

| | Principle | Why | Recommendations | Tie to existing policies/operations |
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| 1 | Space assignments are not permanent. | UCSF is not insulated from market forces. A soaring real estate market, coupled with a challenging funding climate make increased space-resource management by all assignees (departments, ORUs, and programs) the only practical way to ensure adequate space can be pooled to resource the various missions of our community. | At onboarding for faculty and staff, set clear expectations about the efficient use of space, and the impermanence of space assignments. | <p>Campus space allocations to its constituent control points are not permanent.</p> <p>School space allocations to its constituent departments/ORUs are also not permanent.</p> |
| 2 | The department/ORU will reevaluate the space use and needs of each investigator and administrative unit on a periodic basis. | <p><u>The school critically needs department/ORU help with pulling underutilized space back to a lifecycle of use.</u></p> <p>Nearly all fungible research space has already been assigned to a department or ORU. Without department/ORU help, the school will not be able to meet the majority of department/ORU space requests.</p> | Annual space check-up to be conducted by the department/ORU. | <p>Periodic space walkthroughs to be conducted by Campus Planning.</p> <p>Each department's space use is to be reviewed with the Dean during annual Chair/Director evaluation.</p> |

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| 3 | <p>The department/ORU will establish metrics by which the Chair/Director will measure the utilization of space.</p> | <p>The Dean has entrusted the Chairs and Directors of the school's departments and ORUs with pursuing the highest and best use of their assigned spaces.</p> <p>Instituting metrics-based norms will help Chairs and Directors establish goals, measure faculty and department progress, and actively manage their space resources.</p> | <p>Establish and broadly communicate the department/ORU's benchmarks for acceptable space use.</p> <p>Suggested metrics include:</p> <ul style="list-style-type: none"> • ICR/ASF of research space • Financial support/workstation (e.g. For research space: \$375K Modified Total Direct Costs (MTDC) per R01 equivalent supports ~4 wet lab benches or kneeholes) • Occupancy data (e.g. number of assigned workstations compared to number of people) • Maximum length of time a recruitment may proceed • Subjective criteria of significant importance to this department/ORU's needs/culture | <p>All schools are expected to meet an overall ICR/ASF of \$120 for FY16. This standard for research space is adjusted annually by the UCSF Space Management Subcommittee and will likely increase. (Across control points, average ICR/ASF is \$152 for FY16)</p> <p>Each school's occupancy data (workstation numbers compared with people numbers) is periodically reviewed by the UCSF Space Management Subcommittee.</p> |
| 4 | <p>The department/ORU will manage faculty/staff space requests.</p> | <p>Chairs and Directors are charged by the Dean with actively evaluating faculty/staff space requests, and may only sign and forward requests to the school after exhausting all decluttering/sharing/reassignment arrangements available to the department/ORU.</p> <p>As the cultural leader of his/her unit, the Chair/Director's guidance regarding faculty/staff space requests will inform individual and group expectations around appropriate space use, allocation, retention, release, and expansion.</p> | <ul style="list-style-type: none"> • Establish thresholds and procedures for faculty/staff requests for additional space. • Develop a criteria by which the department/ORU may prioritize requests. • Walk the requestor's space to: <ol style="list-style-type: none"> 1. Validate best use of current space 2. Clarify request 3. Obtain data that may assist with prioritization 4. Elucidate what actions (renovation, new furnishings, reduction of clutter, new shared space arrangements) may optimize an assigned space. | |

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| 5 | <p>The department/ORU will attempt to meet faculty/staff requests with department resources.</p> | <p>The department/ORU is the best judge of it's PIs' current and near term space needs and is well positioned to evaluate and manage its faculty and staff's space requests.</p> <p>Also, as unassigned school space is extremely scarce, requests for additional space from Departments and ORUs that can demonstrate strong stewardship of their currently assigned spaces are prioritized.</p> | <p>Document efforts to address requests with department resources.</p> <p>Methods of 'creating space' include:</p> <ul style="list-style-type: none"> • reducing paper, disposing of old equipment • creating shared or hoteling workstations/offices • reducing desk size and optimizing furniture layout • converting traditional office layouts to open office layout | <p>Space needs must be addressed by the department/ORU before additional space resources may be requested from other departments/ORUs/schools/campus.</p> |
| 6 | <p>When assigning space to faculty and staff, the department/ORU will adhere to Campus norms.</p> | <p>Adopting campus norms will help the department/ORU maximize the potential benefit of its assigned spaces and promote equity and a more consistent work experience across control points, departments, and ORUs.</p> | <p>Emerging campus norms include:</p> <ul style="list-style-type: none"> • Faculty and staff must work at a location 50% or more of a typical work week to receive assigned space at that location. • At each campus site: No more than one office/workstation may be assigned to any individual. • Across all campus sites: No more than one private office may be assigned to any individual. • When assigning wet lab space, assume that \$375K in Modified Total Direct Costs (MTDC) (or one R01 equivalent) supports ~4 wet lab benches or kneeholes. | |

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| 7 | When renovating/developing space, the department/ORU will adhere to Campus norms. | <p>The highest reason to adhere to campus norms is to promote equity across control points, departments, and ORUs.</p> <p>However, as space assignments are not permanent, design decisions made by departments and ORUs (e.g. size of offices) also has lasting impacts on future occupants.</p> | When renovating/developing space, new private offices may not exceed 70-75 ASF. | |
| 8 | The department/ORU will establish a method for reassigning space. | <p>If a department/ORU is not periodically reassigning space, then it is not actively managing its space!</p> <p>Space reassignment can have complicated physical and emotional implications. An established criteria and procedure will help guide faculty and staff expectations.</p> | <p>Potential rationale for space reassignment include:</p> <ul style="list-style-type: none"> • low utilization (per item 3) • realignment of department space with department/ORU goals/priorities (per item 4) | |
| 9 | Space in new buildings | In the past, departments/ORUs were given an unspecified time to fill their recruitment spaces, resulting in large swaths of highly desirable new space remaining unused for long periods of time. Given our enormous space constraints, new space policy is needed to strike a balance between the need to maintain open recruitment space and the functional needs of the greater UCSF community. | <p>...time limits?</p> <p>...space loans?</p> | |
| 10 | To the greatest extent possible, department/ORU space policies will be aligned with School and Campus space policies. | Adopting campus norms will help the department/ORU contextualize and align it's space-resourcing decisions with the larger goals of the school and university, while also maximizing the department/ORU's potential use of the space. | | |