

Name: SCHOOL OF NURSING SPACE USE GUIDELINES

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Review/Revision History:

Approval Authority: Dean's Council, UCSF School of Nursing

PURPOSE

The purpose of this document is to provide a framework for uniform, equitable and effective governance of UCSF School of Nursing space.

RESPONSIBILITY for SPACE RESOURCES

The Dean has overall responsibility for the equitable and optimal use of School of Nursing (SON) space resources, with final authority over all SON space assignments and designations.

These guidelines do not address governance of space for general shared use, such as the floor 3 hoteling hub on Block 33 at the Mission Bay campus. Such space – because it is not School of Nursing-assigned space – is governed by its own respective Governance Committee. Likewise, the shared use space on the 11th floor of Block 33 on the Mission Bay campus -- such as the huddle, focus, and conference room space – is also governed by its own respective Governance Committee. In the future, a process for allocating seats for future growth will be developed in conjunction with the Center for Vision Neuroscience building governance committee to be established for that building.

SPACE ASSIGNMENT and RECORDS

SON space may be assigned by the Dean to one of three recognized entities:

- 1) Department
- 2) Organized Research Unit (ORU)
- 3) Dean

These assignments are recorded in the campus space management system.

The department chair or ORU director is responsible for managing the department/ORU's assigned space, including determining allocations for individual faculty members and units within the department/ORU and ensuring the department/ORU information is updated in the campus space management system.

SPACE ALLOCATION, RETENTION, and USE EVALUTION

Space assignments to departments and ORUs, and space designations for programs are not permanent. Departmental and ORU space assignments and usage will be reviewed periodically by the Dean. The Dean will employ campus metrics to evaluate the use of space, especially research space, and may

assign and reassign space in light of the established standards for use as well as current or anticipated utilization of assigned space.

SPACE DESIGNATION – RESEARCH OR ACADEMIC PROGRAMS

The Dean may designate space for a specific research theme or academic program (e.g., Bioethics) and appoint a program director(s); however, *that space will not be directly assigned to the program*. The designated program space will remain assigned to the Dean, or departments and ORUs associated with the program.

VACATED SPACE and RECRUITMENTS

Notification to the Dean by the chair/director:

- 1) When a faculty member (or faculty fellow) vacates 600 assignable square feet (ASF) or more:

The chair/director will notify the Dean in writing as soon as a pending departure of a faculty member or faculty fellow is known, or 60 days before a faculty member or faculty fellow will leave the university, retire, or move to another department. This notification ensures the department/ORU will have an opportunity to propose a use for the space to be vacated (or an approved alternative space) and the potential benefit of incumbency.

Following notification, the chair/director will:

- 2) Within 90 days of the date the Dean is notified of a faculty member's (or faculty fellow's) departure from the university, retirement, or move to another department, the chair/director will provide the Dean with a written detailed use proposal, including planned recruitments, financial commitments, any temporary space loans, and a specific timeline.

The proposal must be approved by the Dean, or rendered by the Dean within 90 days. If approved, the Dean may allow up to a maximum of two years for execution of the proposed plan.

The primary consideration for proposals will be the incumbency within the space and the research integrity of the neighborhood. However, compelling circumstances, as determined by the Dean, may take priority.

If a proposal is not approved, the space returns to the Dean.

Vacated Space within a Research Program

If the vacated space is assigned to a department or ORU and is designated by the Dean for a recognized research program, the chair/director of the department/ORU with the space assignment and the director of the designated research program will jointly notify the Dean and develop the detailed use proposal.

If a department or ORU wishes to pursue a research direction inconsistent with the space's designated research program, the chair/director must negotiate a space exchange, with the Dean's approval, or relinquish the space.

For Approved Space Use Proposals

- 1) In the event the approved proposal is not executed in the time specified by the Dean, an extension to execute the proposal may be requested. However, the request will be considered against other competing needs, and incumbency within the space will not necessarily be considered. The space returns to the Dean at the end of the time specified and the Dean may loan or reassign the space.
- 2) When feasible, spaces pending execution of an approved plan may be loaned by the Dean to help meet temporary space needs of other school and campus groups.

When loaning or reassigning space, the Dean will consider the local neighborhood and programmatic cohesiveness, as appropriate. Space use by research neighborhoods and programs, as for all occupants of SON space, will be periodically reviewed.

SPACE EXCHANGES and LOANS

Within the School of Nursing –

A SON department/ORU may loan its assigned space to another SON department/ORU. However, a department/ORU may not reassign its assigned space to another department/ORU; space may be reassigned by the Dean only. All interdepartmental space loans within the school will be requested in writing from the chairs and directors for the Dean's approval.

Between Schools –

All space exchanges and loans between schools will be requested in writing from the Deans for Chancellor's approval.

"HOTEL SPACE"

The ultimate goal is for every UCSF faculty member to have one private assigned office at UCSF for non-direct patient care activities with shared hotel space at other locations if a faculty member works at multiple locations. The Dean may designate space assigned to the Dean at one or more central locations for shared "hotel space" to be used by faculty during the day. Such space may be used on an as-needed and first-come-first-served basis and space may neither be reserved in advance nor assigned to individuals. Personal belongings may not be left overnight in hotel space.

This "hotel space" policy does not apply where the Dean's Office has not been assigned such space, such as hoteling hubs in various buildings at the Mission Bay campus, which are overseen by their own respective Governance Committees.

SPACE REQUESTS

Space requests for individual faculty members and for units within a department/ORU/institute/center will be addressed by the chair or director.

Requests for additional space for a department/ORU/institute/center (DOIC) may only be submitted by chairs or directors directly to the Dean. The request must be approved by the Dean, or rendered by the Dean within 90 days.

Priorities

Each space request will be received on individual merit, with consideration of the following priorities for space assignment:

- Campus research core facilities, as defined and vetted by the director of the UCSF Research Resources Program, requiring proximity to investigators and with a broad impact on research community
- Recruitment of department chairs and ORU directors
- Funded recruitments
- Funded programs
- Programmatic synergies with:
 - Research neighborhoods
 - Proximate clinical programs and practices
 - Other site-specific programs
- Programs aligned with campus and school strategic planning
- DOIC and faculty utilization of assigned space

For these and all space assignments, use will be periodically reviewed as specified in this document.

Process

- Individual faculty or program requests will be accepted by chairs/directors only, at any time, utilizing the Space Request Form (request this from the SON Facilities Coordinator).
- Individual faculty's or program's current space utilization will be reviewed, based on seven criteria outlined for research space in SON space use guidelines, as well as campus Indirect Cost Rate (ICR) benchmarks for research space and density standards for administrative space set by the UCSF Space Committee
- Requests to the Dean will be accepted from chairs/directors only, at any time, utilizing the Space Request Form (request this from the SON Facilities Coordinator).
- Requesting unit's current space utilization will be reviewed, based on seven criteria outlined for research space in SON space use guidelines, as well as campus Indirect Cost Rate (ICR) benchmarks for research space and density standards for administrative space set by the UCSF Space Committee
- To be able to respond to requests in a timely manner, as needed, a Request for Proposals (RFP) will not be issued routinely for each space to become available. The Dean will determine opportunities warranting a RFP process. However, space requests may be submitted at any time by chairs/directors

- Chairs/directors may have access to view all space assignments in the campus space management system.

SPACE DISPUTES

Issues and disputes within or between departments/ORUs that cannot be resolved at that level may be forwarded in writing from the chairs/directors to the Dean for consideration. The Dean will mediate for resolution.

SWING SPACE

If a department/ORU is unable to provide swing space for its faculty and staff displaced during a renovation, the school will, if possible, make swing space available with the understanding that all costs associated with relocations, preparing the space for occupancy, maintaining the space during occupancy, and cleaning the space post-occupancy will be assumed by the department/ORU.

LEASE SPACE

With a business plan, identification of specific department/ORU funds, and the written approval of the Associate Dean for Finance and Administration, a department/ORU may work directly with the Office of Real Estate to lease appropriate off-campus academic space.

This space governance guidelines document applies to all School of Nursing space without exception.

RESEARCH SPACE – Principles and Processes for Allocation, Use and Retention

Goals

1. Develop policies that seek to provide each active faculty investigator with space suited to the type of research pursued.
2. Identify principles that are transparent, fair and consistent in:
 - a) Securing quality space for investigators;
 - b) Facilitating research across all Departments/ORUs/Institutes/Centers (DOIC) that hold SON research resources and are conducive to transdisciplinary approaches;
 - c) Recognizing and responding to the needs of individual investigators, key departmental recruitments and retentions, and the overall research community;
 - d) Helping to maintain and further strengthen research excellence where it exists, and enable it where it does not;
 - e) Enabling rigorous pursuit of emerging research opportunities; and
 - f) Reallocating underutilized space.
3. Institute processes that are transparent, fair and consistent in allocating and evaluating research space.

Principles and Processes

Principles and processes for research space allocation, evaluation, and retention will be implemented across the SON using both retrospective data and prospective planning. These principles and processes themselves will be evaluated following implementation, and modifications may be recommended to the Dean as deemed necessary.

Principle 1

The following criteria will be applied in the allocation of research space (which may include research administration and core research facilities), and in the periodic evaluation of its use and retention. All criteria will be considered for allocation or retention of space.

- a) Alignment with UCSF, SON missions and strategic priorities
- b) Specific DOIC goal
- c) Collaborative, transdisciplinary, trans-DOIC, multi-site research program
- d) Translational research program
- e) Transformative research program
- f) Capacity to contribute to the cost of renovating, equipping or operating any requested space
- g) In-kind contributions to the research community of space, instrumentation and/or professional staff
- h) Extramural funding (direct and indirect cost expenditures per ASF, assignable square feet research space; large institutional grants will be factored out)
- i) DOIC utilization of assigned space

Process:

- a) SON Dean will collect annual reports from DOICs that update the criteria above, and explicitly discuss any changes from the previous year. Space and financial data used for review will cover the current year plus the previous three years.
- b) Dean will interact with DOIC chairs and directors, not with individual investigators.
- c) Dean will determine new or revise space assignments.

Principle 2

Investigators, DOICs, the SON and the campus administration will share responsibility for covering the operational costs of research space.

Process:

- a) UCSF campus and SON administrators will work together to determine operational costs (including administrative, building operations and maintenance, interest and depreciation on buildings and equipment) for research space, and to define and address uncovered costs. This information will provide a basis for defining the shared responsibilities of investigators, DOICs, the SON and the campus administration for covering the costs of research space.
- b) Each fiscal year, a standard expected level of extramural funding (indirect costs; \$/ASF) will be defined for research space based on operational costs. Based on this level, total expected funding will be computed for total research ASF assigned to each DOIC, and compared to the actual research funds generated within the assigned DOIC space (without regard to which DOIC

administers or is “credited” for such funds). Failure to meet the overall expected level of funding for a DOIC is one criterion that could decrease the total research ASF assigned to the DOIC. Conversely, DOICs that exceed the total expected funding would cite that achievement in any request for additional space, though that criterion alone is not sufficient justification for additional space. In addition, DOICs will be compared to the school as a whole, as well as to other relevant cohort groupings.

- c) DOICs holding underutilized space will be expected to develop, within one month of notification from the Dean, a business plan (to be reviewed annually) for remedying the underutilization; for example, such plans might include interdisciplinary collaborations with other DOICs, or space loans to other DOICs. DOICs may submit updated funding data at any time.
- d) Remaining underutilized space will be returned to the Dean.

Principle 3

The Dean does not determine space allocations for individual faculty members. DOICs shall not assign more than one private office to a faculty member or staff across the University. And, considering DOIC proposals for the assignment of space, the Dean will generally favor those proposals designating no more than twelve workstations for any one investigator.