Master Plan Development
SSPS Building

- Partnership with Commonwealth Ventures, University of Rhode Island, Rhode Island College
- Long-term lease of ~135,000 sf within the rehabilitated Power Station for administrative functions
- Creates space on College Hill for core academic functions
- Development includes housing and retail at Davol Square and Parking Garage
SSPS Building
SSPS Development
SSPS (Housing)
# Process Overview / Schedule

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<tr>
<th>Year</th>
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<td>2013</td>
<td>Workplace Strategy Activities</td>
<td>Fall 2013 - Summer 2014</td>
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<td>2014</td>
<td>Building Concept Design for Brown Completion</td>
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<td>Building Design for Brown</td>
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<td>2016</td>
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<td>Fall 2014 - Summer 2016</td>
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*Estimated Move-In: late fall 2016*
Process

Leadership Interviews
Feb 2014
18 departments
76 participants
20 interviews

Site Observations
March 2014
16 buildings
23 workspaces
1000+ images

All-Staff Survey
April 2014
574 respondents
64% response rate
2600+ comments

Focus Groups
April 2014
4 sessions
42 participants
500+ insights

Facility Tours
May 2014
4 workplace sites
Executive Summary

Our People

Our research activities reflect a picture of an organization composed of individuals who feel strongly committed to both their work and to Brown University, and yet are currently in a work environment that is not consistent with the way they work.
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New Workspace

There is an inequitable distribution of resources across departments, and existing space is highly inflexible - posing challenges both for policy and real estate. Space quality varies widely as well, leading to ad-hoc workarounds and raising issues of parity between departments.
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Improved Connectivity
Our research highlighted the territorial mentality that arises with dispersed locations, but we nonetheless heard from staff a strong desire for increased connectivity between departments. Again and again, our research noted the organizational readiness for a more socially connected culture and environment.
Office-based Culture

Departments are territorial regarding resources, primarily to disparate locations.

Need to enhance connectivity through transportation, technology and dedicated dual drop-in center.

Instances of anxiety about separation from College Hill should be addressed in a clear communication program.

...we’re missing informal space that promotes social cohesion.

Connection to College Hill is important. Don’t want to be out of sight, out of mind.
Site Observations

- Building inefficiencies cause suboptimal configuration
- Limited daylight penetration
- Minimal expression of Brown brand identity
- Significant work-arounds across work spaces

Large range of quality of space, highlighting organizational inequality.

Majority of workspaces do not convey Brown identity, however personalization of individual spaces was prevalent.

Many workspaces do not support evolving work styles resulting in adaptation and suboptimal configurations.
Key Insights

- Brown staff spend less than half the industry average in ‘socialize’ mode. Social spaces receive lowest effectiveness score among the four work modes.

- Proximity and availability of meeting spaces received an average rating; difficulty in booking and lack of meeting spaces cited as the primary concerns.

89% respondents rated sense of community as an important aspect of work environment
40% respondents cited increased face-to-face interaction as improving efficiency
Focus Groups

The new workplace should communicate that Brown University Administration is

- Friendly and welcoming
- Progressive and innovative
- Accessible
- Professional
- Cares about its people

The energy when we do have an **opportunity to come together** is pretty powerful.

We need to **look beyond our silos** to find ways **to collaborate**.

We are beginning to move towards a **community** within the Jewelry District.
Facility Tours

Key Insights

- Access to **natural light** for all

- Proper **acoustical zoning** of workspace and support spaces

- Open workspaces, team neighborhoods, and amenity hubs that **encourage interaction and dialogue** between employees

- Appropriate **color, light and branding** to create a more vibrant workplace
Workplace Goals

Enhanced User Experience

• Access to daylight for all

• Provide a work environment that supports a range of activity types

• Create a more open and engaging work environment through informal meeting areas shared by neighborhoods
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**Robust Central Resources**
- Shared collaborative and social spaces to support interaction across teams and departments
- Centralized reception areas to elevate visitor experience
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**Flexible Planning Approach**
- Utilize consistent yet flexible footprint for various space types across departments
- Permeable neighborhood boundaries that adapt effortlessly with team dynamics
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**Strengthen Culture**
- Dual drop-in center to support connectivity between College Hill and Jewelry District
- Integration brand and identity within the workplace to communicate and reinforce Brown Administration’s culture
Drop-in Center

College Hill
- Both reservable and open touch-down spaces with laptop docking stations
- Quiet rooms
- Small private meeting spaces
- Copy/print and general office support
- Transaction area to support functions with need to interface with College Hill population (potential to include Cashier, Bursar, HR, others)
- ❖ Access to shared conference / training

Jewelry District
- Both reservable and open touch-down spaces with laptop docking stations
- Quiet rooms
- Dedicated conference/training space adjacent to central café hub
- Copy/print and general office support
- Transaction area to support functions with need to service Jewelry District population (potential to include CIS, Cashier, others)
Next Steps

Development of:

• Space program for departments

• Concept layout

Questions / Comments?

Project Website: http://brown.edu/initiatives/re-imagining-your-workspace