



LOYOLA UNIVERSITY CHICAGO

WORKPLACE STRATEGY

FUTURE STATE PLAYBOOK

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INTRODUCTION

WORKPLACE OPPORTUNITY

REIMAGINING THE WORKPLACE EXPERIENCE ACROSS CAMPUS

As Loyola University Chicago (LUC) continues to plan for the future of its campuses, the development of a future-focused workplace strategy provides an opportunity to develop new environments that will better support hybrid work modalities, improve space optimization, and foster a stronger community and workplace culture.

This strategy will support the University in transforming how and where work is done today and in the future, with impact stretching across the Water Tower Campus, Lake Shore Campus, and Health Sciences Campus.



CULTURE

Contribute to a positive and dynamic culture.



COLLABORATION

Increase collaboration, both planned and unplanned.



LEARNING

Facilitate continuous learning and growth.



INNOVATION

Accelerate innovation and creativity.



ATTRACT TALENT

Be an asset in recruiting and retaining the best talent.



ENGAGEMENT

Drive engagement and organizational commitment.



COMMUNITY

Build connection and a sense of trust.



RESILIENCE

Nurture the ability to bounce back from adversity.



PRODUCTIVITY

Support productivity and performance.



D&I

Make all feel safe, welcome, and valued.



BRAND AFFINITY

Embody and magnify LUC's mission and purpose.



WELL-BEING

Promote employee health & well-being.

WORKPLACE DRIVERS

OPPORTUNITIES

Build a thriving community. Strengthen the way teams interact by increasing energy on floors and within buildings, intentionally locate departments and program for proximity, and building awareness of the work being done.

Support new ways of working. Create adaptable environments that offer choice, encourage face-to-face collaboration, and provide seamless technology integration within and across departments to increase efficiency, boost satisfaction, and be a model for what else can happen at LUC.

Foster an equitable experience. Lead with a lens of equity to rethink how and where work is done. Through a curated mix of sharable programs and the standardization of space types, create a cohesive environment that reinforce a culture of belonging.

9 Supporting Themes emerged from stakeholders across leadership levels, offering strategic direction and action to these project drivers.

BUILD A THRIVING COMMUNITY

1 INCREASE ENERGY

Thoughtfully leverage space to find efficiencies that will bring people together, and enliven the work environment.

2 BREAK DOWN SILOS

Intentionally co-locate spaces that improve the way staff interact with their work and colleagues to increase awareness of what is happening on campus throughout the day.

3 CONNECT TO THE MISSION

Celebrate the impact that the work has on the university and represent the commitment to service and people through the workplace.

SUPPORT NEW WAYS OF WORKING

4 PROVIDE FOR FLEXIBILITY

A one-size work environment does not fit all. Support the variety of work modalities and daily functions through a diversity in space types that empower staff to choose the environment that best suits their range of needs.

5 RETHINK MEETING SPACE

Collaboration is the draw to Loyola's workspaces. Redistribute a variety of meeting space types as shared resources to support the future of work.

6 ENABLE TECH TO CONNECT

Hybrid work requires new technology infrastructures. Equip collaboration space with intuitive technology solutions to drive a seamless integration of work modalities.

FOSTER AN EQUITABLE EXPERIENCE

7 BE A DESTINATION

Provide a variety and range of resources and support services to staff, executive leadership, faculty, students, and community that draws users to campus.

8 SHARE THE AMENITIES

A place to gather and share ideas informally encourages interaction, helps staff build relationships with one another, and reinforces a culture of belonging.

9 ELEVATE THE LEVEL OF FINISH

Through the application of standardized finishes, furniture, and lighting, environments will be cohesive and represent a unified approach.

PROGRAMMING LEVERS

PLANNING LEVERS

HYBRID WORK MODALITIES

Hybrid work at Loyola University Chicago is guided by departmental leadership to meet team-specific needs. **Understanding who is on site and how often** supports effective communication, equitable access to resources, and optimized use of shared spaces.

OFFICE AND WORKSTATION ELIGIBILITY

Contemporary work environments are typically planned with offices making up **10-20% of the individual space types**.

SEAT SHARING

The practice of **leveraging offices to increase utilization** is becoming more common with the rise of hybrid work.

This can mean **making offices unassigned but reservable or instituting office sharing** (assigned, but to two people).

In both cases, when empty, **setting policy that the office can be used by anyone** is also becoming a common workplace standard.

OFFICE AND WORKSTATION SIZES

Offices **currently range in size from 45 SF to 360 SF**.

The prevailing approach to offices is having a single size regardless of title, with the **typical size being 100 SF**.

Workstations **currently range in size from 22 SF to 207 SF**.

The prevailing approach to workstations is having a single size, with the **typical being 6'x6' with low panels (36 SF)**.

WORK SEAT TYPES

To support diverse workstyles and needs, the prevailing approach is to **provide access to a variety of work seat types**.

WHO'S COMING INTO THE OFFICE

Hybrid working approaches are determined by department leadership. The following personas show the possible worker types at Loyola University Chicago and the ways they may use the office. These descriptions are meant to be examples and are not all-encompassing.



ON-SITE BASED

4 TO 5 DAYS IN THE OFFICE

- This person may be part of a department that must be present for student, faculty, staff, or other task requirements.
- This person may need access to documents or equipment that remain on-site.
- This person may prefer the technology and furniture at the office.



MODERATE PRESENCE

1 TO 3 DAYS IN THE OFFICE

- This person may be on a shared schedule with desk usage, but may want to come in on other days to use alternative collaboration and focus spaces
- This person may be coming into the office for specific meetings or impromptu collaboration while producing focus work remotely.



FULLY REMOTE

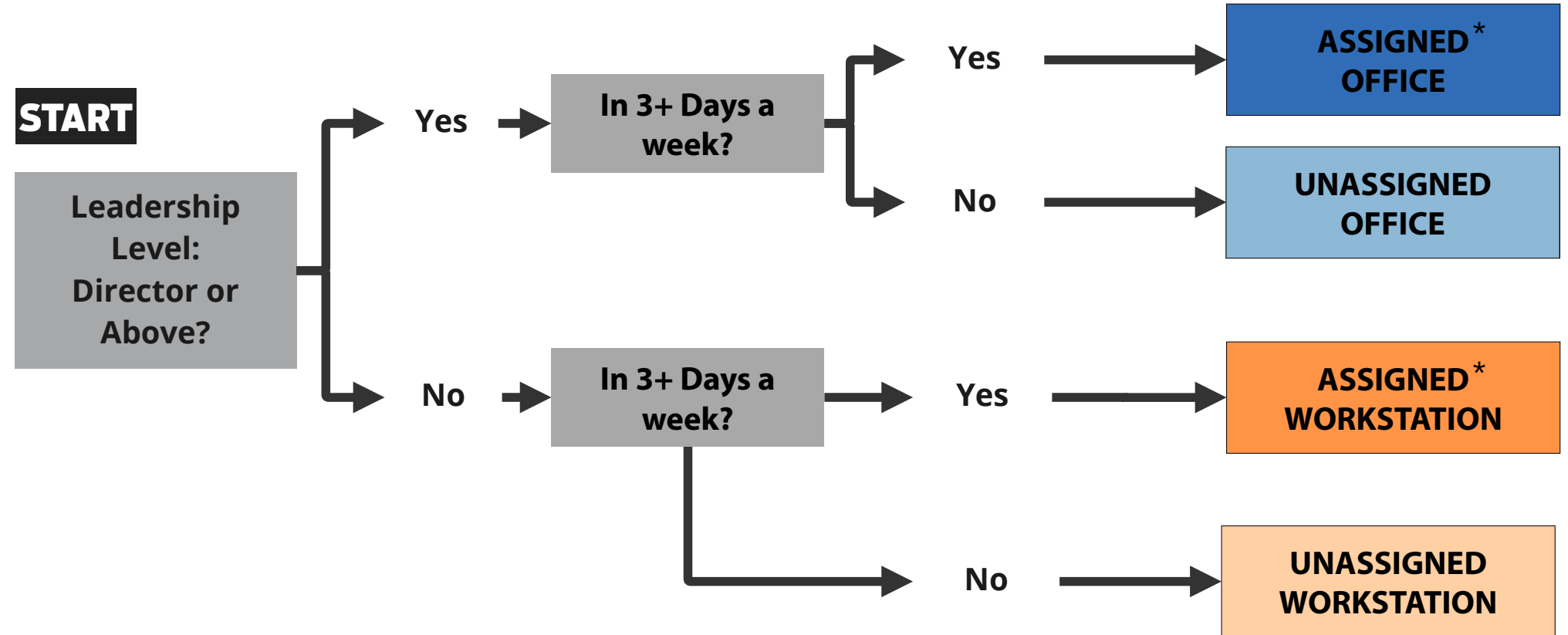
NOT IN THE OFFICE

- This person may be located outside of the Chicago-land area or work in a fully-remote department.
- This person can work and collaborate with their team remotely.
- This person may utilize campus for all-hands or occasional events.

PRIMARY WORKSEAT ELIGIBILITY

ADMINISTRATIVE ELIGIBILITY APPROACH

Using a 3+ day work modality as the criteria for assigned and unassigned primary work seats, this approach provides assigned seats to staff who are expected be in the office more than 50% of their week.

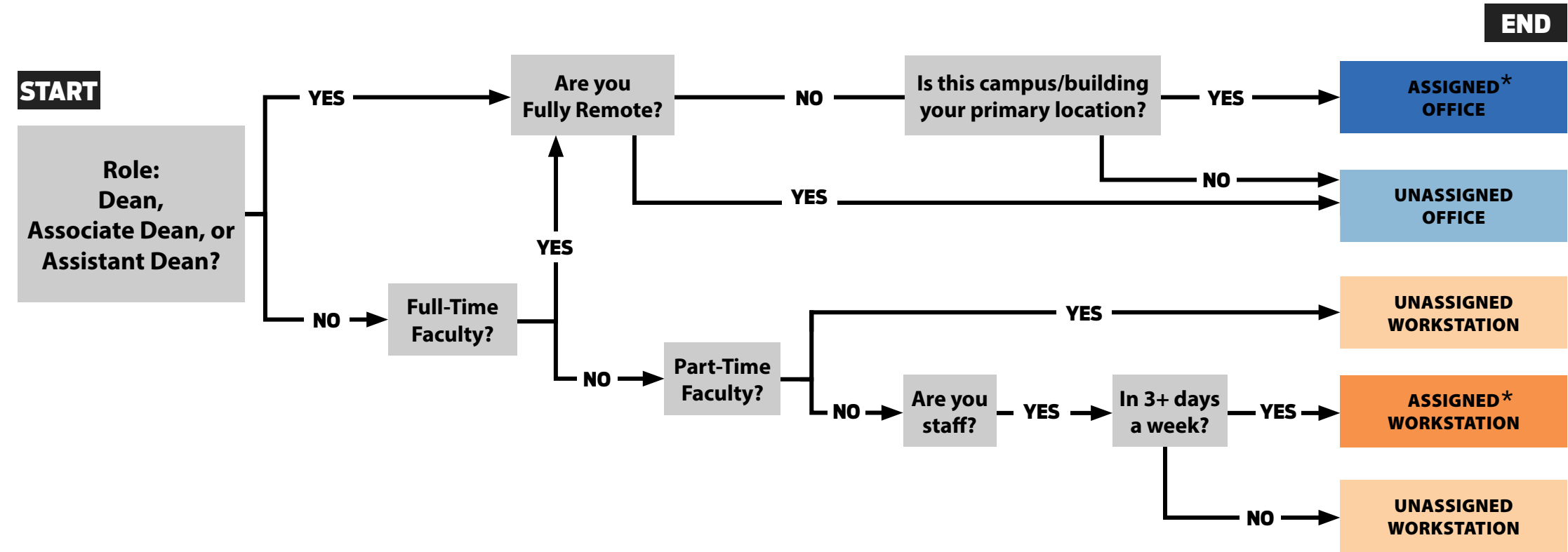


*Individuals who qualify for an assigned workspace and who travel between campuses shall have only one assigned primary workspace.

PRIMARY WORKSEAT ELIGIBILITY

ACADEMIC ELIGIBILITY APPROACH

This approach allocates offices to Faculty that use this campus/ building as their primary work location and workstation assignments by a 3+ day work modality.



*Individuals who qualify for an assigned workspace and who travel between campuses shall have only one assigned primary workspace.

SEAT SHARING

Seat leverage ratios are a critical tool in our program strategy, balancing space allocation with employee work patterns to maximize efficiency. By strategically sharing seats among hybrid and remote workers, we can optimize the building footprint, reduce underutilized spaces, and create a dynamic workplace that supports diverse needs.

 On-Site Based (4-5 Days in the Office)	Assigned 1 employee : 1 seat
 Moderate Presence (1-3 Days in the Office)	Shared 1.2-1.6 employees : 1 seat
 Fully Remote (Not in the Office)	Shared 20 employees : 1 seat

NOTE: Seat sharing ratios apply to both workstations and shared offices, with the exception of Academic Pathfinders, which have a shared office

By adjusting the ratio of shared to assigned seats, **we reduce the overall seat count needed without compromising accessibility or user satisfaction.** This ensures that spaces are actively utilized and aligned with real employee behavior.

SPACE ALLOCATION

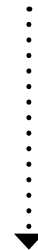
SPACE ALLOCATION & WORKPLACE DENSITY

Workplace density, measured in Usable Square Feet per head (USF/Head) refers to the amount of usable space allocated per person in a workplace. It's a common metric used to determine how efficiently space is being utilized.

$$\text{Workplace Density (USF / head)} = \frac{\text{Total USF}}{\text{Total Headcount}}$$

Includes all the spaces within a building that can be **used for work**, **excluding common areas** like lobbies, restrooms, stairwells, and mechanical spaces.

This refers to the **number of people assigned to a space**, which could be employees with dedicated workstations or employees using shared or flexible seating arrangements.



CALCULATING DENSITY WITH HYBRID WORK

Assigned Density
(USF / head)

Based on employees with **assigned desks**.

Actual Density
(USF / head)

Based on **average occupancy** on a typical day factoring in remote/hybrid schedules

WORK SEAT TYPES

To capture diverse workstyles and departmental needs in our program strategy, we categorize office seating into four key types:



PRIMARY WORK SEATS

Individual workspaces for focus-intensive tasks, administrative duties, and confidential work.

Includes assigned or unassigned workstations and private office seats.



SECONDARY WORK SEATS

Alternative seating options for short-term, concentrated work or private phone calls.

Includes touchdown spaces, phone rooms, and booths.



AGILE SEATS

Dynamic settings for collaboration in adaptable, tech-enabled environments.

Includes project rooms, open work areas, informal huddle areas, and flexible seating zones.



FORMAL MEETING ROOMS

Dedicated spaces for scheduled meetings and formal discussions. Equipped with AV technology

Includes conference rooms, boardrooms, and training rooms.

Space types that support **focus work**

Space types that support **collaborative work**

KIT OF PARTS

SPATIAL KIT OF PARTS

The kit of parts offers a modular framework for workplace design, built from standardized elements that support long-term flexibility and adaptability. By applying consistent components across environments, it promotes parity among workplace typologies, streamlines planning, and enables scalable solutions.

The kit includes “me” working spaces, “we” working spaces, and shared amenities, each designed to meet evolving needs while maintaining a cohesive user experience.

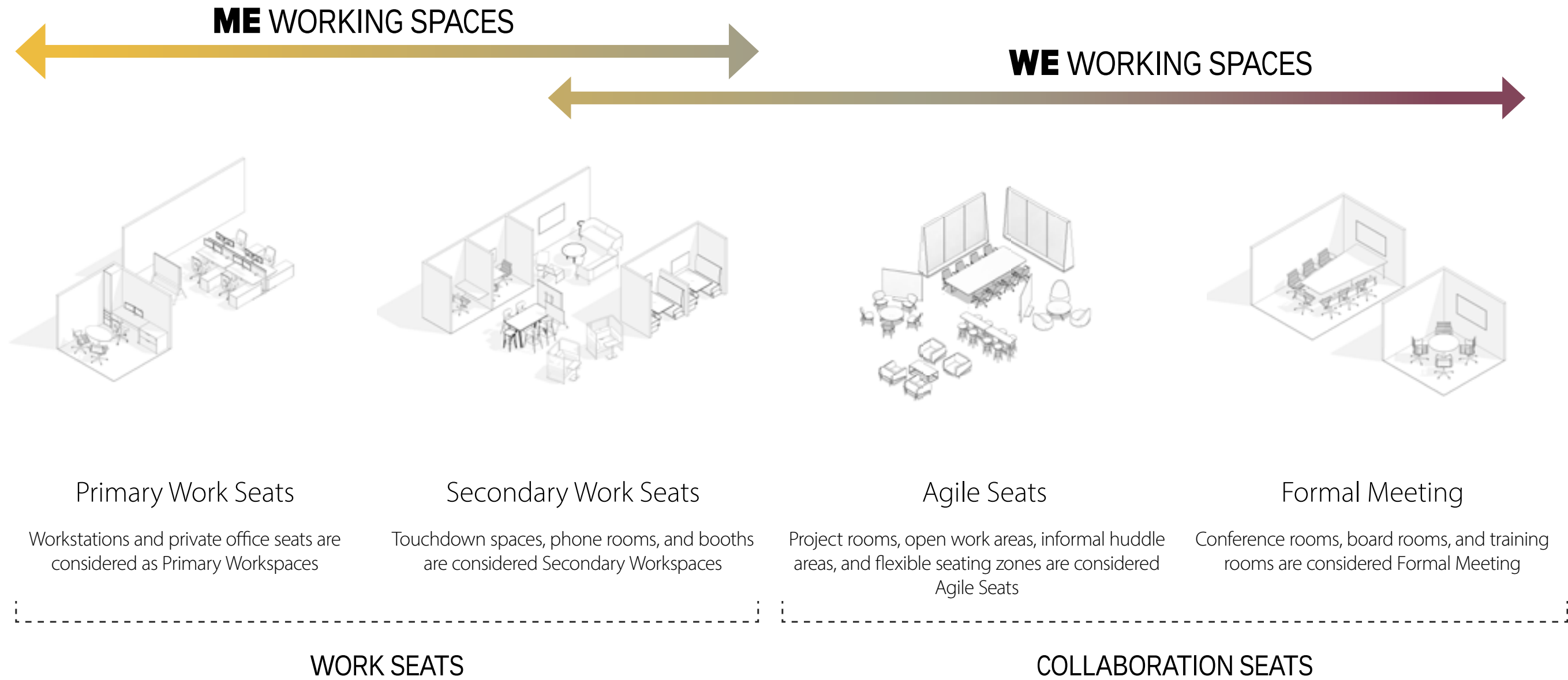
ME WORKING SPACES

These refer to individual work areas designed for focused, heads-down tasks. These spaces typically include desks, private offices, or quiet zones that support concentration and personal productivity.

WE WORKING SPACES

These are collaborative environments intended for group interaction, teamwork, and shared activities. These may include meeting rooms, project hubs, open collaboration zones, or lounge areas that encourage communication and co-creation.

SPACE TYPES



PRIMARY WORK SEATS

OFFICE



Offices, with a standard size of 100 SF, are the types of spaces that are most familiar to the staff, faculty, and employees at Loyola University Chicago.

These spaces can be both assigned and unassigned but are enclosed and provide a worksurface, storage, and, typically, guest seating.



PRIMARY WORK SEATS

WORKSTATIONS



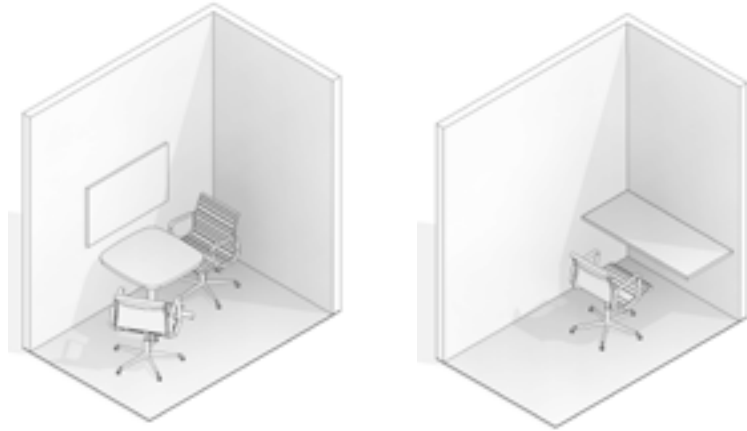
Loyola's standard 36 SF workstation can be configured in multiple ways.

Assigned and unassigned workstations are semi-enclosed with low panels.



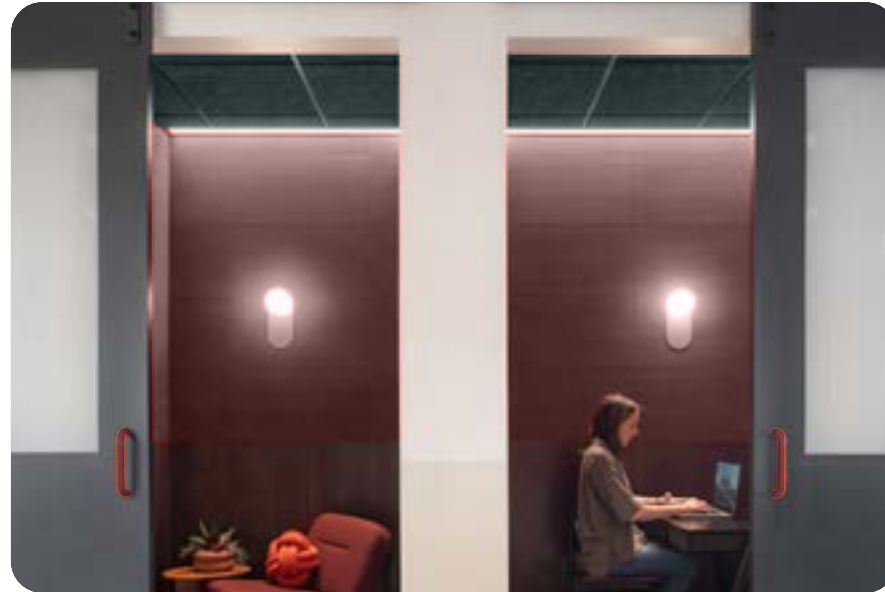
SECONDARY WORK SEATS

TOUCHDOWN & PHONE ROOMS



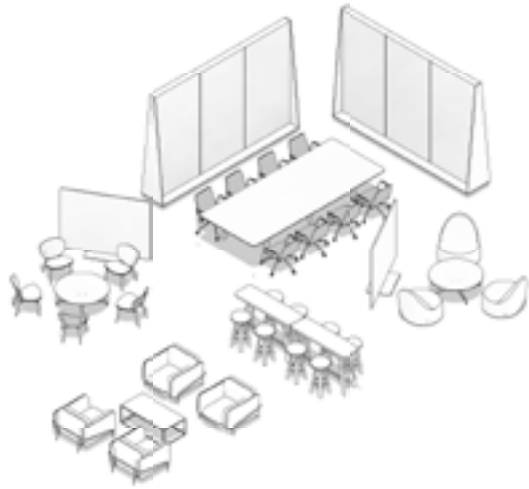
Touchdown spaces are a new space type to Loyola and can come in the form of Focus Rooms, Phone Rooms, or dedicated Touchdown Rooms.

These are reservable, unassigned spaces that staff, faculty, and employees can utilize when needed. These spaces are enclosed and are equipped with technology for ease of use.



AGILE COLLABORATION

AGILE COLLABORATION



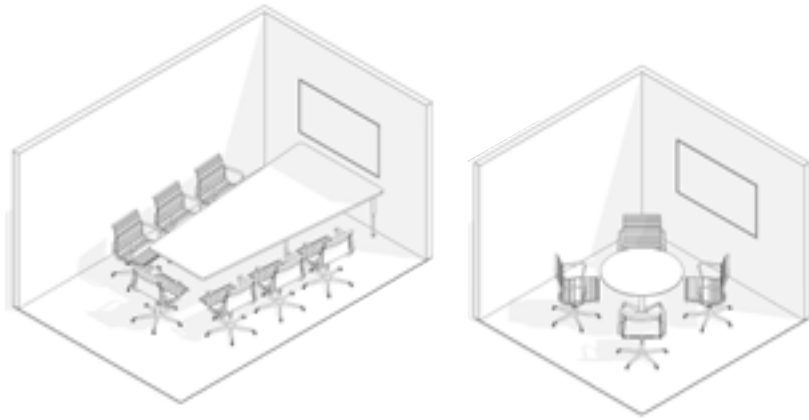
Agile Collaboration areas are the types of spaces that enliven the workplace. These are flexible, ad hoc, and allow different groups to gather and share ideas.

The type of seating can vary and technology, when available, should be mobile. This allows for space that can be reconfigured to meet a variety of team needs.



FORMAL MEETING

MEETING & HUDDLE



Meeting and Huddle Rooms are a need within the Loyola workplace. These spaces should vary in size to meet the needs of different sized teams as well as provide opportunities for visitors outside of Loyola University Chicago to have a place to land.

These spaces are reservable and are equipped with technology.



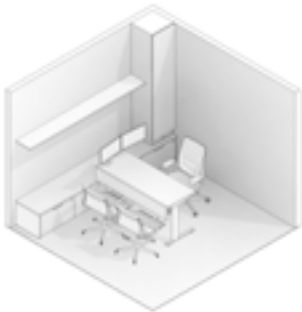
WORK SPACE KIT OF PARTS

A **Kit of Parts** serves as the “menu” for workplace design, offering a curated selection of space types at standard sizes. Each department will leverage these options, tailoring the quantity of each space to align with departmental needs and work seat counts.

PRIMARY WORK SEATS | 30%-60% OF TOTAL SEATS



Workstations	Standard
Typ. Area	36 NSF

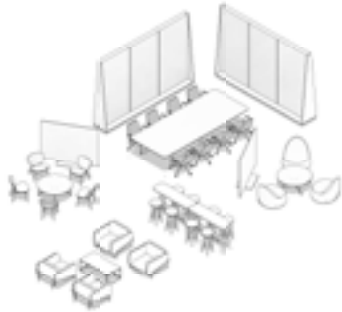


Offices	Standard
Typ. Area	100 NSF

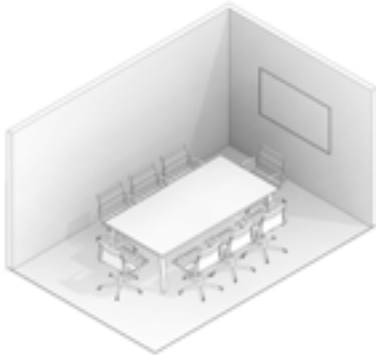


Focus Rooms	Standard
Typ. Area Phone Room	30 NSF
Typ. Area Focus Room	60 NSF
Typ. Area Touchdown	30 NSF

AGILE SEATS | 5%-30% OF TOTAL SEATS



Open Collab	Standard
Typ. Area / Seat	25 NSF



Project Rooms	Standard
Typ. Area Small (4-6)	160 NSF
Typ. Area Medium (6-8)	240 NSF



Group Touchdown	Standard
Typ. Area	60 NSF

MEETING SEATS | 10%-25% OF TOTAL SEATS



Huddle Room	Standard
Typ. Area	100 NSF



Meeting Rooms	Standard
Typ. Area Small (4-6)	120 NSF
Typ. Area Medium (6-8)	180 NSF
Typ. Area Large (8-12)	300 NSF
Typ. Area X-Large (20)	500 NSF

APPENDIX

IMPLEMENTING CHANGE

Change Management is a bridge between design intent and the human experience.

It turns strategic design into lived success—by supporting Loyola’s faculty and staff through disruption with clarity, connection, and care. Because change only sticks when people feel ready for it.

WHY DO WE NEED CHANGE MANAGEMENT?

What's at stake?



Change without support is risky

70% of change efforts fail when people feel confused, left out, or unsupported. When implementation lacks a structured change strategy, even great design falters. On the other hand: 88% of projects meet their objectives when a change management program is in place.

- Sources: McKinsey; Prosci



The brain treats change as a threat... even when it's good

Neuroscience shows our brains are wired to resist change: it takes more energy, creates uncertainty, and disrupts routine. People naturally gravitate toward the familiar, avoid imposed stress, and focus on short-term hassle over long-term gain.

- Sources: NeuroLeadership Institute; The Atlantic



People don't fear change—they fear loss

Behavioral science shows that we overestimate what we're losing and underestimate what we're gaining. Managing expectations, setting realistic timelines, and allowing space for emotional adjustment all help people shift from resistance to engagement.

- Source: Acuity Institute

What's possible when we get it right?



Change Management protects your investment

Organizations that manage change effectively see real results: employees are 22% more engaged and 87% more likely to stay with their employer. Supporting people through change helps protect the time, energy, and funding you've invested.

- Sources: Harvard Business Review; Vorecol HR Research



Change Management centers the human experience

LUC's values, rooted in the Jesuit tradition, call for care for the whole person—cura personalis. Change management brings this to life by recognizing that people don't just need new spaces or systems—they need time, support, and communication to navigate change with confidence and clarity.



Change Management turns resistance into readiness

By communicating early and often, inviting input, and showing what's changing—and why—CM builds trust, reduces confusion, and helps people let go of fear. It's not just about adoption; it's about helping people feel confident, clear, and connected as they move forward.

THREATS TO SUCCESSFUL ADAPTATION

Every department has unique concerns—but when viewed together, a set of clear, consistent themes emerge. **The threats outlined here represent the most common sources of anxiety, resistance, or confusion that could impact the success of this change.** Understanding these patterns is critical: they reveal where trust needs to be built, where communication needs to be clearer, and where empathy must guide the implementation strategy.



Loss of Hybrid Work Modalities

Fear that workplace changes will limit WFH flexibility or eliminate hybrid work modalities altogether.



Loss of Privacy / Ability to Focus

Anxiety about losing private offices or dedicated space, leading to loss of focus, confidentiality, or team cohesion.



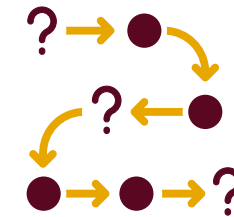
Fragmented Comms / Transparency

Concern about poor communication, limited follow-through, and not knowing what to expect.



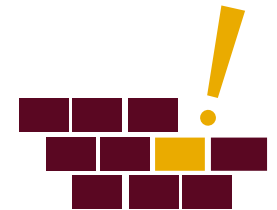
Lack of Input / Tailored Design

Fear that decisions will be made without meaningful employee input or that solutions won't reflect real needs.



Process Skepticism

Skepticism that the workplace changes are necessary, valuable, or aligned with what's working today.



Disruptions During Renovation

Anxiety about the disruption of packing, moving, or working in temporary or under-construction spaces.

KEY MESSAGES TO MITIGATE THREATS



Reconnecting People, Purpose, and Place

The future Loyola is designed to support the full person behind the work.

With improved spaces for focus, connection, and collaboration—as well as more balanced access to light, amenities, and shared resources—faculty and staff will have more choice, clarity, and ease in their day-to-day.

Even in a hybrid world, our workplace can help us feel more connected to each other, more energized by our surroundings, and more rooted in Loyola's mission.



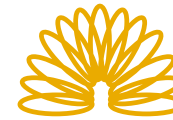
Navigating What's Next

Clear, timely communication through a variety of channels will guide our change strategy—helping everyone understand what's changing and when, why it matters, and how to make it work.



Smarter Tech, Smoother Work

Improving how we meet, connect, and share space—without tech headaches. New tools will make it easier to reserve rooms and collaborate across hybrid teams, with support to help faculty and staff adjust.



Protecting Flexibility

While hybrid work remains in place, we commit to clear, timely updates if anything changes—because *where* you work matters just as much as *how*.



Making the Most of What's New

To support the needs of our hybrid workforce, you'll see more spaces for focus, collaboration, and connection—and fewer private offices and assigned seats. We'll help you understand why this tradeoff is worth making, how the new spaces work, and how to make the most of what's available.



Engaging with the Design

You will get early glimpses of what's coming—and chances to explore, react, and interact with elements of your future workplace before it arrives.



Day One Preparation

As faculty and staff prepare to move into their newly-renovated spaces, they will receive tips, checklists, reminders, and support to navigate the logistics of packing up, purging, and settling into a new space and new way of working.



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