

COMPREHENSIVE PARNASSUS HEIGHTS PLAN (CPHP) “BLUE SKY” WORKSHOP SUMMARY July 24, 2018

PERKINS —
EASTMAN

The **Comprehensive Parnassus Heights Plan (CPHP)** will provide a framework for the revitalization of the physical environment of the Parnassus Heights campus, to ensure that UCSF remains a world-class health sciences institution for decades to come.

The “Blue Sky” workshop offered a forum for participants including UCSF faculty, staff, leadership, and the consultant team to discuss the opportunities and challenges of rejuvenating the campus. The workshop enabled cross-disciplinary groups to uncover **new insights** into the potential of the campus, in a creative and unconstrained environment.

During the full-day session, nine groups of 8 to 10 participants each from across the campus community brainstormed for several hours. Topics covered included **Public Realm/Urban Design; Campus Life and Amenities; Education, Research, and Healthcare Convergence; and Mobility and Security.**

The discussions helped to spotlight the future design investigations that will be conducted during the next phase of the project, in which options for physical improvements such as renovated and/or new buildings, and better connections to and through the campus will be explored and tested against criteria currently being developed. A series of precedent images were also presented to inspire fresh ways of thinking. Some of the key ideas that emerged from the workshop are shared below.



Comprehensive Parnassus Heights Plan (CPHP) “Blue Sky” Workshop

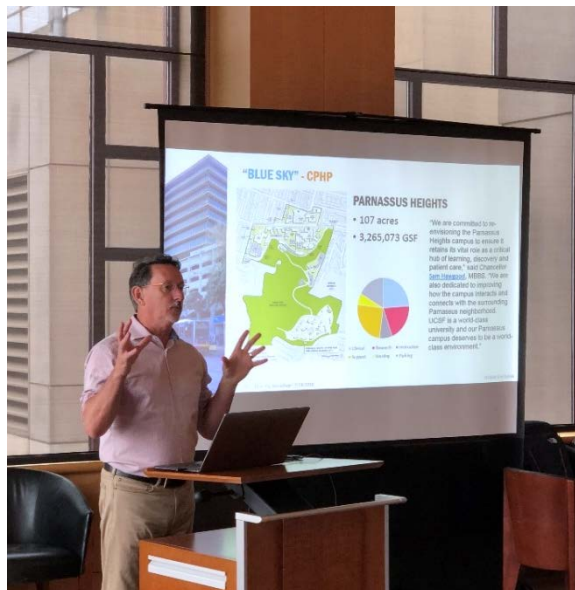
Public Realm | Urban Design

Parnassus Campus Today

- There is no “there, there”: the Parnassus Heights campus lacks a central gathering place.
- Much of the site does not take advantage of its natural setting; it looks “chaotic” and feels “institutional.”
- Arrival points on Parnassus Avenue and Irving Street are confusing.
- There is no clear delineation between the campus and the surrounding neighborhood.
- Users value the views.
- The campus naturally lends itself to interactions between different people and disciplines due to the density of the site and the interconnected nature of many of the buildings and spaces.
- Everyone is in close proximity to each other.

WORKSHOP IDEAS

- **Create a strong vertical connection from Irving Street to Parnassus Avenue and into the campus.** Explore designs that use both stairs and mobility-assisted options.
- **Encourage movement not only up into the campus, but also down and into the neighborhood.** Explore options for a complementary commercial area, and design the Irving Street frontage to complement the neighborhood.
- **Explore ways to design Parnassus Avenue as a campus “Main Street” or “living room.”** Explore ways to shift loading and services off of Parnassus Avenue, and emphasize ground floor uses facing the street to increase transparency and clarify wayfinding.
- **Improve access to, and usability of open space.** Design spaces with attention to climate, primarily wind. Be more connected to the hillside. Consider expanding and redoing Saunders Court to make it more hospitable and usable.
- **Create a variety of open and informal meeting spaces that are convenient and take full advantage of views.** Create more opportunities for light within buildings.
- **Introduce new uses and campus services to the west and “back side” of campus.** Rethink Medical Center Way, building on the Mount Sutro trail efforts and forest experience.
- **Create a place that helps to inspire confidence from the moment that you arrive.** More “monumentality” alongside improved wayfinding would serve as an entry marker, and create a sense of safety.
- **Inspire a sense of pride in the UCSF mission.** Showcase historical elements, noteworthy events, discoveries, and people.



Campus Life and Amenities

Parnassus Campus Today

- Millberry Union and the Library would benefit from reconceptualization to better serve the changing population and take advantage of the natural setting and proximity to the surrounding neighborhood.
- Food service options do not support the goal of making UCSF “the healthiest place to work, learn and live.”
- There are unmet demands for flexible conferencing space, childcare, and places to recharge.
- Conferencing facilities at Parnassus Heights should not compete with the Mission Bay Conference Center.
- The UCSF population is pressed for time so convenient services and wellness options are imperative.
- There is limited on-campus housing for students and no workforce housing. There is limited affordable housing in nearby neighborhoods. As a result, many staff, students, and trainees commute to Parnassus Heights from other parts of the city and from farther suburbs.
- Aldea Housing, while well loved, may be better utilized.

WORKSHOP IDEAS

- **Create a central forum for convening.** Upgrade locations for UCSF’s many public-facing programs, services, and lectures.
- **Expand opportunities for fitness beyond the Millberry Fitness & Recreation Center.** Make use of the natural landscape, and bring more convenient fitness opportunities directly into the campus.
- **Integrate wellness, and hospitality design ideas for patients and visitors.** Explore ways to introduce art, access to gardens, and landscapes for rest and recharging.
- **Display UCSF scientific discoveries, and use the “science of discovery” to enrich the UCSF brand, and broaden public perception of the institution beyond a hospital.** Leverage partnerships with cultural institutions in Golden Gate Park to better link science and art.
- **Integrate public art as an “activator” that can draw others in.**
- **Increase and improve food options on campus.** Explore places for informal and formal dining, as well as more places for coffee, within buildings and in public spaces
- **Explore ways to conveniently accommodate short- to long-term visitors as a recruitment tool.**
- **Explore the potential to bring more housing to the campus/Aldea community;** patient-family housing is a “must.”
- **Create secure campus “home bases” for both transitory staff and students.**



Education, Research, and Clinical Convergence

Parnassus Campus Today

Education

- The internet, video, and social media have significantly altered the traditional classroom dynamic.
- There are few places on campus where students from different professional schools and the graduate division can collaborate.
- Students have busy schedules, limiting opportunities for community building.
- There are limited informal spaces to meet. The third floor of the library is a favorite place for meetings.
- The Kanbar Center for Simulation and Clinical Skills is popular and demand is high for simulation spaces across all schools.
- There is no dedicated space for faculty; faculty/residents do not have a space to “be” in between meetings.
- Students need a “home base” and secure places to leave laptops and other valuables.

Research

- UCSF’s excellence is dependent upon the interaction between clinical and research activities.
- Departmental silos exist among researchers and between the basic sciences and clinical sciences.
- A core focus of the CPHP should be to find points of convergence for the educational, clinical, and research missions.
- Wet laboratory space is underutilized in some cases.
- Modular labs and adaptable spaces to accommodate changing group sizes, changing technology, and changes in research foci are desired.
- UCSF has committed to the CoLabs project as a first catalyst project, recognizing the need for new shared/centralized core facilities.

Clinical

- The Langley Porter Psychiatric Institute (LPPI) building will be demolished to provide the footprint for the new hospital.
- The new hospital may potentially be larger than envisioned in UCSF’s 2014 Long Range Development Plan.
- Access to the existing hospital is confusing and problematic; its loading dock and utility support areas are merged with other campus functions and are congested.
- Moffitt Hospital’s seismic design is better than was previously thought and may be repurposed to accommodate a mix of clinical and research functions.

WORKSHOP IDEAS

- **Preserve the vibrant culture of Parnassus, where limited vertical transportation and other access points results in chance encounters.** Don’t dilute this experience but improve connectivity to support the translational environment.
- **Explore options to introduce more “neutral spaces.”** Provide work environments that are not associated with specific schools. Make it easy to informally (and formally) collaborate across schools and disciplines.
- **Improve campus security to support internal collaboration.** Explore ways to continue public/full accessibility to the ground floors; and provide secured, free movement above for prox card holders.

- **Explore how to introduce transparency into buildings.** Explore space concepts that showcase “research on display,” and help others see what is happening within the labs.
- **As the campus changes, explore how existing buildings can incrementally transform into “convergence space.”** Analyze the reuse of buildings such as Moffitt Hospital for clinical research, faculty support, clinics, and other services.
- **Design new classrooms and education spaces to be multipurpose.**
- **Explore opportunities to bring outpatient clinics together on campus (e.g. Dental Clinics and Ambulatory Care Clinics currently located on opposite ends of the campus).**
- **The patient experience is very different from that of other campus users** and must be thoughtfully separated as appropriate, taking into consideration some profile overlaps, such as “staff *and* patient”.
- **Develop architectural interventions, portals, and gateways.**

Mobility and Security

Parnassus Campus Today

- Getting from place to place on campus is challenging, especially for first-time users, patients, and the public.
- There is a lack of security within buildings, especially at upper floors. Locked doors along building corridors lead to a sense of isolation.
- Infrastructure and utilities are exposed and vulnerable to hazards.
- Staff and faculty desire more spatial segregation from patient spaces in order to hold private conversations.
- UCSF is a decentralized campus with staff and faculty who travel between campus sites.
- UCSF has a very low drive-alone rate (30.2%) and has partnerships with transportation providers (Lyft, Scoop, Chariot), an extensive shuttle system, carpool matching, and emergency ride home programs to maintain this low drive-alone rate.
- UCSF charges “market rate” for parking. Further reducing parking demand may be dependent on cultural shifts outside of the UCSF’s control such as added public transit, adoption of autonomous vehicles, and local housing availability.
- There is “spill over parking” from UCSF personnel in surrounding neighborhoods.
- Providing a universal public transit pass to all employees has been considered cost prohibitive.
- Some populations (in particular patients) will have greater needs to drive and park, and must be accommodated.
- Loading and “back of house” delivery facilities are not adequate.

WORKSHOP IDEAS

- **Optimize the parking garages.** Explore options such as valet parking, removing parking, or relocating parking to improve the Irving Street experience.
- **Consolidate and separate service corridors and material handling.**
- **Minimize services and loading on Parnassus Avenue.**
- **Develop new security protocols that allow for clear areas of public access and upper stories that are more secure.**

