GOLDEN GATE UNIVERSITY

Campus Plan Optimization: Workspace Planning

RESTACKING PLAN

5 September 2021

THINK MK

CONFIDENTIAL AND PROPRIETARY

Campus Planning: Layers of Granularity

High Level Space Program

Order of magnitude space quantities based on key policy assumptions, and organizational strategies

Diagrammatic Space Program

Program requirements, including key adjacencies and spatial allocations with a consideration of architectural opportunities and boundaries

2020-21 Space Optimization Plan

Detailed recommendation for the allocation of space to instructional, faculty, administrative, library, and other uses) that achieves the desired design objectives.

2021-22 Implementation Plan

Detailed, floor by floor, departmental moves to achieve optimization plan for 2021 and 2022 academic year.

Planning Objectives

Vacate the 5th and 6th floors

- Increase utilization and occupancy of remaining space
- Create the opportunity for additional rental income

Maintain co-location by department where and when appropriate

Optimize departmental adjacencies where possible

Minimize number of moves required

Learn from Covid-19 operations over the past 18 months and determine workplace typologies and on-campus use frequency by role/employee

Increase the number of drop-in, unassigned spaces and decrease number of assigned spaces to increase utilization and occupancy of office spaces

What did we discover?

Everyone fits! (within the planning parameters we collectively defined in the approved campus plan) - great news...

90-95% accuracy at any given moment: living document; continually updated

What to expect

August: confirm restacking plans, space program, and technology provisions; move planning

September: finalize move planning and start first moves

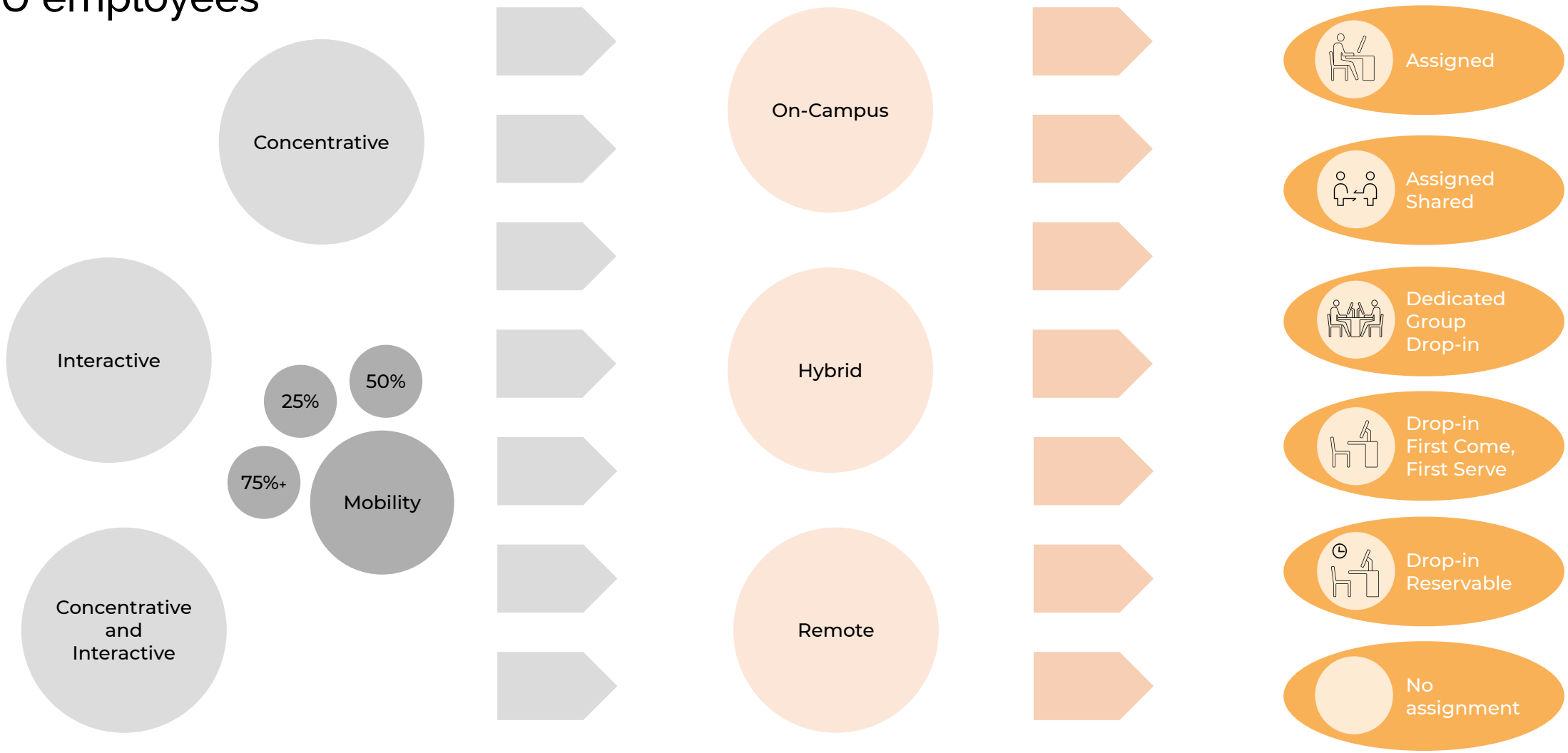
October - December: complete moves; communicate and guide employees regarding new policies and procedures

January: Spring 2022 commences with new locations and policies in place

Agenda

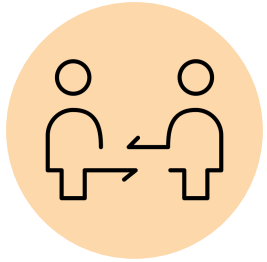
- ➔ Context Setting
- ➔ **Campus Plan and Floor-by-Floor Plans**
- ➔ Discussion
- ➔ Decision
- ➔ Appendix: Detailed Individual Seating Arrangement Diagrams, Workplace Typologies, and Technology Provisions

University-wide work arrangements are assigned based on work styles and mobility of GGU employees



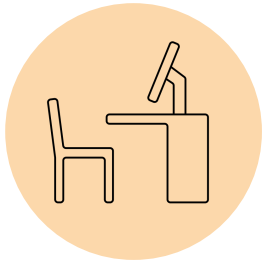
The university's work arrangements are informed by work patterns

ASSIGNED
Workspace is assigned to one employee. Potential collaboration area when not in use as office space.

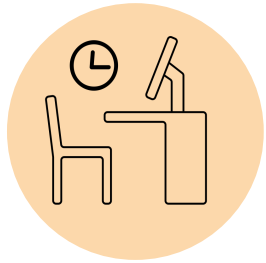


ASSIGNED SHARED
Workspace is shared by **two or more** employees through a space-sharing agreement. Could be used as collaboration area when not in use as office space.

DEDICATED DROP-IN
Workspace is shared by defined number of employees through a space-sharing agreement; Weekly seat hours vary per person



DROP-IN, FIRST COME, FIRST SERVE:
Multiple shared workspace shared by employees No formal reservation system, workspaces are available on a first come, first serve basis.



DROP-IN RESERVABLE
Employees book their workspace in advance; Primarily for irregular drop-ins, before or after meetings; Reservable hours vary from 4 to 40 hours

Locations at a Glance

Basement: Libraries

Plaza: ITS/ATS, Finance/HR, BSF, Libraries, Student Lounge/Diller Center

1st Floor: Elearning, Learning Commons/Lab, Event Space, Adjunct/Faculty Lounge, University Concierge, Bookstore, HUB, Café, Student Enrollment Center, Swing Space

Mezzanine: Office of Marketing, Career Planning, Admission Operations, Academic Affairs, Student Affairs, Café

2nd Floor: Law School, Classrooms

3rd Floor: Law School, Classrooms

4th Floor: Business, Tax, and Accounting; Development and Alumni Relations, Undergraduate Studies, Office of the President, Drop in for Trustees + SLT, Classrooms

5th + 6th Floors: Vacated

Moved : Didn't Move

Restacking by School / Department

- **Schools of Business, Tax, and Accounting**
- School of Undergraduate Studies
- School of Law
- Administrative Departments

THINK
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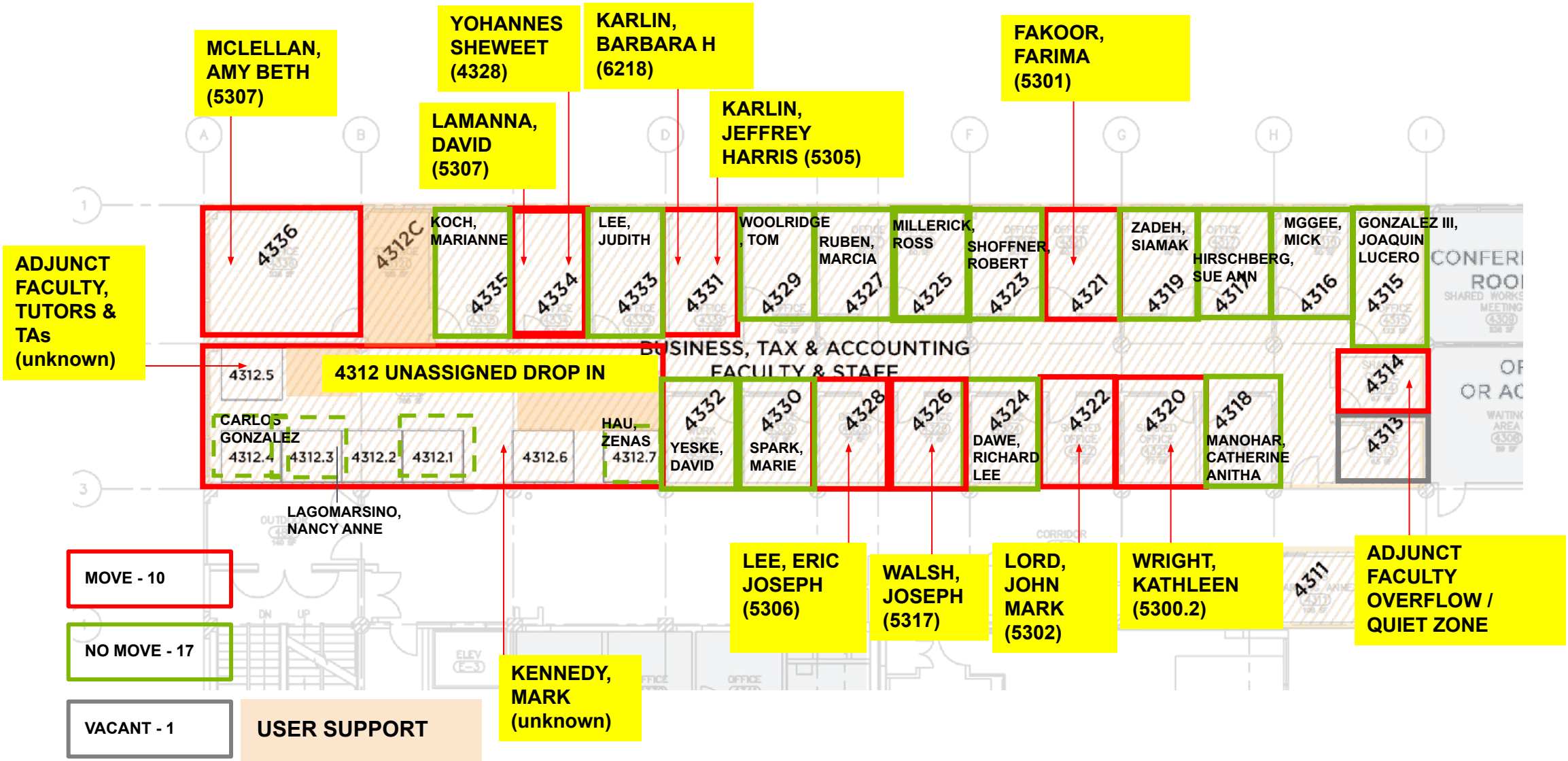

SCHOOL OF BUSINESS, TAX AND ACCOUNTING - PROPOSED

4th Floor

Restacking by School / Department

- Schools of Business, Tax, and Accounting
- **School of Undergraduate Studies**
- School of Law
- Administrative Departments

THINK
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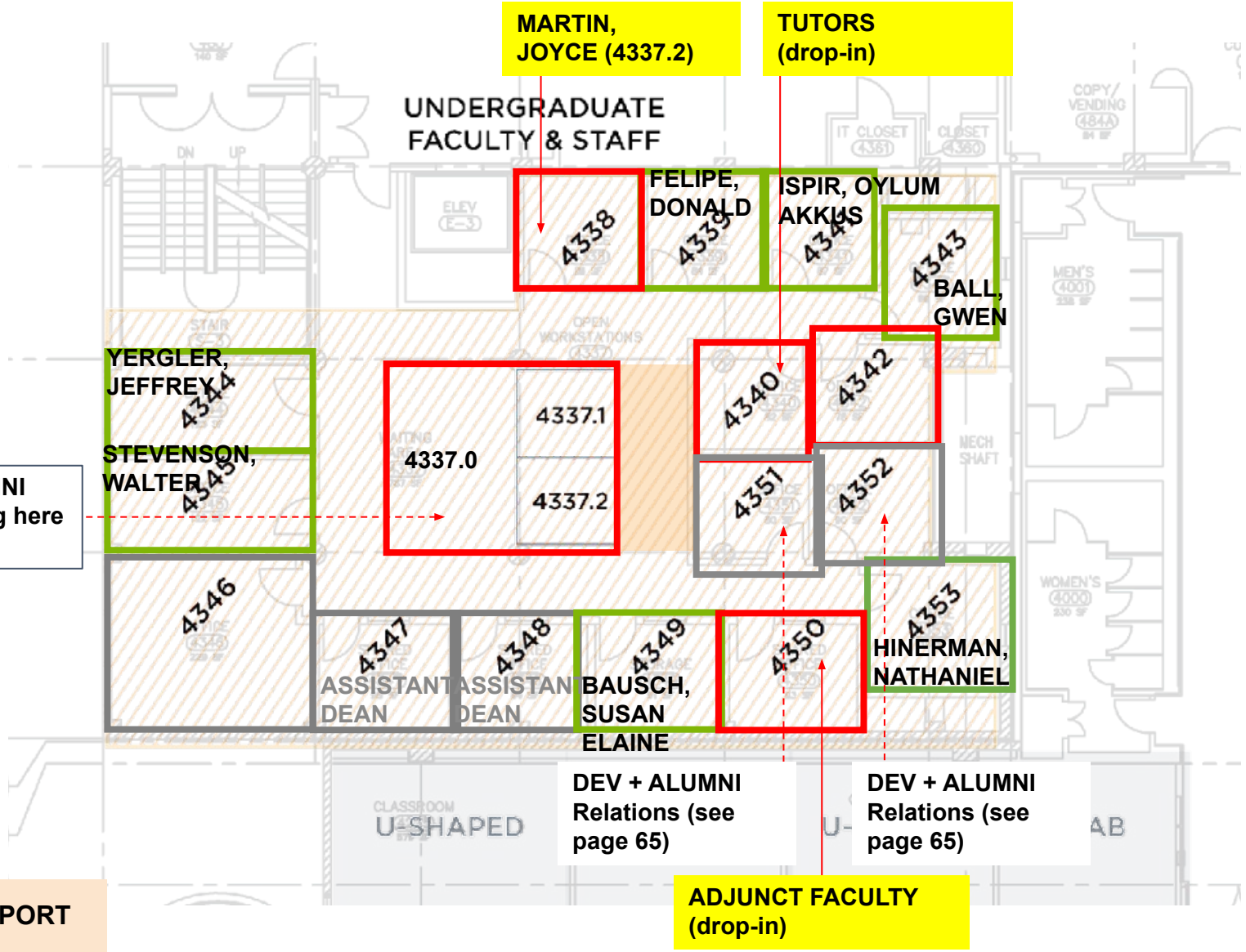


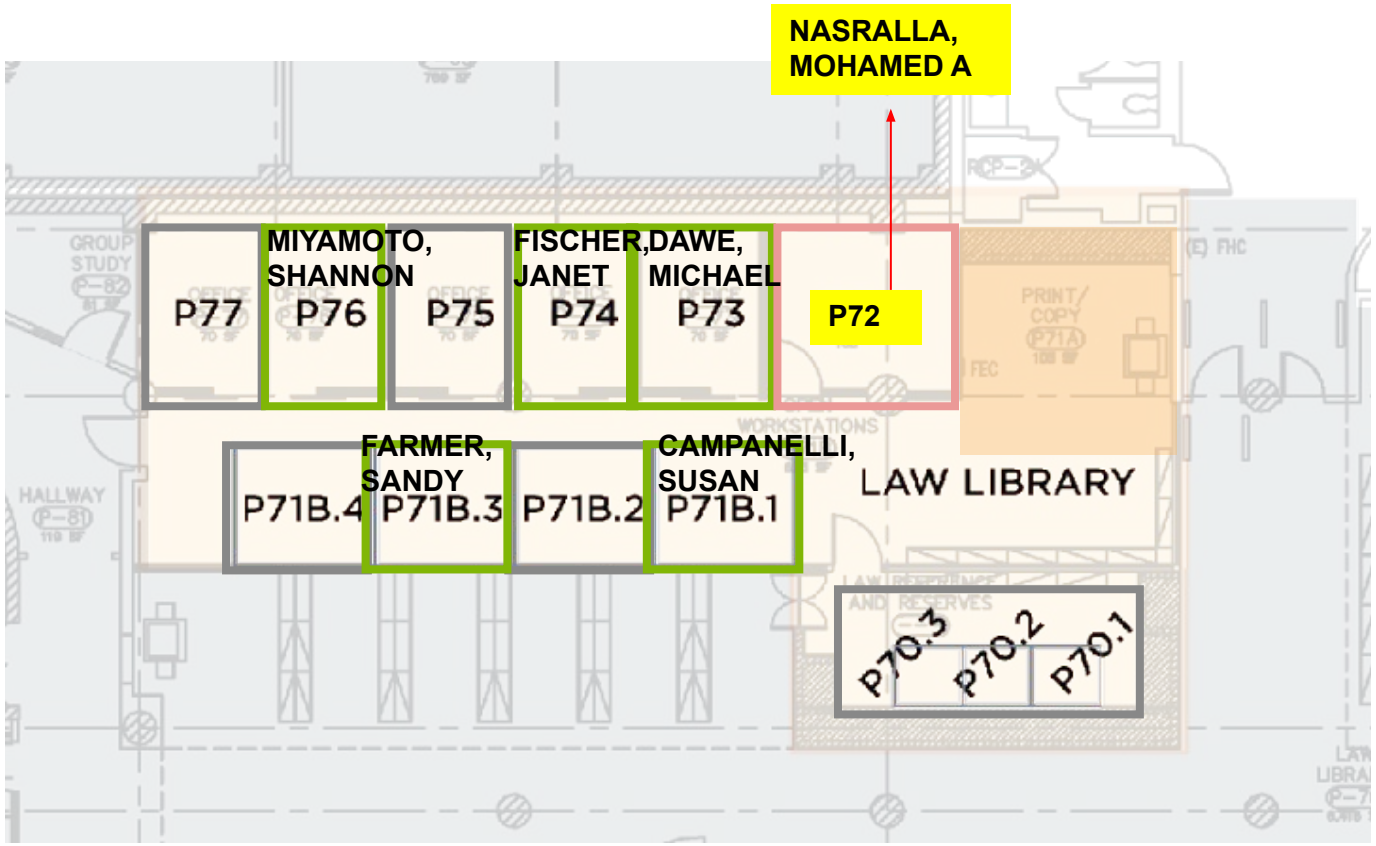
UNDERGRADUATE STUDIES - PROPOSED - DETAILED

4th Floor

Restacking by School / Department

- Schools of Business, Tax, and Accounting
- School of Undergraduate Studies
- **School of Law**
- Administrative Departments

THINK
CONFIDENTIAL AND PROPRIETARY



MOVE - 0

MOVE HOME - 1

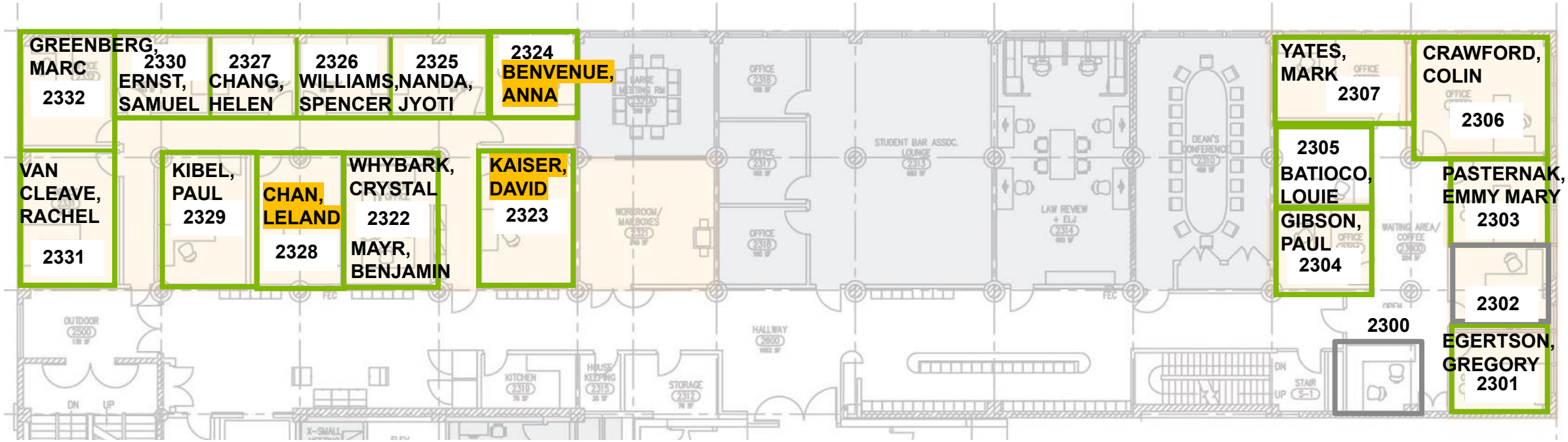
NO MOVE - 5

VACANT - 7 (8)

USER SUPPORT

LAW LIBRARY – PROPOSED - DETAIL LAYOUT

PLAZA



NO MOVE - 14

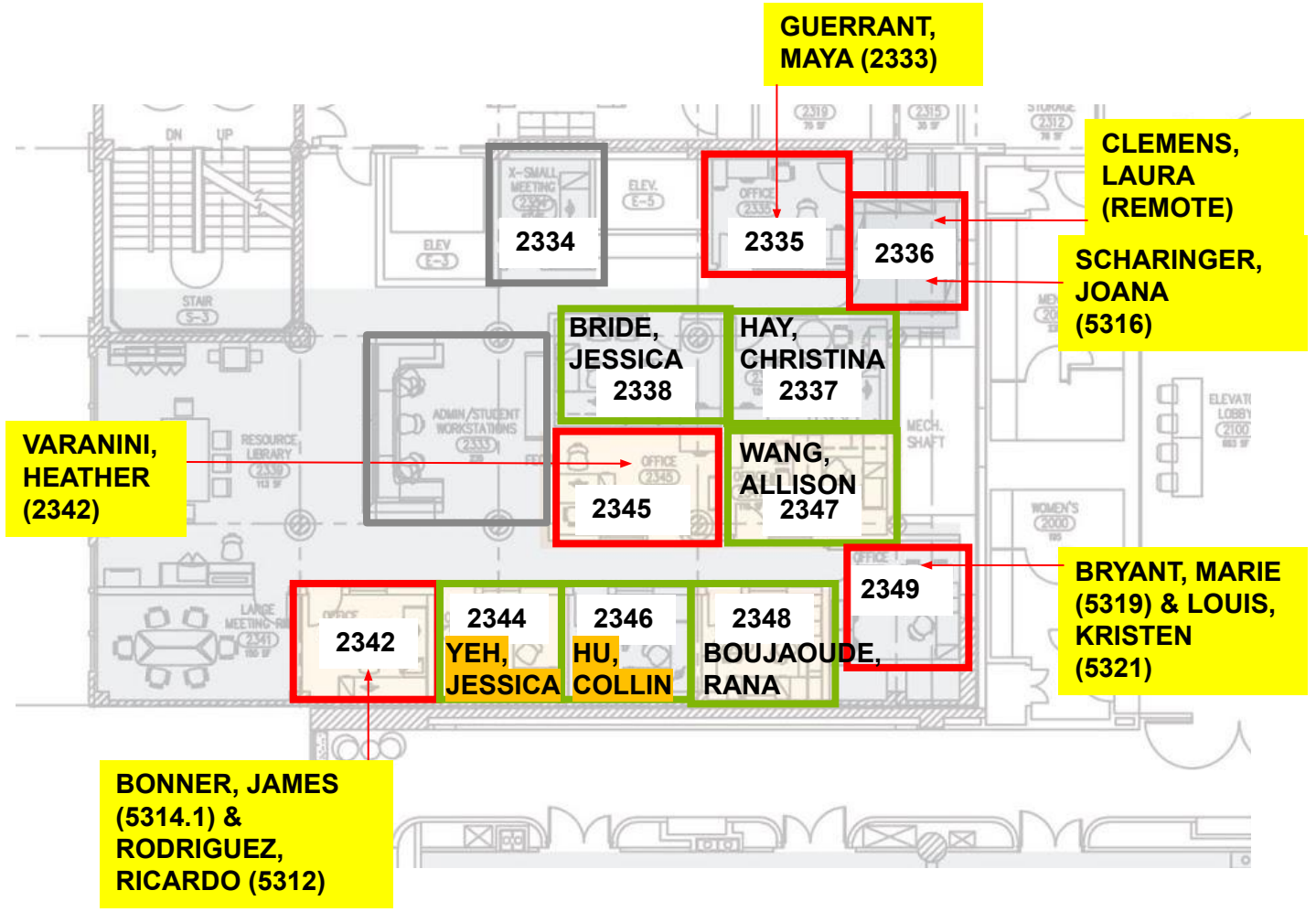
NEW HIRE - 3

VACANT SEATS - 3

USER SUPPORT

LAW EMPLOYEES – PROPOSED

2nd Floor



MOVE - 4

NEW HIRE- 2

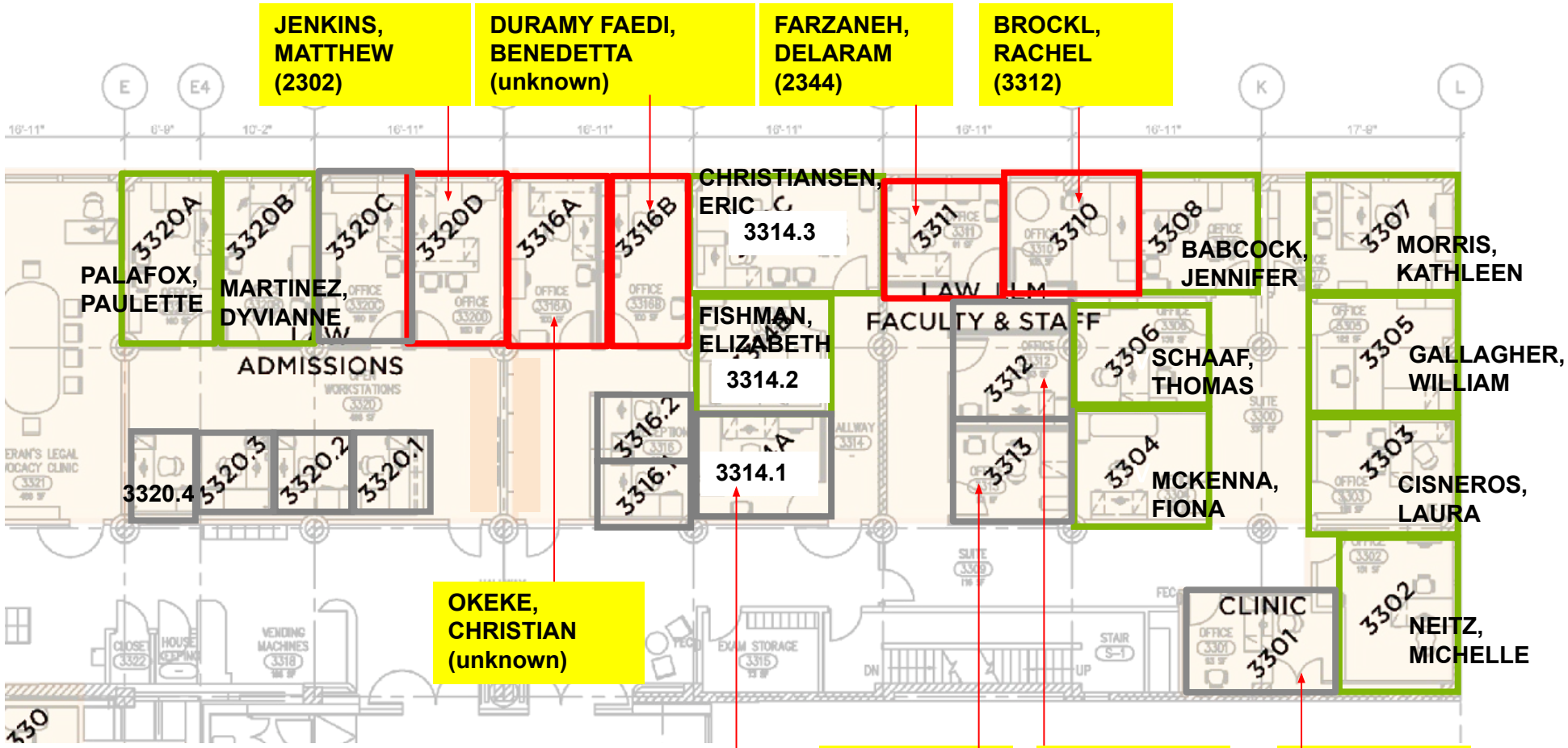
NO MOVE - 2

VACANT SEATS - 4

USER SUPPORT

LAW EMPLOYEE– PROPOSED

2nd Floor



MOVE - 5

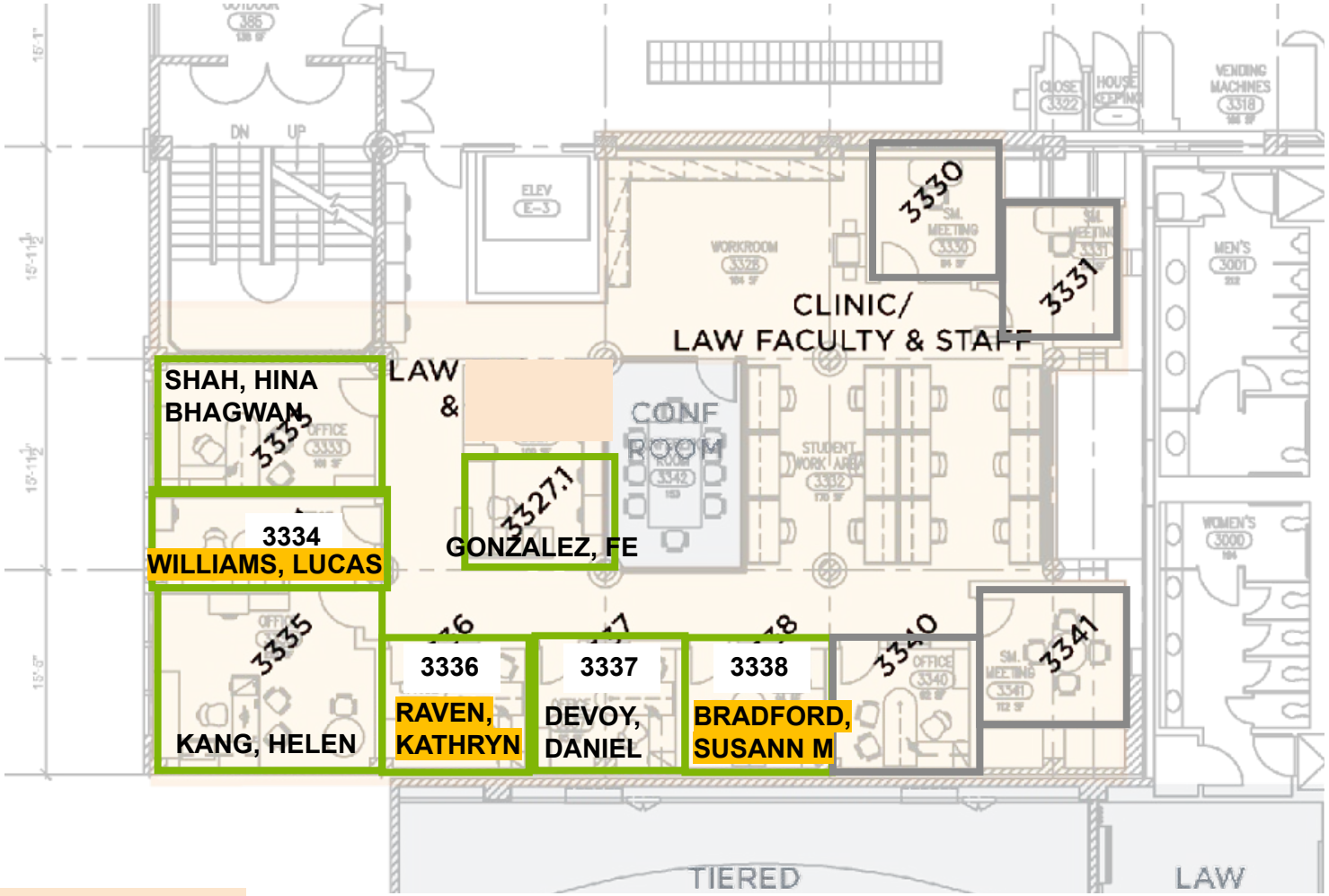
NO MOVE - 12

VACANT - 10

USER SUPPORT

LAW FACULTY AND STAFF - PROPOSED DETAIL LAYOUT A

3rd Floor



NEW HIRE - 3

NO MOVE - 4

VACANT - 4

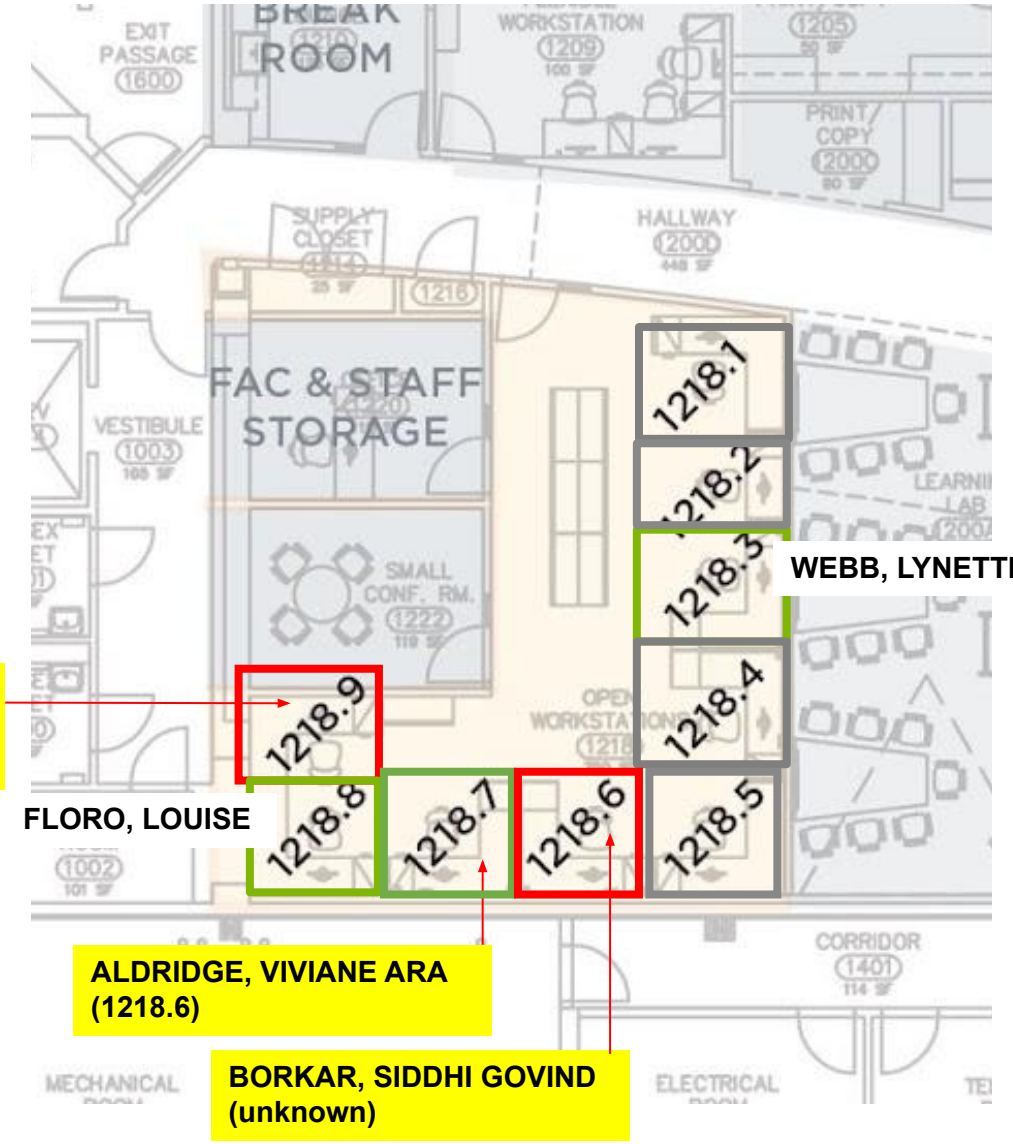
USER SUPPORT

LAW FACULTY AND STAFF - PROPOSED

3rd Floor

Restacking by School / Department

- Schools of Business, Tax, and Accounting
- School of Undergraduate Studies
- School of Law
- **Administrative Departments**



TAKAI OIKAWA, STEPHAN (unknown)

FLORO, LOUISE

WEBB, LYNETTE CATHERINE

ALDRIDGE, VIVIANE ARA (1218.6)

BORKAR, SIDDHI GOVIND (unknown)

MOVE - 2

NO MOVE - 3

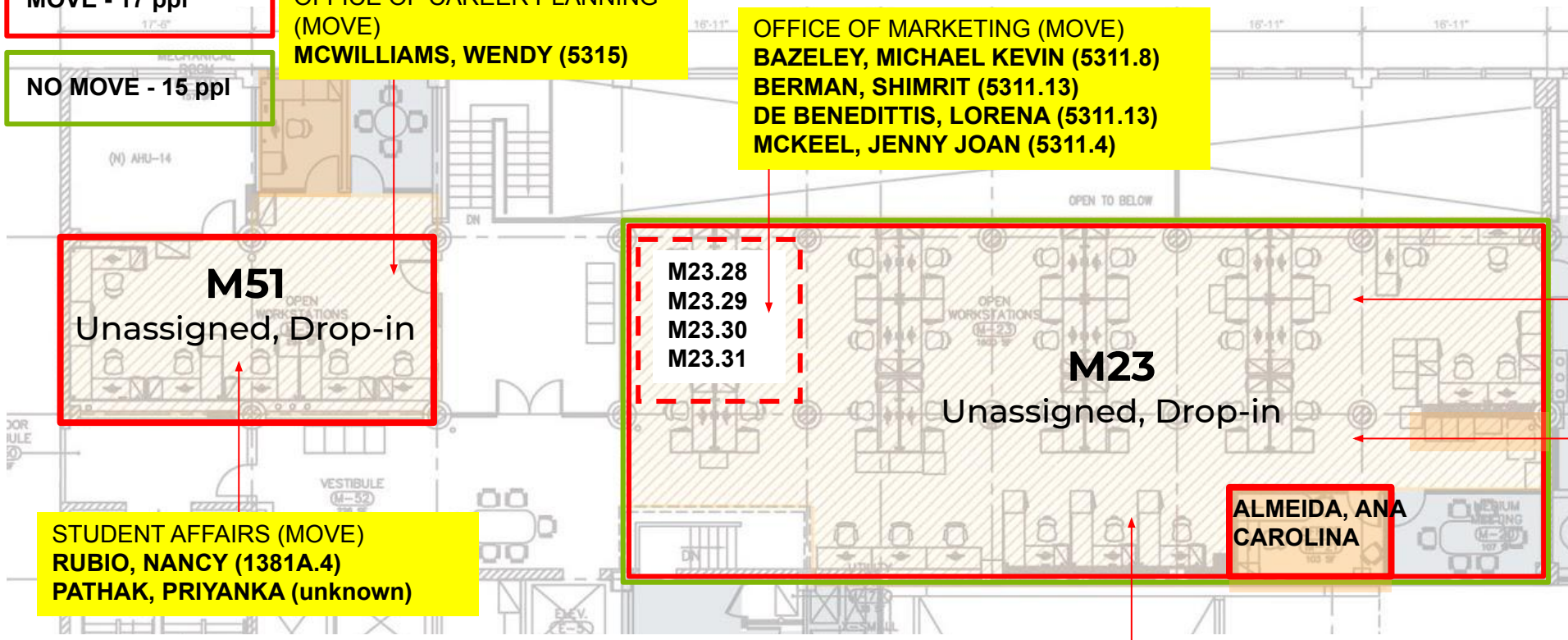
VACANT - 4

ELEARNING - PROPOSED - DETAILED LAYOUT

1st Floor

ADMIN OPS/ACADEMIC AFFAIRS/STUDENT AFFAIRS/MARKETING/CAREER PLANNING - PROPOSED

MEZZANINE



MOVE - 17 ppl

NO MOVE - 15 ppl

OFFICE OF CAREER PLANNING (MOVE)
MCWILLIAMS, WENDY (5315)

OFFICE OF MARKETING (MOVE)
BAZELEY, MICHAEL KEVIN (5311.8)
BERMAN, SHIMRIT (5311.13)
DE BENEDITTIS, LORENA (5311.13)
MCKEEL, JENNY JOAN (5311.4)

ADMISSION OPS (NO MOVE)
ARTINGER NGUYEN, BINH THANH
NHANUSHAL, BHAVIN
LESMARNA, ROSITA
BOAKYE, DORJOHN
CRUZ ABIGAIL
LEMA, CLAUDINE
FADELLI, EMILY
HILL, JOAN
PANCHAL, ARJUN
MAMMOOTTIL, ANNETTE THOMAS
VANNUCCINI FERNANDES, BRUNO
THOMPSON, YOLANDA
TORRES, MARIA FERNANDA
WU, ZHI WEI

STUDENT AFFAIRS (MOVE)
RUBIO, NANCY (1381A.4)
PATHAK, PRIYANKA (unknown)

OFFICE OF ACADEMIC AFFAIRS (MOVE)
SNYDER, DEBORAH (1305)
MEKSAVAN, MOLLY (1386)
RIVERA, CHRISTINE SYLVANA (1382)
QUICK, CARIANN (1385)
RICHTER, ZOEY CHRISTINE (unknown)
WATSON, ELIOT JAMES (unknown)
UZZELL, RICHARD (4340)
EASTON, WALSH (4338)
LOVE, SHANA

ADMISSION OPS (MOVE)
LEE, FLORA (1301A.2)
KAUFMAN, DAVID (M21)

DESK COUNT*	LOCATION	
34 Open	Suite M23	*Drop-in or Reservable
6 Open	Suite M51	

MEETING ROOMS NEARBY

1 Medium	M20
1 Small	M53
2 Phone Booths	M73A & M73B

SUPPORT SPACES NEARBY
Work room
User support
Staff storage
Break room

MONFARED, SHOKRANE .2 (4310)

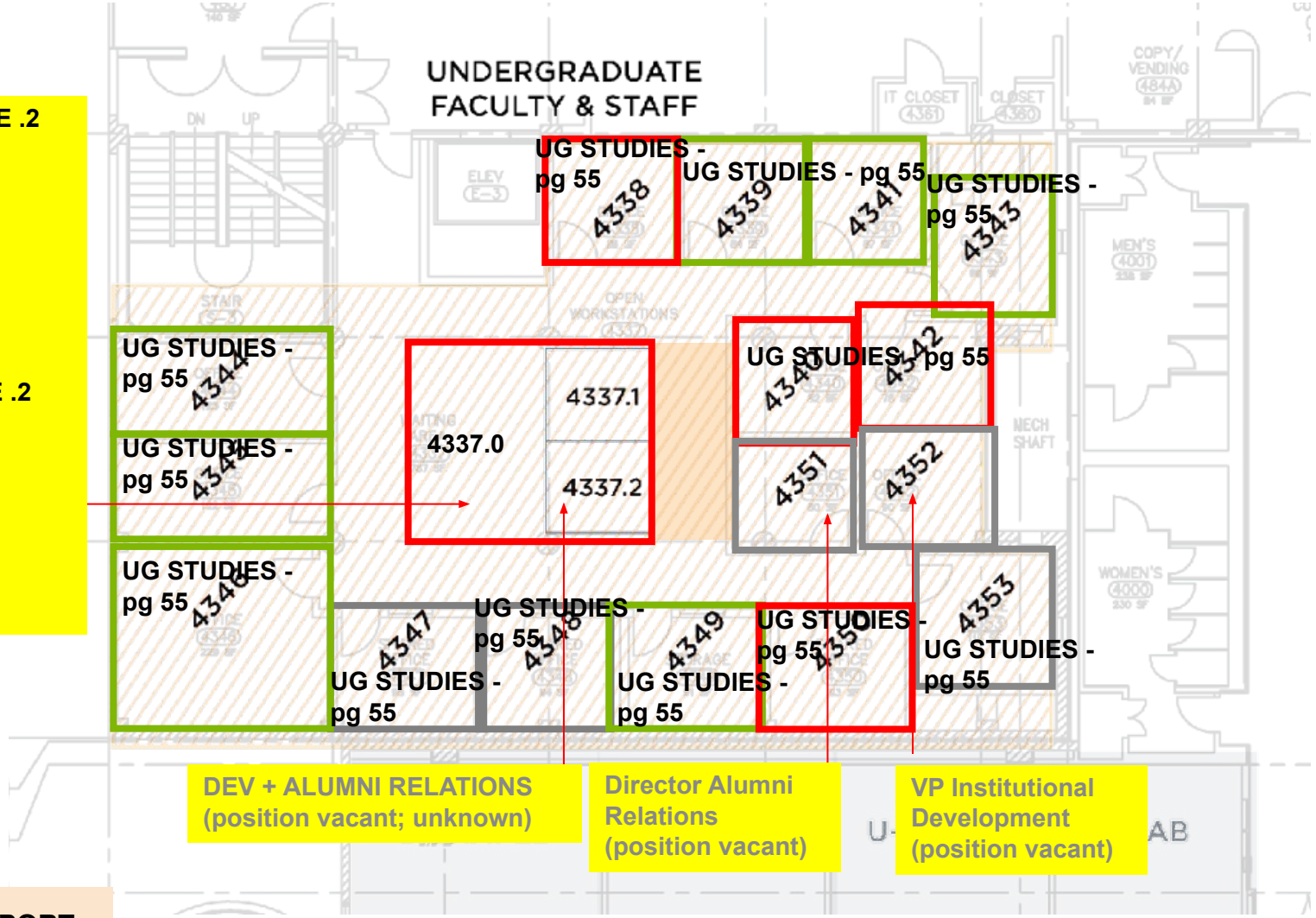
HOLMGREN, NORAH .2 (4308D.1)

WHEELER, ALEX (unknown)

SORENSON, CHRISTINE .2 (4309)

TILSON, AUDREY .2 (4308A.1)

RASHBA, AARON .2 (4311)



MOVE - 7 ppl

NO MOVE - 0

VACANT - 2

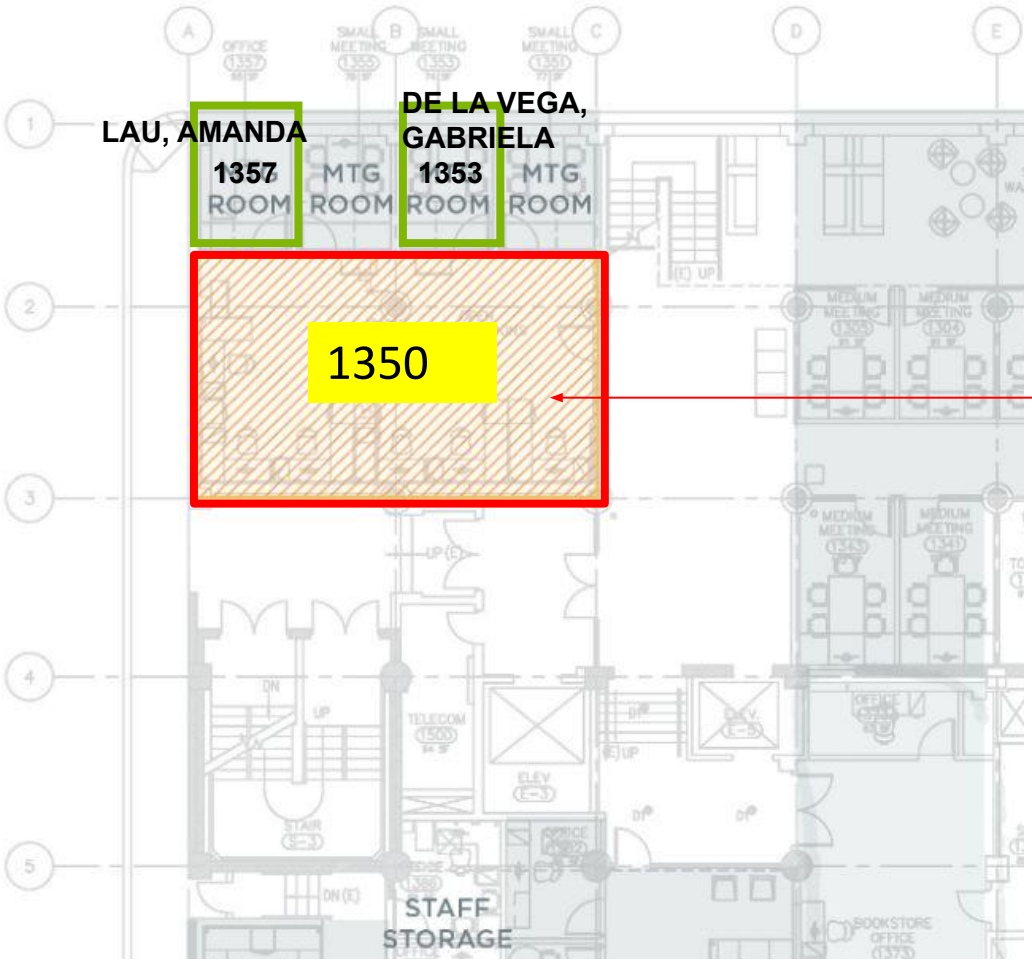
USER SUPPORT

DEVELOPMENT AND ALUMNI RELATIONS - PROPOSED

4th Floor

MOVE - 3 ppl

NO MOVE - 2

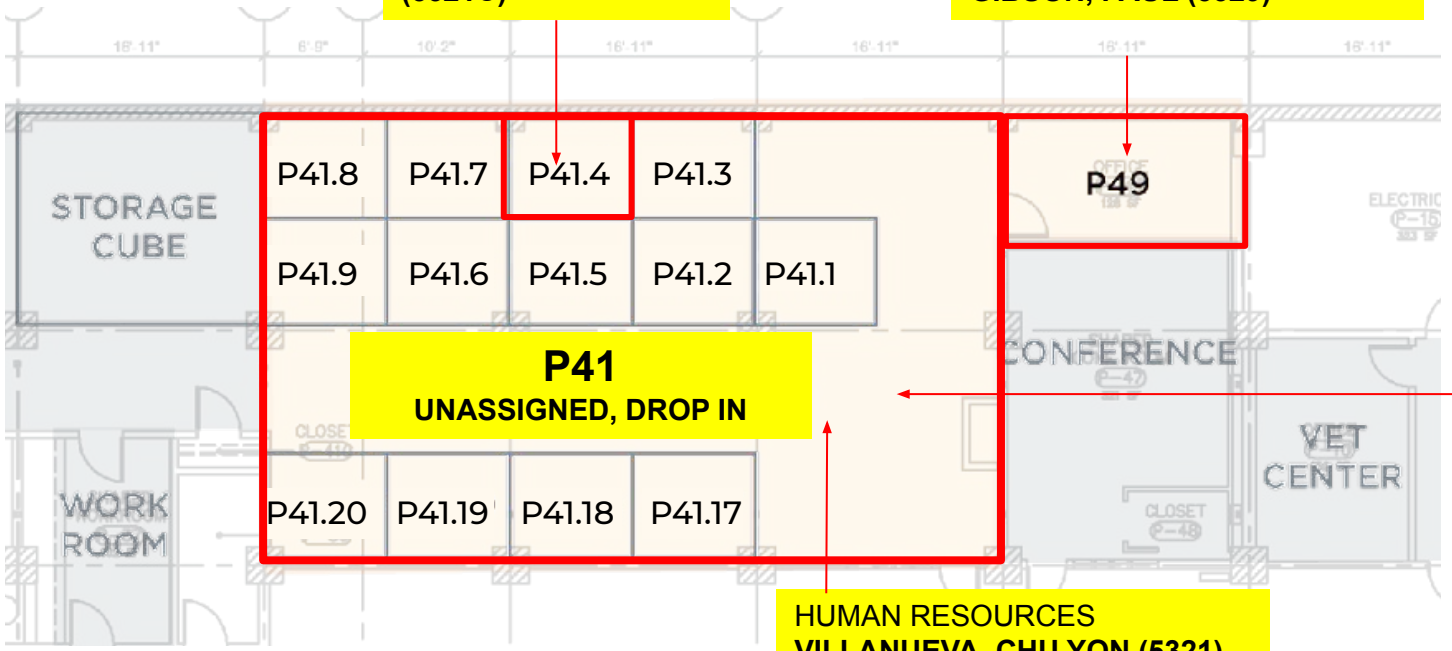


EVANS, WADE CHRISTOPHER (M51.4)
LAKE, EVELYN (M51.5)
RIVAS, CRISTIANA (M51.2)
LIND, STEVEN

CHIN, MELISA (unknown)
NADONZA, MARY ANN
BREITBARTH, AARON (unknown)
FERGUSON, BREANN (unknown)
LAU, MATTHEW VICTOR (unknown)
GONZALEZ, VICTOR (unknown)
NUNO, JACQUELINE (unknown)
PADRON-LEMUS, JOSE (unknown)
ESKEW, CARMEN
LEE, JASON MAN
ZOU, JOANNE
HAFNER, CATHRYN
KOTOVSKAYA, GALINA

STUDENT ENROLLMENT CENTER - PROPOSED

1st Floor



CHAN, BERNADETTE (5321C)

TANZER, KEN (5325)
GIBSON, PAUL (5329)

MOVE - 30 ppl

NO MOVE - 0

HUMAN RESOURCES
VILLANUEVA, CHU YON (5321)
MADHOK, DIVYA (5334)
NATOUF, RAZAN (5333)
RUBIO, DYANA MICHELLE (5329)
LI, LISA (5330)

FINANCE
ABOU JAOUDE, NAGHAM SAADE (5328)
BETZ, BETH RENEE (1350.7)
ESKEW, CARMEN (M23.3)
LEE, JASON MAN (1350.4)
ZOU, JOANNE (M23.2)
HAFNER, CATHRYN (1350.1)
KOTOVSKAYA, GALINA (1350.5)
OCONNELL, TAYLER (5327)
PRABHU, ROOP (5326)
FU, WAI YAN (5325B)
WU, WAI NOK (5325A)
RAMASWAMY, RAMYA (5325C)
PITALE, PRIYANKA (5325C)
NADONZA, MARY ANN (unknown)
BREITBARTH, AARON (unknown)
FERGUSON, BREANN (unknown)
LAU, MATTHEW VICTOR (unknown)
GONZALEZ, VICTOR (unknown)
NUNO, JACQUELINE (unknown)
PADRON-LEMUS, JOSE (unknown)

DESK COUNT*	LOCATION	
13 Open	Suite P41	*Designated Drop-in or Shared
1 Closed	P49	

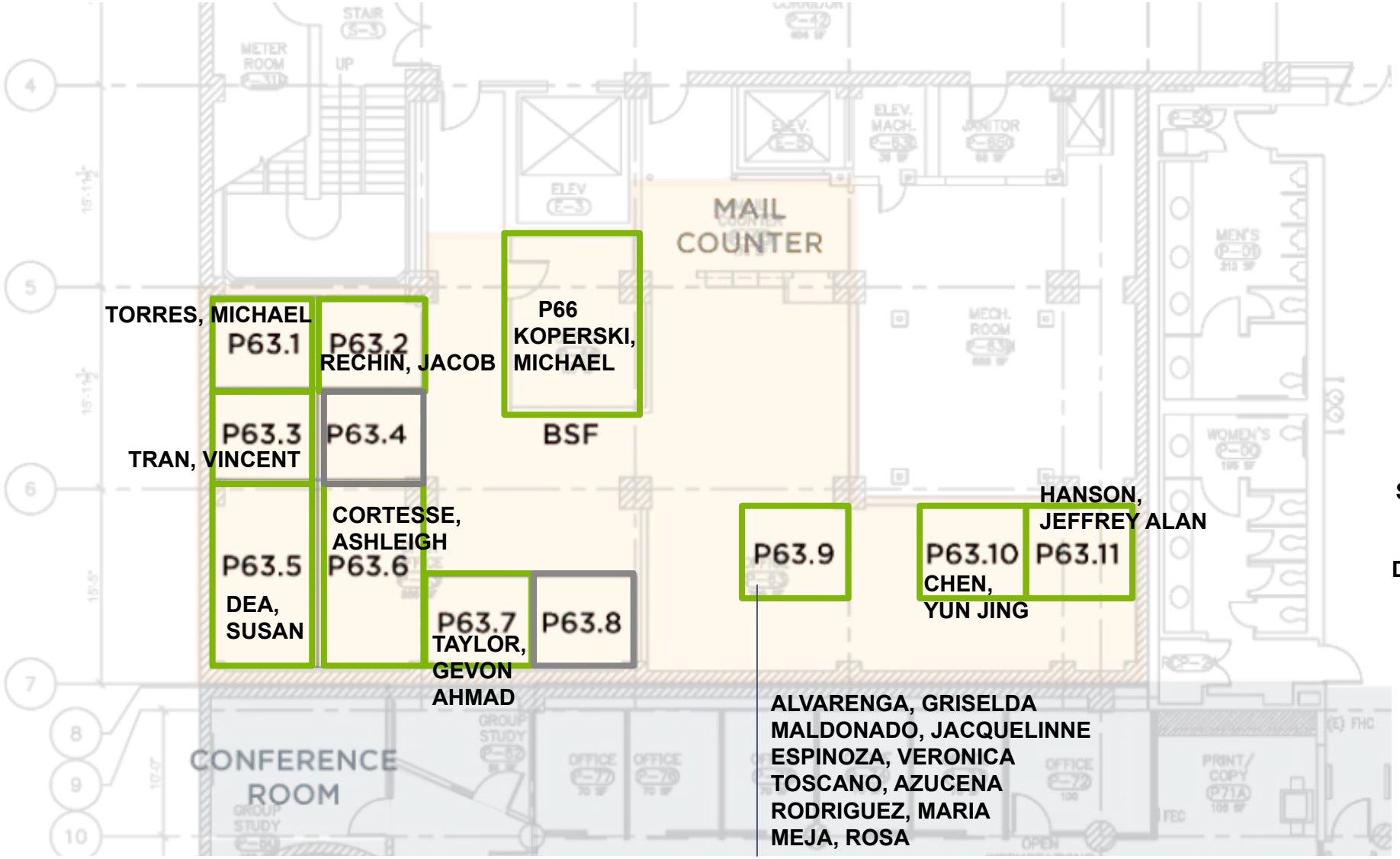
MEETING ROOMS NEARBY

1 Shared	P47

SUPPORT SPACES NEARBY
Work room
Plan storage
Break room

FINANCE / HUMAN RESOURCES - PROPOSED - DETAILED LAYOUT

PLAZA

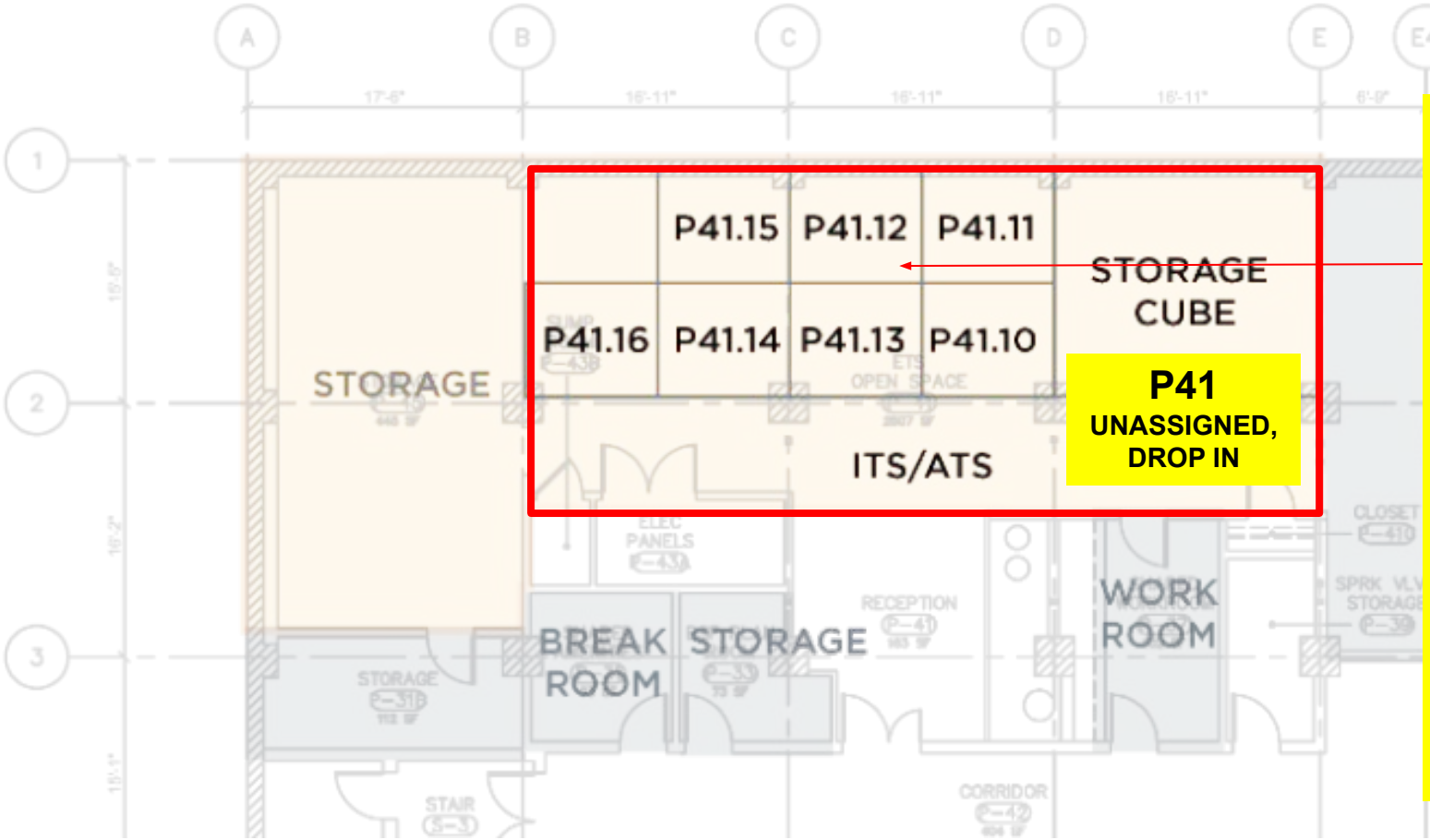


BUSINESS SERVICES AND FACILITIES - PROPOSED - DETAILED LAYOUT

PLAZA

MOVE - 21 ppl

NO MOVE - 0



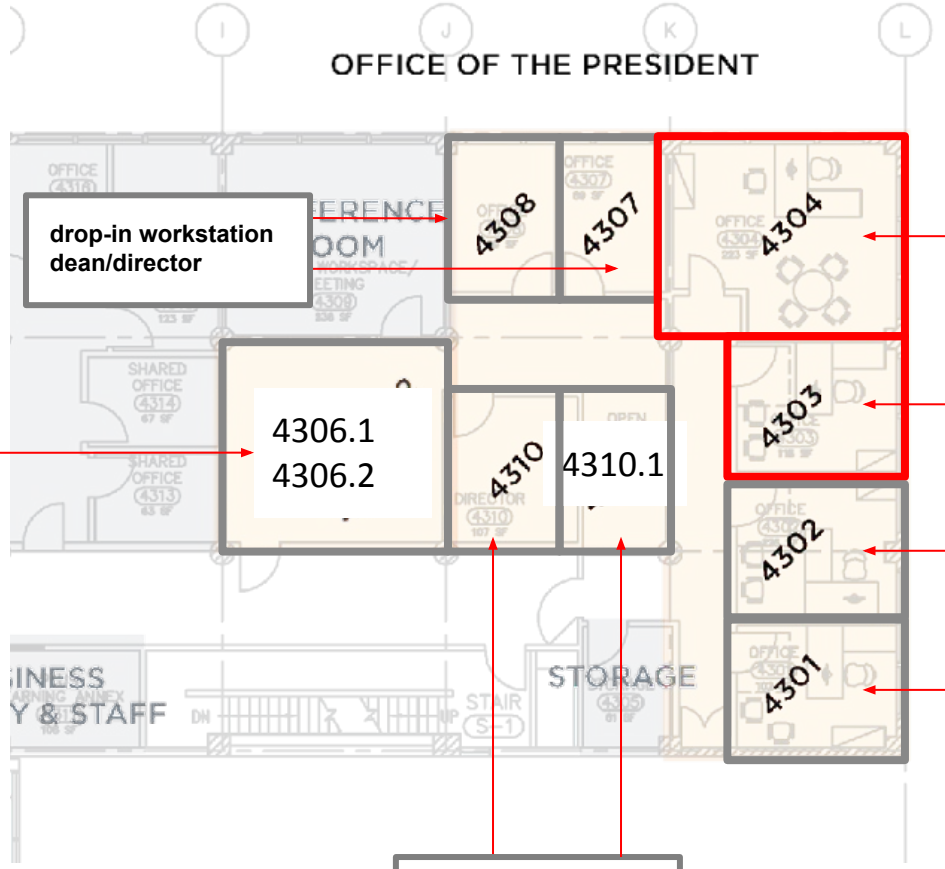
CHANG, EUNYOUNG (P41.5)
LEE, HWAYOUNG (P41.2)
DELA CRUZ, ROMEO (P41.12)
PATIL, RAJAN (P41.4)
FORD, KIMBERLEY (P41.3)
MERRITT, CARL (P41.17)
LYONS, JUSTIN (P41.18)
MATEO, ERICA (P41.20)
NG, JOSEPH (P41.19)
PALMON, BENJAMIN (P41.18)
VILLAHERMOSA, LEIGH (P41.7)
YEE, ELBERT (P41.14)
FORTSON, DANIEL (P49)
CANILAO, SEAN (unknown)
JASONI, REANNON (unknown)
ROTH, WENZ (unknown)
SOE, HAIN LINN (unknown)
ROJO, CHRISTOPHER (unknown)
SKJEIE, ANGELA (unknown)
TRUTKO, JULIA (1218.1)
SHETE, RUTURAJ (1218.2)

INFORMATION TECHNOLOGY SERVICES - PROPOSED - DETAILED LAYOUT

PLAZA

MOVE - 2 ppl

VACANT SEATS - 8



drop-in workstation dean/director

VP Institutional Advancement + Admin (?)

drop-in workstation dean/director

FIKE, DAVID (6205)

VAN EYCK, KIM DENISE (6202.1)

New Chief Financial Officer

New Provost

OFFICE OF THE PRESIDENT

4th Floor

El Fin

How did we get here?

late 2011: MKThink hired for a Needs Assessment and phase 7 of the Master Plan

2012 - 2016: Campus Unification ("One University") and multi-phased renovations focusing on vacating 40 Jessie, modernizing classrooms, activating the first floor and Mission St., co-locating student services in the HUB, and clarifying functions of West + East wings

2017: Institutional Master Plan

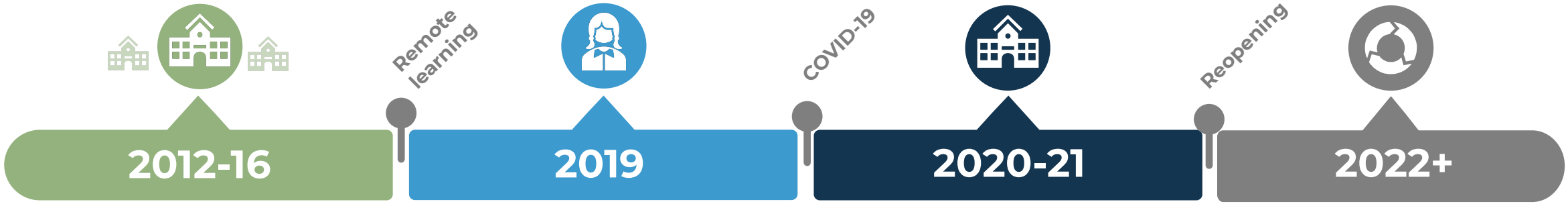
2019: Space Audit and Program Refresh

2020: Campus Plan and Optimization underway and then COVID strikes! ---> opportunity to re-evaluate need for on-campus space given crash course in remote work

2021: Campus Optimization 2.0 including Space Program, Restacking Plans, Veterans' Center, Student Experience, Reopening Strategy, and Scheduling Workstreams

2022: Hope for Spring 2022 with moves completed and updated course schedule in place

Core Principles Guide an Evergreen Master Plan



Campus Master Plan + Renovations

- Established ***One GGU*** at 536 Mission
- Created **campus core** dedicated to learning and student experience
- Centralized **highly-visible one-stop shop** for academic support
- Organized campus core around admin, libraries, support and instruction zones
- Broke down departmental and programmatic **siloes** across uses

Needs Reassessment

- **Integrated evolving program delivery models** with campus program, including remote, hybrid, and block weeks
- **Realigned faculty and staffing** with student enrollment trends
- **Optimized utilization and occupancy** of all campus spaces
- **Developed contemporary workplace strategies** for staff and faculty and align with facility use and student dependencies

Space Optimization

- Capitalized on **unprecedented times to accelerate long-term planning goals** within **fiscally sustainable framework**
- Developed a **student-centered program** focused on academic needs, student interaction, and flexible learn/work environments
- Incorporated changing attitudes in student experience and workplace to **implement forward-looking space and tech policies**

Testing + Implementation

- Continue to **validate, iterate and re-calibrate the plan** after learnings from phased implementation