

School of Medicine
Manager Onboarding Program

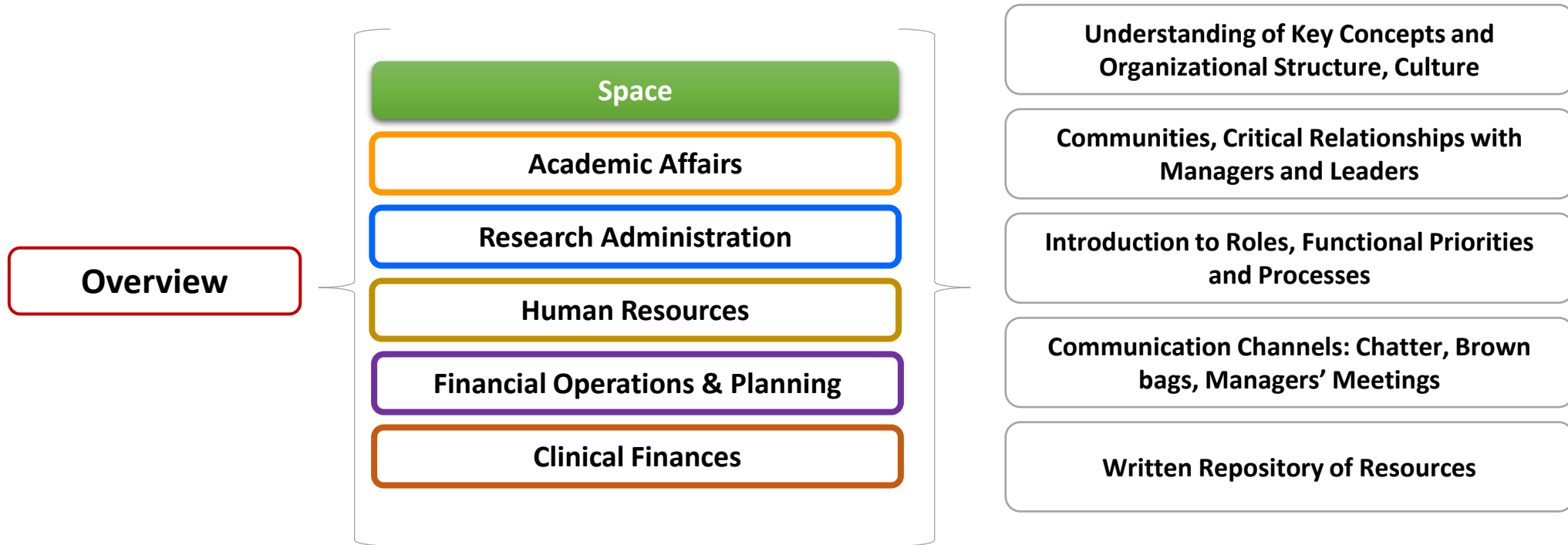
Space Management
Presented via Zoom

January 13, 2025

Agenda

- Manager Onboarding Program/Introductions 1:10 – 1:15
- Foundational Principles and Overview 1:15 – 1:20
- Roles in Space Management 1:20 – 1:30
- Space Management History and Committee Structure 1:30 – 1:40
- Expectations, Policies, Tools 1:40 – 1:55
- Open Discussion 1:55 – 2:00

Manager Onboarding Program



INTRODUCTIONS

- **Tell us your Name, Position, Department**
- **What is a question you have about space?**

Foundational Principles and Overview

Foundational Principles

○ **Space is a critical resource**

- Without space we cannot launch/expand programs or recruit new faculty
- All assignees are entrusted with the effective and considerate use
- Space is personal, emotional, political (the 5th dimension)

○ **Why space matters to you – the manager?**

- Managers help chair/directors maximize the potential use and benefit of the department's assigned spaces

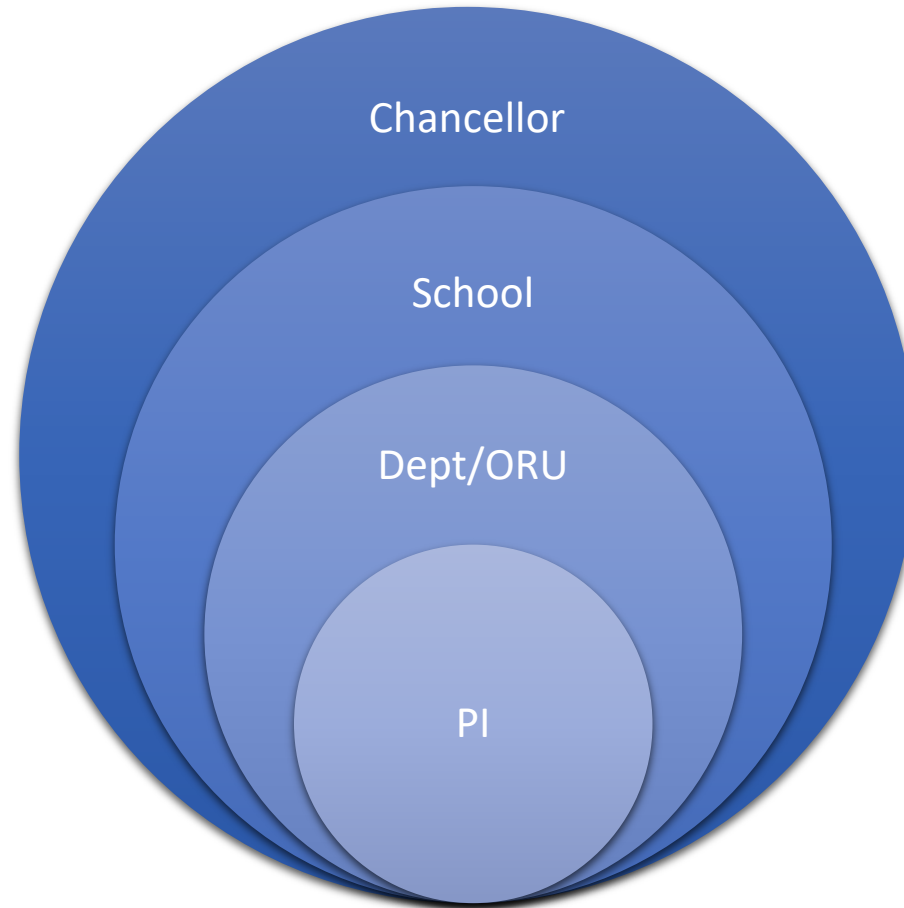
○ **Why does space management matter to UCSF?**

- Excluding UCSF Health projects (e.g. new hospital at Parnassus), UCSF is projected to spend \$3.24 billion dollars on capital projects over the next 10 years.

Foundational Principles, continued

- **Space assignments are NOT permanent** and should correspond with functional needs, not entitlement or history.
- **Returning underutilized space to a lifecycle of use** will allow us to renew our facilities while continuing to support our programs.
- **Adopting campus norms** promotes equity and a more consistent work experience across control points, departments, and ORUs.

The Chancellor is responsible
for the effective use of all UCSF space.



*We are all
fiduciaries of
UCSF space!*

Overview — Shared Goals Equilibrium



- To attain and to maintain a space equilibrium, where:
 - Space is normatively distributed
 - Demand and supply are well coordinated
 - Utilization data is accessible, consistent, and agnostic
 - Resourcing decisions are fully contextualized and well communicated
 - Compared across full spectrum of need
 - Aligned strategically with missions and goals
 - Space management becomes as pervasive and automatic as money management

ultimate goal = highest and best use of space

Overview — UCSF Real Estate Portfolio

- 3 multi-building campuses — Parnassus, Mount Zion and Mission Bay
- 19? major owned or leased sites
- 5? affiliated hospitals
 - Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG)
 - San Francisco Veterans Affairs Medical Center (VA)
 - Benioff Children's Hospital in Oakland
 - New -- St. Mary's
 - New -- St. Francis
- UCSF occupies over 10M square feet of owned and leased space
- The School of Medicine occupies over 2M square feet of owned and leased space

Overview — Primary Space Types



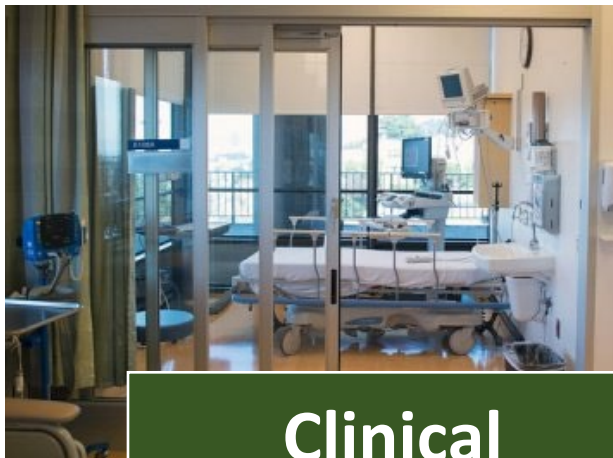
Wet



Dry

DRY vs. WET

- “Wet” research space = laboratory space
- “Dry” research space = office, administrative, and computational work areas



Clinical



Academic

CLINICAL vs. ACADEMIC

- “Clinical” = space that supports our medical care mission
- “Academic” = space that supports our research and teaching missions

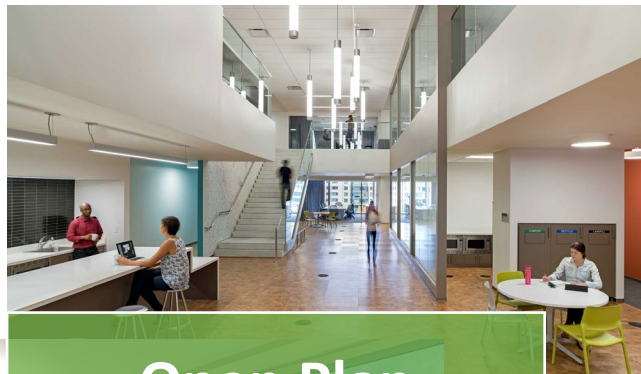
Overview — Traditional vs. Open Plan

“Traditional office space” = an enclosed office suite

- Each suite is a ‘world unto itself’
- Increased financial and cultural autonomy; operational costs are managed at the suite occupant level
- Connected to “the outside world” by a large hallway, allowing occupants and visitors to circulate in and out without impacting neighboring suites
- High cost of construction (to eliminate or add walls) limits the institution’s ability to ‘right-size’ space assignments



Traditional



Open Plan

“Open Plan Workspace” = an area with an array of seating types and amenities facilitating mixed focused and communal work

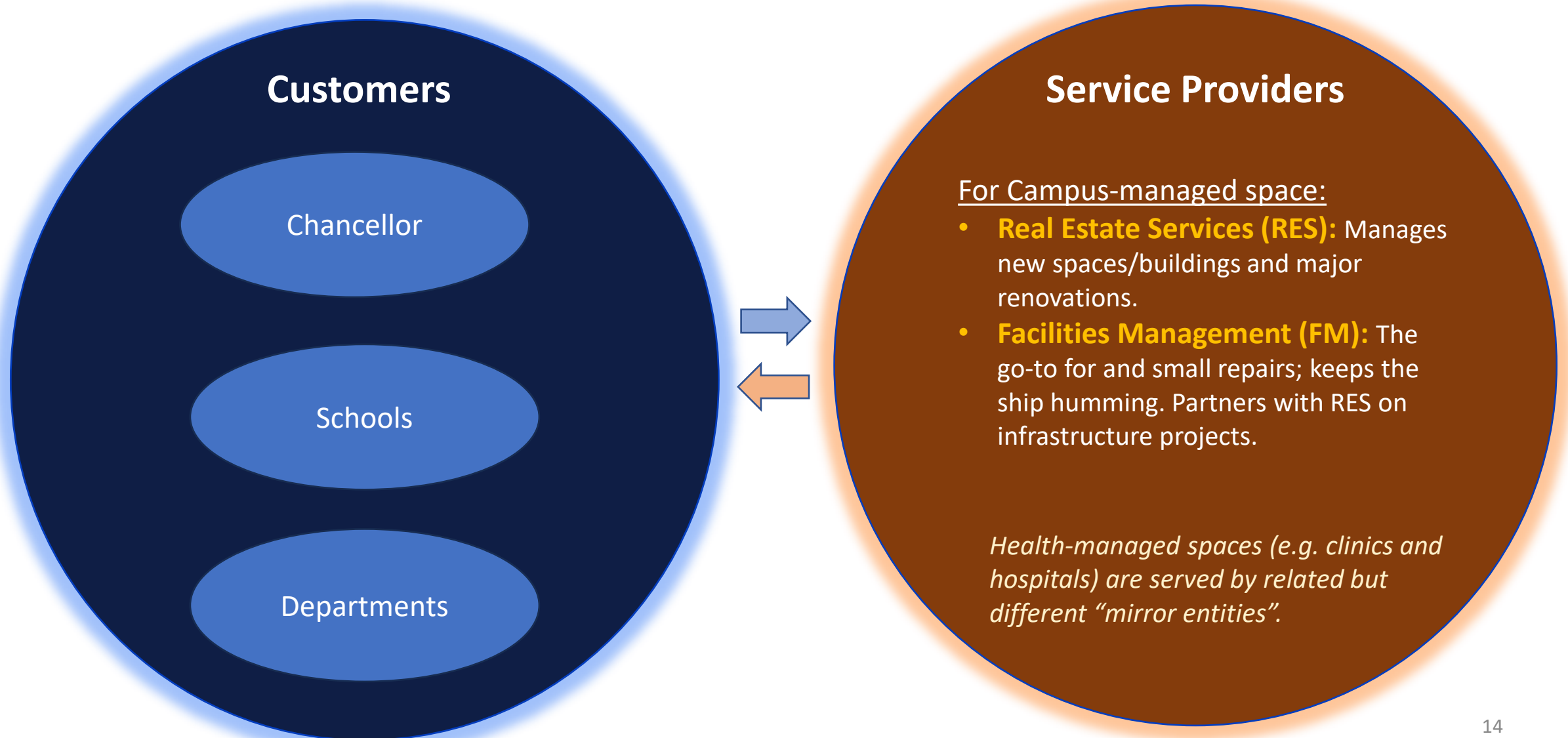
- Public hallway has been eliminated
- Most space (e.g. conference and work rooms, restrooms, hoteling workstations, lobby and break areas) is shared by multiple (potentially otherwise unrelated) administrative units
- ‘Right-sizing’ and adjustment of space assignment is enabled by fluid layout
- Operational costs shared among the occupant groups
- **Successful cohabitation requires neighborliness and coordination**



Roles in Space Management

Roles Overview

Campus Space: Customers and Service Providers



SOM Dean's Office

Space Strategy Team

Bruce Wintroub (Advisor)

Karin Wong (Director)

Ashley Heermann (Project Manager)

- **Advises the Dean.**
- Works with the SOM Space Committee to develop and implement school space policies.
- Develops multi-factor move scenarios to provide department/ORU, school, and campus leadership with the data needed for strategic decision making.
- Studies and works to improve space utilization.
- Supports campus, school, and department efforts to develop effective and sustainable solutions for managing space.
- Provides school and department feedback in campus level space committees (e.g. Campus Space Committee, Space Working Group, Faculty Space Review Committee)
- Provides 'customer feedback' to campus service providers (e.g. FAS - Real Estate/Campus Design and Construction/Campus Planning, CLS - Facilities Management).

Space Management Responsibilities

Campus

- Sets campus space norms
- Develops and implements campus space policies.
- Allocates space to Control Points
- Evaluates School space requests
- Arbitrates disputes/requests that cross control points
- Manages the Annual Campus Space Survey

School

- Develops and implements School Space Policies.
- Allocates SOM space to Departments and ORUs
- Provides Departments/ORUs with policy and use guidance
- Evaluates Department/ORU space requests.
- Arbitrates disputes/requests that cross Departments/ORUs
- Advises Campus and Department partners
- Supports the Annual Campus Space Survey

Department/ORU

- Develops and implements Department/ORU space policies.
- Allocates Department/ORU space to subunits, faculty, and staff.
- Monitors space use and continuously adjusts space assignments to align with actual needs.
- Dissects faculty and staff space requests and evaluates them against the Department/ORU's strategic plan to ascertain the *true space need*.
- Attempts to resolve *true space needs* by reassigning or intensifying the utility of space through purging or refurbishing.
- Requests additional space from the school only after reassignment, purge, and refurbish options have failed.
- Ensures department space and occupancy records remain complete and up to date.
- Participates in the Annual Campus Space Survey

CAO's Role: **Foster Space Stewardship**

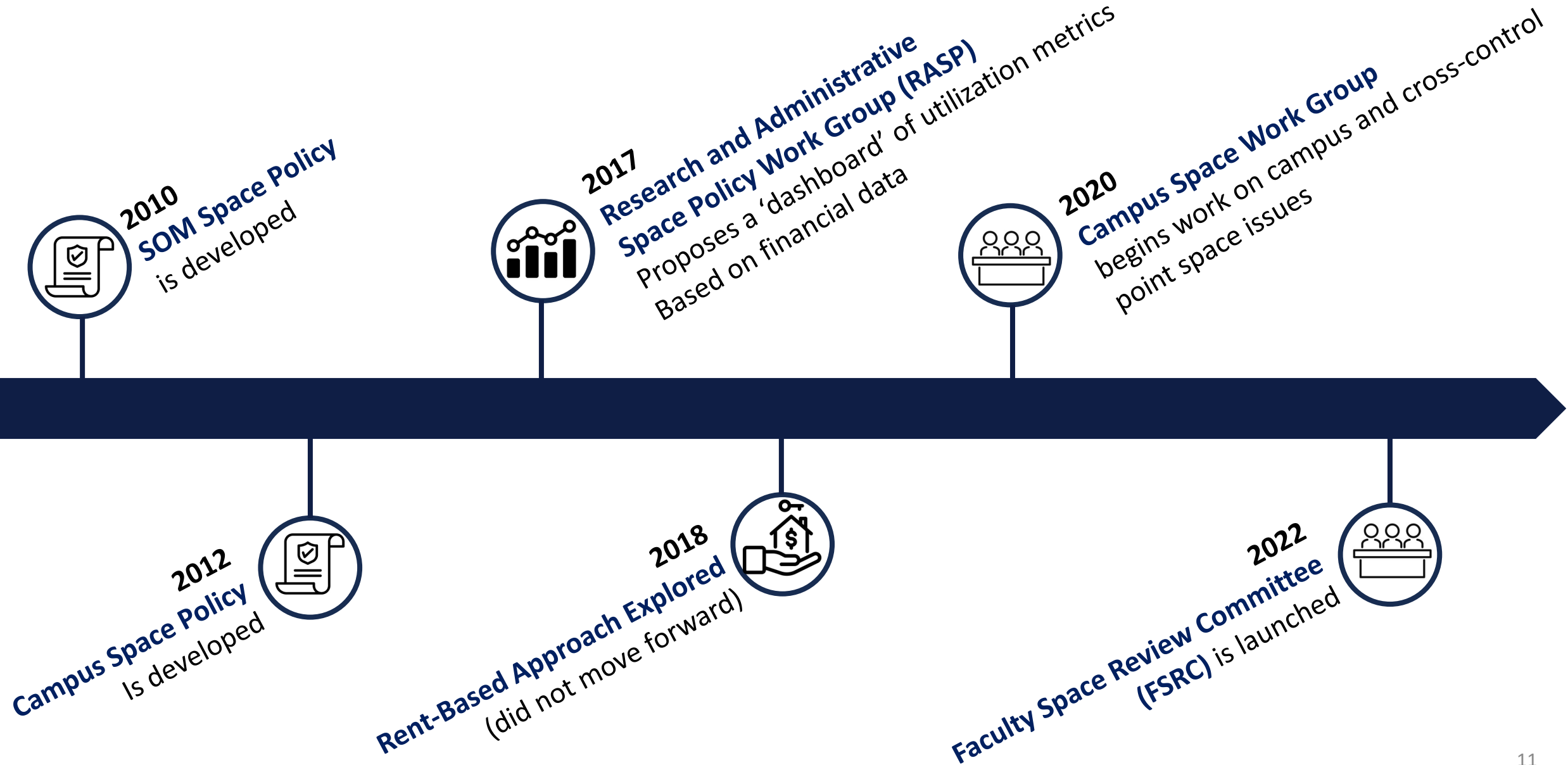
- **Set the tone.** Ask your faculty and staff for their help with ensuring the Department/ORU maximizes the benefit of its assigned spaces.
- **Protect people-space** from paper, old equipment, and excessive lab consumables.
- **Monitor space use.** Telegraph the importance of responsible space use by showing up unannounced to evaluate how well your Department/ORU's spaces are being used.
- **Create accountability** by including effective space management in faculty Performance Reviews. Highlight the inclusion of space management by the Dean at the Chair/Director's annual review.

CAO's Role: **Support Change Management**

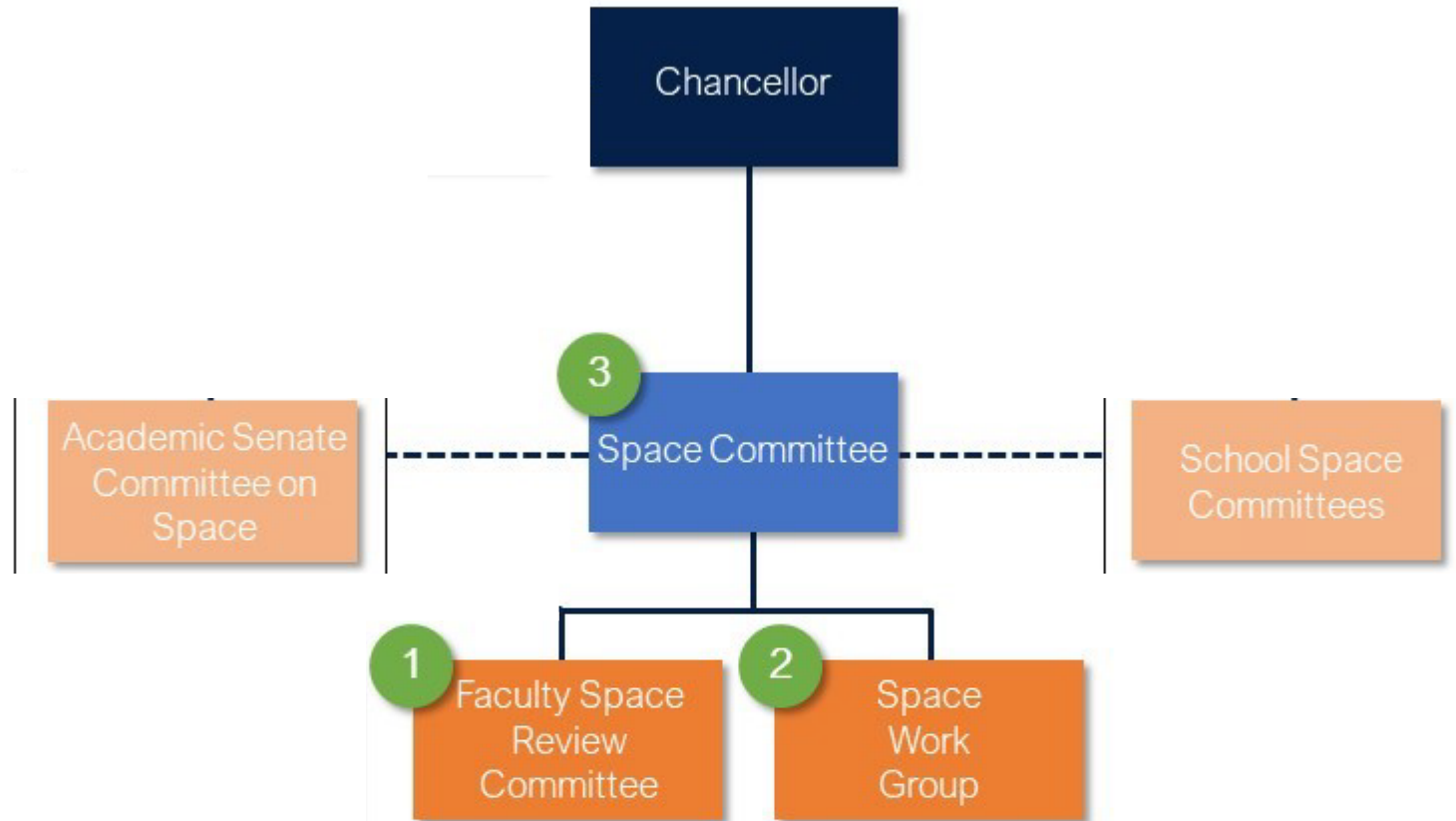
- **'Open Plan' is here to stay.**
 - Intensifying the way we use our spaces is the only financially sustainable path for the University.
- **Revitalization work at Parnassus will cause temporary discomfort everywhere.**
 - Underutilized space on all sites will need to be considered to aid the revitalization effort.
 - San Francisco's extreme construction costs and lease rates limit the scope and pace of campus improvements.

Space Management History and Committee Structure

A Brief History of Space Management at UCSF



Campus and School Space Committees



- 1 Reports on qualitative and quantitative metrics to assess wet lab utilization, and makes recommendations to the Space Committee
- 2 Investigates space requests; develops solutions; recommends policy changes
- 3 Steward of all UCSF space resources; approves policy changes; makes and enforces space allocation decisions

Faculty Space Review Committee (FSRC)

Charge

- To ensure effective utilization of **research space** by providing faculty perspective on space utilization and assignment
 - To facilitate understanding of space review and decisions
-

Membership

- Diverse faculty with in-depth knowledge of research space and scientific programs
 - Committed to promoting the overall needs of the institution
 - Staffed by space experts with close links to Chairs and CAOs
-

Process

- Conducts regular reviews of existing research space
- Faculty-assigned research space is reviewed with their home school or department through a written space utilization review
- Chairs and Directors are involved throughout the process to provide input to their Dean and the Group
- Group provides recommendations for occupied space to Chairs and Directors, involving the Dean as needed. Defers to Space Committee for final decisions as needed

The FSRC, Campus, and Dean are working together to determine
the process for remediating underutilized space

Action	FSRC notifies Chair and his/her Dean of highly underutilized research space	Department communicates written plan to SOM Space Team	Dean reviews and approves Department's plan	Department works to execute the approved plan , seeking guidance from SOM Space Team as needed	SOM Space Team confirms and records successful execution
Deadline		End of Month 3	End of Month 4	Months 5-9	9 months after FSRC email received

IMPORTANT: Underutilized spaces will be revisited by the FSRC one year from the initial letter. If the space remains underutilized, the FSRC will send the Dean a letter to recommend space reduction or reassignment.

FSRC: sample analysis of one PI

PI Name (Dept) (Location)	Source	Type	2023	2024	SOM Recommended # of KH	KH Available (Use TBD by Dean)
Example PI	FSRC	Assigned KH	14	14	8	6
		Occupied KH	4	6		
	GL data	Expenditures	\$306,779	\$311,597		

Sample resolution:

- The Dean proposes and the Chair agrees to reduce the PI's KH assignment from 14 to 8 (SOM Principle: occupied KH # + 2)
- The Chair proposes and the Dean agrees to the following redistribution of the 6 available KH:
 - 2 KHs informally on loaned to an adjacent PI will be reassigned to the loanee.
 - 4 KHs will be reassigned to a new Sandler Fellow (young PI).
- The Dean informs the Space Committee

Options to consider when you see underutilized space:

- **Redistribute?**

- Consider: *What if you rearranged space assignments within the department? Are there others in the department that could utilize this space?*

- **Recruit?**

- If the space will be used for recruitment, please inform the school and mark the spaces “PI Pending” in Archibus.

- **Relocate?**

- Consider: *Could this PI operate in a smaller space? Would moving him/her to a smaller lab will free space for a new program or recruitment?*

- **Should a small portion be Loaned?**

- Loans must be small (typ. 1-3 benches) and documented with an MOU signed by the Dean / Dean’s Space Advisor

- **Release?**

- Released space supports new programs and campus renewal projects

Expectations, Policies, Tools

When you need more space:

1. **Look for opportunities for space optimization or reassignment by walking your spaces with your CAO. Document what you find with detailed notes and photographs.**
2. If reconfiguration and reassignment fail, have your CAO draft a detailed explanation of why the need cannot be met by decluttering, refurnishing, or adjusting assignments of Department/ORU space.
3. **Chairs and Directors must request space from the School (*not the Provost or Chancellor.*)**
4. **Meeting/talking with leadership (e.g. Talmadge, Bruce, other Chairs/Directors, EVCP, Chancellor) is not a space request!** To ensure your request is received and directed to the School's space strategists, please submit a Space Request Form (SRF) to the School via Archibus.
5. The School will only review Department/ORU requests. Faculty will be politely redirected to their Chair/Director.
6. If the School supports your request but cannot identify a solution, your request will be shared with Campus Planning.
7. The Department/ORU's current space usage may be verified by the Campus/School via walkthrough (scheduled or unscheduled).
8. Submittal of a space request is not a guarantee of space – each request will be prioritized against other school and campus needs. (e.g. building decants for seismic work will be prioritized over growth)

When recruiting: Don't overpromise!

1. **Triple check** that the Department/ORU has all office, lab, lab support, and animal holding/procedure spaces needed by the PI before finalizing the recruitment.
2. **When drafting recruitment and retention letters, include language notifying the PI of periodic assessment and adjustment of assigned space.** (see Appendix for sample language)
3. **Assign the PI only as many lab benches as he/she could fill with people (not supplies or equipment)** over the next 2-3 years.
 3. For a rough estimate: \$320K in direct costs (or one R01 equivalent) can support about 4 wet lab staff.

Some facilities (BSL-3, fish rooms, etc) are extremely scarce. All facilities are in demand and are expensive to create. To avoid heartache, triple check with the School before promising access to facilities that you do not control or do not have the funds and space to create.

Assigning wet lab space

- PI letters should include “space will change to match your needs” language. (sample language in appendix)
- PI space must be annually re-assessed.
 - Ensure current funding justifies the current space assignment

“Back of the envelope” estimate tool:

\$320K in direct costs (or one R01 equivalent) can support about 4 wet lab staff.

Assigning admin/office space

- Faculty are not necessarily entitled to an office.
 - Consider the frequency of the individual's on-site duties before assigning a private office.
- No more than one office/workstation may be assigned to any individual.
- No more than one private office may be assigned to any individual.
- When renovating, new private offices may not exceed 75 ASF.

Hybrid Telework: Individuals working 3 or more days a week on site are assigned space. All others are provided hoteling / shared / drop-in workstations.

Budget for Occupancy Costs

- The Department/ORU is responsible for costs incurred by customization, move-in, and use of the space.
- **When moving in, possible costs include:**
 - Department/PI requested customizations
 - Cost to clean, patch, paint, and high clean
 - Cost to install and calibrate equipment
 - Cost to furnish / decorate
 - Cost to provide keys to the new occupants
 - Cost to move into the space
 - Future-cost to move out of the space 😊
- **When moving out, the Department/PI is responsible for the disposal/surplus of all freestanding equipment, furnishings, loose materials, and EH&S decontamination of lab space.**
(a.k.a. “broom cleaning”)

Expect high construction costs

- Cost drivers include
 - **UCSF must meet UC, Fire Marshall, and State seismic and Fire Life Safety standards.**
 - **Re-occupancy and renovation work can trigger compliance requirements.**
 - **Limited campus “FIN” funds are available to remediate facility infrastructure issues. Contact Charles Conway in Facilities Management to learn if a particular building issue can be covered by FIN funds.**
 - Construction adjacent to sensitive clinical and lab spaces necessitates expensive dust, noise, vibration, pedestrian and car traffic remediation measures.
 - Tight construction sites have inadequate “laydown” space for equipment and construction materials
 - High regional costs
 - Lab space is just plain expensive to make, alter, and maintain.
- **“Who pays?” starts with “Who wants / benefits” from the change.**
 - If the Department is unable to cover the entire cost, the Chair may request support from the Dean.

When a PI is leaving:

- When space is vacated by a faculty member or faculty fellow, the space returns to the Dean.
- **The Chair/Director may request continued use of vacated space from the SOM Space Committee** by sending a Vacated Space “Use Proposal” to the SOM Space Team (see box below).
- The request must be approved by the committee before any action may be taken. (e.g. moving in or finalizing a loan)
- The primary consideration for proposals will be the incumbency within the space and the research integrity of the neighborhood.

To provide time for resolution,

1. *As soon as known*, please notify the school of the pending vacancy.
2. *Up to 60 days after separation*, send a detailed use proposal to the SOM Space Team (Karin.Wong@ucsf.edu, Ashley.Heermann@ucsf.edu)

A Vacated Space “Procedure Checklist”, Vacated Space “Use Proposal Template”, “Faculty/Lab Offboarding Checklist”, and “Broom Cleaning: Checklist and Contacts” list are available for download at <https://space.ucsf.edu/resources>

Ensure the Department/ORU's Archibus records stay current

- All space planning decisions and FSRC reviews rely on the data you put in Archibus.
- The Department/ORU is responsible for ensuring timely and complete PI space assignment data.
 - CAO appointed Space Coordinator(s) maintain the department PI space assignment and occupancy data.
- The Annual Space Survey starts mid-September and ends just before Thanksgiving. Budget staff time to review and update all department room records and space loans!

The screenshot displays the ARCHIBUS Space Console interface. The top navigation bar includes the ARCHIBUS logo, 'Strategist Home Page', and a search bar. The main content area is divided into several sections:

- Locations:** A search filter for '2280_04' is shown, with a table listing room details.
- Organizations:** A list of departments and their associated room counts and areas.
- Room Categories:** A legend for room types and colors.
- Room Plan:** A detailed floor plan of the 2280_04 building, with rooms color-coded according to the legend.

Building	Floor	Drawing	Room Area ft ²	Capacity	Occupancy	Room C
2280	04	2280_04	27,737.29	0	83	

Restrict to 2280,04	Name	Total Area ft ²	Room Count	Shored	Legend
122000	M_Deans Office	1,779.40	14	0	Yellow
132050	M_Otolaryngology	2,524.41	18	0	Green
138300	M_MEDICINE	4,741.65	30	0	Red
147100	M_Radiology	364.42	1	0	Blue
200001	Medical Center	658.68	5	0	Purple
412130	F_CLS AVC	1,260.37	7	0	Orange
470035	E_Vice Chanc Research	2,722.10	9	0	Light Green
472076	E_Student Academic Affairs	1,174.77	3	0	Pink

Reserve leased space as a ‘last resort’

- **Departments may obtain a “Request to Initiate a Search for Leased Space” form is available for download at <https://space.ucsf.edu/resources>**
- All requests must be submitted to Karin.wong@ucsf.edu for Dean’s Office review.
- **The SOM evaluates lease requests based on the following criteria:**
 - What’s the need for the space?
 - Has other existing space been fully considered? Can this request be accommodated in another way?
 - Is the school aware of space held by other units that might be suitable/available?
 - If leasing this space is the appropriate solution, how will it be funded? Is there evidence of sufficient funding?
- **When approved, UCSF Real Estate works closely with the department to identify and finalize lease options.**

Be circumspect about Space Loans

SOM and campus space policy allow for temporary space loans when the loaned area is insufficient for another use (e.g. recruitment) and there is an exit strategy for the loanee.

- To pursue a space loan, download the MOU Template at <https://space.ucsf.edu/resources>
- Send your completed draft MOU to Karin.wong@ucsf.edu for Dean's Office review and Dean/Space Advisor signature.
- All active MOUs must be uploaded to the campus Space Management System of record, Archibus.
- For assistance, please contact karin.wong@ucsf.edu



APPENDIX

- Committee Memberships
- FSRC Event Process diagram
- Recruitment Letter Language
- Disposal and surplus contacts
- Space Utilization Metrics, Top 3
- Space Utilization Metrics, further explained
- ICR Benchmarking System
- ICR/ASF: Known Limitations
- Additional Resources

Campus Space Committee

- Provides strategic direction
- Approves Campus space policies
- Develops criteria for use and reassignment of space
- Approves reallocation of space
- Adjudicates space disputes

Membership	
<u>Catherine Lucey, Co-Chair</u> (EVCP)	<u>Erin Gore, Co-Chair</u> (SVC)
Brian Newman (SAVC UCSF Real Estate/VP UCSF Health)	Bruce Wintroub (SOM/EVCP Space Advisor)
Talmadge King (SOM Dean)	Hal Collard (VC Research)
Kathy Giacomini (SOP Dean)	Alicia Murasaki (AVC Campus Planning)
Catherine Gilliss (SON Dean)	Janhavi Bonville (Associate EVCP)
Michael Reddy (SOD Dean)	Robert Blelloch (FSRC)
Brian Graham (Academic Senate)	

Staffed by: Tracy Dudman

Campus Space Working Group

- Tactical and analytic group that makes recommendations to the Campus Space Committee.
- Reviews utilization of space and develops assignment recommendations using criteria set by Campus Space Committee.
- Forum for collaboration among stakeholders.

Membership	
<u>Sharon Priest, Chair</u> (Space & Capital Planning)	
Neha Diggikar (Space & Capital Planning)	Tracy Dudman (Space & Capital Planning)
Bertina Lee (SON)	Kevin Feeney (Real Estate Services)
Clarice Estrada (EVCP)	TBD (SOD)
Alesia Woods (SOP)	John Watkins (Campus Design and Construction)
Doug Dresnek (EH&S)	Jerome Sak (Budget Office)
Karin Wong (SOM)	Kyle Smith (Space Analytics)
Ashley Heermann (SOM)	Cristina Morrison (FAS)
Rita Ogden (Health)	Melinda Prieto (Campus Design and Construction, Move Coord.)

SOM Space Committee

- Advises the Dean on principles, processes, and issues regarding space for emerging research programs, reassignment of released space, and criteria to evaluate space productivity.
- Provides updates and recommendations on space assignments to the Campus Space Committee.

Membership	
<u>Bruce Wintroub, Chair (SOM)</u>	
Dyche Mullins (CMP)	Laurae Pearson (ZSFG)
Geeta Narlikar (Biochem)	Catherine Park (Rad Onc)
Joanne Spetz (IHPS)	Jacque Duncan (Ophthalmology)
Shelley Adler (Osher)	Andy Josephson (Neurology)
Bob Wachter (DOM)	Andrea Jackson (OB/GYN)
Michael Gropper (Anesthesia)	Mounira Kenaani (CAO rep)
Julie Ann Sosa (Surgery)	David Morgan (Vice Dean, Research)
Ex Officio: Talmadge King, Jeff Critchfield	

Staffed by: Karin Wong, Ashley Heermann

Faculty Space Review Committee

Members and Project Team

Committee Members

Robert Blelloch, Urology

Joseph Costello, Neurological Surgery

Hani Goodarzi, Biochemistry & Biophysics

Sunita Ho, Preventive and Restorative Dental Sciences

Ian Seiple, Cardiovascular Research Institute

Elaine Ku, Academic Senate, Medicine

Rushika Perera, Anatomy

Samuel Pleasure, Neurology

Jason Sello, Pharmaceutical Chemistry

Yin Shen, Neurology

Dean Sheppard, Medicine

Catherine Choy Smith, Medicine

Valerie Weaver, Surgery

Project Team

Robert Blelloch, (FSRC Chair)

Itaru Ebihara, Project Analyst, (Campus Planning)

Alicia Murasaki, Assistant Vice Chancellor, (Campus Planning)

Tracy Dudman, Principal Space Planner, (Campus Planning)

Kyle Smith, Associate Director of Space Analytics (RES)

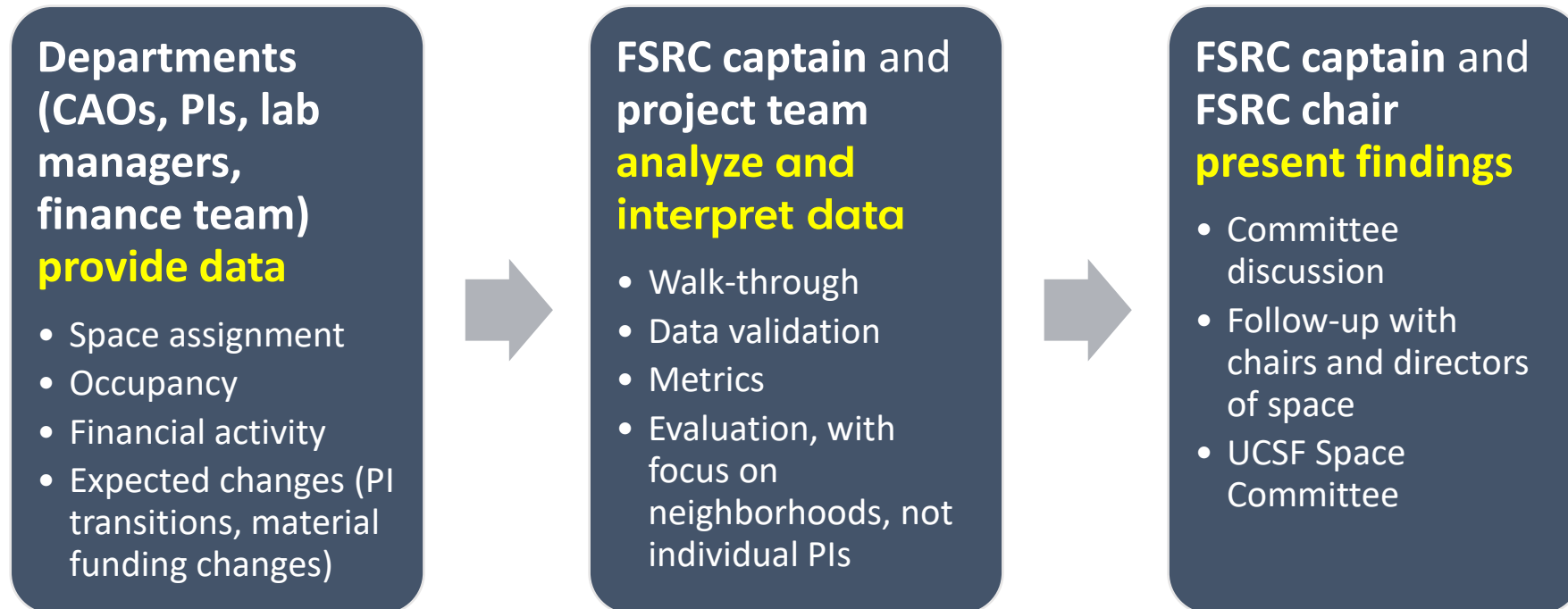
Bruce Wintroub, Space Advisor (SOM/EVCP)

Maye Chrisman, Vice Dean, Admin & Fin. (SOM)

Karin Wong, Director of Space Strategy (SOM)

Ashley Heermann, Space Strategy Project Manager (SOM)

FSRC “event” process:



Recruitment: Letter Language

At the time of recruitment, communicate that bench allocations will be periodically reevaluated and adjusted by your office.

- Suggested method:
 - Add “periodic assessment and adjustment” language to recruitment letters
- Sample language:
 - *“XXX space is currently allocated for your use, and may expand or contract depending on the success of your research program and the availability of space at UCSF.”*

Getting rid of stuff

- **UCSF Recycling & Waste Reduction Program** (facilities@ucsf.edu 415.476.2021) will accept reusable office supplies/old furniture and hosts free bulky item drop off days but does not accept Freon units (no freezers or refrigerators).
- **To dispose of freezers and refrigerators**, contact Supply Chain Management /Surplus (415/502-3086).
- **If radioactive or other hazardous materials are involved**, contact EH&S at 476-1300 to have the item removed.

Space Utilization Metrics: The Top 3

For a more comprehensive view of how research space is being used, a composite “dashboard” of several metrics is being developed by the Campus. The top 3 metrics for research space are:

- **% of space marked as “PI Assignment Pending” for 2 or more years** indicates space ‘laying fallow’
- **ICR/ASF** (Indirect Cost Recovery / Assignable Square Feet) as an indicator of ‘contribution to keeping the lights on’
 - In FY19, SoM average ICR per ASF was \$194
- **MTDC/ASF** (Modified Total Direct Costs) as an indicator of research activity
 - \$80,000 MTDC per bench or \$320,000 may support ~4 benches

Each metric tells a different aspect of the story. Viewing metrics together (“dashboard” view) gives a more complete view but cannot replace actual space walkthroughs.

Space Utilization Metrics, further explained

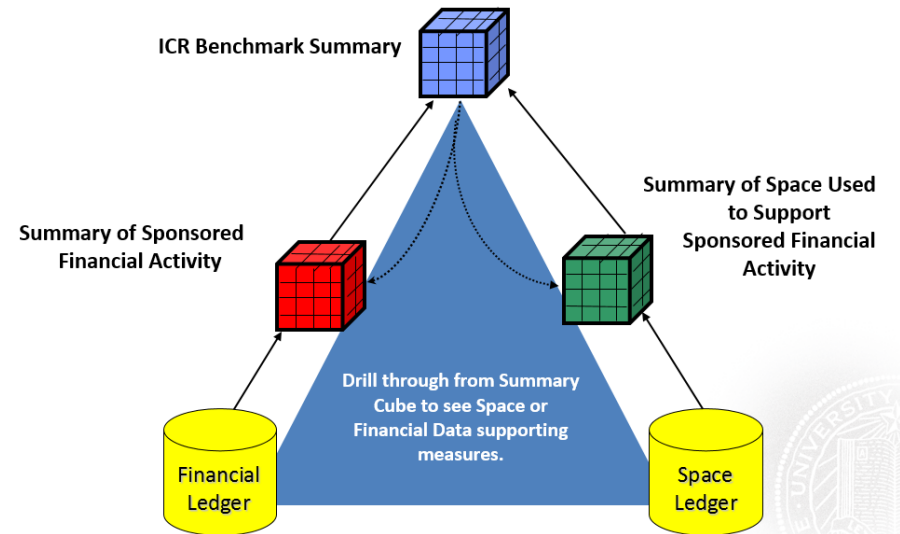
No.	Metric Name	Metric Description (A) (B)
1	ASF “PI Pending” > 2 Years	<ul style="list-style-type: none"> Indicates rooms/space that have been “dormant” for over 2 years Target set at 0 ASF.
2 & 3	% ASF “PI Pending” ≤ 2 Years (Wet and Dry)	<ul style="list-style-type: none"> Indicates proportion of a school / department’s research space not assigned to a PI Targets TBD; campus has proposed targeting campus averages. (C)
4 & 5	ICR / ASF (Wet and Dry)	<ul style="list-style-type: none"> <u>Indicates how well a school / dept is contributing to the campus’ financial sustainability – i.e. helping to cover F+A costs of assigned space</u> PIs with both wet and dry space are characterized by preponderance of space. Targets TBD; campus has proposed targeting a three-year rolling average ICR/ASF with separate targets set for wet and dry.
6	Expenditures / ASF	<ul style="list-style-type: none"> <u>Proxy for research activity (“utilization”)</u> Includes all research related to direct expenditures from all fund sources; cannot be identified by wet and dry space. Target TBD; campus has proposed targeting a three-year rolling average.

A. From ICR Benchmarking System Annual Space Snapshot; Archibus space data includes office space assigned to PIs with active sponsored financial activity and all laboratory space (wet lab, dry lab and support space).

B. Metrics #2 through #6 exclude PI Pending space identified in Metric #1.

C. Data excludes Other Academic Units space (e.g. QB3, Global Health, Proctor).

F&A Benchmarking System



- System is owned by the Budget Office.
- Pulls together space (ASF) and money (ICR) data to calculate the ICR/ASF of every PI, Department/ORU, and School.
- Calculation includes the total office space and laboratory research space (wet, dry, and support space) assigned to PIs with active sponsored financial activity in the fiscal year. Thus faculty offices are included in the calculation and clinical spaces are not.

Download the annual ICR/ASF Report at <https://space.ucsf.edu/resources>

ICR/ASF: Known Limitations

- **If your space data in Archibus is wrong, your ICR/ASF will be wrong too.**
 - *The domino impacts of bad space data make 'space record upkeep' a critical part of effective department space management.*
 - Recording space assignment, station count, and room type changes in Archibus as they occur will keep your staff's Archibus skills sharp and *minimize stress* during the annual campus space survey!
- **The ICR Benchmarking System cannot quickly generate an average ICR/ASF by location.**
 - The ICR Benchmarking System has canned reports by PI, Department, and Control Point. If you want the average ICR/ASF for any other subset of PIs (such as those that occupy a certain building/floor/research neighborhood) each PI occupying that area must be 'hand-selected' first.
- **ICR/ASF alone cannot tell the whole story.**
 - PIs and groups reliant on non-sponsored funds and gifts will naturally have lower ICR/ASFs.
 - ICR/ASF is more useful when taken as one part of a more comprehensive view of space use.

Additional Resources

- UCSF space website: <http://space.ucsf.edu/>
- Construction Impacts: <https://campusliveservices.ucsf.edu/cls/initiatives>
- Open Plan Design: <http://space.ucsf.edu/open-plan-design>
- SOM Space Policy: <https://space.ucsf.edu/school-space-committees-and-policies>
- Campus Space Policy: <http://policies.ucsf.edu/policy/600-24>
- Long Range Development Plan: <http://www.ucsf.edu/cgr/cgr-projects/lrdp>
- Parnassus Heights Revitalization: <https://space.ucsf.edu/parnassus-heights>
- Downloads: <https://space.ucsf.edu/resources>
 - Vacated Space: Procedure Checklist
 - Vacated Space: Use Proposal Template
 - MOU Template
 - Request to Initiate a Search for Leased Space
 - Space Managers Resource List
 - Proposed Department/ORU Space Policy Boilerplate
 - Annual ICR/ASF Reports