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Appendix A: Workshop, Survey and Observation Findings

Appendix B: Interview Summaries, Unit Profiles, Technology Recommendations

University of Michigan – Dennison Visioning and Programming
section 1: executive summary
project background:

Initial project vision:

The Provost charged LSA with the task of renovating the Dennison Building in a way that models the future for several types of academic work: the operation of centers and institutes, faculty collaboration across boundaries of discipline and geographical space, enhanced opportunities for graduate and undergraduate students.

Funding from the Provost for this project is contingent upon a process of planning and construction that ensures that the new building will model the most advanced architectural thinking in the organization of work and collaboration space for both faculty and staff, and that it will be organized around a complete sharing of staff, space, and facilities.

The ideal outcome will be a building that will be a magnet for faculty, staff and students, and a model of how architecture facilitates intellectual collaboration and advance.

Units planned to move to Dennison:

The following units are planned to move to Dennison because of their international, or interdisciplinary missions and foci, along with their ability to support and achieve the vision of Dennison as the “academic building of the future”:

- The Barger Leadership Institute (BLI)
- Center for Global and Intercultural Studies (CGIS)
- Center for the Study of Complex Systems (CSCS)
- Comparative Literature (Comp Lit)
- The International Institute (II)
- LSA Shared Services
- LSA Web Services
- Michigan Advanced Study Institute (MASI)
- Organizational Studies (OS)
**project approach:**

The project was approached in 6 phases to deliver on the objectives and timeline set forth by the University of Michigan. Each phase included on-site workshops and meetings with the project groups to co-create the deliverables and decisions that make up this final report.

<table>
<thead>
<tr>
<th>PHASE</th>
<th>GOAL</th>
<th>OUTCOME</th>
</tr>
</thead>
</table>
| DISCOVERY              | Determining the goals & vision for the future | Project Plan  
Vision Document  
Change Management  
Proposal (Framework)  
Communications recs |
| ANALYSIS, REQ, SERVICE STRATEGY | Understanding work patterns, culture, and space | Current State Analysis  
Current State Assessment  
Service Strategy Report |
| PROGRAMMING AND SERVICE DESIGN | Creating profiles & accommodation scenarios | Future State Operating Model |
| STRATEGY AND PROGRAM DEV | Quantifying, qualifying space needs | Integrated Future State Operating Model and Service Strategy Report |
| REPORTING               | Translating the strategy into a design | Design Review comments |
| IMPLEMENTATION AND ADVISING | Prototype recommendations, liaise w/ design team | Current-space prototyping concepts and review comments |

The project was approached in 6 phases to deliver on the objectives and timeline set forth by the University of Michigan. Each phase included on-site workshops and meetings with the project groups to co-create the deliverables and decisions that make up this final report.
key findings

- **Interdisciplinary:** The interdisciplinary mission of Dennison will be its unifying focus, offering opportunities for collaborative learning, teaching, and research

- **Change:** As an innovative facility, Dennison will need to enable new ways of learning, teaching, researching, and working to accommodate variation in use

- **Collaboration:** The building must support different types of collaboration, which may be at odds with each other: improving the efficiency and effectiveness of work among staff, fostering new connections among researchers, and supporting teaching and learning within and across disciplines

- **Identity:** The success of Dennison will be heavily influenced by finding ways to create and sustain group identity within a shared and flexible facility

- **Mixed-Use:** The individuals associated with Dennison units represent a diverse group of people from the University and elsewhere, and they have a range of work and learning requirements that need to be met within the building

- **Student experience:** Students are looking for increased academic opportunities, achieved through both customized, personal support and coordinated, connected emails, events and programs
key recommendations

- **Plan for change:** plan the building to accommodate change with minimal costs by planning office spaces using 3 typical workplace typologies based on the occupant types

- **Provide coordinated and integrated services:** improve service quality, user experience, and awareness of opportunities through coordinated services and programs across all building units

- **Support a mix of users:** provide the spaces and services to support the appropriate mix of teaching, research, programming, and administrative work across units

- **Make it active:** provide the spaces, services and technology to support a wide range of activities throughout the day and semester

- **Enable serendipitous interaction:** create transition points, with vertical connections and active spaces, to enable spontaneous interactions and promote collaboration across units
next steps

As we wrap up the first phase of this project it is important to recognize some of the key next steps required to move this project forward:

- Select architect
- Design brief hand-off meeting and on-going advising with appointed architects
- Pilot new space strategies and work protocols
- Further development of Service Design components, including staff position descriptions, practices and protocols, and technology system development
- Communication of Dennison services, spaces and features to building residents, affiliates, the University community and regional and international partners
- Further development of technology solutions, based on guidelines developed with LSA IT and LSA ISS
- Submit food service concept to Provost’s office for approval
section 2: vision
 vision components

**People**
Support people with a shared sense of how their group identity relates to a global vision while bringing renewed focus to the undergraduate experience.

**Activities**
Facilitate activities that create a lively and dynamic atmosphere, including formal and informal collaboration, events, study, and support services.

**Culture**
Foster a culture that is globally engaged and supports different kinds of collaboration - across disciplines, among staff, within research teams, and among students.

**Services**
Enable work processes to be more fluid and fast so that services can be more apparent, accessible, and 24/7.

**Technology**
Provide technology that acts as a gateway and seamless connection between people and ideas.

**Space**
Create a welcoming, “magnetic” place that draws a variety of people and facilitates both their interactions in shared spaces as well as their focus in private spaces. Accommodate changes and variable use through flexible, modular approaches.
**leadership interviews summary**

Interviews were conducted with key individuals related to the project in order to identify leadership vision and aspirations for the future Dennison building, as well as areas of potential risk around the project.

<table>
<thead>
<tr>
<th>Current Situation:</th>
<th>Changing Context:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groups are separate, isolated and have varied needs and identities. Collaboration only happens through planning and events, undergrad involvement is limited.</td>
<td>The frequent rotation of leadership is a challenge, along with constant changes in how people work and learn. A shift to shared spaces &amp; services requires a change in thinking.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Future Vision:</th>
<th>How to get there:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dennison will be an active, tech-enabled hub that encourages different types of interaction across groups of people, geography and disciplines, offering new opportunities to students.</td>
<td>Need to support unit identities and manage change. Think creatively about space, allocation and activities to encourage interaction and attract students and faculty.</td>
</tr>
</tbody>
</table>
section 3: current state
current state assessment: research methods

A wide variety of research methods were employed to gain an understanding of the people, activities, services, technologies, cultures and spaces of the units proposed to move to Dennison.

Research Methods:

• **Leadership Interviews:** January 16 - 17, key project leaders and drivers were interviewed to understand the current state, challenges and future goals for Dennison

• **Existing Space and Event Analysis:** Through University of Michigan space survey data and research from unit websites, we assessed current space usage for events and workplace activities

• **On-site Unit Observations:** January 29 - 30, informal observations were conducted understand unit activities, services, identity, culture and space conditions

• **Unit Director Programming Interviews:** February 26 - 27, questionnaires were completed and in-person interviews were conducted to review unit visions, activities/events and space needs

• **Workplace Survey:** Open from February 5 – 15, the workplace survey assessed work patterns, productivity, satisfaction and overall experience at work

• **Faculty and Student Experience Survey:** Open from March 18 – 22, the survey assessed patterns and preferences amongst students and faculty for obtaining information and services
people: objectives

Support people with a shared sense of how their group identity relates to a global vision while bringing renewed focus to the undergraduate experience

Themes / Objectives:

- **Undergraduate focus**: Create activities and programs to further engage students in international programs
- **Individual centers**: Acknowledge and support the identities and communities of each unit while imagining new possibilities for growth
- **Inter-center collaboration**: Facilitate connections across groups to enable continued development of cross-regional programs
- **Faculty**: Provide a destination and hub for faculty affiliated with Dennison units, drawing faculty to the building for events, as a place to work, and as a place to connect with colleagues and students
people: current state

The people who will use spaces and services in Dennison represent a diverse group of faculty, staff, students and external visitors. They can be categorized by a) the types of activities they engage in, b) the amount of time they spend in the building, and c) their motivations, behaviors, and needs when in Dennison.

The combination of these factors will inform the type and quantity of spaces provided, building access (e.g. which floors have 24/7 access versus key card access) and operations, and the protocols and policies that will guide how people interact, work, and learn within Dennison.

This section describes the different people (or personas) that will occupy Dennison in the future, their day-to-day activities, motivations, and expectations for this facility.
### building user types

Three key types of people (residents, consistent users and visitors) are part of or interact with the units moving into Dennison. Each type will use Dennison for various reasons and different durations.

<table>
<thead>
<tr>
<th>residents</th>
<th>consistent users</th>
<th>visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>(primary workspace located in Dennison)</td>
<td>(affiliation with a unit located in Dennison)</td>
<td>(limited affiliation with units in Dennison)</td>
</tr>
<tr>
<td><strong>users</strong></td>
<td><strong>users</strong></td>
<td><strong>users</strong></td>
</tr>
<tr>
<td>• staff</td>
<td>• faculty</td>
<td>• community</td>
</tr>
<tr>
<td>• faculty</td>
<td>• graduate students</td>
<td>• visiting scholars</td>
</tr>
<tr>
<td>• graduate students</td>
<td>• undergraduate students</td>
<td>• alumni or donors</td>
</tr>
<tr>
<td><strong>behaviors</strong></td>
<td><strong>behaviors</strong></td>
<td><strong>behaviors</strong></td>
</tr>
<tr>
<td>• working individually</td>
<td>• attending events / mtgs</td>
<td>• attending events/mtgs</td>
</tr>
<tr>
<td>• working in groups</td>
<td>• teaching or advising</td>
<td>• getting information</td>
</tr>
<tr>
<td>• attending events/mtgs</td>
<td>• working in groups</td>
<td>• exploring new technology or opportunities</td>
</tr>
<tr>
<td>• teaching or advising</td>
<td>• working individually before or after events</td>
<td></td>
</tr>
<tr>
<td>• socializing or eating</td>
<td>• socializing or eating</td>
<td>• socializing or eating</td>
</tr>
<tr>
<td><strong>needs</strong></td>
<td><strong>needs</strong></td>
<td><strong>needs</strong></td>
</tr>
<tr>
<td>• support services</td>
<td>• support services</td>
<td>• information</td>
</tr>
<tr>
<td>• shared spaces for formal or informal work</td>
<td>• shared spaces for formal or informal work</td>
<td>• way-finding</td>
</tr>
<tr>
<td>• event / meeting spaces</td>
<td>• event / meeting spaces</td>
<td>• event / meeting spaces</td>
</tr>
<tr>
<td>• private work spaces</td>
<td></td>
<td>• access to services</td>
</tr>
</tbody>
</table>
building user personas

Personas represent some of the unique individuals related to units moving in to Dennison. Their needs and motivations differ, but their behaviors center around participating in or supporting academic opportunities, programs, and events. These personas were created in part by the Service Design Task Force.

“The Connector”
Tenured Faculty
Directing an II Center

“The Organizer”
Key Administrator for unit, coordinates events

“The Implementer”
Task oriented staff

“The Rejuvenator”
Visiting Scholar
Studying & lecturing at UM

“The Instructor-Advisor”
Tenured faculty in a Dennison unit, advises UG students

“The Seeker”
Undergrad Junior Transfer
Exploring opportunities to study abroad

“The Juggler”
Adjunct Faculty
Teaches a weekly seminar in Dennison

“The Climber”
Graduate Student
Researching and teaching
activities: objectives

Facilitate activities that create a lively and dynamic atmosphere, including formal and informal collaboration, events, study, and support services

Themes / Objectives:

• **Performance:** Cultivate relationships between people and create a lively atmosphere by incorporating events, activities, and programs into the fabric of the building

• **Projects:** Provide project-based collaborative spaces that can be used by units focused on similar themes to work in an integrated way

• **Unstructured activities:** Allow for random connections through the collocation of activities and by avoiding over prescription of use (e.g. allow users to modify space)

• **Learning:** Dennison should embody the “learning building” of the future, encouraging active and project-based learning, international activities, technology-rich, real-world problems across disciplines & subjects

• **Individual work:** Support the need for privacy and focused work for staff, faculty and students
activities: current state

The workplace survey provided insights into how faculty and staff currently work at the University. In this section we dissect where people work and the types of activities they engage in during a typical workday. The survey data, supported by informal observations, revealed some key takeaways:

• Many faculty members are multi-taskers – they tend to have packed schedules, shifting daily between meetings, individual work, teaching and advising

• Faculty often move between spaces in their unit (meeting rooms, individual offices and informal spaces for conversations) as well as throughout campus to connect with a diverse range of people

• Staff currently use their offices or workstations as multi-function spaces to hold meetings, do individual work and socialize because they lack the appropriate spaces to support these diverse activities

• Both faculty and staff go elsewhere on campus for informal interactions (coffee shops, lounges), quiet work (library), meetings, and events (the league, union or movie theater)

• When asked to identify the importance of different common activities (ranging from “interacting with students” to “having time to think”), more than 70% of faculty and staff identified all activities as important but less than 64% said their space promotes or enables these activities
diverse and overlapping activities

The 26 units moving into Dennison include academic centers, departments and programs. Each unit takes part in a large portion of the same general activities to varying degrees.

Source: Workplace survey and unit summaries / interviews

University of Michigan – Dennison Visioning and Programming
activities by user type

On-site observations revealed a variety of activities occurring in each unit moving into Dennison. Interactions happen across user types, but the unique activities that people engage in vary by user type (faculty, staff, student) rather than by the units themselves.

Observed activities:
- **Individual work**
- **Pop-ins or informal meetings** with colleagues or staff
- **Formal meetings** with colleagues
- **Advising** students formally or informally
- **Teaching** classes
- **Attending events**

Observed activities:
- **Individual work**
- **Pop-ins or informal meetings** with colleagues
- **Formal meetings** with colleagues
- **Advising students** formally or informally
- **Coordinating** events, programs and classes

Observed activities:
- **Individual work** (before classes or meeting with staff or faculty)
- **Formal or informal meetings** one-on-one with faculty or staff
- **Attending / teaching** classes
- **Attending events**

Source: On-site observations, workplace survey and unit programming interviews

University of Michigan – Dennison Visioning and Programming
The activities of both staff and faculty vary widely throughout a typical week. On average staff and faculty spend 41% and 27%, respectively, of their time working individually throughout the week. The remainder of their activities center around interacting with others, including teaching.

**Activities Occurring in a Typical Week**

- **Staff (83)**
  - 23% Working individually
  - 7% Virtually collaborating
  - 5% Side-by-side collaboration
  - 10% Collaborating with other units
  - 7% In scheduled face-to-face meetings
  - 3% Informal or ad-hoc face-to-face meeting
  - 4% Teaching scheduled classes
  - 1% Socializing, taking breaks, and eating
  - 1% Traveling

- **Faculty (56)**
  - 12% Working individually
  - 6% Virtually collaborating
  - 8% Side-by-side collaboration
  - 14% Collaborating with other units
  - 6% In scheduled face-to-face meetings
  - 18% Informal or ad-hoc face-to-face meeting
  - 4% Teaching scheduled classes
  - 5% Socializing, taking breaks, and eating
  - 1% Traveling

Average percent of time spent on a typical week: Out of 83 staff respondents and 56 faculty respondents

Source: Workplace Survey
supporting diverse workstyles

The way individuals work, their work preferences, habits, and norms, are often referred to as workstyles. Workstyles consider an individual’s mobility and level of interaction:

- **Mobility refers to where people work**: how much they spend working at their desk compared to working elsewhere. The more time they spend away from their desk, the more mobile they are.

- **Interaction refers to how people work**: how much time they spend working by themselves compared to working with others. The more time they spend working with others, the more collaborative their work is.

Workstyles are derived from a combination of data points, including survey, interview and observation findings.

The following slides explain how findings on how people work inform the types of activities that need to be supported in Dennison – through a variety of work spaces.

*Source: Workplace Survey*

University of Michigan – Dennison Visioning and Programming
workstyles: staff

The chart below is how staff reported spending their time during a typical work day. Staff split evenly across (1) individual and (2) interactive focuses, as a direct result of the distribution of roles within these units.

![Typical Week: Staff Activities](chart_image)

**interactive:**
~36% of staff spend >60% of their day interacting with others (formal, informal, virtual, or in person)

**individual:**
~48% of staff spend >50% of their day focused on individual work

Source: Workplace Survey
University of Michigan – Dennison Visioning and Programming

Note: interacting includes formal and informal meetings and conversations
workstyles: faculty
A typical faculty day varies by role, as well as day of the week. Based on self reported data, faculty divide into concentrative (likely in research or administrative positions), interactive (likely in administrative positions), and teaching roles.

- **teaching:**
  ~32% of faculty spend >30% of their day teaching, with some spending as much as 60% of their day in the classroom.

- **interactive:**
  ~45% of faculty spend >50% of their day collaborating.

- **individual:**
  ~25% of faculty spend >50% of their day focused on individual work.

**Note:** interacting includes formal and informal meetings and conversations.

Source: Workplace Survey
University of Michigan – Dennison Visioning and Programming
Staff and faculty ranked a number of activities as somewhat or very important, ranging from having time to think (93%) to interacting with students (71%).

Importance of Activities

<table>
<thead>
<tr>
<th>Activities</th>
<th>Percent of Individuals (out of 127 respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interact with students</td>
<td>43%</td>
</tr>
<tr>
<td>Work with colleagues in other units</td>
<td>28%</td>
</tr>
<tr>
<td>Work with colleagues in my unit</td>
<td>63%</td>
</tr>
<tr>
<td>Advance the purpose of the unit, the LSA, the University</td>
<td>30%</td>
</tr>
<tr>
<td>Express your ideas</td>
<td>59%</td>
</tr>
<tr>
<td>Get and give feedback</td>
<td>63%</td>
</tr>
<tr>
<td>Learn new skills / knowledge</td>
<td>59%</td>
</tr>
<tr>
<td>Have time to think</td>
<td>75%</td>
</tr>
</tbody>
</table>

Source: Workplace Survey
University of Michigan – Dennison Visioning and Programming
space only adequately supports important activities

Of the activities ranked as important, only 47% of faculty and staff said their workplace supports interaction with students and 42% said it supports working with other units.

![Importance of Activities graph]

---

Source: Workplace Survey
University of Michigan – Dennison Visioning and Programming
culture: objectives

Foster a culture that is globally engaged and supports different kinds of collaboration - across disciplines, among staff, within research teams, and among students

Themes / Objectives:

- **Local / Global:** Foster a culture that bridges regional studies with transnational/global studies by leveraging the extraordinary depth and breadth of the people within the building, balancing “context” with “comparison”

- **Celebrating Culture:** Provide visual cues and support activities that increase awareness of the values, identity, interests and knowledge of each center

- **Unpack collaboration:** Enable and support varied groups of people with different collaboration needs, by providing the different spaces, technology, norms and services needed: cross-unit project-based collaboration, efficient staff collaboration via shared services / resources, and faculty and student mentoring in classes and research labs, to name a few
Culture: current state

Culture breaks down into three key components across and within units:

1. Values: The unit’s ability to achieve their unit and college mission to enhance opportunities for students, provide efficient services, engage and interact with international and regional partners and peers, and to collaborate across disciplines at Michigan.

2. Unit identity: How a unit relates to their members, promotes their services and programs on campus, provides a home base for students, faculty and staff, and visually illustrates their values and shared interest in their space.

3. Collaboration: Collaboration is the backbone of culture in many of these international and interdisciplinary units as it defines how individuals and groups relate, exchange ideas, and communicate within and across disciplines.
culture: the value of identity

Each unit has a rich and unique individual identity. These various identities are displayed, expressed and communicated in several key ways throughout each units’ space.

**Static displays** direct visitors and students to a unit’s space and express history and culture:
- Photographs taken by students
- Signage and way-finding
- Artwork

**Curated displays** communicate identity and opportunities within the unit:
- Rotating screen displays
- Bulletin boards
- Rotating photo displays
- Brochure and magazine stands

**Environmental displays** express unit identities and culture while denoting their physical space:
- Wall treatments
- Cultural furnishings
- Decorated lounges / rooms
- Exhibition spaces

Source: On-site observations, Unit Programming Interviews
University of Michigan – Dennison Visioning and Programming
culture: types of collaboration

Collaboration is the backbone of the culture in many of these international and interdisciplinary units. Collaboration occurs in four main ways among and across each type of building user.

* The terms “bonding” and “bridging” are taken from Robert Putnam’s *Bowling Alone*, where “bonding” refers to activities within the group and “bridging” refers to activities across groups

---

**Informal, bonding collaboration**
- Brown bag discussions
- Socializing in lounge spaces
- Conversations at colleague’s desk or office
- Pre/post event discussions

**Informal, bridging collaboration**
- Socializing in public spaces
- Pre/post event discussions
- After hours dance rehearsal
- Working in shared spaces
- Informal meetings over dinner, lunch or coffee

---

**Formal, bonding collaboration**
- Dissertation presentations
- Unit-based research groups
- Unit-based academic programs
- Advising student organizations
- Advising & mentoring
- Teaching
- Meetings

**Formal, bridging collaboration**
- Co-sponsored events or lectures
- Public events or lectures
- Interdisciplinary research
- Interdisciplinary programs
- Cultural performances

---

Source: On-site observations, Unit Programming Interviews
University of Michigan – Dennison Visioning and Programming
services: objectives

Enable work processes to be more fluid and fast so that services can be more apparent, accessible, and 24/7. Expand processes to enrich and support academic communities within and across units.

Themes / Objectives:

- **Center of Centers:** Bring together and align centers to enhance the programs and opportunities available for undergraduate students
- **Student Services:** Provide services that help students navigate the University and provide a “one-stop-shop” for international activities and related services
- **Shared Services:** Expand on and support the shared service model currently in place within II for all Dennison units, recognizing that each unit may have unique needs and service requirements
services: current state

To understand the existing processes and services within and across units that would be moving into the Dennison Building, a Student and Faculty Experience Survey was conducted. The survey revealed a number of key insights about the current state of processes and services within LS&A:

1. Asking students and faculty about services they would like to see improved or created revealed gaps and opportunities within LS&A’s existing services. Key requests included creating more coordinated and connected communications, opportunities and support for academic projects, events and programs.

2. Processes and services range in complexity depending on the task or activity and the amount of coordination, collaboration, resources and expertise that is required to fulfill it.

3. Depending on the frequency that individuals take part in services, and the familiarity they have with those processes and services, they have different needs and expectations that must be met in order to help those processes occur in a seamless, smooth manner.

4. Different user types (faculty, staff, students) take part in processes and services to a varying degree. Some processes mainly center around staff and faculty while others occur between faculty and students or on a student to student basis.
desire for increased connectivity and opportunities

When asked what (if any) new services they might like, faculty and students mentioned a wide range of ideas. Key themes included increased academic opportunities, achieved through both customized, personalized support and coordinated, connected emails and events.

Source: Student and Faculty User Experience Survey
University of Michigan – Dennison Visioning and Programming
range of processes and services

Depending on the kind of services (and the complexity of those services) that students and faculty are accessing, they need various types of support and service processes to enable smooth delivery.

Low complexity

Booking an event
- Efficient delivery of service
- Uses remote access to service (email booking), self-service with limited support
- May need specialized support for complex things (like AV) or if not tech savvy

Attending an event
- Convenient delivery of event
- Coordinated delivery of event information / opportunities
- Additional information available upon request / accessed remotely

Exploring possibilities across units (breadth)
- Group info session
- Convenient delivery
- Remote delivery of basic info
- Knowledgeable advice

Developing academic opportunities (depth)
- One-on-one delivery
- Knowledgeable providers
- Personalized services
- Identification of opportunities
- Funding / grant support

High Complexity

Columbia U., Event Mgmt site
Skillshare
Apple Store Theater

University of Michigan – Dennison Visioning and Programming
services accessed across user types

Several of the services are accessed by faculty, undergraduate and graduate students alike. For example, many students and faculty alike receive curriculum development and maintenance support and participate in events. Other services, like Fellowship Support and Event Scheduling are only accessed by specific user types.

Source: Student and Faculty User Experience Survey
University of Michigan – Dennison Visioning and Programming
units provide services to different groups

The different processes and services that support faculty, graduate and undergraduate students are tied to the different units they interact with. Four units (CSCS, OS, CGIS and PICS) primarily provide services to undergraduates, whereas other units provide more services to faculty and graduate students.

Source: Student and Faculty User Experience Survey
University of Michigan – Dennison Visioning and Programming
student experience

When asked what spaces, services and technology they would like to keep, toss, or create on campus and specifically in the academic workplace of the future, students responded with the following:

<table>
<thead>
<tr>
<th>Keep</th>
<th>Toss</th>
<th>Create</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Rooms for informal conversations with GSI’s</td>
<td>• Confusing application process (m compass)</td>
<td>• First floor service / info desk to provide: wayfinding, event info,</td>
</tr>
<tr>
<td>• Collaborative graduate lounges (incl. work / study space, computer</td>
<td>• Having to go to several offices to apply for something</td>
<td>location of units in building, room booking</td>
</tr>
<tr>
<td>stations, lounge seating)</td>
<td>• Poor wayfinding / directions</td>
<td>• One portal for all international applications</td>
</tr>
<tr>
<td>• Student lounges within units (helps with identity)</td>
<td></td>
<td>• Better connection between and across international opportunities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>and units</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Shared space for international units</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Café / Coffee / seating</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Space for undergrads to congregate before class (see good examples)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Quiet, low activity workspace</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Meeting spaces for student groups</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Shared storage / access (lockers)</td>
</tr>
</tbody>
</table>

Favorite spaces on campus:

• North Quad Media Gateway / North Quad Space 2435 (screens, seating)
• 1<sup>st</sup> floor common area in Dana Bldg
• Thayer Bldg, 3<sup>rd</sup> floor lounge space (open to floors above and skylight, inter-floor opening, comfortable chairs)
• Ross Business School (small, bookable team rooms with whiteboards and screens)
• Hatcher “map room”

Good examples of student congregation spaces:

• UGLi, benches in USB
• Dana Bldg, Ford Commons (plugs, natural light, lockers, kitchenette and mail)

Source: On-site Town Hall Meeting with students
University of Michigan – Dennison Visioning and Programming
technology: objectives

Provide technology that acts as a gateway and seamless connection between people and ideas.

Themes / Objectives:

- **Ease of interaction**: Incorporate technology that enables quick and seamless learning and interaction

- **International Connection**: Provide the tools to enable Dennison to be a technology enabled window on the world, a “gateway”

- **Support working and learning everywhere**: with adaptable, mobile, and ubiquitous technology

- **Productivity Tools**: Provide the tools needed for people to efficiently and effectively use the space provided (e.g. smart room booking systems)

- **Flexibility**: Develop a technology strategy that adapts to the new and unexpected ways in which students use technology
The technology currently being used doesn’t adequately support work, specifically when looking at the ability to connect across distances and collaborate in large groups for meetings, programs and events. The current technology situation has been described as low-tech, inconsistent, and not intuitive.

When thinking about future technology needs, the functional requirements and technology provisions will vary depending on the audience/user size. Different scales of technology solutions will need to be created for individuals, small groups, large groups and events.

In order to better accommodate unit needs and activities, the future technology solutions should be intuitive, plug-and-play and flexible. For intuitive use they should be consistent across all shared spaces (e.g. all meeting rooms will have the same AV technology) and should allow for easy access to information. To enable international connectivity, they should be supported by sufficient broadband requirements.
technology: existing technology observations

Aside from a few exceptions, unit offices are generally low-tech, with little technology in the meeting rooms, basic printing capabilities and basic computing peripherals.

Printers & Copiers
- Most units have a shared copier and printer in a dedicated room
- Some units have smaller printers available to students (e.g. CGIS lounge), “neighborhood” printers (e.g. Comp Lit in reception area), or individual desktop printers

Classroom & Meeting Equipment
- Most conference rooms and classrooms do not have projectors or screens, only telephones and whiteboards or chalkboards
- Some units have meeting / class equipment (projectors, etc) that can be loaned, this requires set-up before each meeting, class or event

Computing
- Some individuals use a dual monitor system, and other individuals, including work study students use single monitors
- Shared computers were available to students in several units (e.g. Comp Lit grad lounge, BLI/OS study area)

Source: On-site observations, Unit Programming Interviews
University of Michigan – Dennison Visioning and Programming
technology: supporting different scales of activity

Through observations, interviews, and surveys findings, a number of key technology requests surfaced. Ease of use, intuitive and seamless technology was consistently asked for across all scales of use (from individual desktop conferencing to distance learning).

Individuals:
• Solutions for mobile, independent work
• Solutions for small scale virtual collaboration (i.e. one-on-one conversations online, etc.)

Small Groups:
• Visual displays for sharing / presenting information (screens, digital displays, etc)
• Audio and visual connections to remote participants

Large Groups:
• Visual displays for sharing / presenting information amongst larger group
• Audio and visual connections to remote participants (high tech video chat, projector, smart room etc)

Events:
• Support sharing of events with simulcast technology
• Support distance learning with audio / visual connections

Source: On-site observations, Unit Programming Interviews
University of Michigan – Dennison Visioning and Programming
Create a welcoming, “magnetic” place that draws a variety of people to Dennison and facilitates both their interaction in shared spaces as well as their focus in private spaces

Themes / Objectives:

- **Enable interaction**: Collocate centers of similar interest and missions and break down physical barrier within the building, while addressing the physical limitations of Dennison

- **Create a welcoming, magnetic place** that “throngs with action”, traffic, and conversations
  - by welcoming a variety of people, enabling multiple kinds of use and attracting a critical mass of people

- **Visibility on campus**: Establish a presence on campus that extends beyond the constraints of the building

- **Variety**: Provide the appropriate balance of collaborative, concentrative, and social spaces

- **Support faculty**: A place where faculty feel like they belong but don’t necessarily need to own an individual space – where they can work, independently and in groups, and talk to other faculty and peers in their areas of study
Since many units have moved into previously existing office spaces there is significant variety in the quality, functionality and allocation of space across units. As a result, the type of space that each unit has does not necessarily reflect how they work and there is a wide range of allocation of space per person across units.

For the most part, workspaces provide too much individual space (large private offices and workstations) and not enough collaboration spaces (meeting rooms, lounges, reception areas). As a result units and individuals feel siloed and compartmentalized within their spaces, with limited interaction and awareness.

Almost all units host events on a regular basis. These events range from small brown bag conversations to large performances, exhibitions, info sessions and conferences. Currently these events take place across 37 locations on and off campus, but there is a desire to centralize them for consistency and identity purposes.
space: shared vs. owned

The majority of current spaces are owned (unit-based), but there has been success with and interest in exploring a greater degree of shared or public spaces.

Owned spaces preserve identity and community while allowing for efficient inter-unit work and connections.

Shared spaces offer a greater variety of resources to all units but can have challenges related to protocols or equal distribution.

Source: On-site observations, Unit Programming Interviews
University of Michigan – Dennison Visioning and Programming
space: research vs. events

Space supports a spectrum of academic activities, ranging from independent / research-based work to events and programming-based activities.

Research-based spaces support both individual research as well as group research projects. Spaces are generally for anywhere from 1-10 people, and either owned or occupied for at least a semester.

Event spaces are used for a variety of programs (films, lectures, colloquia, brown bags, information sessions) and range from as few as 5 to as many as 500 attendees.

Source: On-site observations, Unit Programming Interviews
University of Michigan – Dennison Visioning and Programming
section 4: future state
4a. programming approach
**programming approach: building scenarios**

Program scenarios were used to define the direction for Dennison. To build these scenarios, two independent variables were identified - Connectivity / Identity and Academic Focus – workshops were then held with the different committees to define which scenario best aligned with the vision.

### CONNECTIVITY / IDENTITY

<table>
<thead>
<tr>
<th>Mosaic</th>
<th>Melting Pot</th>
</tr>
</thead>
</table>

**Aggregation of diverse and distinct identities which contribute to a larger whole with a unified purpose.** Celebrate and showcase what’s unique, similar to a farmer’s market.

**Shared identity balanced with diverse histories and identities.** Celebrate and showcase what’s common or shared more so than what’s different, similar to a food co-op.

### ACADEMIC FOCUS

<table>
<thead>
<tr>
<th>Programming / Events</th>
<th>Research</th>
</tr>
</thead>
</table>

**Emphasis on supporting the activities that create new ideas and relationships.** Showcase for creating, similar to an artist’s studio.

**Emphasis on supporting activities and events which bring people and ideas together.** Showcase for sharing, similar to a museum or theater.

**Source:** meetyourfood.com

**Source:** alamodeus
programming approach: building scenarios

When mapped, four program scenarios outline different possibilities for meeting the vision and space needs for Dennison programming approach: building scenarios

- **STAGE**
  - Destination on campus for events, meeting, and academic programming, under a unified theme of international and interdisciplinary studies.

- **CO-OP**
  - Destination on campus for creating together – conducting research, working on projects, accessing resources, and collaborating with peers from other disciplines.

- **FAIR**
  - Distinct units with an emphasis on programming and events. Supported by “home-bases” within the building, sharing services and external-facing spaces.

- **NETWORK**
  - Focus on individual identity of each unit and its research. Events and teaching are moderately supported within the building.
**programming approach: scenario synthesis**

The building scenario analysis resulted into two primary directions for the building:

1. **The building should operate holistically with shared interests, operations and identity.** It should support both Stage and Co-op functions to expand services for new audiences and support existing unit affiliates.

2. **Units need to maintain their identity and ownership** to operate at maximum efficiency and effectiveness. “Home bases” for each unit, whether focused on teaching and research or programming and exhibition, should be incorporated into the fabric of the workplace. Shared resources, lounges, support spaces, and meeting rooms, will enable interaction and collaboration across groups.
key programming strategies

Based on the findings and scenario assessments, five key planning and programming strategies drive the design and use of Dennison:

• **Plan for change:** plan the building to accommodate change with minimal costs by planning office spaces using 3 typical workplace typologies based on the occupant types

• **Provide coordinated and integrated services:** improve service quality, user experience, and awareness of opportunities through coordinated services and programs across all building units

• **Support a mix of users:** provide the spaces and services to support the appropriate mix of teaching, research, programming, and administrative work across units

• **Make it active:** provide the spaces, services and technology to support a wide range of activities throughout the day and semester

• **Enable serendipitous interaction:** create transitions points, with vertical connections and active spaces, to enable spontaneous interactions and promote collaboration across units
key programming strategies

To optimize efficiency, flexibility and manage change workspaces in Dennison will be planned by 3 typical unit typologies. These typologies provide the planning and design basis to ensure the workspace meets the distinct needs to each unit type. Units can choose to use and customize their space as desired.

**Service Partner units:**
Service providers supporting students, faculty, and visitors

- LSA Shared Services
- LSA Web Services

**Creation units:**
Critical mass of people resident in Dennison who collaborate to create

- BLI
- Comp Lit
- Organizational Studies
- MASI / Complex Systems
- Undergraduate or graduate certificate or degree program
- Faculty and students that identify with the unit will work, teach, and do research in Dennison, with a critical mass resident there

**Communication units:**
Attract people to communicate through programming and events

- CEAL
- II
- CGIS
- PICS

**Unit characteristics:**

- Provide transactional and consultative services for staff and faculty
- Services are provided within their workspace and by going to other unit’s spaces
- Do not have faculty or students affiliated with unit
- Undergraduate or graduate certificate or degree program
- Faculty and students that identify with the unit will work, teach, and do research in Dennison, with a critical mass resident there
- International or interdisciplinary academic focus
- Host a variety of events and visitors
- Provide advisory and research resources
The space program divides into 7 sections, each planned to meet the demands of its unique user groups:

- **Gathering & Event Space**
- **Food Service**
- **Lounges / Study / Research Spaces**
- **Communication Unit Workspace**
- **Service Partner Unit Workspace**
- **Creation Unit Workspace**
- **Building Support**

- Spaces shared across units and visitors are programmed to meet the demands of the entire building population. These are planned on a room by room basis.
- Spaces assigned to units are programmed based on 3 typical types of units, Communication Units, Service Partner Units and Creation Units. The different types of spaces within each units’ workspace is planned based on a square foot per person assumption.
- Building support spaces are planned to meet code requirements and demands for the total building population.
program summary

<table>
<thead>
<tr>
<th>Space</th>
<th>Area</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gathering &amp; Event Space</td>
<td>6,850</td>
<td>17%</td>
</tr>
<tr>
<td>Food Service</td>
<td>1,200</td>
<td>3%</td>
</tr>
<tr>
<td>Lounges / Study / Research Spaces</td>
<td>7,600</td>
<td>19%</td>
</tr>
<tr>
<td>Communication Unit Workspace</td>
<td>12,850</td>
<td>31%</td>
</tr>
<tr>
<td>Service Partner Unit Workspace</td>
<td>3,150</td>
<td>8%</td>
</tr>
<tr>
<td>Creation Unit Workspace</td>
<td>7,900</td>
<td>19%</td>
</tr>
<tr>
<td>Building Support</td>
<td>1,350</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total Net Assignable Area</strong></td>
<td>40,900</td>
<td>100%</td>
</tr>
<tr>
<td>Total Non-assignable Area*</td>
<td>61,950</td>
<td></td>
</tr>
<tr>
<td><strong>Total Net Usable Area</strong>**</td>
<td>102,050</td>
<td></td>
</tr>
</tbody>
</table>

- Non-assignable area includes circulation area (corridors, elevators, stairs), building service area and mechanical area

** Net Usable Area = Net Assignable + Non-assignable Area

Building Area Measurements are based on the National Center for Education Statistics, Postsecondary Education Facilities Inventory and Classification Manual (FICM)
program distribution

In planning Dennison, it is important to think about the organization of and relationship between spaces at the building level. Several key strategies emerge:

- Establish a center of activity on 10
- Cluster similar units together
- Centralize Service Partner units for easy access from all building users
- Create transition points, “Community Commons”, for people to bump into each other and congregate
- Locate Communication Units close to the event spaces
- Establish a center of activity on 1 & 2
A tenured faculty member can spend an entire day in Dennison, moving between a wide range of activities, including independent work, events and informal discussions with students and faculty.

### “The Connector”
Tenured Faculty based in Dennison

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 am</td>
<td>Morning coffee in café w/ fellow faculty member</td>
</tr>
<tr>
<td>9:00 am</td>
<td>Prep class, write emails in office</td>
</tr>
<tr>
<td>11:00 am</td>
<td>Meeting with Key Ad in unit meeting room</td>
</tr>
<tr>
<td>12:00 pm</td>
<td>Chat with GSI in community commons</td>
</tr>
<tr>
<td>12:10 pm</td>
<td>Brings lunch up to the open “bar” area</td>
</tr>
<tr>
<td>12:30 pm</td>
<td>Meeting with students in their project room</td>
</tr>
<tr>
<td>1:30 pm</td>
<td>Emails / research in office</td>
</tr>
<tr>
<td>4:00 pm</td>
<td>Teaches graduate seminar in seminar room</td>
</tr>
<tr>
<td>6:00 pm</td>
<td>Faculty Job Candidate talk in multi-purpose room</td>
</tr>
<tr>
<td>6:35 pm</td>
<td>Post-event conversation w/ students</td>
</tr>
<tr>
<td>6:45 pm</td>
<td>Chat with student study group in break-out space</td>
</tr>
</tbody>
</table>
a day in the life of a building resident

A staff member of a communication unit spends the majority of their time in unit, or facilitating events across units. The café, community commons and staff lounge provide spaces for serendipitous encounters.

“The Organizer”
Key Administrator for unit, coordinates events

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 am</td>
<td>Morning coffee at cafe</td>
</tr>
<tr>
<td>9:00 am</td>
<td>Emails on computer at desk</td>
</tr>
<tr>
<td>10:00 am</td>
<td>Staff meeting in unit-managed meeting room</td>
</tr>
<tr>
<td>12:00 pm</td>
<td>Manage programming in multi-purpose event space</td>
</tr>
<tr>
<td>1:00 pm</td>
<td>Lunch with other units’ staff in shared staff lounge</td>
</tr>
<tr>
<td>2:00 pm</td>
<td>All unit event programming content planning meeting</td>
</tr>
<tr>
<td>3:00 pm</td>
<td>Student and faculty drop-in requests at desk</td>
</tr>
<tr>
<td>5:00 pm</td>
<td>Coffee and chance encounter in community commons</td>
</tr>
<tr>
<td>5:15 pm</td>
<td>Individual work at desk</td>
</tr>
</tbody>
</table>
a day in the life of a building affiliate

For students interested in international and interdisciplinary studies, Dennison is a place for classes, lectures, group-based projects, discovery of new opportunities, advising and after-hours dance practice.

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 am</td>
<td>Morning coffee at cafe</td>
</tr>
<tr>
<td>9:30 am</td>
<td>Drop in to see advisor in CGIS, get info at CEAL</td>
</tr>
<tr>
<td>10:00 am</td>
<td>Class in multi-purpose room</td>
</tr>
<tr>
<td>12:00 pm</td>
<td>Meeting with faculty advisor in unit home base</td>
</tr>
<tr>
<td>1:00 pm</td>
<td>Attends a catered lecture by a visiting speaker</td>
</tr>
<tr>
<td>2:05 pm</td>
<td>Talks to visiting speaker in community commons</td>
</tr>
<tr>
<td>2:30 pm</td>
<td>Group study session in assigned project space</td>
</tr>
<tr>
<td>8:00 pm</td>
<td>Cultural show practice in open multi-purpose room</td>
</tr>
</tbody>
</table>

“The Searcher”
Undergrad Junior Transfer
4b. key building strategies

- Create an engaging and active first floor
- Enable a wide variety of activities through flexibly designed multipurpose rooms
- Create a welcoming entry point with information about events and opportunities
- Connect students to opportunities and services through advising outposts
- Zone floors to provide access to natural light and facilitate interaction
- Encourage serendipitous interaction throughout the building
- Provide a customizable “home base” for each unit to express their identity
- Create active hallways to direct people, share information and make work visible
- Design flexible offices to support different work styles
- Establish a center of activity for building residents
create an engaging and active first floor

- Connection between first floor event / academic spaces to a **Communication focused unit** on the 2nd floor
- Workspace supports focused and interactive work patterns
- Depending on unit occupants, rooms can be either meeting spaces or individual workspaces
- Openings provide visual connection to first floor
- Large Multi-purpose spaces* have movable walls to allow for informal gatherings when not in use
- Create a central destination for wayfinding and information
- Create service “outposts”
- Provide spill-out, gathering, and small group study spaces

---

*Multi-purpose rooms are located on first floor because of column locations in building
**Alternative layout options on page 109 & 110
create an engaging and active first floor

**Alternative layout options on page 109 & 110**
enable a wide variety of activities through flexibly designed multi-purpose rooms

**Description:** Multi-purpose rooms, located on the first floor and tenth floor accommodate a variety of events, programs and activities hosted by the units in Dennison. During non-peak hours these rooms may also be available for classes and student use, specifically dance groups or studying after hours.

**Access and Ownership:** On a central reservation system with priority given to Dennison units. Open to informal use and classes if not occupied or reserved

**Adjacencies:** Near main circulation path and seating / spill out areas on first floor and tenth floor

**Capacity (Size):** 60 - 90 people (900 - 1,350 square feet)

**Technology:** All rooms are set up with visual displays (either digital or projector), audio capabilities and camera equipment for recording or broadcasting events and programs

**Furniture / Equipment:** Lightweight, movable seating, adjustable walls / partitions, whiteboards, concealed mirrors for after hours student group dance practice

**Breakout spaces**
Rooms with spaces for large group discussion as well as small group work accommodate many uses

**Movable partitions**
Pivoting walls create flexibility and allow for easy spill out after events or programs

**Flexible corridor**
Movable walls and a mix of furniture support a variety of activities
Service Description: This service point will act as a welcoming orientation point for all who visit the building. Its staff will be able to provide basic, up-to-date information on the people, spaces, units and academic programs or opportunities that are housed within Dennison.

Providers: Staff / Student Employees
Recipients: Students, Faculty, Visitors

Delivery Modes:
- Over-the-counter information
- Side-by-side consultations

Space: ~100 s.f., Located on the first floor, near the building entrance or main circulation path

Technology: digital display screens, computers or touchscreens, linked to booking system

Furniture / Equipment: Central desks or podiums, waiting area / seats nearby, display wall and wayfinding

“Concierge” desk
Additional description about what this does for Dennison

Interactive directory
A touchscreen allows students and faculty to see building occupants, projects, activities and events

“Triage” podium
Podium location enables a staff member to be roving, proactively greeting or providing information
connect students to opportunities and services through advising outposts

Description: Advising outposts are rooms that can be occupied by a range of advisors whose units are located within or outside of Dennison, specifically during busy periods (for convenient service delivery) or to do student outreach. When not occupied the outposts can be used by students for group project work.

Providers: Staff / Student Employees
Recipients: Students, Faculty
Delivery Modes:
• Drop-in, side-by-side advising

Space: ~100 s.f. on first floor, (semi) enclosed room
Technology: computers or laptops for applications and advising (could be brought in by advisor), room booking
Furniture / Equipment: table, lightweight movable chairs, whiteboard, sliding glass door

Visual access
Glass or semi-translucent dividers can be used to illustrate activity and occupants inside the outpost

Bookable daily, open access
Each units’ incoming and outgoing mail is organized and accessible for easy distribution

Changeable signage
Signage can be changed to communicate which advisor is “in,” and the unit they are representing
Connection to another **Creation focused unit** above

Creation unit “home base” spaces can be enclosed seminar rooms or open interactive learning spaces

Research / project rooms are shared across units

Open meeting and touch-down space located near meeting, home base, graduate lounge* and copy/print to create a centralized hub of activity

Two units share the floor, along with the common spaces

Main service point is adjacent to “community commons” and consult rooms for private conversations

---

*Two graduate lounges are located within the building, one is shared across units with affiliated graduate students and one is dedicated to full time Comp Lit graduate students
zone floors to provide access to natural light and facilitate interaction

Connection to another **Creation focused unit** above

**Creation units**

Connection to a **Communication focused unit** below

**Service Partner units**
encourage serendipitous interactions throughout the building

**Service Description:** The community commons support awareness and execution of events and activities across the units in Dennison. The community commons consist of the “key ingredients for interaction,” including touchdown spaces on every unit floor for community rovers to use.

**Providers:** Community Manager and Community Rovers

**Recipients:** Students, Faculty, Visitors

**Delivery Modes:**
- Online event booking and coordination
- In person, informal conversations

**Space:** ~500 s.f. per commons; kitchenette, copy/print, couch/lounge area, touchdown space and lockers

**Technology:** website and mobile platform for event booking, coordination and information

**Furniture / Equipment:** seating, tables, kitchenette (with coffee machine), copier/printer, chalkboard / whiteboard

---

**Key ingredients for interaction**
Each hub should have a kitchenette, copy/print center, touchdown space and writing surfaces

**Visibility**
Link meeting rooms and lounges with openings between floors to promote awareness and connectivity

**Mix of activities**
Spaces that support a mix of activities and use foster serendipitous interactions
provide a customizable “home base” for each unit to express their identity

**Description:** The home base offers each unit an opportunity to customize their space, identify themselves within the building, and provide a destination where the faculty, students and staff affiliated with the unit feel comfortable and welcome.

**Access and Ownership:** Open to all, but owned by an individual unit  
**Adjacencies:** Depending on unit needs & preferences, they are located next to unit workspaces, offices, or meeting rooms, or “community commons” spaces

**Capacity (Size):** 12-24 people (300-600 square feet)  
**Technology:** Could include public screens, touchscreens or computers for display and information access purposes  
**Furniture / Equipment:** Chairs or furniture specified by unit, accommodating informal work and gathering; items to express unit’s identity

---

**Unit-owned space and storage**  
Space for seminars and meetings, Shelves contain unit-specific materials and historical items

**Lounge**  
Furniture and natural light create comfortable spaces where people like to gather

**Touchdown workspace**  
Create flexible places for individuals to work or congregate for meetings / discussions
create active hallways to direct people, share information and make work visible

Description: Dennison’s existing column structure creates a corridor of generous width. Using art and displays, seating groupings and wayfinding, this wider corridor can be activated – expressing unit identity and purpose while moving residents and visitors through the space.

Artwork and wayfinding
Artwork, colors and signage can draw visitors attention and direct them to main service points or unit “home bases”

Storage & display
Display of activities express unit identity and make work visible, visually activating hallways and stimulating discussion

Meeting & seating spaces
Create places for individuals to work briefly or have conversations before or after meetings, or during informal breaks
design flexible offices to support different work styles

The private office can be arranged to support different work patterns from individual, research focused to collaboration, brainstorm space. Offices are 130 square feet, with glass walls for visual access into the workspace. Some offices will be located on an exterior wall.

**Concentration focus**

- Bookshelf
- Bookshelf

**Collaboration focus**

- Blackboard
- Bookshelf
- Bookshelf
establish a center of activity for building residents

Cluster research / project rooms to create a research and meeting hub on the 10th floor

Touch-down workstations and breakout rooms to support different work throughout the day

Catering kitchen doubles as a resident kitchen / service space for events and after-work gatherings

Spill-out space used for informal meetings and for people to congregate before and after meetings

Incorporate displays throughout

Key
- Meeting & Event Space
- Food Service
- Lounges / Study / Research Spaces
- Flexible, open Gathering Spaces
- Building Support
establish a center of activity for building residents
room reservation protocols

The management of meeting and event spaces in Dennison varies by the size, location, and function of each space. There are three general categories of meeting and event spaces that will inform how they are used by building residents and visitors:

1. Local meeting rooms (phone rooms, small and medium meeting rooms on unit floors)
   - Booked locally by unit residents
   - Phone rooms are not on a booking system

2. Unit Seminar rooms
   - Booked locally by unit residents
   - Used for meetings, informal conversations, and courses (as determined by the unit)

3. Event spaces (seminar rooms, multi-purpose rooms, breakout rooms)
   - Seminar rooms and multi-purpose rooms are managed by the central scheduling system
   - Seminar rooms and multi-purpose rooms are used for events during peak event times and otherwise available for classes
   - Breakout rooms are not on a central reservation system

Reservation management screens at each room will show its schedule and the availability of other rooms in the building. Individuals can make reservations through the reservation management screen.
4c. service strategies

- Facilitate and provide seamless, coordinated events to enrich and engage community

- Guide, enrich and support academic experiences, promoting and enabling discovery and connections

- Provide accessible, efficient and supportive services and resources for staff and faculty within LS&A

- Enable users through intuitive technologies, appropriate facilities and responsive, centralized support

- Create community and connections through staffing
service design vision

Dennison’s service staff provide personable, efficient and knowledgeable services to faculty, staff and students who occupy and visit Dennison to foster connections, create opportunities, and enable efficient and effective work.

As part of a productive, creative community we work alongside and with staff, students and faculty to develop and fulfill our units’ vision as well as the shared vision of making Dennison the academic building of the future.
service design process

The Service Design Taskforce and Advisory Group assisted in creating personas, experience maps and reviewing survey data. From these tools a high level understanding of current and future services was gained to inform the spaces allocated to service points and staff in the new program. More in-depth information around the provision of services and staffing will need to be determined before building occupancy.
## Summary of services: goals

<table>
<thead>
<tr>
<th>Sub-group</th>
<th>Events Logistics / Program Content Planning</th>
<th>Academic Program Information &amp; Advising</th>
<th>General Administration and Service Support</th>
<th>Technology and Facilities Support</th>
</tr>
</thead>
</table>
| **Goals** | • Coordinate events, communications and funding across units  
• Work closely with faculty and students to design and plan engaging programs  
• Promote the identity of units on campus through audience tailored programs and communications  
• Provide a seamless, enriching experience  
• Work closely with the tech and facilities team to communicate events needs and plans | • Generate personalized services from knowledgeable providers (within units)  
• Create connected, coordinated services (across units)  
• Guide, enrich and support academic experiences  
• Enable discovery of new opportunities  
• Promote discovery of relationships between different people and programs | • Provide easy access to administrative support, advising and services for staff and faculty within LSA  
• Provide services with speed, expertise and accuracy  
• Improve faculty and staff efficiencies by seamlessly supporting their administrative needs  
• Provide staff with the resources to better provide services to students and faculty | • Dedicated and responsive staff who provide efficient, attentive and reliable tech and facilities support within the building  
• Design appropriate, intuitive and functional facilities support within the building  
• Provide the facilities and technology that enables building users to achieve their mission  
• Provide a centralized resource for all technology inquiries |
facilitate and provide seamless, coordinated events to enrich and engage the community

### Events Logistics / Program Content Planning

<table>
<thead>
<tr>
<th>Services provided within units</th>
<th>Services provided across units</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Event details and logistics</td>
<td>• Coordinate events</td>
</tr>
<tr>
<td>• Maintain calendar</td>
<td>• Coordinate venue bookings</td>
</tr>
<tr>
<td>• Plan academic programs/workshops</td>
<td>• Aggregated / distribute event communications</td>
</tr>
<tr>
<td>• Author event communications</td>
<td>• Calendar of events</td>
</tr>
<tr>
<td></td>
<td>• Greet and orient event participants / attendees at welcome desk</td>
</tr>
<tr>
<td></td>
<td>• Provide information on upcoming events at welcome desk</td>
</tr>
</tbody>
</table>

*The services described above are an initial outline of what additional services may be provided within Dennison and how they might be provided. Additional questions or areas for further investigation include:*

- How to facilitate better communication around programs to encourage collaboration and identify overlapping areas of interest?
- How will the shared Dennison event venues (e.g. multi-purpose rooms) be scheduled? How to ensure that priority is given to units housed in Dennison?
- How to create aggregated event summaries and calendars across Dennison units?
- How will event and programming services be provided seamlessly both across and within units?
guide, enrich and support academic experiences, promoting and enabling discovery and connections

**Academic advising, learning, and collaboration facilitation**

<table>
<thead>
<tr>
<th>Services provided within units</th>
<th>Services provided across units</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Fulbright / II funding</td>
<td>• Funding &amp; Fellowships coordination</td>
</tr>
<tr>
<td>• Academic program advising (unit specific info)</td>
<td>• Program information</td>
</tr>
<tr>
<td>• Major advising</td>
<td>• Advising appointment booking</td>
</tr>
<tr>
<td>• MA student advising</td>
<td>• Career and internship advising</td>
</tr>
<tr>
<td>• Fellowship advising</td>
<td>• LSA internship staff, connected to or resident within CEAL (related to development work with alumni)</td>
</tr>
<tr>
<td>• Scholarships and Fellowships coordination</td>
<td>• PICS advising on international careers (may connect with many Dennison programs)</td>
</tr>
<tr>
<td>• Curriculum administration</td>
<td>• Windows onto the world (of Dennison)</td>
</tr>
<tr>
<td>• Recruiting</td>
<td>• Community building</td>
</tr>
</tbody>
</table>

*Unit-specific services provided within CEAL:*
- Training, orientation, and presentations on engaged learning and study abroad programs
- Faculty workshops for designing or redesigning engaged learning courses
- Student resources: regular Library, Sweetland, Newnan sessions: help with presentation tools and practice
- Roundtable discussions led by both students and faculty doing engaged academic learning

The services described above are an initial outline of what additional services may be provided within Dennison and how they might be provided. Additional questions or areas for further investigation include:
- How to enable better discovery of opportunities, and create new connections / collaborations?
provide accessible, efficient and supportive services and resources for staff and faculty within LS&A

General Administration and Service Support

<table>
<thead>
<tr>
<th>Services provided within units</th>
<th>Services provided across units</th>
</tr>
</thead>
</table>
| • Admin support to chair / director  
  • calendar  
  • scheduling meetings  
  • correspondence  
  • travel  
  • HR  
• Reception / office assistance  
  • mail  
  • copying / supplies  
  • greeting / phones  
• Department HR work / Support  
• Support to visitors (connecting to community) | • Financial Support  
  • PCard Reconciliation  
  • Faculty Reimbursements  
  • SOA Reconciliation  
• Contracts and Grants administration  
  • Contract / Grant Pre-Award  
• HR / Staff paperwork  
  • submittals  
  • job postings  
  • training staff development  
• Support to building visitors (logistics and orientation)  
• Liaise with technology and facilities on scheduling video conferences |

The services described above are an initial outline of what additional services may be provided within Dennison and how they might be provided. Additional questions or areas for further investigation include:

• Should post-award grant activity be an activity within units or is that provided by shared services?
enable users through intuitive technologies, appropriate facilities and responsive, centralized support

Technology and Facilities Support

| Services provided within units                                                                                                         | Services provided across units                                                                                     |
|----|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| • Unit-managed room support and set-up                                                                                             | • IT / AV / Academic Technology Support, including basic training of staff and student help in operating equipment in commons areas |
| • Unit-managed mail distribution (to units / individuals)                                                                           | • Event Support                                                                                                  |
| • Support/Instruction for the development of course- and program-specific technology to enhance learning (CEAL).                    |   • Catering                                                                                                      |
|                                             | • Technology (see above)                                                                                           |
|                                             | • Room set-up and take down                                                                                        |
|                                             | • Facilities Support                                                                                              |
|                                             | • Building upkeep / renovations                                                                                     |
|                                             | • Building wide mail (receiving and sorting)                                                                      |
|                                             | • Wayfinding / Signage                                                                                            |

Additional Questions / Areas for Further Investigation:

• How can technology be used to create platforms for students to explore theme or problem-based learning across courses, engaged experiences and concentrations? This is of interest to CEAL, would other units see value in a student platform as well?
service points within Dennison

The services detailed within the four sub-group categories are delivered within and across seven service points in Dennison. The service points are located near hubs of activity, both physically and virtually.

1. Welcome Center  
   American University

2. Advising Outpost  
   Pratt Institute Student Services

3. Community Commons  
   MIT Physics Dept.

4. Extension Network  
   MIT Glass Infrastructure

5. Shared Services Hub  
   The Angel Building, London, Reception

6. Tech Stop  
   Microsoft Help Desk

7. Advising & Academic Support  
   EKU, Noel Center for Creativity
### Service Staffing and Roles

Description of different staff roles associated with the services provided in Dennison.

<table>
<thead>
<tr>
<th>Role</th>
<th>Location</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concierge Staff</td>
<td>First Floor (at Welcome Center)</td>
<td>Knows about the activities, events, programs, units and individuals that are located within the Dennison Building. This role could possibly be filled by a stationary “community supporter”</td>
</tr>
<tr>
<td>Roving “Community Supporters”</td>
<td>Throughout Dennison, in touchdown spaces in various “community commons”</td>
<td>Engages with staff, students, faculty and building visitors (when appropriate or desired) to raise awareness of and connection to academic programs, events and opportunities</td>
</tr>
<tr>
<td>Community Manager</td>
<td>Near shared services hub and tech desk</td>
<td>Coordinates events and programs across units, curates digital and physical displays and exhibits throughout Dennison. Communicates with welcome center staff and roving community supporters to share events and opportunities.</td>
</tr>
<tr>
<td>Admin Service Hub Receptionist</td>
<td>Within / at front of the shared services hub</td>
<td>Greets, directs and supports faculty, staff and students visiting the shared services hub.</td>
</tr>
<tr>
<td>IT Support</td>
<td>Tech Stop</td>
<td>Provides AV technology support onsite with an IT desktop support outpost for East Hall</td>
</tr>
<tr>
<td>Facilities Center Staff</td>
<td>First Floor (at Facilities center)</td>
<td>Manages mail and copy center within Dennison</td>
</tr>
<tr>
<td>Advisors</td>
<td>Within unit workspaces</td>
<td>Provides advisory services to students and faculty affiliated with their units</td>
</tr>
</tbody>
</table>
creating community and connections through staffing: community manager and student rovers

The community manager and student rovers will be a key part of creating an active, rich community in Dennison and fostering connections and collaboration throughout the building. These roles have been used in other academic settings like libraries, tutoring and learning centers, residence halls and workplaces with great success, indicating that they will contribute a valuable service to Dennison.

Role 1: Community manager

- Stanford’s dschool: Director of Community, “fosters community and facilitates communication”
- Florida International Univ.: Community Manager posts videos aggregating news and comments
- Syracuse University iSchool: Community Manager engages students mainly via social media
- ASU (and many others): use Community Directors to create programming within Residential Life
- U Mich North Quad Programming Coordinator

Role 2: Student staff and rovers

- Univ. of Warwick Learning Grid: student-run space with roving student staff
- EKU Noel Center for Creativity: Student provided tutoring and academic support
- U Penn Weigle Information Commons: student staff provide a wide range of information and services, until 2am
- NC State (and other libraries): use roving student staff to answer questions, troubleshoot technology
roving community supporters

**Service Description:** Student workers or staff will act as roving community supporters, circulating throughout the building to make building residents and visitors aware of opportunities and connect them to events / programs, people and services for additional information.

**Providers:** staff or student workers  
**Recipients:** students, faculty, staff, visitors, alumni  
**Delivery Modes:**  
• Informal conversations in person

**Space:** lockers in community commons, touchdown space on unit floors  
**Technology:** iPads for mobile connection to the Extension Network  
**Furniture / Equipment:** lockers, table / chairs, recognizable uniform / accessory

---

**Identifiable staff**  
Identifiable clothing / accessories helps visitors recognize staff who may assist them

**Touchdown spaces**  
Tables and chairs provide a space for informal conversations between staff and residents/visitors

**Lockers**  
Storage for staff’s personal items are located on the first floor
4d. additional space types and services

Additional services to support and enrich activities within and beyond Dennison:
• Shared services hub
• Tech stop
• Advising and academic support
• Extension network

Additional shared and unit-managed spaces within Dennison:
• Meeting rooms
• Phone rooms
• Quiet room / library
• Café
• Library outpost
• Catering and “bar”
• Research / project rooms
• Private offices
• Workstations
shared services hub

**Service Description:** The shared services hub, houses web services and general administrative services, including HR, Finance, Contract and Grants Admin, and Programming and Events Support. Transactional services (e.g. submitting forms) are provided at the central service desk and side-by-side consultations are supported in nearby advisory rooms and offices.

**Providers:** staff  
**Recipients:** faculty, students, staff, visitors  
**Delivery Modes:**  
- Phone / Chat / Online info  
- In-person consultations

**Space:** 6th floor, individual workstations, small meeting rooms, main transaction desk, advisory rooms  
**Technology:** shared screens for side-by-side consultations, room booking equipment, possible digital display  
**Furniture / Equipment:** reception desk, workstations, service communications, wayfinding

---

**Central service desk**  
A primary service desk for administrative transactions, provides

**Consultation rooms**  
Small meeting rooms can be booked for confidential meetings or side-by-side training

**Service communication**  
Physical or digital displays help to advertise services available, and can act as wayfinding
**tech stop**

**Service Description:** The tech stop, located adjacent to the shared services hub, supports events, meeting and programming related technology or A/V needs and includes an outpost to the desktop support hub in East Hall. Tech stop staff can also rove around the building to troubleshoot personal and shared technology problems.

**Providers:** IT staff, mobile support staff  
**Recipients:** Staff, faculty, students and visitors  
**Delivery Modes:**  
- Over-the-counter transactions  
- Side-by-side consultations

**Space:** ~350 s.f., located on the 6th floor near shared services  
**Technology:** display screen  
**Furniture / Equipment:** bar / countertop, stools

---

**Service counter / bar**  
Open area for staff to interact with “customers”

**Mobile support**  
Tech stop workers are able to circulate throughout the building to troubleshoot problems as needed

**Side-by-side support**  
Monitors facilitate teaching and side-by-side support
advising and academic support

Service Description: Advising and academic support will work within and across units to connect students and faculty with opportunities, supporting and catalyzing academic experiences.

Providers: Advising staff, faculty & GSI’s
Recipients: Students, Faculty, Alumni

Delivery Modes:
- Initial info online / remotely
- One-on-one personalized advising

Space: either in unit office spaces or in bookable, shared advising meeting rooms (closed / private room, glass walls)

Technology: appointment booking system, room booking system, mobile technology (advisors bring to shared room)

Furniture / Equipment: desktop or laptop computer, chairs, table, display screen

Individual and group advising
Rooms with display screens provide the opportunity for shared reviews of applications and opportunities

Remote connection
An online site connects students, faculty and alumni to opportunities and advising appointments

Shared, bookable spaces
A network of shared rooms provide space for private advising consultations
extension network

**Service Description:** The opportunities network fosters connections and coordination across academic opportunities, events and programs through a remote, online website and mobile app.

**Providers:** Staff / Student Employees

**Recipients:** Students, Faculty, Visitors, Alumni, Other schools / students

**Delivery Modes:**
- Online network, mobile app
- Navigation / info touchscreens

**Space:** In the cloud, touchscreens located on first floor

**Technology:** digital display touchscreens, online network connected to advising and events, recording and broadcasting technology to live stream or re-play events and programs

**Furniture / Equipment:** n/a

---

**“Member” directory**

A member directory, online and within Dennison, shows the interests and location of individuals

---

**Preferences & recommendations**

Students, staff and faculty can create profiles, allowing for easier set-up of events and recommendations

---

**Event booking site**

An events website and mobile platform to book all coordinated events

---

**MIT Glass Infrastructure**

**Eventbrite, Recommended events**

**Columbia University, Event Mgmt Site**
services: technology

Technology within Dennison (e.g. program displays, room booking systems, etc.) should seamlessly link to mobile technologies (e.g. event planning and management, advising network, etc.) connecting Dennison to the campus and larger academic community. “Smart” technology remembers building residents’ and users’ profiles and preferences, helping them easily discover, identify and become connected to opportunities.

“Member” Directory

Preferences & Recommendations

Event booking site

Live Streaming of Events

Bookable Meeting Rooms

Information display touchscreens
meeting rooms

**Description:** A variety of meeting rooms to support unit meetings, programming and events.

**Access and Ownership:** On a central reservation system

**Adjacencies:** Distributed throughout unit workspaces, several meeting rooms located on the first and top floor for events and programming

**Capacity (Size):**
- Focus Room: 4 person (100 sqft)
- Small Mtg Room: 8-12 people (200 sqft)
- Medium Mtg Room: 12-18 people (450 sqft)

**Technology:** All rooms are set up with visual displays (either digital or projector) and audio capabilities

**Furniture / Equipment:** Lightweight, moveable furniture than can be easily re-arranged into different configurations; chairs; whiteboards and magnetic walls

**Technology**
Meeting rooms are set up with AV capabilities; large meeting / seminar rooms can support distance learning

**Bookable meeting rooms**
Small meeting rooms can be booked for confidential meetings or side-by-side training

**Visibility**
Clear and frosted glass used to promote awareness and access to natural light
**phone rooms**

**Description:** Phone rooms are 1-2 person enclosed spaces to be used for quiet work, conference calls, and private conversations. Phone rooms are not on a reservation system and are intended to be used for short periods of time.

**Access and Ownership:** Phone rooms are available to all tenants; they are not bookable.

**Adjacencies:** Distributed across office floors, at least one phone room per unit

**Capacity (Size):** 2 people (50 sqft)

**Technology:** VoIP phone; high-bandwidth WiFi; monitor and docking station provided in some phone booths

**Furniture / Equipment:** Fixed linear work surface, task chair and task light

**Supports private work**
Rooms have adequate space to allow for computer work and calls

**Drop-in spaces**
Phone rooms can be utilized by anyone at any time

**Visibility**
Translucent materials allow light into rooms and let others know when rooms are in use
quiet room / library

Description: Quiet workspaces are distributed throughout the building to provide alternative places for people to do concentrative work; accessible to resident and visiting staff, faculty and students.

Access and Ownership: Accessible to anyone. Protocol within the library is to keep voices low and to avoid phone calls

Adjacencies: Distributed throughout the building, located away from more active, noisy, shared spaces

Capacity (Size): 10 people (~350 sqft per quiet room)

Technology: high-bandwidth WiFi; task lights

Furniture / Equipment: Comfortable lounge furniture and work benches/tables to support different types of work. One wall of fixed shelves for shared reference materials.

Shared protocols
Signage and materials help enforce protocols around use and noise levels

Flexible, comfortable furniture
Couches and lounge chairs, along with mobile tables, support different types of work

Resource storage
A wall of fixed shelves creates an area for resource display and storage
cafe

**Description:** The café anchors the hub of activity in Dennison’s first floor, bringing in individuals from across campus and acting as a place to stop or take breaks in for building residents.

**Access and Ownership:** Accessible to students, faculty and staff as well as community members

**Adjacencies:** Near the main entrance to the building, as well as the exterior courtyard. Close proximity to multi-purpose rooms and additional seating

**Capacity (Size):** 30 people (600 sqft)

**Technology:** display screens, high-bandwidth WiFi

**Furniture / Equipment:** A variety of seating – booths, movable chairs, tables; coffee cart or kitchen, microwave and vending machine for 24/7 food service, vertical displays

---

**Connection to outdoors**
Windows and proximity provide connection to circulation and natural light

**Spill out space**
Amenities around café seating, like chalkboards or screens, provide info and interaction for patrons

**Support informal work**
A variety of seating, including booths and group or individual tables support various activities
library outpost

Description: The library outpost provides a space for librarians and other unit staff to do small presentations or workshops. It also includes a book drop and functions as informal workspace (when scheduled activities aren’t occurring).

Access and Ownership: Accessible to all; scheduled and programmed by library staff and resident units

Adjacencies: On the first floor, near the east entrance and along the main circulation path

Capacity (Size): 10 people (200 sqft)

Technology: display screen, high-bandwidth WiFi

Furniture / Equipment: book drop, signage to display programming, vertical writing surface, table, booth bench and / or movable seating

Semi-enclosed space
Sliding doors allow for space to be open when not in use and closed during presentations / workshops

Showcase activity inside
Glass walls allow passerby to see activities occurring inside

Adjacent to activity
Positioned next to circulation paths, welcome center and seating spaces to increase awareness and use
catering and “bar”

**Description:** Located on the tenth floor of Dennison, the “bar” provides facilities and limited amenities for hosting and catering events. It offers an open, comfortable place to take breaks during the day or connect between or across units after programs, events or classes.

**Access and Ownership:** The catering and bar area is accessible by faculty, staff, and graduate students; undergrads need an invitation or permission

**Adjacencies:** Located on the top floor, near open seating areas and possible multi-purpose space(s)

**Capacity (Size):** 20 people (600 sqft)

**Technology:** display screens, high-bandwidth WiFi

**Furniture / Equipment:** soft furniture, central bar, built in fridge and amenities for catering events

---

Self-serve food / bar area

Counters and fridges can be used to support the hosting of events or gatherings in the break space

Soft seating areas

Comfortable seating provides areas for conversations and relaxation during breaks or gatherings

Flexible seating groups

Movable seating and tables allow for accommodation of a range of activities
research / project rooms

Description: Research / project rooms are shared spaces distributed throughout Dennison that can be booked by or allocated to groups affiliated the units within the building on a longer-term basis.

Access and Ownership: Available to all Dennison residents and affiliates, on a central reservation system.

Adjacencies: Distributed throughout Dennison, across unit floors

Capacity (Size): 6 people (200 sqft)

Technology: All rooms are set up with visual displays (either digital or projector) and audio capabilities

Furniture / Equipment: Lightweight, moveable furniture than can be easily re-arranged into different configurations; chairs; whiteboards and magnetic walls

Support a variety of activities
Movable furniture and a variety of display technologies support a range of activities

Assignable Rooms
Rooms or spaces can be assigned, transformed and re-assigned on a semester or annual basis

Reconfigurable Spaces
Movable walls and furniture accommodate various types of research groups
private offices

Description: Private offices are 1 person spaces for faculty, directors and staff who require private, enclosed spaces. They are designed so others can touch down in them when owners are not in their office.

Access and Ownership: Owned by faculty, directors or staff of units with residence in Dennison

Adjacencies: Close to other unit workstations, meeting rooms and support spaces

Capacity (Size): 1 person (130 sqft)

Technology: Computer (desktop or laptop), phone, WiFi

Furniture / Equipment: desk, ergonomic task chair, task light, guest chairs, shared / unit storage and personal, locked storage

Additional Seating
Office spaces have room and furnishings to support small meetings

Maximize Natural Light
Frosted glass walls allow for natural light to reach workstations and offices while preserving privacy

Multiple Workstations
Shared offices provide personal storage space and partial privacy through furniture
workstations

**Description:** Workstations are provided to staff, faculty and GSIs whose units are located in Dennison. Some workstations are owned and others are shared – used for touchdown by faculty, staff or GSIs when they are in Dennison.

**Access and Ownership:** Available to unit residents and affiliates, some shared and others owned

**Adjacencies:** Near other unit spaces, including private offices, meetings spaces and community commons.

**Space (Capacity):** 1 person (36 sqft)

**Technology:** Computer (desktop or laptop), phone, WiFi

**Furniture / Equipment:** desk, ergonomic task chair, task light, shared / unit storage or personal, locked storage

---

**Open workstations**

Low partitions allow for privacy while preserving communication and a sense of openness

**Small groupings**

Arranging workstations in small clusters creates a more intimate feel and a shared central table

**Adjacent to Meeting Spaces**

Workstations neighbor shared meeting spaces and gathering spaces
5. implementation
## stakeholder communications

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Intent</th>
<th>Frequency</th>
<th>Format (options)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Building Residents</strong></td>
<td>To provide timely, resourceful information about the move and building features and services, new ways of working</td>
<td>As needed until the move</td>
<td>Email, Newsletter, Website, Town Halls</td>
</tr>
<tr>
<td></td>
<td></td>
<td>On a monthly or quarterly basis post-move</td>
<td></td>
</tr>
<tr>
<td><strong>University Community</strong></td>
<td>To build awareness and excitement around the services, events and opportunities available</td>
<td>Focus communication around the opening and key events</td>
<td>Flyers, Emails, Letter from the Dean, Website &amp; Social Media, Town Halls</td>
</tr>
<tr>
<td><strong>University Leadership</strong></td>
<td>To communicate project intent and benefits to the University</td>
<td>Monthly or quarterly to provide updates on project status and achievements</td>
<td>Email, Meetings</td>
</tr>
<tr>
<td><strong>Regional and International Community</strong></td>
<td>To provide awareness, gain buy-in, build excitement and demonstrate areas of innovation</td>
<td>Annually</td>
<td>Mail, Newsletter, Email, Events</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Otherwise, focused around significant events and achievements</td>
<td></td>
</tr>
</tbody>
</table>

**Communication examples:**

- Oxford, Conference Poster
- UMN Work+ website
- Simon School, Dean’s video
space allocation

There are two types of building users: building residents (FTE) and building visitors / consistent users (HC), each user has unique space, service and technology demands.
suggested space allocation: building residents

Building resident user personas inform the allocation of workspace in the building

“The Connector”
- Tenured Faculty based in Dennison
- Center Director

“The Organizer”
- Key Administrator / face for department
- Service oriented staff (e.g. HR)

“The Implementer”
- Task oriented staff (e.g. programmers, financial services)

“The Advisor”
- Advisors

Space Allocation:
- Private office adjacent to small meeting rooms from private conversations

Space Allocation:
**Option A:**
- L-shaped workstation adjacent to small meeting room for private conversations

**Option B:**
- L-shaped workstation with side chair for visitors adjacent to small meeting room for private conversations

**Option C:**
- Private office

Space Allocation:
**Option A:**
- Workstation adjacent to small meeting rooms for private conversations

**Option B:**
- Private office adjacent to small meeting rooms for private conversations
suggested space allocation: building visitors & consistent users

Building visitor & consistent user personas inform the allocation of workspace in the building

**“The Searcher”**
- Undergrad Junior Transfer
- Exploring opportunities abroad

**“The Juggler”**
- Adjunct Faculty
- Runs a weekly seminar in Dennison

**“The Rejuvenator”**
- Visiting Scholar
- Studying & lecturing at U Michigan

**“The Climber”**
- Graduate Student
- Researching and teaching

**Space Allocation:**
- Seating and breakout rooms near event spaces
- Multi-purpose rooms (when not previously scheduled)
- Community Commons (shared among staff, students, and faculty) with bench workstations to touch-down

**Space Allocation:**
- Shared private offices (drop-in)
- Project work rooms (on reservation system – by month or semester)

**Space Allocation:**
- Shared private offices (drop-in)
- Community Commons (shared among staff, students, and faculty) with bench workstations to touch-down

**Space Allocation:**
- Shared graduate lounge
- Project work rooms (on reservation system – by month or semester)
- Workstations for GSI’s (1 workstation per FTE)
space allocation

Unit workspaces are planned using area per person assumptions based on individual roles (Staff A, Staff B, Faculty & GSI) and the “make-up” of each unit type (the number of people in each role). This table illustrates how much space each type of person and each kind of unit has access to in Dennison.

<table>
<thead>
<tr>
<th>Unit Space</th>
<th>Office</th>
<th>Workstation</th>
<th>Collaboration</th>
<th>Support</th>
<th>Homebase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff A</td>
<td>111</td>
<td>36</td>
<td>25</td>
<td>15</td>
<td>35</td>
</tr>
<tr>
<td>Staff B</td>
<td>190</td>
<td>15</td>
<td>n/a</td>
<td>n/a</td>
<td>35</td>
</tr>
<tr>
<td>Faculty</td>
<td>190</td>
<td>130</td>
<td>10</td>
<td>10</td>
<td>35</td>
</tr>
<tr>
<td>GSI</td>
<td>101</td>
<td>36</td>
<td>25</td>
<td>15</td>
<td>35</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shared Study, Lounge, Research Spaces</th>
<th>50</th>
<th>50</th>
<th>50</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td>Includes Community Commons, Lounges, Quiet Workrooms, Project / Research Rooms, Shared Offices</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shared Building Spaces</th>
<th>60</th>
<th>60</th>
<th>60</th>
<th>60</th>
</tr>
</thead>
<tbody>
<tr>
<td>Includes Seminar Rooms, Large Meeting Rooms, Breakout Rooms, Welcome Center, Food Service Venues, Building Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Net Assignable Area (NASF)</th>
<th>221</th>
<th>300</th>
<th>300</th>
<th>211</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution of roles by unit</td>
<td>15%</td>
<td>5%</td>
<td>65%</td>
<td>15%</td>
</tr>
<tr>
<td>Headcount</td>
<td>1.8</td>
<td>0.6</td>
<td>7.8</td>
<td>1.8</td>
</tr>
</tbody>
</table>

| Unit Headcount | 12 | 3300 |
| NASF per Unit  | 2890 |
| Number of Units| 4  |
| Total NASF / Unit Type | 13,200 |

| Total Net Assignable Square Feet | 40,820 |
| Available Net Assignable Square Feet | 46,676 |
| Available Area                   | 5,856  |

<table>
<thead>
<tr>
<th>Service Partner Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff A</td>
</tr>
<tr>
<td>Staff B</td>
</tr>
<tr>
<td>Faculty</td>
</tr>
<tr>
<td>GSI</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff A</td>
</tr>
<tr>
<td>Staff B</td>
</tr>
<tr>
<td>Faculty</td>
</tr>
<tr>
<td>GSI</td>
</tr>
</tbody>
</table>

By changing the unit size, the calculator will automatically update the amount of space required using the distribution of roles (% of people in each role). There is capacity to accommodate additional units.

Unit headcount x No. Units (includes 2 additional small units)

Total Headcount 153.6
space allocation, per FTE (full-time equivalent)

**STAFF A**
An “Organizer”, “Advisor” or “Implementer” with a workstation

- 2.4 seats across meeting & home base
- ~2 seats per FTE
- ~2.4 seats per FTE

**STAFF B**
An “Organizer” or “Advisor” with an office

- 2 seats across meeting & home base

**FACULTY**
A “Connector” with an office

- 2 seats across meeting & home base

**GSI**
A “Climber” with a shared workstation

- 2.4 seats across meeting & home base
how specific layouts relate to individual unit demands

The area and layout of space is fixed, the use and division of space can be modified

**Creation unit floor**

*Example: Private offices used as meeting space*

*Option A:* Two creation units (a 14 person and 6 person unit) share the floor. All offices are assigned.

*Option B:* Several offices are shared by two users to allow other spaces to be used for meetings, creating collaboration zones on the floor. Additional open space is available for touch-down workstations during busy periods.
how specific layouts relate to individual unit demands

The area and layout of space is fixed, the use and division of space can be modified.

Service Partner unit floor

Example: Ability to accommodate different unit sizes in a typical floor

Option A: Two Service Partner units (12 people each) share the floor. Both units use one office to double as a consult room.

Option B: Two Service Partner units (an 8 person unit and a 16 person unit) share the floor. Both units use one office to double as a consult room.
how specific layouts relate to individual unit demands

The area and layout of space is fixed, the use and division of space can be modified

A few rules of thumb:

- **There must be 1.5 collaboration seats per FTE on a floor:** while it is feasible to convert meeting rooms into offices, a floor must provide 1.5 collaboration seats (between meeting rooms, open meeting spaces, the home bases and community commons)

- **All individual spaces (offices and workstations) require access to natural light:** whether it is direct access through an adjacent window or indirect access through clear or frosted glass

- **Community commons must remain “shared”:** across all units, irrespective of the floor they are on. Protocols and policies around the use of touch-down space, lockers, kitchens and other shared spaces will need to be developed to enforce this approach

- **Shared Study, Lounge, and Research spaces should be distributed across floors:** in order to provide equal access to these amenities across units
6: space program and program analysis
## Program Summary

<table>
<thead>
<tr>
<th>Space</th>
<th>Area</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gathering &amp; Event Space</td>
<td>6,850</td>
<td>16%</td>
</tr>
<tr>
<td>Food Service</td>
<td>1,200</td>
<td>3%</td>
</tr>
<tr>
<td>Lounges / Study / Research Spaces</td>
<td>7,600</td>
<td>18%</td>
</tr>
<tr>
<td>Communication Unit Workspace</td>
<td>13,560</td>
<td>32%</td>
</tr>
<tr>
<td>Service Partner Unit Workspace</td>
<td>2,980</td>
<td>7%</td>
</tr>
<tr>
<td>Creation Unit Workspace</td>
<td>9,080</td>
<td>21%</td>
</tr>
<tr>
<td>Building Support</td>
<td>1,350</td>
<td>3%</td>
</tr>
</tbody>
</table>

**Total Net Assignable Area** 42,620 100%

<table>
<thead>
<tr>
<th></th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Nonassignable Area*</td>
<td>61,950</td>
</tr>
<tr>
<td>Total Net Usable Area**</td>
<td>104,570</td>
</tr>
</tbody>
</table>

- Nonassignable area includes circulation area (corridors, elevators, stairs), building service area and mechanical area

** Net Usable Area = Net Assignable + Nonassignable Area

Building Area Measurements are based on the National Center for Education Statistics, Postsecondary Education Facilities Inventory and Classification Manual (FICM)
new planning strategies at the University

The University of Michigan’s Provost office launched a University-wide space initiative in 2012 to focus on space optimization across Colleges. As the largest user of University space the College of Literature, Science, and the Arts has been a major participate in this initiative. The guidelines designate standards for space assignment (e.g. office assignment) and space allocation (e.g. the amount of space per person).

The Dennison workplace strategy follows these guidelines for individual space assignment and allocation. Further, to support the unique vision and mission of this building there is a significant focus on collaboration and community spaces throughout the building.

The following page includes excerpts from the Provost Office Space Guidelines and LSA Space Policy relevant to this project.
new planning strategies at the University

Excerpts from the Provost Office Space Guidelines & LSA Space Policy:

• Each tenured or tenure-track faculty member is entitled to a single private office. Jointly appointed faculty are only authorized one private office. The Chairs/Directors of the two appointing units will, after consultation with the faculty member, decide which unit will be the primary home for that faculty member.

• Emeritus faculty may be provided shared offices, if space is available within a unit, as long as they remain engaged in unit activities

• Research faculty should be assigned the appropriate office, shared office or workstation to support their work

• The University has a contractual and operational requirement to provide space appropriate for Lecturers’ Employee Organization (LEO) and Graduate Employees Organization (GEO) members based on their current contract.

• Individual space sizes (range):
  • Department Chair: 160 nasf office
  • Research and Tenured Faculty, Administrative Managers, Directors: 100 – 160 nasf office
  • Research Fellows, Staff, Administrative Support: 64 – 100 nasf workstation or shared office
  • GSI: 30 – 64 nasf workstation or shared office

Note: The University does not have guidelines for the provision of meeting and support spaces
# Program Summary

The building is planned for different types of occupants throughout the day. It is often helpful to look at the number of individual and collaborative seats per user to ensure there are a sufficient number of spaces for people to work and meet. The table below breaks down the number of seats in the building by user and space type.

<table>
<thead>
<tr>
<th>Space</th>
<th>NSF</th>
<th>People*</th>
<th>NASF/Person</th>
<th>No. of Collab. Seats</th>
<th>No. of Collab. seats/person</th>
<th>No. of Individual Seats</th>
<th>No. of Indiv. seats/person</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workspace</strong></td>
<td>29,850</td>
<td>154 (FTE)</td>
<td>194</td>
<td>329</td>
<td>2.14</td>
<td>192</td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Building</strong></td>
<td>40,900</td>
<td>2,543 (HC)</td>
<td>17</td>
<td>893</td>
<td>0.35**</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Full Time Equivalent (FTE) represent the number of staff, faculty and GSI that have full-time positions in Dennison based units. This number does not include FTE Undergraduate Students as they will utilize more of the public, building spaces (seminar rooms, breakout spaces, etc.)*

*Headcount (HC) represents the total number of staff, faculty, graduate and undergraduate students affiliated with centers in Dennison*

**Provides seats for approximately 35% of the building population, comparable to library planning which provides shared seats for 10-50% of the user population, depending on context.*
program summary

Compared to units’ existing workspaces, Dennison provides a more efficient workspace. There are several factors that attribute to this:

• Efficiencies by sharing resources across floors and units (e.g. copy/print rooms, kitchens, storage, informal gathering areas)
• Smaller individual offices, with adjacent (shared) meeting spaces for small meetings
• Fewer individual offices

Note: existing areas are based on current floor plans; unit FTE were provided by each unit. For some units (e.g. BLI & OS) the current space includes offices / workstations for non-FTE staff and faculty, which results in a higher square foot / person number.
program summary

Compared to their existing space, unit workspace in Dennison will provide a greater mix of space types, with more space allocated to meeting and lounge/study rooms. The driver for this change is a) to provide better spaces for people to meet and interact and b) to provide a variety of spaces (e.g. research / project rooms, faculty touch-down space, lounges, home-bases) to support the different research, teaching, and work requirements.
event support

Dennison will support a variety of programs and events throughout the building. The configuration of these spaces, spilling out into a common corridor and lobby support pre-function gatherings and after-hour practices and performances. Unit seminar rooms and meeting rooms support more targeted meetings and courses.

Dennison will include a total of:

- 244 seats across 10 event spaces, ranging from a capacity of 6 – 90 people
- 96 seats across 6 unit-assigned seminar rooms
- 148 meeting room seats throughout the building
<table>
<thead>
<tr>
<th>Unit</th>
<th>Staff</th>
<th>Faculty</th>
<th>GSI</th>
<th>Graduate Students</th>
<th>Undergraduate Students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HC</td>
<td>FTE</td>
<td>HC</td>
<td>FTE</td>
<td>HC</td>
</tr>
<tr>
<td>Cluster 1 Total</td>
<td>12.5</td>
<td>6</td>
<td>125</td>
<td>4.5</td>
<td>3</td>
</tr>
<tr>
<td>Cluster 2 Total</td>
<td>3.5</td>
<td>10</td>
<td>30</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Cluster 3 Total</td>
<td>8</td>
<td>9</td>
<td>82</td>
<td>1</td>
<td>105</td>
</tr>
<tr>
<td>Global Projects Total</td>
<td>6</td>
<td>4</td>
<td>35.5</td>
<td>2.5</td>
<td></td>
</tr>
<tr>
<td>Center for World Performance Studies</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program for International and Comparative Studies</td>
<td>4</td>
<td></td>
<td>2.5</td>
<td>2.5</td>
<td></td>
</tr>
<tr>
<td>II Central</td>
<td>6</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Center for Engaged Academic Learning</td>
<td>5</td>
<td>5</td>
<td></td>
<td>0.5</td>
<td>9</td>
</tr>
<tr>
<td>Center for Global and Intercultural Studies</td>
<td>14</td>
<td>14</td>
<td>40</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>LSA Shared Services</td>
<td>12</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Web Services</td>
<td>12</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barger Leadership Institute</td>
<td>2</td>
<td>1.2</td>
<td>1</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>Center for Applied &amp; Interdisciplinary Mathematics / Mich. Advanced Studies Institute</td>
<td>2</td>
<td>1.75</td>
<td>8</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Center for the Study of Complex Systems</td>
<td>2.5</td>
<td>2.5</td>
<td>20</td>
<td>8</td>
<td>38</td>
</tr>
<tr>
<td>Comparative Literature</td>
<td>2.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Studies</td>
<td>2.8</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>87</td>
<td>342</td>
<td>27</td>
<td>5</td>
</tr>
</tbody>
</table>

Total: 1901 276

*Headcount for MASI is outstanding
### Detailed Space Program

<table>
<thead>
<tr>
<th>Space</th>
<th>sf/pp</th>
<th>capacity</th>
<th># spaces</th>
<th>total seats</th>
<th>total area</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.0 Gathering &amp; Event Space</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Program areas are rounded to the nearest 50</td>
</tr>
<tr>
<td>1.1 Pre-event gathering space</td>
<td>3</td>
<td>250</td>
<td>1</td>
<td>250</td>
<td>750</td>
<td>Multi-purpose space for pre-function gatherings, cultural performances and practices</td>
</tr>
<tr>
<td>1.2 Lounge / Booth Seating</td>
<td>25</td>
<td>20</td>
<td>2</td>
<td>40</td>
<td>1,000</td>
<td>Mix of lounge and table seating with outlets built into furniture. Distributed across the 1st and 10th floor.</td>
</tr>
<tr>
<td>1.3 Welcome Center / Concierge</td>
<td>100</td>
<td>1</td>
<td>1</td>
<td>100</td>
<td>100</td>
<td>Podium or desk for consultation, next to visual display of events.</td>
</tr>
<tr>
<td>1.4 Large Multi-purpose Room (90 p)</td>
<td>15</td>
<td>90</td>
<td>1</td>
<td>90</td>
<td>1,350</td>
<td>Located on 1st floor, flexible furniture configuration, flat screen or projectors, A/V capabilities, whiteboards or blackboards</td>
</tr>
<tr>
<td>1.5 Small Multi-purpose Room (60 p)</td>
<td>15</td>
<td>60</td>
<td>1</td>
<td>60</td>
<td>900</td>
<td>Located on 1st floor, flexible furniture configuration, flat screen or projectors, A/V capabilities, whiteboards or blackboards</td>
</tr>
<tr>
<td>1.6 Seminar Room/Video Conference Room (24 p)</td>
<td>25</td>
<td>24</td>
<td>2</td>
<td>48</td>
<td>1,200</td>
<td>One on 2nd floor, one on 10th floor. Additional 24p seminar rooms are located with the &quot;Research&quot; units, flat screen or projectors, A/V capabilities, whiteboards or blackboards</td>
</tr>
<tr>
<td>1.7 Seminar Room/Video Conference Room (16 p)</td>
<td>25</td>
<td>16</td>
<td>1</td>
<td>16</td>
<td>400</td>
<td>Located on the 10th floor, flat screen or projectors, A/V capabilities, whiteboards or blackboards</td>
</tr>
<tr>
<td>1.8 Breakout Room (4-6 p)</td>
<td>25</td>
<td>6</td>
<td>5</td>
<td>30</td>
<td>750</td>
<td>Plug and play display screens, meeting table, whiteboards. 3 on the 1st floor, 2 on the 10th floor</td>
</tr>
<tr>
<td>1.9 Advisory Outpost</td>
<td>25</td>
<td>6</td>
<td>1</td>
<td>6</td>
<td>150</td>
<td>Ground floor consultation room, shared by advisors based in Dennison and other LSA student service providers</td>
</tr>
<tr>
<td>1.10 Library Outpost</td>
<td>200</td>
<td>1</td>
<td>0</td>
<td>200</td>
<td>Located on the 1st floor, book drop, seating, does not have a librarian</td>
<td></td>
</tr>
<tr>
<td>1.11 Site printers</td>
<td>35</td>
<td>2</td>
<td>0</td>
<td>50</td>
<td>Within or next to touchdown workspace, managed by ITS</td>
<td></td>
</tr>
</tbody>
</table>
# Detailed Space Program

<table>
<thead>
<tr>
<th>Space</th>
<th>sf/pp</th>
<th>capacity</th>
<th>area / space</th>
<th># spaces</th>
<th>total seats</th>
<th>total area</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.0 Food Service</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Café / Counter food service</td>
<td>20</td>
<td>30</td>
<td>600</td>
<td>1</td>
<td>30</td>
<td>600</td>
<td>Counter food service for prepared foods and coffee, includes area for kitchen and seating</td>
</tr>
<tr>
<td>2.2 Catering Kitchen/ Gathering Space</td>
<td>30</td>
<td>20</td>
<td>600</td>
<td>1</td>
<td>20</td>
<td>600</td>
<td>Catering kitchen on the 10th floor with seating</td>
</tr>
<tr>
<td><strong>3.0 Lounges / Study / Research Spaces</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Community Commons</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Includes lounge, kitchen, copy/print, mail, touchdown workspace (6) and lockers (12) for student rovers and visitors, does not include cut away space</td>
</tr>
<tr>
<td>3.2 Faculty and Graduate Student Lounges</td>
<td>25</td>
<td>25</td>
<td>650</td>
<td>2</td>
<td>50</td>
<td>1,300</td>
<td>One Comp Lit lounge and one shared lounge for grad student affiliates and faculty. The lounges serve multiple functions for working, socializing, storing and meeting.</td>
</tr>
<tr>
<td>3.3 Staff lounge</td>
<td>15</td>
<td>22</td>
<td>350</td>
<td>1</td>
<td>22</td>
<td>350</td>
<td>A dedicate staff lounge to provide a retreat space for staff based in Dennison</td>
</tr>
<tr>
<td>3.4 Library / Quiet workspace</td>
<td>35</td>
<td>10</td>
<td>350</td>
<td>3</td>
<td>30</td>
<td>1,050</td>
<td>Distributed throughout building, on alternating floors to the Community Commons</td>
</tr>
<tr>
<td>3.5 Shared Offices</td>
<td>100</td>
<td>1</td>
<td>100</td>
<td>8</td>
<td>8</td>
<td>800</td>
<td>Shared offices on a central reservation system to be used by visiting faculty, speakers, etc. Offices are distributed throughout the building.</td>
</tr>
<tr>
<td>3.6 Project / Research Rooms</td>
<td>35</td>
<td>6</td>
<td>200</td>
<td>8</td>
<td>48</td>
<td>1,600</td>
<td>Shared offices on a central reservation system to be reserved and used for research project teams. A few distributed, otherwise on the top floor, managed by Shared Services</td>
</tr>
<tr>
<td>3.7 Computer lab (20p)</td>
<td>35</td>
<td>20</td>
<td>700</td>
<td>1</td>
<td>20</td>
<td>-</td>
<td>Computer Lab is dedicated to Complex Systems, the area for this space is accomodated in their &quot;home base&quot;</td>
</tr>
</tbody>
</table>
The document is a detailed space program for the University of Michigan – Dennison Visioning and Programming. It includes a table listing various spaces with their respective square footage (sf), capacity, number of spaces, total seats, and total area. The spaces are categorized into Communication Unit Workspace, Creation Unit Workspace, Service Partner Unit Workspace, and Building Support. Each category has specific spaces with detailed information on their uses and locations.
# Detailed Space Program

<table>
<thead>
<tr>
<th>Space</th>
<th>sf/pp</th>
<th>capacity</th>
<th>area / space</th>
<th># spaces</th>
<th>total seats</th>
<th>total area</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Net Assignable Square Feet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>40,900</td>
<td>reference: <a href="http://nces.ed.gov/pubs2006/ficm/content.asp?ContentType=Section&amp;chapter=3&amp;section=2&amp;subsection=2">http://nces.ed.gov/pubs2006/ficm/content.asp?ContentType=Section&amp;chapter=3&amp;section=2&amp;subsection=2</a></td>
</tr>
<tr>
<td><strong>8.0 Circulation Area</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>26,650</td>
<td></td>
</tr>
<tr>
<td>8.1 Floor Circulation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>19,250</td>
<td>Based on circulation rate</td>
</tr>
<tr>
<td>Circulation Rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>32%</td>
<td>As a percentage of total area</td>
</tr>
<tr>
<td>8.2 Stairs and Elevators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7,400</td>
<td>Existing stair and elevators, plus exposed stair between levels 1 and 2</td>
</tr>
<tr>
<td><strong>9.0 Building Service Area</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3,600</td>
<td></td>
</tr>
<tr>
<td>9.1 Restrooms</td>
<td>60</td>
<td>1</td>
<td>60</td>
<td>1</td>
<td>52</td>
<td>3,120</td>
<td>Level 1: 2 male stalls and 2 urinals, 8 female stalls, 6 lavs Levels 2-9: 1 male stall, 1 urinal, 2 female stalls, 4 lavs Level 10: 1 male stall, 2 urinals, 5 female stalls, 4 lavs Based on existing custodial closet, AEC Design Guidelines. <a href="http://www.aec.bf.umich.edu/desguide/sba/sba_d.pdf">http://www.aec.bf.umich.edu/desguide/sba/sba_d.pdf</a></td>
</tr>
<tr>
<td>9.2 Custodial closets</td>
<td>28</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td>280</td>
<td>AEC Design Guidelines</td>
</tr>
<tr>
<td>9.3 Water fountains</td>
<td>15</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
<td>180</td>
<td>3 fountains on level 1, 1 fountain on levels 2-10; adjacent to corridor for ADA pull-up; AEC Design Guidelines</td>
</tr>
<tr>
<td><strong>10.0 Mechanical Area</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>30,900</td>
<td></td>
</tr>
<tr>
<td>10.1 IT Closets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>800</td>
<td>one 8x10 rooms per floor. AEC Design Guidelines <a href="http://www.aec.bf.umich.edu/desguide/sba/sba_c.pdf">http://www.aec.bf.umich.edu/desguide/sba/sba_c.pdf</a></td>
</tr>
<tr>
<td>10.2 Fire Command Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
<td>min. dimension 8'; door from outside (preferred). AEC Design Guidelines May 2006</td>
</tr>
<tr>
<td>10.3 Existing MEP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>30,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total Nonassignable Area</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>61,150</td>
<td>reference: <a href="http://nces.ed.gov/pubs2006/ficm/content.asp?ContentType=Section&amp;chapter=3&amp;section=2&amp;subsection=3">http://nces.ed.gov/pubs2006/ficm/content.asp?ContentType=Section&amp;chapter=3&amp;section=2&amp;subsection=3</a></td>
</tr>
<tr>
<td><strong>Net Usable Square Feet (NUSF)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>102,050</td>
<td>Net Assignable Area + Nonassignable Area reference: <a href="http://nces.ed.gov/pubs2006/ficm/content.asp?ContentType=Section&amp;chapter=3&amp;section=2&amp;subsection=7">http://nces.ed.gov/pubs2006/ficm/content.asp?ContentType=Section&amp;chapter=3&amp;section=2&amp;subsection=7</a></td>
</tr>
</tbody>
</table>