEW WAYS OF WORKING

Many units at UVA expressed interest in exploring new ways of working. There are two tracks of opportunities to pursue: 1) create a co-working hub; 2) identify unit(s) to pilot an activity-based workplace with unassigned seating.

1. Create a Co-working Hub

Touchdown space at WeWork, Charlotte

2. Identify a Unit to Pilot an Activity-Based Workplace

Activity-based workplace at University of Minnesota

CO-WORKING HUB

There is an opportunity to explore the creation of a centrally located co-working hub that can be shared across administrative units. Some benefits of a co-working hub include:

1. Promotes sharing and collaboration across different units and teams

2. Provides a landing pad for groups located farther from Central Grounds to be productive before and after meetings, which makes being distant more feasible

3. Helps establish group presence and visibility for teams that are in multiple distributed locations

WeWork, Jersey City

IDENTIFY A PILOT UNIT

Another way to explore new ways of working is to pilot it in an administrative unit. Chief Information Officer's upcoming move could be an opportunity to pilot an activity-based workplace with unassigned seating. Some criteria for a pilot group include:

1. Majority of staff are able to work relatively autonomously and have flexible schedules, hours, and workflows.

2. Work and responsibilities are not attached to the facility and can be performed remotely.

3. Staff are experienced and efficient with technology for remote collaboration.

Activity-based workplace at University of Minnesota

UNIT SUMMARIES

This section of the report contains detailed information from interviews, analysis, and tours compiled for each unit.

UNIT SUMMARIES

The following pages contain compiled summaries from analysis, interviews, and observations conducted for each of the units listed below:

» Advancement

» Chief Information Officer (CIO)

» Communications and Marketing

» Diversity and Equity

» EVP/COO

» Finance

» Human Resources

» Vice President for Information Technology

» Office of the President & Board of Visitors

» Operations: SVP Operations, Office of the Architect for the University, Director of Real Estate and Leasing Services

» Operations: Business Operations

» Operations: Facilities Management

» Student Affairs

ADVANCEMENT

University Advancement works in partnership with Schools and units at UVA to set guidelines and procedures for fundraising and engagement initiatives. Areas overseen by University Advancement include: annual giving, Cavalier Connect, Cavalier Travels, faculty excellence, global initiatives, Jeffersonian Grounds, lifetime learning, planned giving, reunion giving, scholarship support, University arts, UVA Clubs, community learning, donor relations, gift accounting, information technology, and prospect research.

total area	21,775 NASF
total staff	184 FTE
density	118 NASF/FTE
space quality	A1
historical growth	2.50%/year
growth driver	capital campaign, most growth accounted for
forecasted growth	0.00%-1.50%/year

Interview Key Findings

» Advancement has become more centralized, but wishes to have a larger footprint in the future to bring the College Foundation, Health System Foundations, and Advancement staff within Schools or Colleges together.

» Due to frequency of donor and alumni meetings, it is important for Advancement to be in a visible, easily accessible space, and close to Central Grounds. The Old Ivy Road Office Building will work well for them.

» Unit went through generational shifts in staff, which improved the team as the capital campaign approaches. New team of staff are interested in more modern spaces that can support wider range of needs (café, bike rack, shower, etc.). Informal touchdown spaces are needed for distributed staff.

» As a result of the capital campaign, there is an even split of growth in headcount between the College Foundation and University Advancement. 50% of the growth is already planned for, and the other 50% could take place in Schools.

» There is an opportunity to use swing space to prototype new workplace.

CHIEF INFORMATION OFFICER

The University's Chief Informational Officer oversees Information Technology Services (ITS), which provides services across the University including: Enterprise Infrastructure, Enterprise Applications, User Experience and Engagement, Strategic Initiatives and Administration, and Custom Applications and Consulting Services. In addition, Information Security provides IT security consultation and IT policy creation.

total area	39,775 NASF
total staff	293 FTE
density	136 NASF/FTE
space quality	C3
historical growth	1.40%/year
growth driver	University growth for most groups and high growth for desktop support and custom applications group
forecasted growth	1.50-4.00%/year

Interview Key Findings

» Team is currently spread out to be where customers are, but consolidation would enable the team to work together better.

» Growth is happening faster than expected and highest in areas that have their own revenue sources. CACS and Desktop Support anticipate a significantly higher growth rate. CACS will be growing at a rate of 5 FTE/year for the first five years and 1 FTE/year for the following five years. Desktop Support will be growing at a rate of 4 FTE/year for the next ten years. The remaining areas in ITS will be growing at a rate of 1% per year.

» Short term plans include moving out of 2015 Ivy Road and 2400 Old Ivy Road into Michie North and South and Carruthers Hall and co-locating 260 people for the first time.

» Interested in experimenting with new work models since some people already work remotely, but there is a need to consider metrics for measuring productivity.

COMMUNICATIONS AND MARKETING

University Communications advances and promotes UVA's values, reputation, and the social impact of teaching, research, and services. Responsibilities of University Communications include: institutional marketing, brand narration, visual identity, University news, media outreach, social media, multimedia, and public relations.

total area	9,531 NASF
total staff	49 FTE
density	195 NASF/FTE
space quality	A1
historical growth	n/a because group is new as a result of reorganization
growth driver	capital campaign, most growth accounted for
forecasted growth	0.00%-1.50%/year

Interview Key Findings

» Current space in Fontaine does not function well and has been through renovation since 2013 to achieve better sightlines, navigation, and increased collaboration.

» Currently planning renovation and next move into first floor of the Old Ivy Road Office Building. Specific support space needs include: videography studios, photography studio, and other spaces for content production.

» Collaborators can be categorized into two tiers: units that Communications works frequently in collaboration with, and Schools and Colleges that provide content and stories to the Communications office.

» Centralized vs. distributed staff: Current storytelling is focused on unit level instead of institutional level; therefore, "communicators" need to be embedded in each unit they are telling stories from.

» Growth in the department is happening much faster than previously expected.

DIVERSITY AND EQUITY

The Division of Diversity and Equity is responsible for providing supportive work and life environments for historically underrepresented groups at UVA. The Office for Diversity and Equity (ODE) provides leadership, information, consultation, and assistance in all units within the University and beyond.

total area	1,931 NASF
total staff	12 FTE
density	161 NASF/FTE
space quality	B2
historical growth	n/a because group is new
growth driver	little growth anticipated
forecasted growth	0.00%-1.00%/year

Interview Key Findings

» Unit does not foresee much growth or downsizing. Changes in team and organization might occur in light of new leadership.

» Current space is working well for current functions and staff are split between Madison Hall and Madison House. Since the President's Office is also in Madison Hall, the space functions well symbolically when members of the community are brought in to meet in the President's conference room.

» Diversity and Equity has many collaborators across Grounds, including various departments in Student Affairs, General Counsel, the President's Office, and the Provost's Office.

» Diversity Counsel has representatives from every School, but difficulty with collaboration is "not a space issue, rather a convening issue" since collaborators are members of the community and individuals from multiple units.

EVP/COO

The Executive Vice President and Chief Operating Officer is responsible for ensuring sustainable financial resources at UVA, and oversees the financial policy and affairs at the University. In addition, the following key administrative areas report to the EVP/COO: Strategic Initiatives, Finance, Treasury, HR, Management and Budget, Organizational Excellence, Corporate compliance, Safety and Emergency Preparedness, IT Services, Clery compliance, and Police.

total area	14,400 NASF
total staff	66 FTE
density	218 NASF/FTE
space quality	B2
historical growth	1.80%/year
growth driver	University growth. most growth in non-office functions such as security
forecasted growth	1.00%-2.50%/year

Interview Key Findings

» All the non-security groups are located in O'Neil Hall, which functions well since it is near Grounds but not in prime student-facing real estate. Location also works well for collaborating with others.

» Centralized vs. distributed: Tried splitting student-facing and non-student-facing staff in the past and did not work well.

» In the long term, Emergency Preparedness, Threat Assessment, Fire Safety and Police may move to a new Public Safety Building.

» Collaboration and co-location: Organizational Excellence partners with all COO units, Economic Development partners with Community Outreach group in Provost's Office and University Communications. Treasury and Finance collaborate closely. Access to Madison Hall is important for EVPs. These relationships might change when new COO and new Provost are in place.

» Future growth will mostly be in security groups (+16 FTE), but not all will be in offices.

FINANCE

The Division of Finance is responsible for maintaining the financial framework at UVA. It consists of the following reporting units: Financial Operations (Financial Reporting and Operations, Procurement, Payroll Services), Financial Outreach and Compliance, Financial Planning and Analysis, Student Financial Services, and University Business Intelligence.

total area	31,228 NASF
total staff	215 FTE
density	145 NASF/FTE
space quality	B1
historical growth	0.80%/year
growth driver	little growth anticipated
forecasted growth	0.25%-0.50%/year

Interview Key Findings

» Recent renovation in Carruthers Hall achieved consolidation of groups, more consistency in application of space standards and furniture, and more collaborative/common space.

» Key collaborators include: Student Financial Services, Treasury, HR, and IT. None of the units mentioned above are significant enough to prompt relocations or changes to immediate plans but could be considered in the long-term.

» Payroll is about to move in with Finance from HR.

» Impact of Finance Transformation of service delivery will likely not be a major centralization initiative but could increase proportion of collaborative space and decrease ratio of offices to workstations.

» Potential for one-stop-shop with Admissions, Bursars Office, and Financial Aid.

» Potential consolidation or coordination with Health System.

» Do not foresee significant headcount growth in the future.

HUMAN RESOURCES

The Division of Human Resources is responsible for acquiring and engaging employees, establishing culture and training system at UVA, while ensuring alignment of HR technology across the UVA enterprise. Reporting units include: Total Rewards (Benefits & Compensation), Compliance and Immigration Services, Career Development Services, Center for Leadership Excellence, Work/Life Wellness (Hoo's Well), Human Resources Consulting Services (HRCS), UVA Temps, and Employee Relations.

total area	18,468 NASF
total staff	150 FTE
density	123 NASF/FTE
space quality	A1
historical growth	-1.90%/year
growth driver	possible reduction after stabilization following recent reorganization and consolidation
forecasted growth	-1.00%-0.00%/year

Interview Key Findings

» Currently undergoing major transformation to centralize staff in terms of location and reporting structure. Moving to the Old Ivy Road Office Building.

» After a period of stabilization post-transformation, there may be some slight reduction in headcount.

» Collaborates widely and works with 85 units at UVA.

» There is possible concern about accessibility of Solution Center, which will be farther from customers and not on a bus line, but a satellite center on Grounds would be inefficient to staff separately.

» Foresee more fluid work in the future, such as more mobile and remote work. There is interest in experimenting with telecommuting.

VICE PRESIDENT FOR INFORMATION TECHNOLOGY

The Vice President for Information Technology is focused on creating university-wide IT strategies for teaching, learning, research, and administrative technologies. The current portfolio of projects include: the Sciences, Humanities & Arts Network of Technological Initiatives (SHANTI), the Advanced Research Computing Services (ARCS), the Computation and Data Resource Exchange (CADRE), Digital Humanities at UVA (DH@UVA), and UVA Development Hub (UVA DEV HUB).

total area	3,177 NASF
total staff	16 FTE
density	199 NASF/FTE
space quality	B3
historical growth	n/a because group is new as a result of reorganization
growth driver	University growth, potential implementation of computational research initiative ("Technological Village")
forecasted growth	1.00%-2.00%/year

Interview Key Findings

» Interested in promoting interdisciplinary research at UVA: less school ownership more institutional ownership of resources and spaces so they can be shared and utilized more amongst Schools and Colleges.

» Create a "research neighborhood" with flexible space allocations and use this model to co-locate interdisciplinary research teams.

» IT staff are currently spread all over Grounds, and are missing the critical mass, space, and support for collaboration. Even though IT will always to be distributed, a hub-like space is needed to informally support each other and for data to flow more easily (potential "Technological Village").

OFFICE OF THE PRESIDENT AND BOARD OF VISITORS

The President shapes the vision and role of the University, while the Rector and Visitors are responsible for the long-term planning of the University. The Board approves the policies and budget for the University and is responsible for the preservation of the University's traditions.

total area	18,712 NASF
total staff	94 FTE
density	200 NASF/FTE
space quality	B2
historical growth	4.2%/year
growth driver	Difficult to predict new administration, using historical rate as a guide
forecasted growth	2.00%-4.00%/year

Interview Key Findings

» Anticipating more events, outreach, and interactions with University Advancement with new President and capital campaign.

» Key adjacencies include Provost's office, General Counsel, Advancement team, and President's Office. Face to face interactions are preferred over phone and email.

» Specific space needs include some private offices for confidentiality, and small collaboration space for five to six people.

» Future needs are uncertain pending arrival of the new President, who may change staffing sizes, locations, and workflow.

OPERATIONS: SVP OPERATIONS, UNIVERSITY ARCHITECT, DIRECTOR OF REAL ESTATE AND LEASING SERVICES

total area	3,856 NASF
total staff	22 FTE
density	175 NASF/FTE
space quality	A1
historical growth	n/a because group is new as a result of reorganization
growth driver	facility growth
forecasted growth	1.00%-2.00%/year

Interview Key Findings

» SVP Operations, the Office of the Architect for the University, and Director of Real Estate and Leasing Services are standalone units in Operations outside of Facilities Management and Business Operations.

» The Office of the SVP Operations is accommodated with recent renovation of O'Neil Hall.

» The needs of Facilities Management are addressed in a separate profile on page 74.

» The needs of Business Operations are addressed in a separate profile on page 73.

» The Office of the Architect for the University (OAU) is accommodated with recent renovation of O'Neil Hall.

» The University Building Official is co-located with Facilities Management in Leake Building, which was recently renovated.

» Real Estate and Leasing Services is located within 1 Boar's Head Pointe and will remain as is for the foreseeable future.

OPERATIONS: BUSINESS OPERATIONS

Departments that report to Business Operations include: University Bookstore, Dining Services, Housing and Residence Life, Cavalier Advantage, Parking and Transportation, Cavalier Computer, Printing and Copying Services, University Child Development Center, University ID Card Office, University Mail Services, and Cemetery and Columbarium.

total area	28,320 NASF
total staff	190 FTE
density	149 NASF/FTE
space quality	B2
historical growth	3.8%/year
growth driver	no growth anticipated
forecasted growth	-0.50%-0.00%/year

Interview Key Findings

» Central Business Operations space is currently located in O-Hill Dining, next to Housing and Dining, and near biggest collaborator, Facilities Management.

» Spaces are generally fine with the exception of lacking space and quality in the Erhart Child Care Center, Parking and Transportation, and Mail Services.

» Parking and Transportation is a big challenge: business model for P&T will be reconsidered. It will likely be farther away, be a bigger operation, and have more vehicles in the future. P&T, Emergency Preparedness, and Safety and Security need to be able to work closely with each other and do not need to be on Central Grounds.

» Currently do not plan on increasing staff unless impacted by institutional decisions. Goal is to minimize any potential staffing increase and limit those increases to non-administrative positions.

» Additional collaborators: Dean of Students and VP of Student Affairs. Not being co-located does not disrupt collaboration.

OPERATIONS: FACILITIES MANAGEMENT

Facilities Management is responsible for supporting a wide range of programs at UVA including day-to-day operations and maintenance of both UVA owned and leased properties. Facilities Management's four core areas of expertise include: Facilities Planning and Construction, Health System Physical Plant , Operations, and Project Services.

total area	39,846 NASF
total staff	282 FTE
density	141 NASF/FTE
space quality	B1
historical growth	5.40%/year
growth driver	facility growth, hospital growth, continuing of trend of in-sourcing services
forecasted growth	2.00%-3.75%/year

Interview Key Findings

» Primarily located in Leake Building and Skipwith Hall, where FM has been doing renovations, additions, and removals. Spaces are now in good condition and have capacity for expansion. Touchdown spaces are helpful for those who work outside of Leake Building.

» Need more centrally located swing space to make shifting of offices easier during moves or renovations.

» Close collaboration with OAU and customers on projects in academic spaces, auxiliary spaces, and Health System. Physical proximity to partners is helpful even though FM works all over Grounds.

» FM has become a more in-house organization over the past ten years, in-sourcing functions that were vendor-provided. More growth is expected in construction groups and project services.

» The primary reasons for the significant increase in staffing in recent years are consolidation with HRL custodial and maintenance, growth in the scope of services, and University growth.

STUDENT AFFAIRS

The Division of Student Affairs supports the student experience and assists student development during their time at UVA. Student Affairs includes VP Student Affairs Officer, Office of Dean of Students, Student Health, Career Center, and Office of African-American Affairs.

total area	22,043 NASF
total staff	128 FTE
density	172 NASF/FTE
space quality	B2
historical growth	1.50%/year
growth driver	student growth, student services and compliance
forecasted growth	3.50%-4.52%/year

Interview Key Findings

- Units such as Residence Life are growing based on student needs and compliance or reporting needs.
- Large growth in Student Health in the next five years (+33 FTE) is related to the new Student Health and Wellness building. The rest of Student Affairs will be growing at 2% to 4% per year.
- Would like to consolidate functions centrally where possible.
- Would like to relocate Career Services (currently in Bryant Hall) to be more central and student facing.
- Would ideally like to co-locate with Student Financial Services, but it is ideal to keep front-of-house and back-of-house together, instead of creating satellite, for operational and staffing efficiency.
- Mostly located in high quality spaces such as Newcomb Hall, Gibbons House, Peabody Hall, O-Hill Dining, and some in several historical buildings such as Dawson's Row #2,3,4 and Monroe Hill Range.

APPENDIX

This section of the report contains additional details on the scope of, process of, and analyses within the project.

DEFINITIONS AND TERMINOLOGY

» **NASF** (net assignable square feet): Area of usable space that is available for furnishings, equipment, and personnel. Measured from inside of interior walls and excludes circulation space and any areas for building structures.

» **FTE** (full time equivalent): The number of hours worked by one full-time employee.

» **DENSITY**: NASF/FTE

» **INDIVIDUAL SPACE**: A space typically assigned to one person, such as a workstation or a private office.

» **COLLABORATION SPACE**: A space used by one or more people, primarily for staff meetings and departmental activities. Examples include conference room or teleconference room.

» **SUPPORT SPACE**: A space that serves an individual or collaboration space. Examples include break room, storage, print and copy, and reception.

» **ON GROUNDS & OFF GROUNDS**: Buildings and spaces are categorized as "on or off Grounds" depending on their physical locations. Spaces "on Grounds" are owned by UVA and "off Grounds" are leased. A space within 10-15 minute walking distance is considered close to Grounds.

ADMINISTRATIVE UNITS IN SCOPE

included

» Advancement (excludes School staff)

» Chief Information Officer

» Communications and Marketing

» Diversity and Equity

» Finance

» Human Resources

» VP for Information Technology

» Office of the President

» Operations (excludes custodial and related roles)

» Student Affairs

excluded

» Office of the Provost
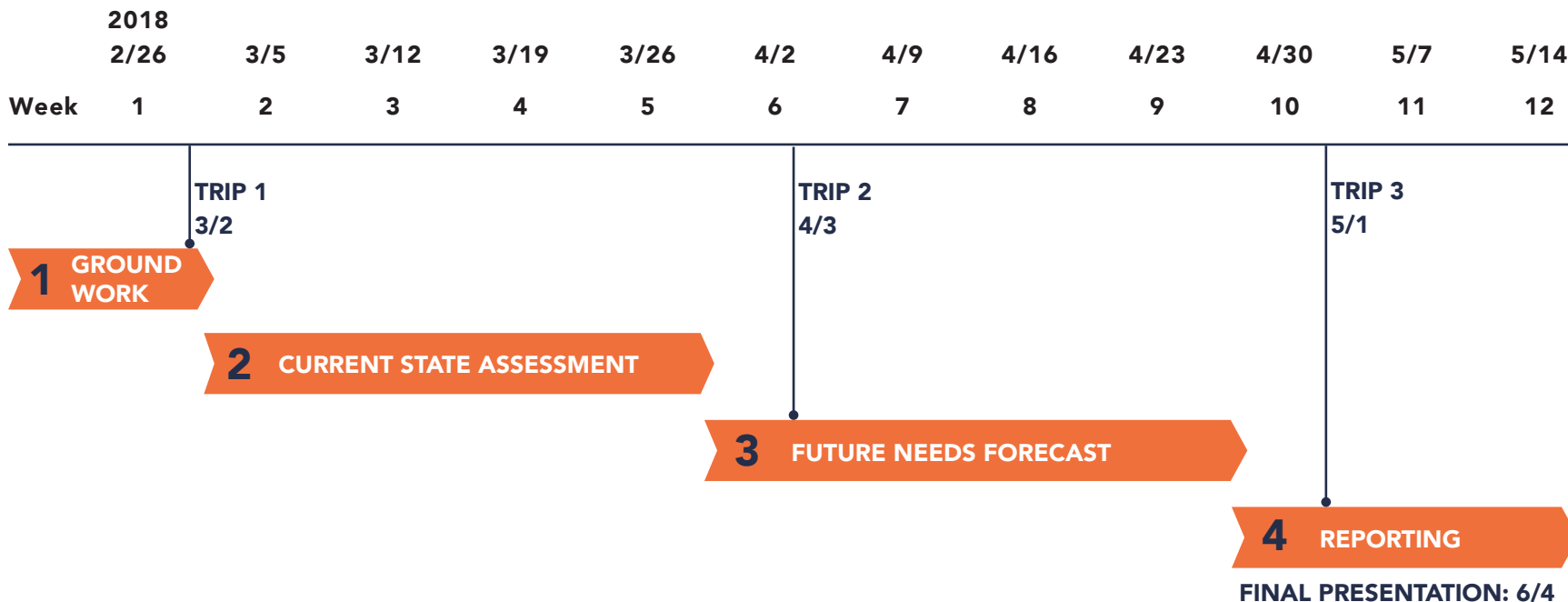
» Health System

» Research

» College at Wise

BUILDINGS/SPACES IN SCOPE

» 1 Boars Head Pointe

» 1003 West Main

» 108 Cresap Road

» 2015 Ivy Road

» 2400 Old Ivy Road

» 400 Ray C Hunt

» Barringer Wing

» Bookstore/Central Garage

» Bryant Hall at Scott Stadium

» Carr's Hill Outbuildings

» Carruthers Hall

» Davis Wing

» Dawson's Row #2,3,4

» Ednam Professional Center

» FAC Management Maintenance Shop

» FM Stores Receiving

» Fontana Food Center

» Gibbons House

» Hotel B/Washington Hall

» KCRC Cochran House

» KCRC Commonwealth Ct

» Lacy Hall

» Lambeth Commons

» Leake Building

» Madison Hall

» Madison House

» McKim Hall

» Medical School Building

» Michie North

» Millmont Main Building

» Monroe Hill Range

» Multistory Building

BUILDINGS/SPACES IN SCOPE CONT'D

» Newcomb Hall

» O'Neil Hall

» O-Hill Dining

» Old Ivy Road Office Building

» Parking & Transit

» Peabody Hall

» Poe Alley #1

» Police Building

» Pratt Drive North

» Pratt Drive South

» Printing Service & Addition

» Public Safety Station

» Rotunda

» Runk Dining Hall

» Skipwith Hall

PROJECT TIMELINE

	2018 2/26	3/5	3/12	3/19	3/26	4/2	4/9	4/16	4/23	4/30	5/7	5/14
Week	1	2	3	4	5	6	7	8	9	10	11	12

TRIP 1
3/2

TRIP 2
4/3

TRIP 3
5/1

1 GROUND WORK

2 CURRENT STATE ASSESSMENT

3 FUTURE NEEDS FORECAST

4 REPORTING

FINAL PRESENTATION: 6/4

PARTICIPANTS

Executive Sponsors

provided initial input on objectives, process, and participants, reviewed and approved findings and recommendations

» Colette Sheehy, *SVP Operations*

» Penny Cabaniss

» Alice Raucher

» Don Sundgren

Core Team

brightspot's primary point of contact, conducted qualitative space assessment, co-created and reviewed findings and recommendations

» Julia Monteith, *Project Manager*

» Joann Im-Duxbury

» Richard Minturn

» William Palmer

» Connie Warnock

» Jennifer Wise

Space Working Group

advisory committee provided input and feedback, put project in context by connecting to other UVA initiatives

» Dick Minturn, *Chair*

» Jason Bauman

» Luis Carrazana

» Annette Cyphers

» Kevin Fox

» Louise Gilliam-Williams

» Jennifer Heckman

» Jessica Hurley-Smith

» Charlie Hurt

» Joann Im-Duxbury

» Cavell Kopetzky

» Sarah Littlefield

» John Notis

» Gay Perez

» Wynne Stuart

» Don Sundgren

» Kathy Soule

» Anna Towns

» Deborah Van Ersel

» Connie Warnock

Administrative Unit Representatives

participated in interviews with brightspot to speak to the direction, work flow, relationship to other groups, and future space needs of their units

» Melody Bianchetto

» Virginia Evans

» Margaret Grundy

» Ron Hutchins

» Pat Lampkin

» Mark Luellen

» Dave Martel

» Marcus Martin

» Colette Sheehy

» Kelley Stuck