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April 5, 2022

TAMARA ALLISTON, PhD  
Chair, Parnassus Research Programming Task Force

We are following up on the letter of February 4, 2022, with further details on the Parnassus Heights Research Space Action Plan. In that letter, we described Decision 4 of the Space Committee, which called for the “development of an action plan for the implementation of the recommendations, including high level timelines and funding proposals to support the action plan.” Attached herein is the approved Action Plan for the Task Force’s review.

In the Action Plan, each of the Task Force’s recommendation to the Space Committee is outlined with the status of each, dependencies for their successful fulfillment, and an estimated completion date. In addition, a model timeline is included that describes the milestones and potential durations for the phase of renovation of one of the HSIR triads. This timeline shows the sequence of activities with a forecasted completion in 2028. As noted in the Action Plan, a triad renovation is not currently part of the Capital Plan but as leadership develops this year’s plan, it will be considered for inclusion.

We thank you for your continued commitment to the revitalization of research space at Parnassus Heights, and we commit to providing an update on the Action Plan at least biannually.

Please contact Assistant Vice Chancellor Alicia Murasaki or Associate EVCP Janhavi Bonville should you have questions regarding the Action Plan.

Daniel H. Lowenstein, MD  
Executive Vice Chancellor and Provost  
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DocuSigned by:

Erin Gore

Senior Vice Chancellor  
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Attachment

cc: Associate EVCP Bonville  
Assistant Vice Chancellor Murasaki



## Action Plan for Parnassus Research Space

3/21/22

The Parnassus Research Programming Task Force made final recommendations to the UCSF Space Committee in October 2021. The Space 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 recommendations. The recommendations as well as the status of each are:

Recommendation	Status	Dependencies	Estimated Completion
<b>1. Ensure the creation and maintenance of a vibrant research enterprise at Parnassus by:</b>			
a. Organizing Parnassus research programmatically, with an integrated continuum of investigators and resources for computational, clinical, and laboratory-based research, throughout four Discovery Themes.	The task force's work is complete and a communication plan is being developed with the Space Work Group to ensure that Control Points, Departments, and Faculty Space Advisory Committee are aware of the Discovery Themes to assist in assignment of space.	<ul style="list-style-type: none"> <li>•</li> </ul>	2022
b. Physically connecting new and existing PH research space with contiguous research arteries.	Connectivity, research arteries, and the campus crossroads proposal are being explored as part of the initial design phases for the PRAB so that opportunities can be identified, prioritized, and aligned with the Capital Plan process.	<ul style="list-style-type: none"> <li>• MSB Feasibility Study</li> <li>• PRAB high level exploration of physical connection options</li> <li>• CSB assessment for connectivity</li> <li>• Promenade</li> </ul>	2022-23 (during early design phase) for PRAB and ongoing
c. Guiding informed programming decisions using data and resources developed by this Task Force.	A Faculty Space Advisory Group, modeled on one at UCSD, is being established. A chair has been named and membership is being developed.	<ul style="list-style-type: none"> <li>• Communication Plan</li> </ul>	2022
d. Changing governance policy for programmatic space organization balanced with departmental vision and needs.	The chair of the Faculty Space Advisory Group will also serve on the campus Space Committee.	<ul style="list-style-type: none"> <li>• Naming of chair, appointing of Committee and Launch</li> </ul>	In process as of March/April 2022

<b>2. Meet the urgent need for high quality research space throughout the PH campus by:</b>			
a. Seeking and using near-term opportunities to rejuvenate PH research space prior to 2026.	The detailed action plan for renovation of three floors in the HSIR towers is included below.	<ul style="list-style-type: none"> <li>• HSIR Seismic/Life-Safety Upgrades</li> <li>• Condition Assessments</li> <li>• PRAB PI Assignments</li> <li>• Identification of funding</li> <li>• Align with UDAR</li> <li>• Available swing space</li> </ul>	2022-23
b. Maximizing the usable life of MSB by seismic study, strategic colocation, and renovation for non-wet lab functions.	An RFQ for completion of a feasibility study for MSB will be released shortly with work to begin this spring/summer.	<ul style="list-style-type: none"> <li>• </li> </ul>	2022
c. Preparing for cost-effective and efficient remodeling of 3 HS Tower floor 'triads' to begin in 2026	See the detailed action plan below for an illustration of the approach for the first triad.	<ul style="list-style-type: none"> <li>• Validate 3-floor approach</li> <li>• PRAB PI assignments</li> <li>• Space requests that will not be allocated in the PRAB</li> <li>• HSIR Life/Safety Upgrades</li> <li>• Identification of funding</li> <li>• MAQ assessments</li> <li>• Available swing space</li> </ul>	Planning in 2022-24. Construction start in late 2026.
d. Using PRAB swing space to incubate programs during necessary remodeling.	The EVCP will lead "phase two" programming for the PRAB in which PIs aligned with the anchor programs will be selected. Planning for swing space use will follow PI identification.	<ul style="list-style-type: none"> <li>• PRAB PI assignments</li> </ul>	Planning in 2023-24. Space moves in mid-2026
<b>3. Address the urgent need for 75K clinical research space by:</b>			
a. Adopting a phased solution, beginning now with newly liberated space followed by purpose-built space in PRAB.	A "tiger team" approach, headed by AVC Hal Collard will be used to further define PRAB clinical research space as well as opportunities outside the PRAB.	<ul style="list-style-type: none"> <li>• Parnassus Heights Space Allocation Criteria application to free up space for clinical research</li> <li>• Telework Plan Implementation and Analysis</li> </ul>	2022-23

b. Locating purpose-built clinical research space throughout the campus according to clinical intensity and participant access.	Review of space opportunities in Moffitt West, CSB, and MSB underway	<ul style="list-style-type: none"> <li>• Validation of clinical research space needs</li> <li>• Clinical Research Tiger Team</li> </ul>	2022-24
c. Incorporating relevant shared clinical research resources (e.g., research units, CoLabs).	Shared clinical research resources are accommodated in the PRAB. Additional opportunities may be identified through Clinical Research Tiger Team	<ul style="list-style-type: none"> <li>• Clinical Research Tiger Team</li> </ul>	2022-26

This document includes the first action plan developed in response to the recommendations and is focused on Item 2(c) to prepare for renovation of three floors in the towers. Action plans for the other recommendations will be developed iteratively along with prerequisites for their implementation. These action plans are not intended to be static but will be adjusted and recalibrated as information is gathered and needs evolve. Some of the initiatives that are underway or soon to be launched that will be factors in the action planning include:

- MSB seismic/feasibility study to determine the future of Medical Sciences
- Connectivity discussion for PRAB and campus to inform PRAB programming and design
- SOM Focused Space Request Discussions
- Faculty Space Advisory Committee
- Building walk-throughs to identify opportunities
- Tiger Team on clinical research to further define PRAB clinical research and address need in the next three years as well as longer term. This will include determining the right size configuration, and distribution of clinical research space.
- Communication on Discovery Themes to wider campus to ensure space assignments and planning align with Discovery Theme recommendations
- Parnassus Heights Space Criteria implementation to right-size administrative space at Parnassus Heights and potentially free up desktop space for other uses

### **Preparing for Cost-Effective and Efficient Remodeling of HSIR Tower Floor ‘Triads’**

The task force identified three “triads” (sets of three vertically adjacent floors) that were ideal candidates for renovation: HSE 4/5/6, HSE 11/12/13, and HSW 14/15/16. Triads are considered to be optimal because they allow for economies of scale and cost savings while reducing disruption to adjacent spaces. Given the space constraints at Parnassus Heights, renovating more than three floors at once would be challenging because there is insufficient swing space available for temporary occupation. Renovation of floors in the HSIR towers is highly dependent on the availability of space that current occupants can move to in order to free up space in the tower floors for renovation

The conceptual program for the PRAB includes a significant amount of unprogrammed research space (~40,000 GSF) that is intended to provide the swing space for renovations in other research buildings as well as provide incubator space for temporary research collaborations.

A funding plan for lab floor renovations will need to be developed. UCSF’s capital plan includes funding each year (averaging \$29 million) for deferred maintenance and code compliance. These funds are allocated to projects prioritized

based on likelihood of failure and risk. Given the recency of most Mission Bay buildings, most of this money will be spent on facilities at Parnassus Heights. Additionally, the plan includes funding for scheduled renewal -- replacement of building equipment, systems, controls or finishes at the end of their useful life, typically after 15 or 25 years. Some scheduled renewal funding for building finishes and controls will also be spent at Parnassus Heights.

The plan does not currently include notable funding for laboratory renovations. HSIR and Medical Sciences Building renewal and laboratory modernization are both listed as Category 2 projects, which are projects needed to implement UCSF's capital strategy, but for which funding has not yet been identified. The Chancellor, Provost, and other leadership are aware of the need for laboratory modernization. The university has been going through a period of significant financial uncertainty, with patient care revenue suppressed due to the pandemic and State budget cuts during 2020-21. The 2021 capital plan was developed in spring 2021, before the Legislature and Governor came to agreement on restoring funding for UC during 2021-22. Furthermore, the two major projects planned for Parnassus Heights -- the new hospital and the research building -- are very large and carry risks associated with total costs, philanthropic attainment, and costs of financing. Thus, leadership has not been ready to commit to further projects until the revenues stabilize and planned projects are closer to realization. Specific projects and funding will be considered and likely added to the capital plan during this cycle (planning work happening now through May 2022) or in 2023. The following timeline illustrates the potential milestones and decision points for the renovation of one of the triads identified by the Task Force. Selection of the triad will be an outcome of the current initiatives including the Faculty Space Advisory Committee, PRAB PI assignments, and additional condition assessment. The towers are included in Discovery Zones A, B, and D and some of the programs identified for these zones include dry and desktop research that would not require heavy chemical loads.

**Renovation of Triad of Floors in HSE or HSW**

	2022				2023				2024				2025				2026				2027				2028				2029				2030			
Identify PIs to move to PRAB	[Blue bar spanning 2022-2024]																																			
Validation of Triad to be Renovated	[Blue bar spanning 2022-2023]																																			
Develop a funding plan (2022-24)	[Blue bar spanning 2022-2024]																																			
Confirm Space Program for future Triad occupants									[Blue bar in 2024]																											
Design for Triad									[Blue bar spanning 2024-2026]																											
Triad occupants move to PRAB																	[Dark blue bar in 2026]																			
Construction for Triad																	[Blue bar spanning 2027-2028]																			
Move in to renovated Triad																					[Blue bar in 2029]															

PRAB COMPLETION