

**April 26, 2017**

## **Mission Hall Workplace Research Study**

At the request of campus leadership and the UCSF Academic Senate, UCSF commissioned a workplace research project to assess satisfaction, well-being, work effectiveness, and engagement prior to, and following, the occupancy of Mission Hall. The research team was comprised of UCSF Principal Investigator Dr. Nancy Adler, Dr. Janice Barnes (and staff from the architectural firm Perkins+Will), Dr. Jean Wineman from the University of Michigan, and Dr. John Peponis from Georgia Tech. The team also collaborated with the Center for the Built Environment at UC Berkeley.

The team assessed opportunities and challenges in the use of Activity-Based Workplace design strategies at UCSF, and the effectiveness of the new Mission Hall workspace in supporting individuals, teams, and departments. Further, the team developed workplace research methodologies in support of a project design process that is research-informed and broadly applicable to workplace types and work settings at UCSF.

Informed by the Mission Hall Research Study and the Open Plan Workspace Governance Task Force, UCSF is implementing the following operational improvements in Mission Hall:

- Establishing space governance committees, including a Building Governance Committee, which oversees key governance policies, and Space Block Committees, which manage the space on individual floors (two floors per Committee).
- Hiring a Space and Operations Analyst to coordinate and assist the occupants of Mission Hall and Block 33 with tracking and managing their space, as well as managing the shared services for operating the building. The analyst reports to the Director of Space and Capital Planning in the Real Estate, Planning, and Capital Programs department.
- Future planning to provide workspace in Mission Hall for clinicians, researchers, and staff working in the new Precision Cancer Medicine Building at Mission Bay. Planning is underway to accommodate personnel in a combination of private offices (created from converted Focus Rooms), and workstations (vacated by faculty/staff moving into private offices). Implementation will be coordinated with the Mission Hall space governance committees, under the direction of the UCSF Space Management Subcommittee, which is co-chaired by EVCP Dan Lowenstein and Vice Dean Bruce Wintroub.
- Other improvements to Mission Hall, all of which are funded and in the early stages of planning and implementation, include:
  - Increased visual privacy – via reorientation of workstations in high traffic areas.
  - Focus rooms, Huddle rooms, and (future) Private Offices – acoustical door seals at door/frame interfaces and thresholds.
  - Workstations and Town Centers – provide ceiling mounted acoustical treatment.
  - Audio Visual upgrades – provide for AV conferencing in Huddle rooms.
  - Reassignment of some Focus Rooms to Private Offices, with new ergonomic furniture.
  - Improved wayfinding – installation of 75” flat panel displays floors 2-7. Next steps include content design with individual floor/department reps; equipment installation.

We are applying the lessons learned at Mission Hall in the planning and design of future projects:

- The Mission Hall research team is conducting research and reviewing the design of the open plan environment in both the Block 33 project, and the ZSFG Research Building project.
  - The research includes focus groups, surveys of faculty and staff that will occupy the new buildings, as well as observation studies of their current space utilization.
- The programming for both Block 33 and ZSFG includes:
  - Reintroduced private offices as a work setting.
  - Modestly increased size of assigned and unassigned offices, to better accommodate small meetings, technology and assigned space.
  - Defined criteria for functional zoning and acoustical separation of congregation and collaboration spaces from the workplace.
  - Increased the size of Huddle Rooms to better accommodate technology and the size of UCSF work groups.
  - Eliminated open office collaboration spaces and replaced these with enclosed informal meeting rooms and Huddle Rooms.
  - Reoriented open workstations to prevent circulation spines from passing along the back of those seated at open workstations.
  - Established improved acoustical performance criteria to support higher levels of acoustical privacy and separation.
- Post-occupancy studies will be conducted after construction completion and move-in.

A copy of the Mission Hall study is [available here](#).