



# LOYOLA

UNIVERSITY CHICAGO

## CAMPUS PLAN

APRIL 2024

# Introduction

## PURPOSE OF THE PLAN

Loyola University Chicago (Loyola or LUC) is a leading Catholic and Jesuit private research university in Chicago, Illinois, founded in 1870 by the Society of Jesus. It is one of the largest Catholic universities in the United States, comprising of three primary campuses (Lake Shore Campus (LSC), Water Tower Campus (WTC) and Health Sciences Campus (HSC)), thirteen colleges and schools, and the John Felice Rome Center (Rome, Italy). Loyola is committed to academic excellence and innovation through research. With a focus on health sciences, and through a partnership with the Loyola University Health System, Loyola is an established R2 Research Institution, focusing on high research activity.

This Campus Plan effort was initiated in the spring of 2023 with the recognition that Loyola University Chicago is at a critical inflection point resulting from wide-spread factors across the academic landscape over the past decades, and as dramatically and suddenly imposed by the COVID-19 pandemic. These headwinds, ramifications, and realizations include:

- Loyola must invest in and stay focused on the student experience to continue to attract and retain high-quality students.
- Loyola must remain competitive to continue to attract top tier faculty and staff to a vibrant built environment.
- Post-pandemic changes in pedagogy have faculty re-designing their instruction time to emphasize interactions.
- University and community borders have changed over the past 10 years, primarily through acquisitions. This necessitates that all real estate holdings be considered in helping to meet the needs of the institution.
- Shifts in workplace environments require a committed adoption of new strategies for the workplace.

The Campus Plan revolves around the student, emphasizing the enhancement of their experience. This planning document sets the course for the next decade of the University's primary campuses, addressing strategic campus and facility initiatives tailored to meet the evolving needs of future students.

## PLANNING PROCESS

The planning process was crucial for the Campus Plan's success. It involved two main steps: Defining the Problem and Solving the Problem. Data analysis and stakeholder engagement were key, with thematic groupings reflecting diverse campus elements. The Planning Team and Steering Committee utilized a series of workshops to define the primary issues to solve, forming the basis for key themes. This approach anchored the Campus Plan for a bold, inclusive, and thriving future.

## KEY THEMES

- **Student-Centric Excellence:** Ensure a vibrant and supportive campus community that fosters academic success, personal growth, and well-being.
- **Urgency in Achieving Excellence:** Embrace a sense of urgency and agility in decision-making to position Loyola for unparalleled excellence and swift adaptation to evolving needs.
- **Diverse Collaboration:** Foster a culture of collaboration that celebrates and leverages diversity in perspectives, expertise, and backgrounds, driving innovative solutions and inclusive growth.
- **Jesuit Identity & Ignatian Approach:** Infuse the campus structure with the rich ethos of Jesuit values and Ignatian spirituality, fostering a nurturing environment that cultivates holistic development, discernment, and spiritual formation.
- **Space Optimization:** Navigate the challenge of limited space resources with creative and strategic approaches, maximizing utilization efficiency while enhancing the overall campus experience.
- **Integrated Solutions:** Pursue an integrated approach towards problem-solving, transcending traditional boundaries and silos to deliver holistic solutions that address both spatial and procedural challenges.

With the key themes identified, the Planning Team and Steering Committee worked together to develop recommendations that address each of these themes. These recommendations were carefully evaluated against various factors including budget, sequencing, physical feasibility, and institutional support.

## WHY NOW?

Loyola University Chicago finds itself at a critical inflection point; a post-pandemic climate has evolved a new workplace paradigm, and a well-documented student demographic cliff now stands at the doorstep of higher education. Loyola University Chicago has a unique opportunity to embrace bold and dramatic changes, and to promote an environment that will attract, retain, and nurture a workforce and student body that embodies the enduring Jesuit, Catholic mission, and identity.



**GUIDING PRINCIPLES**

These Guiding Principles, distilled through the extensive planning process, establish for Loyola University Chicago a set of values to guide the effectiveness and priority of capital development or acquisitions to execute this vision of this Campus Plan.



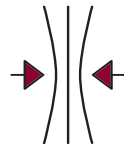
**STUDENT SUCCESS**

“Holistic Support Ecosystem” - Prioritize student success by ensuring seamless access to campus, resources, faculty, and staff, creating a supportive ecosystem that empowers students to thrive academically and personally.



**ACADEMIC EXCELLENCE**

“Pinnacle Learning Environment” - Foster top-tier teaching and learning environments across all disciplines, consistently pursuing academic excellence that empowers students, and prepares them for a dynamic future.



**RESILIENCY**

“Future-Ready Adaptability” - Cultivate a resilient campus, adept at managing future challenges, by optimizing institutional assets and creating an adaptable environment that aligns with evolving needs and advances institutional sustainability.



**COLLABORATION / INTEGRATION**

“Interconnected Solutions for Impact” - Promote an inter-professional model of multidisciplinary collaboration, fostering integrated solutions that transcend traditional boundaries to address complex challenges and contribute to broader societal impact.



**JESUIT IDENTITY**

“Embodied Jesuit & Catholic Legacy” - Embrace and showcase our Jesuit and Catholic identity, both in values and physical presence, creating a destination that reflects our rich heritage and commitment to holistic education.

# THE 2024 CAMPUS

## Campus Plan

### THE PATH FORWARD

As a strategic framework, the Campus Plan identifies priority areas for reinvestment in existing university assets and the development of new core university assets.

The Campus Plan charts a course for all three of Loyola's primary campuses, envisioning modest growth in select emerging and new programs alongside stable enrollment in others over the next decade. Emphasizing physical enhancements in facilities, infrastructure, and landscape, the plan serves as a blueprint for future development. The Lake Shore Campus is the focus of many of the plan recommendations, due primarily to the fact that it is the main undergraduate campus and has the most complex set of identified needs. The Water Tower Campus recommendations are strategically focused on space use of the campus, leading to a flexible future. The Health Sciences Campus recommendations focus on research adequacy and growth of academic health science programs: Physical Therapy, Occupational Therapy and Physician Assistance.

Looking beyond the initial 10-year time frame, the plan remains a guiding framework, facilitating ongoing progress in alignment with the university's vision. Key initiatives for development, renewal, space management, and campus identity continue to drive the university forward. Interweaving a tapestry of interconnected facility and campus recommendations, the Campus Plan offers a comprehensive road map to success, guiding the university towards achieving its objectives across all facets of campus life.

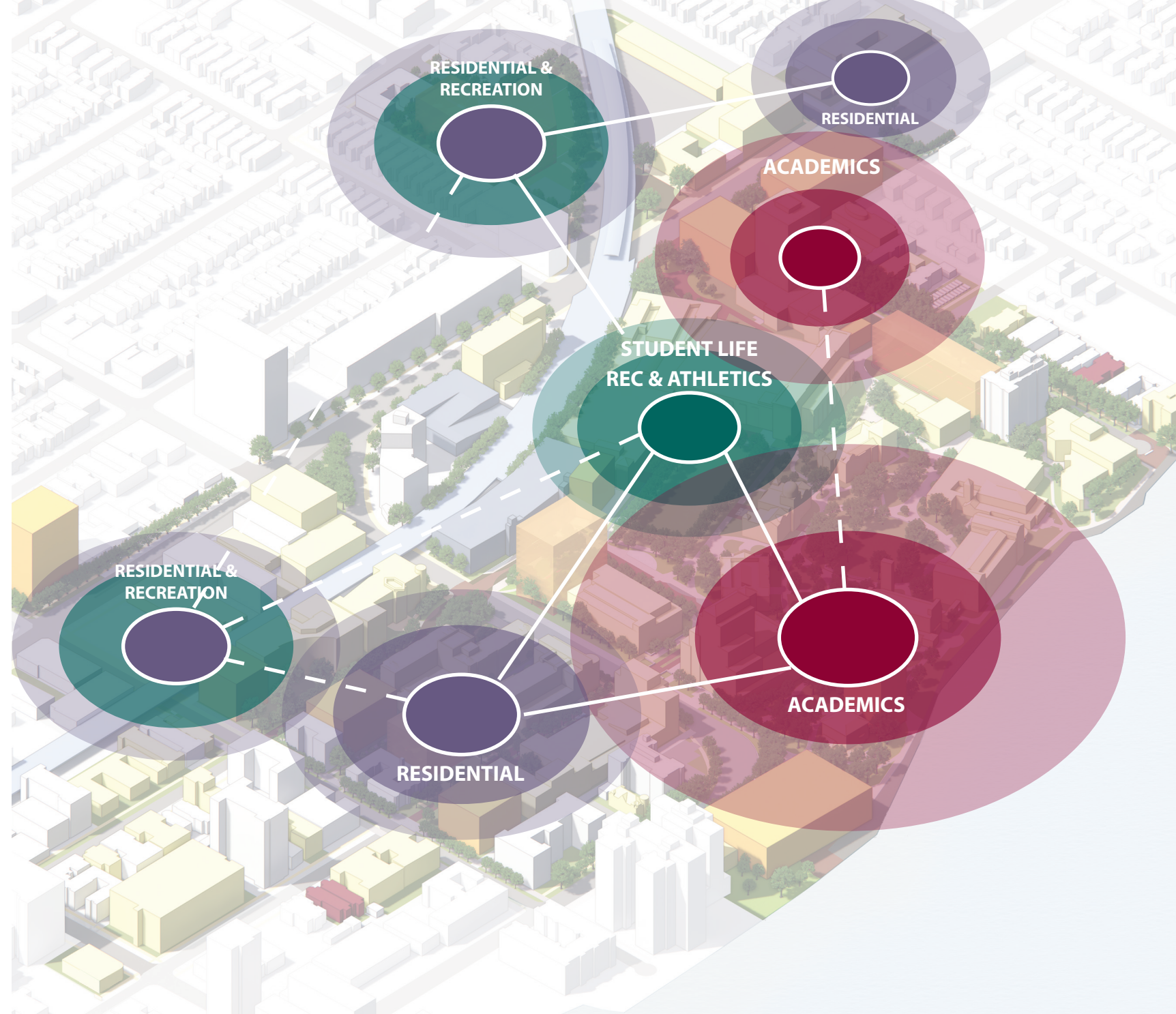


| **Lake Shore Campus:** view looking west

# Lake Shore Campus

## Recommendations

The Lake Shore Campus serves as the flagship location for Loyola University Chicago, offering a stunning lakeside setting that affords students, faculty, and staff breathtaking views of Lake Michigan. Situated amidst the dynamic neighborhoods of Rogers Park and Edgewater, this campus serves as a vital cornerstone within the vibrant fabric of Chicago. The Lake Shore Campus is, at its heart, a residential campus and an oasis of green-space in an otherwise urban setting. The Campus Plan organizes the LSC recommendations around 3 zones: Academics, Residential, and Student Life/Recreation/Athletics. These zones establish a structured framework for the physical campus to align with its functional aspects within the campus boundaries.



| *Lake Shore Campus: Campus Zones*

# Existing Facility Adequacy

## Lake Shore Campus

### OVERVIEW

The Lake Shore Campus features numerous outstanding facilities that have played a vital role in advancing the institution's mission and vision. However, as the university continues to evolve, certain buildings no longer adequately meet its needs or can't be effectively upgraded to do so. Leveraging historical facilities data, insights from the decarbonization plan, thorough facility condition assessments, and projections of future university requirements, the Campus Plan recommends the following buildings for decommissioning.

### CAMPION HALL

- Campion Hall was already slated for demolition at the commencement of the Campus Plan process.
- Campion is one of the worst performing dormitory buildings on campus from both an EUI and emissions per square foot metric
- The construction of the building makes it a challenge for renovation or remodel.

### CENTENNIAL FORUM

- Centennial Forum was already slated for demolition at the commencement of the Campus Plan process.
- The HVAC equipment is well beyond its useful service life and the envelope is low performing with little to no insulation.
- The facility has been mostly vacant for the past decade, only serving as swing space for limited approved uses.
- The parcel it occupies has higher and better uses and needs.

### FLANNER HALL

- Flanner Hall's usefulness as a science teaching facility has run its course. The planned Integrated Sciences Building will replace the function of this facility.
- Significant envelope and HVAC renovations would be required to bring Flanner up to standard.
- Modern teaching and research labs require additional space to accommodate life safety and pedagogy needs.

### COFFEY HALL

- Coffey Hall is a facility that has served LUC for many years and in several iterations.
- The building would require renovation to the mechanical equipment to bring it up to modern design standards and improve energy efficiency.
- Allows for the development of additional greenspace on campus, creating a south campus quad, opening critical sight-lines to the identity of Loyola.
- Provides a repositioning of Piper Hall for increased presence and conferencing.

### SULLIVAN CENTER

- The facility's primary uses for student services and the welcome center are poorly located on the perimeter of campus.
- Renovations would need to consider replacing all electric resistance elements to geothermal or air source heat pump as well as envelope improvements (wall insulation, roof insulation, windows) to support University sustainability and energy goals.
- Low-density building on a large site.

### RESIDENCE HALLS

- As with many universities, a number of the existing residence halls are outdated, challenging to renovate to meet today's and future needs and lack the necessary size to accommodate the demands of the student resident population.
- These apartment style residence halls (F, G & H) represent the worst performing apartment buildings on campus when evaluating site EUI, emissions, emissions/square foot, and modern comfort standards.
- Renovations would require significant envelope improvements (roof insulation, wall insulation, updated windows) in addition to bringing ventilation and cooling up to today's standards.
- These facilities (F, G & H) all meet the criteria for removal and replacement with larger, modern and higher quality facilities.



### LEGEND

- |                           |   |
|---------------------------|---|
| <b>A</b> Campion Hall     | <b>E</b> Sullivan Center                |
| <b>B</b> Centennial Forum | <b>F</b> Lemoyne Hall & 6300 N Winthrop |
| <b>C</b> Flanner Hall     | <b>G</b> Seattle & Xavier Halls         |
| <b>D</b> Coffey Hall      | <b>H</b> Georgetown Hall                |

|| Lake Shore Campus: Existing Facility Adequacy

# Lake Shore Campus

## Development Opportunities

The Campus Plan has identified a variety of potential development sites that offer solutions to address the needs uncovered during the planning process. These potential sites include areas for new construction, renovations, and site enhancements, all visually represented in the accompanying figure. The development sites identified are comprised from our existing building inventory being decommissioned or from existing real estate holdings.

- **PRIORITIZE STUDENT SUCCESS**
  - Empower every facet of Loyola's academic and campus life to revolve around nurturing student achievement, ensuring quality support systems and opportunities for growth, setting the stage for their unparalleled success.
- **ADVANCE LOYOLA SCIENCES**
  - Propel the frontiers of Life and Health Sciences through the establishment of cutting-edge facilities, solidifying Loyola's position as a leader in scientific study and innovation.
- **OPTIMIZE CAMPUS ACADEMIC RESOURCES**
  - Harmonize the utilization of academic space across all campuses, prioritizing the well-being and experiences of students to create a cohesive and functional academic environment.
- **ENHANCE CAMPUS IDENTITY**
  - Articulate the core identity of the university boldly to the community and cityscape through thoughtful site planning and captivating landscape design, reinforcing Loyola's unique essence.
- **ENRICH STUDENT LIFE**
  - Foster a vibrant campus community by expanding and elevating residential options, coupled with strategic enhancements to key facilities that support and enhance student services.
- **IMPROVE ACCESS AND MOBILITY**
  - Prioritize safety and well-being by enhancing campus access and mobility, ensuring a seamless and secure environment that promotes the holistic development of students.

### LEGEND

#### Site Enhancements/Improvements

- 3 New Campus Gateway & Open Space
- 7 Loyola Avenue Streetscape Improvements
- 12 Sheridan Road Streetscape Improvements
- 14 Campus Loop Drive Improvements
- 16 Sheridan Road Streetscape Improvements
- 17 Sheridan & Kenmore Entrance Improvements
- 22 Winthrop Avenue Improvements
- 28 Rosemont Avenue Streetscape Improvements

#### Development Sites

- 1 Potential Development Site
- 2 Potential Development Site
- 4 Potential Development Site
- 8 Potential Development Site
- 13 Potential Development Site
- 15 Potential Development Site
- 19 Potential Development Site
- 21 Potential Development Site
- 23 Potential Development Site
- 24 Potential Development Site
- 25 Potential Development Site
- 26 Potential Development Site
- 27 Potential Development Site

#### Existing Facility Renovations/Additions

- 5 Mullady Theater Athletics Conversion
- 6 Alfie Norville Practice Facility Addition
- 9 Norville Center Renovation
- 10 Dumbach Hall Renovations
- 11 Cudahy Library Redevelopment
- 18 Mundelein Center Renovations
- 20 BVM Hall Renovations



Lake Shore Campus: Campus Plan

# Lake Shore Campus

## Campus Plan

### PRIORITIZE STUDENT SUCCESS

The proposed initiatives aim to enhance the overall student experience at LSC. One key aspect involves the establishment of a new student success center, designed to enhance accessibility and the quality of services available to students. Additionally, the plan includes provisions for expanding study spaces across the entire campus, which will not only increase the number of available seats but also broaden the range of offerings. These spaces are envisioned to cater to various needs, from quiet individual study areas to collaborative settings that encourage group work and discussions. Moreover, the plan recommends the creation of new and enhancement of existing versatile gathering spaces capable of accommodating presentations, symposium events, community development activities, and more, fostering a vibrant and engaged campus community.

### OPTIMIZE CAMPUS ACADEMIC RESOURCES

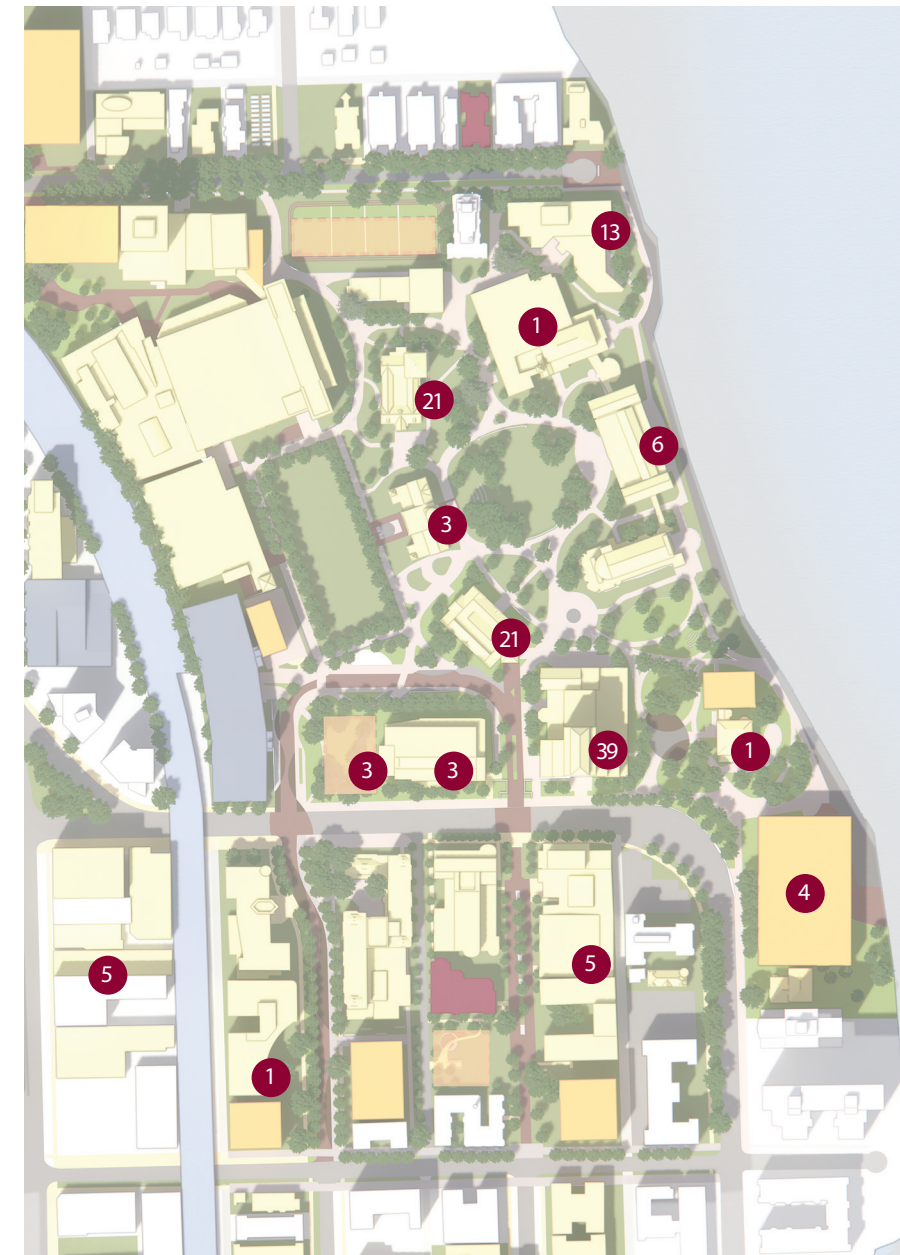
In order to achieve Academic Excellence and foster top-tier instruction and learning across all campuses, the Campus Plan recommends additional active learning classrooms, fitted with the newest technologies that support this pedagogy. These additional “new” classrooms will not only create ideal learning environments but will also provide Loyola University the ability to maximize its use of space across each campus while also having the flexibility to account for new classes or programs which are in high demand.

Classroom utilization is a metric representing the total number of hours scheduled compared to the total number of hours available (forty hours a week for a given classroom). This metric represents how often spaces are used as well as the potential capacity (available hours) that can allow for expansion of programs, course offerings, student enrollment, etc. Currently classroom utilization is high on the Lake Shore Campus (LSC) whereas the classroom utilization at Water Tower Campus (WTC) is relatively low.

To address the high utilization of existing didactic classrooms on the Lake Shore Campus, as well as a desired transition to more active learning instruction, the Campus Plan recommends the creation of new academic buildings on campus that will provide larger active learning classrooms. The larger active learning classrooms will allow for greater flexibility in scheduling classes and help lower the utilization and station occupancy to more manageable levels. This will improve the student-centric experience and allow for enrollment growth in the future, while continuing to optimize space across campuses.

An examination of classroom utilization at LSC has revealed a deficit of approximately 35,000 square feet of classroom space. This calculation includes the required seat counts, along with the extra space needed to facilitate active learning environments, as opposed to traditional didactic classrooms. It is essential to integrate plans for constructing new classrooms into upcoming development projects to facilitate the renovation of existing classroom areas.

Additionally, to alleviate high utilization and provide greater scheduling flexibility, exploring options like scheduling more classes at WTC and maximizing the use of classrooms on campus would be beneficial.



| Lake Shore Campus Existing Classrooms Distribution

125 Existing Classrooms



## ADVANCE LOYOLA SCIENCES

Developing a new Sciences Building has been identified as a key priority for advancing the sciences at Loyola University Chicago. A new science building will advance the university's ability to deliver academic sciences in the classroom and lab, with teaching spaces that embrace modern pedagogies. This new building could be placed at the site of current Sullivan Center. As a site, it is a prominent location that is underutilized and has more buildable capacity for a project of significance.

An additional priority for advancing the sciences at Loyola is a new Nursing and Health Sciences Building (NHSB). Potentially located at the former site of Campion Hall, the NHSB will not only create a new, state-of-the-art facility for undergraduate Health Sciences programs for Marcella Niehoff School of Nursing and Parkinson School of Health Sciences and Public Health but will also evolve one's impression of the LSC on the north edge of campus.

Alternative locations for any of the desired sciences buildings include: the site of soon-to-be-demolished Centennial Forum, the lawn south of Ignatius House, and possible future development sites on Winthrop Avenue. Any of these sites would have to be evaluated within the context of the University's planned development for allowances regarding height, floor area ratio, and density, since an academic laboratory building would require a sizable development site.



| **Campion Hall and Centennial Forum Development Sites:** concept illustration view looking south along N Sheridan

### ENHANCE CAMPUS IDENTITY:

The Campus Plan recommends that Loyola take the best attributes of the main core of campus and extend those to the campus edges and perimeter. This can be accomplished through a variety of techniques, from streetscape improvements, new campus signage, innovative storm-water systems, to name a few. New campus gateways on the north and south ends of the Sheridan Road corridor will anchor the LSC's identity. Streetscape enhancements along Sheridan, Loyola, Winthrop and Rosemont will bring the beauty of campus to the community. The plan also recommends a redevelopment of the Kenmore and Sheridan intersection to create a more prominent campus portal and extending the vernacular of the Kenmore Avenue Path north to Cuneo Hall and continue around the loop drive to the Winthrop Avenue intersection, refining the gateway to campus.

### ENRICH STUDENT LIFE:

The Campus Plan recommends the Lake Shore Campus expand residential offerings and enhance key student life programs and facilities. New residential buildings along Rosemont Ave will add needed capacity for students wanting to live on campus. The incorporation of high-quality outdoor green-spaces is also recommended within the residential zone.

Student recreation improvements include satellite fitness centers located in the new resident halls, and new recreation fields and a support building with space for ROTC on the W. Loyola Avenue site.

In the long term, there is a pressing need for a new recreation facility at LSC to address the current limitations in capacity and services. The existing facilities are undersized and unable to meet the demands of the growing student population. Therefore, the development of a new recreation building is essential, requiring a substantial site to accommodate the anticipated program and space requirements. This new facility will not only alleviate the current constraints but also enhance the overall recreational offerings and experiences available to the LSC community.



| *Lake Shore Campus: concept illustration of Kenmore entrance*

Athletics will see improved spaces for student athletes for academic support and rest & recovery. Re-purposing space in Mullady Theater, a small addition to Alfie Norville Practice Facility and renovations to the Norville Center all lead to meeting this need for Athletics. The plan also recommends implementation of the proposed enhancements and improvements to Hoyne Field.

### ACCESS AND MOBILITY

The Campus Plan recommends the following parking, access and mobility related improvements. These improvements should be completed in conjunction with the related campus identity project recommendations, campus edges and pedestrian movement.

Comfortable, safe, and visually appealing pedestrian pathways are integral to effective campus design. While the core of the LSC offers such attributes with its gracious walks, abundant shade, and resting spots, there's a need for improvement along North and West Sheridan Road to enhance overall pedestrian comfort and safety.

Surrounding minor arterials and local streets are vital for campus access but pose challenges to pedestrian and bicycle safety, impacting the campus' edge identity and occasionally causing congestion. The planning team has identified these issues and proposed recommendations to improve pedestrian mobility and traffic flow.

Parking remains a perennial challenge at urban campuses like Loyola University Chicago. While the university offers quality parking with two on-campus structures and several nearby surface lots, the Campus Plan suggests constructing a third structure with any new recreation center. This new structure would be integrated into a future campus building and requires further study. This new structure should at minimum compensate for the planned loss of parking spaces at the West Loyola Lot, while also considering parking needs for building use/engagement with the community.

Pedestrian activity along Sheridan has surged dramatically since the last traffic study was conducted in 2012, while vehicular activity has



| **W Sheridan Road:** streetscape concept

remained stable. High pedestrian crossings have increased by three to six times at Winthrop Ave and Sheridan Rd. Crossings hinder southbound and right-turn vehicle movements from Campus Road. The Campus Plan recommends a combination of short-term improvements and longer-term options for mitigating these challenges. Any improvements to this corridor should be aligned with recommended streetscape and gateway enhancements along Kenmore and Winthrop during subsequent design studies.

### SHORT-TERM IMPROVEMENTS

- **Intersection of Sheridan Road and Winthrop Avenue** - to alleviate exiting concerns from Campus Road and improve pedestrian safety:
  - Create a pedestrian only signal phase that stops all traffic during pedestrian crossings. This redesign can be completed as either a pedestrian “scramble” that includes the addition of diagonal crosswalks and additional pedestrian countdown signals or with traditional crosswalks that are enhanced with high visibility pavement and decorative options in the center of the intersection.
  - Create a southbound vehicle movement signal phase that allows unrestricted movement for vehicles exiting Campus Road to reduce the back-up caused by vehicles unable to turn due to pedestrians crossing.
  - Similar pavement treatment options can be implemented at Kenmore Ave and Sheridan Road which already has an all-pedestrian signal phase.
- **Along the corridor, provide advanced pedestrian crossing signage,** pedestrian crossing warning signage and radar feedback signs to further calm traffic and enhance pedestrian safety.
- **Addition of Medians**
  - The addition of a median along this stretch would allow further traffic calming by introducing more visual friction to drivers. Space for medians could be accomplished in one of two ways:
    - » Relocation of the north curb line and sidewalks further to the north.
    - » The reduction of one eastbound lane along the east-west stretch of Sheridan while maintain a dedicated left-turn onto Campus Road at Kenmore. Specific alignments and associated traffic studies should be completed before any final recommendations.

## LONG-TERM IMPROVEMENTS

An alternative recommendation worth considering is reducing lanes along a larger stretch of Sheridan Road, previously studied in 2012 but potentially more feasible now due to the increased pedestrian crossings that are up to six times higher than 2012. The Campus Plan suggests reviving the 2012 plan by engaging in discourse with the city and other stakeholders. The primary next step in advancing the 2012 road diet study is to engage area stakeholders (e.g., CDOT, IDOT, alder-persons, neighborhood leaders) in conversations about the benefits of and interest in a road diet.

## INTERSECTION CONGESTION & STREET CONVERSION

At the intersections of N Sheridan Rd with Arthur Ave and Loyola Ave, congestion concerns arise during peak hours. Currently, this 260-foot stretch includes two intersections, the driveway into the Fordham Garage and two high volume pedestrian crossings. The possibility vacating Loyola Avenue west of N Sheridan Road for university or CTA purposes could alleviate traffic flow issues and reduce pedestrian/vehicular conflict points, albeit at the expense of street parking. The diversion of traffic from the vacated street would not have an adverse impact on other area intersections.

The Campus Plan also suggests studying Winthrop Avenue, from W Sheridan Road to W Rosemont Ave, for potential conversion to a woonerf-style roadway. This design fosters a shared space for pedestrians, bicycles, and low-speed vehicles, with integrated parking options. By creating a space that is focused on pedestrians first, cut-through or high-speed traffic would be lessened, and campus identity could be enhanced.



| Campus Plan

# Water Tower Campus

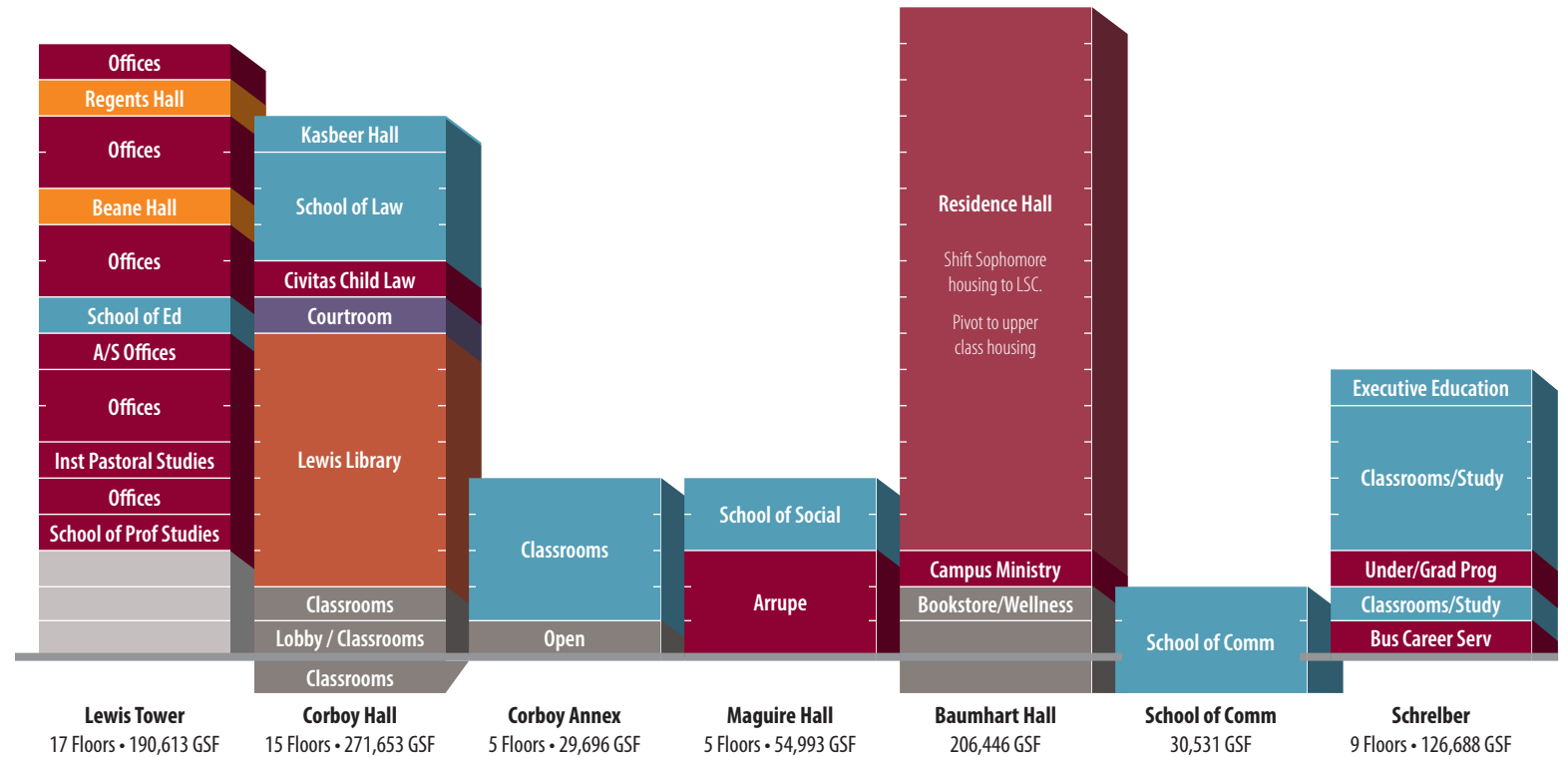
## REPOSITIONING OPPORTUNITIES FOR THE WATER TOWER CAMPUS

Home to many departments serving the entire campus community, the WTC has become primarily a campus for Law, Business and professional programs and other, non-directly interfacing student services. The broad mix of users and physical distance between WTC and LSC has led to unique factors where the creation of a Strategic Operations and Academic Plan is recommended to inform the improve space utilization and satisfaction at the Water Tower Campus.

- Improving existing space utilization and satisfaction:**
  - Lewis and Law Library: Application of the planning principles and strategies developed for the re-imagined Cudahy Library and the repositioning of the Lewis and Law Library may allow for a greater effectiveness and efficiency of space on the Water Tower Campus.*
- Workplace :**
  - Employing the Workplace principles and strategies outlined in the Campus Plan, space utilization and satisfaction can be improved throughout the WTC campus and specifically Lewis Tower.*
- Classroom Utilization:**
  - Current utilization of classrooms on the WTC is below the target of 70%. Improved utilization provides the opportunity to consider the relocation of program offerings from the LSC to WTC.*

## POTENTIAL MIGRATION OF PROGRAMS AND FUNCTIONS FROM LSC TO WTC

An improved utilization of space may provide an opportunity to consider the migration of programs and functions from the LSC campus to WTC ranging from “back of house” administrative and service functions to academic programs that do not have required functional adjacencies to facilities and programs on the LSC campus. The shift of administrative and academic programs to the WTC campus may relieve pressure on the parking and residential facilities on LSC campus as well as increase the desirability of WTC residential facilities.



| **Current State Space Utilization:** Water Tower Campus

## REPOSITIONING OF ASSETS

Upon the completion of the Strategic Operations and Academic Plan for the Water Tower Campus, a Strategic Facilities Plan can be developed to address the specific strategies for repositioning of the physical assets. Considerations may include: renovation, change of use, acquisition and divestment of the real estate holdings.

### LEGEND

- existing campus building
- neighborhood building
- Loyola surface lot



| **Campus Map:** Water Tower Campus

# Health Sciences Campus

## RESEARCH AND LABORATORY SPACE

In order to maintain its status as the top R2 Jesuit research facility in the country, Loyola University will continue to maximize its current research space while looking to expand its footprint to encourage growth as well as collaboration/integration between programs. This interdisciplinary approach is now becoming the cornerstone for research programs across the United States.

The Campus Plan recommends the creation of an additional 75,000 - 130,000 gross square foot (GSF) research facility. This addition should have open lab layouts, systems flexibility, and officing similar to the existing Center for Transitional Research and Education (CTRE) Building on the Health Sciences Campus. This additional GSF should be located at the Health Sciences Campus to take full advantage of the adjacency to other grant-funded health sciences research.

This facility would address:

- Research benchmarking analysis of the existing CTRE that shows the current facility is oversubscribed in wet-lab space, requiring an additional 25,000-38,000 GSF to accommodate the existing research in these types of labs. The current operation of 475 Assignable Square Footage/Principal Investigator (ASF/PI) is about half of the suggested research, benchmark (Figure 1, total space/total PIs).
- Following a projected straight-line research growth from 2023-2033, when adjusted for today's dollars (\$5-10M) is equivalent to 20-35 new Principal Investigators, requiring an additional 50,000-90,000 GSF.

For the Cardinal Bernadin Cancer Center (CBCC), the Campus Plan recommends a phased renovation of all research spaces to increase the flexibility of research and address the existing marginal quality of casework, finishes, etc. Currently CBCC is operating at a much-less dollar density than CTRE (Figure 1, expenditure/ASF). Creating more flexible research lab space could potentially increase dollar density by allowing for more adaptive and advantageous bench assignments.

## Total Space/Total Principal Investigators

	Total Space	Total Expenditures	Total PIs	Total Space/Total PIs	Expenditures/PIs	Expenditures/ASF
CBCC	11,730	\$3,278,545	16	733	\$204,909	\$279
CTRE	23,775	\$14,879,463	50	475	\$297,589	\$626
<b>TOTAL</b>	<b>35,505</b>	<b>\$18,158,008</b>	<b>66</b>	<b>538</b>	<b>\$275,121</b>	<b>\$511</b>

figure 1: space vs. expenditure



# John Felice Rome Center

## SUMMARY OF PROGRESS

While not the primary focus of this planning initiative, considerable investment has been made in the multi-phased renovation of the center, which include new classrooms, conference space, offices, dining facilities, an information commons, student lounges, and residential facilities. A new residence hall was also added to the campus, as well as a chapel.



| *John Felice Rome Center*

# Workplace

## RECOMMENDATIONS

As a part of the Campus Planning Process, the Planning Team were asked by the University not to conduct space planning for all faculty and staff workspaces, but instead to propose a process by which such work could be done later internally or with a future consultant. The following is a process that offers a flexible, structured approach.

Loyola’s workplace environment is one that looks to enliven a workforce which interfaces with the students, faculty, staff and community. The collective presence of all parties on campus fosters an engaging culture emblematic of the core identity to Loyola’s Jesuit values.

People’s presence on campus facilitates the building of workplace culture, encouraging the development of on-going long-term relationships and teamwork.

In response to the post COVID-19 shift in the workplace, Loyola policies evolved to address a variety of work assignments including: in-person, shift work, remote work, hybrid, hybrid-seasonal, fully remote work and flex time. This diversity requires a thoughtful assessment of the physical work environment to support the paradigm shift.

The current Policy on Workplace Strategies guided the development of the Workplace Facilities Strategy that is intended to improve space equity, quality of environment, recruitment and retention as well as efficiency and effectiveness of operations and space utilization.

Loyola currently has 3,355 offices totaling over 400,000 net square feet of offices across three campuses. With an average of approximately 2 offices per faculty, staff and administrative employee, the opportunity exists to develop a Workplace Strategic Planing Process to improve the efficiency and effectiveness of space use and deployment.

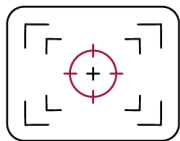
## WORKPLACE STRATEGIC FACILITY PLANNING PROCESS

Recognizing the magnitude of the opportunity to positively influence both operations and the deployment of facility assets, a Workplace Strategic Facility Planning Process is recommended to systematically evaluate existing workplace environments, establish workplace planning and design guidelines, develop and test planning scenarios and execute a phased implementation plan. A step by step guideline for process implementation is outlined in the body of the Campus Plan.

## PLANNING GUIDELINES

To successfully implement the new Workplace Strategy Facilities Plan it is important to support various modes of work as well as recognize the variety of human needs – cognitive, physical, and emotional. To support the evolution of the Loyola workplace strategy, a “kit of parts” guideline has been drafted that support the various modes of work that include environments for: focus, collaboration, socialization, learning and rejuvenation. Strategic placement of these environments will encourage active, dynamic movement throughout the day and ensure that staff have the resources needed to effectively complete their work. The following matrix of guidelines are an example of the planning principles that will be refined and implemented throughout the Workplace Strategic Facility Planning Process.

### FOCUS



In the workplace of the future, focus and collaborative environments will likely exist within some assigned workplace “suites” as well as in common space. The long term goal is to provide equitable, schedulable access to focus and collaborative environments for faculty, staff, and students.

### COLLABORATE



Socialization environments are a component of the “whole campus” master plan. Faculty, staff, and students are encouraged to utilize common and community spaces.

### SOCIALIZE



### LEARN



Learning environments are available across campus and are intended to be available and schedulable through an electronic scheduling system in the future.

### REJUVENATE



It is the goal of the Campus Master Plan to develop rejuvenation spaces across all campuses that meet the “drop-in”, as well as schedulable, needs of students, faculty and staff.



### GOALS FOR WORKPLACE STRATEGY

1. Bring a core density onto floors to activate the space, rather than have a dispersed workforce throughout half empty floors.
2. Consolidate onto floors of activity and open up space for other university purposes.

### TESTING THE FACILITY PLANNING GUIDELINES

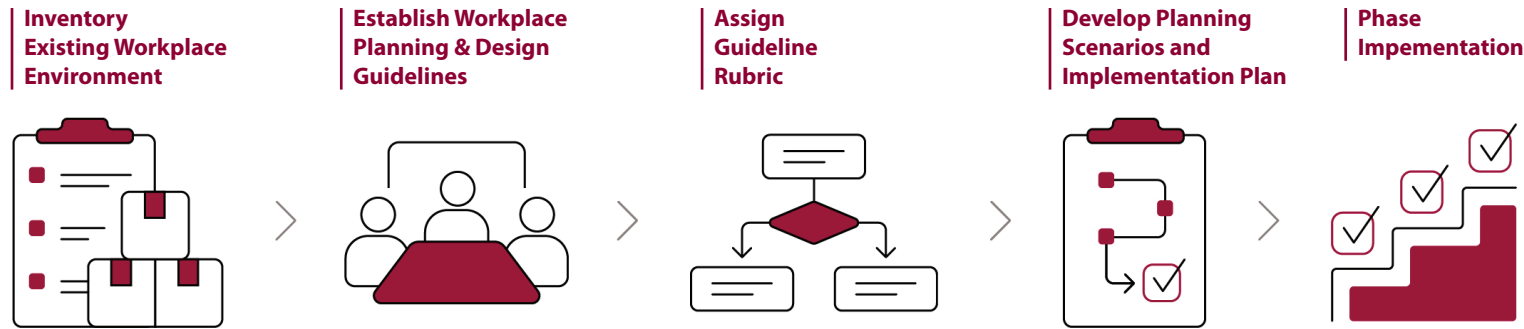
To test the efficacy of the preliminary Facility Planning Guidelines, the planning team prepared a test fit floor plan of a single floor of Lewis Tower, the building with the greatest amount of office space on any Loyola campus.

Of the 17 floors in Lewis Tower, two of the most densely populated floors were selected for comparison to an application of the preliminary facility planning guidelines.

### PLANNING PARAMETERS FOR THE TEST FIT

- 40% enclosed workpoints and 60% workstations
- Application of the facility planning guidelines

The planning principles outlined in the Campus Plan will be the foundation for the implementation of the Workplace Strategic Facility Planning process.



| Workplace Planning Process

### OUTCOMES AND OBSERVATIONS

- **Adaptability:** Floor plans are organized around a planning module that allows for ease of modification from enclosed workpoints to more open workstations.
- **Flexibility:** As all workpoints and workstations are of the same size and similar configuration, reorganization and reassignment of workpoints should have fewer points of contention regarding hierarchy of space.
- **Environmental Equity:** Fewer enclosed workpoints are located at perimeter walls thus providing greater access to natural light for all occupants of the floor.
- **Experiential Equity:** All occupant have access to the five modes of work which include environments for: focus, collaboration, socialization, learning and rejuvenation.
- **Space Efficiency:** The conceptual “Test Fit” of the Facility Planning Guidelines accommodates approximately an equal number of employees and in some cases a greater number of employees than the existing Lewis Tower floor plates.

