

School of Pharmacy Space Utilization Guidelines

January 2016

Adapted from the SOM Space Policy

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Purpose

The purpose of these guidelines is to provide a framework for uniform, equitable, and effective utilization of School of Pharmacy space.

Responsibility for Space Resources

The dean has overall responsibility for the equitable and optimal utilization of space resources and final authority over all School of Pharmacy space assignments and designations.

School Space Committee

The School of Pharmacy Leadership group appoints a committee of faculty members to make recommendations to address principles and issues regarding space management. There should be one representative from each department. The appointment is for two years. The committee will have an annual meeting to review the overall space environment of the School.

The dean of the School of Pharmacy can call ad hoc meetings of the committee during the year if there is a space issue on which the dean would like faculty input.

The associate dean of finance and administration will participate in the annual meeting and provide updates to space issues to the committee.

Space Assignments and Records

School of Pharmacy space may be assigned by the dean to one of three recognized entities:

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

These assignments are recorded in the campus space inventory database.

The department chair or ORU director is responsible for managing the assigned space, which includes determining space allocations for individual faculty members and units within the department and ensuring the department information is updated in the campus space inventory.

Consistent with the rules for space allocation historically used by QB3@UCSF as well as in other ORUs, space in Byers Hall will be under the control of the QBI director, with the exception of the space presently being used by the QB3 central office on the second floor. An Executive Committee made up of current and former directors of QB3 will advise the director of QBI regarding space allocation. The director of QBI will report to the dean in all matters associated with space allocation.

Space Allocation, Retention and use evaluation

Space assignments to departments and ORUs and space designations for programs are not permanent assignments. Departmental and ORU space assignments and usage will be reviewed periodically by the dean.

Vacated Space and Recruitments

When a faculty member relocates or leaves the university, the following steps should be followed:

- If the planned recruitment for the vacated position will be executed within two years, the department chair should notify the dean.
- If the recruitment is not executed in the two-year time frame, the chair can request an extension that will be reviewed by the dean. Failing a request for an extension, the space will return to the dean for reassignment.
- If the recruitment is expected to take longer than a year, vacant space can be temporarily reassigned at the discretion of the dean following a discussion with the chair of the department to whom the space is assigned. Temporary assignments must have a defined exit strategy.

Sharing of Indirect Cost Dollars

Indirect cost returns should be negotiated between the home department and the ORU; in most cases, departments and ORUs will agree on arrangements that are satisfactory to both units. However, in some cases in which agreements are not reached or in which guidelines may

be useful to facilitate agreements, we propose the following: Indirect cost returns should be returned to the departments in accordance with the following support:

- 1 - Salary support/compensation plan;
- 2 - Administrative pre- and post-award support, including human resources staff time;
- 3 - Space (must consider whether the space was assigned to the local unit or to the faculty member's home school/department); and
- 4 - Recruitment funds contributed for the faculty member's hire;
- 5- Source of FTE .

Guidelines: Indirect cost returns should go to the units in the following proportions:

- 60% to the unit that provides the faculty member's salary support and compensation plan;
- 30% to the unit that provides administrative support including pre- and post-grant award;
- 5% – 10% to the unit that provides space; and
- 5% – 10% to the units that provide start-up in proportion to their contribution.

(This percentage should only be used for faculty members who are within five years of hire.)

Space Exchanges and Loans

School of Pharmacy -

A department may loan space, but it may not assign its space to another department; space may be reassigned by the dean only. All space exchanges and loans between departments and 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 the chancellor's approval.

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 may be submitted by chairs or directors only to the dean.

Priorities –

Each space request will be reviewed on its 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
- Funded recruitments
- Funded programs
- Programmatic synergies with research neighborhoods and other site-specific programs
- Programs aligned with campus and School strategic planning

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

Process -

- Requests will be accepted from chairs/directors only, at any time, in a standard format specified by the dean of the School of Pharmacy.
- Requesting unit's current space utilization will be reviewed, based on eight criteria outlined for research space in the School of Pharmacy space guidelines, as well as campus 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 an RFP process.

However, space requests may be submitted at any time by chairs.

- Chairs shall have access to view all space assignments in the campus space inventory database.

Space Disputes

Issues and disputes within or between departments that cannot be resolved at that level may be forwarded in writing from the chairs to the dean for consideration.

Swing Space

If a department 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.

Lease Space With a business plan, identification of specific department funds and the written approval of the associate dean for finance and administration, a department may work directly with the Office of Real Estate Services to lease appropriate off-campus academic space.

Principles and Processes for Research Space 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 all investigators;
 - b) Facilitating research across all departments that hold School of Pharmacy research resources and are conducive to trans- disciplinary 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

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, SOP missions and strategic priorities
- b. Specific department goals
- c. Collaborative, trans-disciplinary, trans-department, 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 assignable square feet (asf)], asf research space.

Process:

- a. School of Pharmacy dean will appoint a School of Pharmacy Space Committee that is broadly representative of School departments and research approaches; members will be appointed to staggered two-year terms. The committee is an ad hoc committee that will meet at the request of the dean.
- b. School of Pharmacy Dean's Office will collect annual reports from departments 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 fiscal years.
- c. .

Principle 2

Investigators, departments, the School of Pharmacy and campus administrations will share responsibility for covering the operational costs of research space.

Process:

- a. UCSF campus and School of Pharmacy administrations will work together to determine operational costs (including administrative, building operations and maintenance, interest and depreciation on buildings and equipment) for research space, and define and address

uncovered costs. This information will provide a basis for defining the shared responsibilities of investigators, departments, the School of Pharmacy and campus administrations for covering the costs of research space.

b. 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 department and compared to the actual research funds generated within the assigned department space (without regard to which department administers or is “credited” for such funds). Failure to meet the overall expected level of funding for a department is one criterion that could support a dean’s recommendation to decrease the total research asf assigned to a department. Conversely, departments that exceed the total expected funding level would cite that achievement in any request for additional space, although that criterion alone is not sufficient justification for additional space. In addition, departments will be compared to the School as a whole, as well as to other relevant cohort groupings.

c. Departments 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 departments, or space loans to other departments. Departments may submit updated funding data at any time.

d. The Space Committee recommends that remaining underutilized space, as defined by Principles 1 and 2, be returned to the dean.

Principle 3

The Space Committee does not determine space allocations for individual faculty members. Each department should have its own space guidelines that references and is consistent with the School of Pharmacy Space Governance Guidelines, Principles, and Processes and may include additional criteria to be used when considering space utilization and assignments within the unit. For example, departments may set different expected funding levels for different types of research within specific departments. However, departments will have the overall

responsibility of meeting the School standard. Departments are discouraged from assigning more than one office to a faculty member. And, in considering department proposals for the assignment of space, the dean will generally favor those proposals designating no more than 12 benches (workstations) for any one investigator.

Appendix A

Definitions

Research Space – Assignable Square Feet (ASF)

For the purpose of assessing School of Pharmacy space productivity, research space is defined as School of Pharmacy-occupied space used primarily for research activities, and includes leased space occupied by School of Pharmacy units. Research space is limited to specific types of rooms entered in the campus space inventory (updated annually by the departments) and recorded by the campus ICR Benchmarking Database:

- Research and Research Service (wet lab and wet lab support space)
- Research Office and Research Office Service (dry lab and dry lab support space)
- Office and Office Service (academic and other office, and office support space)

Extramural Funding - Research Expenditures

For the purpose of assessing School of Pharmacy space productivity, research expenditures are defined as dollars expended as a result of research carried out in School of Pharmacy-occupied research rooms. Research expenditures from the campus general ledger are recorded by the campus ICR Benchmarking Database:

- Total Direct Costs (TDC)
- Modified Total Direct Costs (MTDC)

MTDC excludes some direct costs, e.g, equipment purchases, off-campus space rental costs, scholarships, and fellowships (stipends)

- Indirect Cost Recoveries (ICR)