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TAMARA ALLISTON, PhD
Chair, Parnassus Research Programming Task Force

As co-chairs of the UCSF Space Committee, we write with a follow-up to our letter to you dated November 1, 2021. This is a status update with respect to the decisions on Parnassus Research Space Programming Task Force recommendations presented at our October 15, 2021, meeting.

Below are the decisions that were made at that time, with the relevant update.

1. **Decision: The committee endorsed the recommendations ensuring the creation and maintenance of a vibrant research enterprise at Parnassus by:**
 - a. organizing research programmatically throughout four discovery themes
 - b. prioritizing connections with contiguous research arteries
 - c. guiding informed programming decisions using data and resources developed by the task force
 - d. modifying space governance in a way that balances programmatic space organization with departmental vision and needs

Status:

EVCP, in collaboration with Real Estate and the PMO, will lead the next phase for PRAB programmatic space allocation. We will reach out to each anchor program: (ImmunoX, Cancer, Diabetes, iMicro, Cell Biology, and Microbiome) expected to be part of the PRAB research community and convene a group with the goal of determining programming specifics. This will include, for example, who the PIs are in the building, and what approximate allocation of lab benches, desktops and support space is required. The work will be based on the principles set forth by the Parnassus Research Space Programming Task Force. We expect this work to begin in the next few weeks and take approximately three to four months, such that the recommendations can be approved by the Space Committee and delivered to the PRAB design team during the schematic design phase.

On a broader scale, the Space Committee is working to set up a Faculty Space Advisory Committee (FSAC). This committee, which is modeled after a very successful approach that has been used at UCSD for two decades, is charged with assessing appropriate space allocation based on metrics and principles for optimal space usage. We believe this approach will greatly enhance transparency and quality of space governance at UCSF. You can expect to hear details about the formation of the FSAC in a matter of weeks.



- 2. Decision: The committee agreed with a phased approach to the location of research programs at Parnassus including:**
- a. seeking near term opportunities
 - b. studying MSB for seismic compliance options and strategic colocation for non-wet lab functions
 - c. preparing for cost-effective and efficient remodeling of HSIR tower wet lab spaces
 - d. and considering temporary relocations to support renovations as opportunities to co-locate and incubate programs.

Status:

A feasibility project to identify the best way to meet seismic, life safety, and deferred maintenance needs for MSB is launching in the next few months. The HSIR tower fire sprinkler and life safety upgrade project design and permitting is underway, which is the first step in improving wet lab spaces.

- 3. Decision: The committee agreed with the phased and distributed model for purpose-built clinical research and incorporating shared clinical research resources.**

Status:

Based on the concept of the distributed model, the Space Committee is working hard to identify existing and newly constructed space to address the needs of Parnassus-based clinical research. There is general agreement that newly designated clinical research space should be distributed in the sense that research involving higher intensity clinical care will be closest to the hospital, and less clinical “low-touch” participant research will be toward the west.

Regarding the opportunity created by the building of the PRAB, the current Space Committee proposal is that incorporated clinical research space will be designed in a way that it can be used by multiple research groups rather than wholly committed to a pre-defined set of investigators. This is consistent with the Task Force recommendation for 10,000 ASF of shared clinical research resources comprised of a low-touch research unit and biospecimen support core. The Task Force recommendation for 10,000 ASF of “programmatic space supporting PRAB-based clinical researchers” is not endorsed, but the Space Committee does endorse the Discovery Theme vision behind that recommendation and is committed to looking at space in the Clinical Sciences Building (CSB) for possible space solutions that allow its realization. A “tiger team” is being put together to provide greater clarity and specificity on these PRAB/CSB clinical research issues for the Space Committee to leverage in its decision-making.

Regarding the campus-wide distributed model, the Space Committee is committed to looking at space in the CSB, Medical Science Building (MSB) and the west wing of Moffitt for additional, near-term space solutions, and recent walks of these buildings suggest real potential. Discussions with School of Medicine leadership are also scheduled to identify potential near-term opportunities. Part of this opportunity is created by UCSF’s endorsement of hybrid and remote work models during and post-pandemic, which affords an excellent opportunity for many programs to release space that can be repurposed for clinical research. Specifically, units will no longer be prioritized to remain fully on-site at Parnassus if they do not provide direct clinical care or direct support for patients and families; do not spend a significant time on academic or research responsibilities; or are not responsible for direct physical operations, maintenance, construction, or emergency response.

4. Decision: The committee unanimously supported the development of an action plan for the implementation of the recommendations, including high level timelines and funding proposals to support the action plan.

Status:

An action plan focused on planning opportunities for spaces vacated by PRAB programming is under development and will be shared with the Space Committee in February. The action plan is intended to align with the campus capital planning process and will be shared with the Task Force.

As an example: one consideration in identifying the relevant program PIs for relocation to the PRAB will be the timeline and best use for the space that is vacated by the PIs. Lab space that is in good condition may only need minimal work to allow for a PI in older lab space to reoccupy the space in furtherance of the Discovery Theme recommendations. In cases where the vacated lab space is in poor condition, a timeline and potential research occupant can be identified, using the Discovery Theme recommendations. Real Estate will assess all vacated space. It may be that some PIs in older space are relocated to vacated space in the towers to allow for the next renovation project in the towers. We are also well aware that, as the plans develop for the re-allocation of space in HSIR and MSB, the identification of capital funding is critical to meet the expectation of minimal delay between the completion of the PRAB and the renovation of freed-up space.

Finally, we have attached a high-level summary of the various groups involved in PRAB planning over the past few months.

We will continue to share updates as the work progresses. As Chair of the Task Force, please feel free to share this status update. And please contact Assistant Vice Chancellor Alicia Murasaki or Associate EVCP Janhavi Bonville should you have questions regarding the decisions.

As always, we are grateful for your partnership in this exciting endeavor!



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Senior Associate Vice Chancellor, UCSF Real Estate
Vice President, UCSF Health

Attachment

cc: Associate EVCP Bonville
Assistant Chancellor Murasaki

UCSF High-Level Overview of PRAB Planning Meetings

Over the past three months, there have been over 100 program-focused meetings for PRAB. The below provides an overview.

Beginning with a live-streamed site tour for remote programming, as well as an introductory stakeholder kick-off meeting, programming relied on a series of meetings conducted via video conferencing. Formal leadership and stakeholder meetings were supplemented with focused, subject-specific interviews and the sharing of data digitally including an online survey.

An Executive Oversight Committee provided final approval of the project specifics and resolved any open questions. Reporting to the Committee, the Alignment Group served as a unifying voice and made recommendations to the Committee based on input from stakeholder groups.

Twenty formal stakeholder groups were created based on the anticipated functions moving into PRAB. These stakeholders met separately in six meeting series that progressed into greater detail and firmed up decision points. The focus of each series included:

1. Value Alignment and Information Gathering
2. Review and Synthesis
3. Confirming Priorities and Direction
4. Assessing Findings and Recommendations
5. Design + Program Integration with Technical Criteria
6. Final Comments and Sign-Off

Additional video meetings to supplement the regularly scheduled stakeholder series occurred as needed to address specific topics.

The stakeholder groups fell into the following general categories:

- Exterior Spaces
- Retail
- Education
- School of Nursing
- Low- Touch Human Centered Research
- Research Programs
- CoLabs
- LARC & BSL-3
- Sustainability
- Building Support