Guiding Principles for Populating the Newly Renovated CSB/UCH buildings\(^1\) and Parnassus Campus site

Revisions: January 13, 2015 PRE-FINAL DRAFT

**Background**

In alignment with the original charge and after review of occupancy needs, building size and shape, and different design options, the Clinical Sciences Building (CSB)/UC Hall (UCH) Faculty Advisory Committee (Committee) recommended that CSB/UCH should be designed as a hybrid activity-based workspace, including small offices as well as open work stations and associated non-assigned private work spaces for small group meetings and quiet work (called Focus and Huddle Rooms). Non-assigned "hotel" workstations would be available on each floor to address the needs of visiting faculty from other sites, students, fellows, and post docs who may not have an assigned seat in the building. The guiding principles would ideally apply to all dry space at Parnassus to the degree possible.

The Committee recommends that the current CSB program be considered an Interim Occupancy. This Interim Occupancy plan is required in order to accommodate occupants of UCH to allow for its retrofit. This Interim Occupancy would consist of existing dry CSB and UCH programs. To the extent possible, steps should be taken prior to the Interim Occupancy that would maximize adjacencies within CSB. This might include identifying administrative programs that do not meet the principles described below, and thus, finding a location for them elsewhere.

The Committee recommends that a comprehensive analysis of programmatic adjacencies at Parnassus Heights be undertaken and a reprogramming plan implemented that would optimize adjacencies within CSB, UCH and other buildings at Parnassus Heights.

This report and recommendation was accepted by the ________________. The Committee was then asked to provide guidelines for assigning private offices in this model.

**Process**

The committee met 12 times, supported by Campus Planning and Capital Programs.

I. Committee Working Assumptions

A. The drivers for the use of activity-based workstations in the current UCSF campus redesign efforts include:

1. The need to accommodate a large number of faculty and staff on a fixed geographic footprint\(^2\) and within available funding constraints; and,
2. The desire to use new models of open and collaborative work space to increase the efficiency, effectiveness of the work environment, and the ability to reassign and accommodate changes in program size with relative ease. In many cases, the proposed layout will provide better academic work space than is currently

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\(^1\) Post seismic retrofit
\(^2\) Related to UCSF space ceiling
available (e.g. many faculty share tiny offices or do not have an assigned office, nor access to small meeting rooms and conference spaces).

B. The best time to reassign space is in the setting of new construction or renovation, when all realize that they will be required to vacate space. The CSB/UCH retrofit provides a compelling opportunity to reassign space to optimize program, divisional, departmental and school based working relationships.

C. Plans to assign space within CSB/UCH based on who occupied the space in 2014 is not recommended because it does not leverage the opportunity presented by the new hybrid activity-based workspace concept; rather it simply recreates an existing collection of occupants, which was not based on a deliberative process.

D. Optimal assignments in the CSB/UCH buildings may not be possible until the completion of the CSB/UCH renovations; this may necessitate more than one move to achieve ideal working conditions and adjacencies after an initial transition phase.

E. Concerns about the expense of more than one move should not interfere with the long-term goal of optimizing program (and faculty/staff) adjacencies for efficient and effective workplaces. The Committee understands that some moves that might be required to consolidate programs or strengthen adjacencies are not part of the seismic retrofit projects for CSB/UCH. Such work scope should still be considered in long term space planning efforts.

F. All space assignments are subject to UCSF’s policy on Space Governance and Principles (http://policies.ucsf.edu/policy/600-24), which states that no space assignments are permanent. Workspaces (private offices or open workstations) may be reassigned based on changes in an employee’s job responsibilities or in order to facilitate more logical working relationships by improving adjacencies. Care should be taken to avoid multiple short term moves. Deans and department chairs are accountable for the effective use of space that has been provided to them by the Chancellor. Guidelines developed by this and other committees should guide senior leaders as they make decisions about space allocation.

II. General Space Principles Recommended by the Committee

A. Space is a shared and finite resource that should be allocated for the benefit of the UCSF community at large.

B. Governance of space assignments and reassignments should be assigned to a "campus/site-based " committee that:

1. Includes representation from faculty and staff.
2. Targets a long term goal of optimizing space assignments to improve the efficiency and effectiveness of work.
3. Uses a defined process and transparent objective criteria for dry academic work space assignments and reassignments, with early engagement of affected stakeholders. {Note: Good occupancy data must be developed in order to apply density metrics to assess utilization.}
4. Adjusts criteria based on changes in the UCSF and external environment.
5. Periodically review the performance of the office-based work environment to insure that space is being used as prescribed.

C. All employees should have one UCSF personal work space, such as a private office or open workstation...

III. Recommended Space Principles for the Parnassus Campus and CSB/UCH

Planning to assign CSB/UCH space in alignment with the goal for optimal work environments and programmatic adjacencies requires first a consideration of who needs to be on Parnassus and then who should occupy the CSB/UCH space. Initial allocation of space will be to the Schools who can then reallocate the space to Departments.

A. In the assignment of Parnassus Campus personal workspaces, priority should be given to:

1. Faculty and staff whose primary campus responsibility involves personal interactions with patients and learners on the Parnassus Campus and faculty and staff who work close with others who meet that criteria.

2. Consolidation of Departments/Divisions or Programs in which faculty with priority per III. A. (1) are assigned.

B. In the assignment of personal workspaces in CSB, priority should be given in descending order of priority to:

1. Faculty and staff involved in the care of hospitalized patients in the Moffitt-Long building (for whom assignment on the south side of the street, and east end is ideal).

2. Faculty and staff whose work involves non urgent/emergent personal interactions with patients in the Moffitt/Long Hospital buildings, LPPI or the ACC building.

3. Programs involving the faculty/staff listed above.

C. In the assignment of UCH personal workspaces, priority should be given to faculty and staff whose work involves personal interactions at the west end of the Parnassus campus.

D. Faculty and staff whose work predominantly involves personal interactions with students or residents based at the Parnassus site should be co-located on the Parnassus campus with the programs they support.

E. In the allocation of space to Schools, Departments, Divisions, and Programs, priority should be given to:

1. Consolidating faculty and staff within programs and divisions to improve work efficiency and culture.

2. Providing flexibility to allow for programmatic growth in the same location for those programs whose presence at the site is considered to be ideal.
IV. Private Office Assignment Principles for the CSB/UCH buildings

Assumptions:

- The need to conduct HIPAA compliant or Human Resources compliant conversations on occasion does not merit a private office; these episodic conversations can take place in Focus or Huddle rooms. (The CSB/UCH hybrid activity-based workspace design has been determined to be compatible with HIPAA compliant behavior. Policy requires that all UCSF staff and students be trained in HIPAA compliant behavior. In addition, similar work spaces already exist at UCSF and they have been determined to be adequate by UCSF's compliant officer.)

- The need to have quiet space to work does not justify a private office, since the environment of the activity based workstation will be considered to be a quiet space.

- Faculty or staff with protected disabilities requiring a distraction free environment will work through their campus ADA coordinator to identify potential options for meeting their needs.

Principles:

A. Schools/EVC/SVCs will be assigned occupancy in CSB/UCH based on the total number of workspaces needed by programs, and they will in turn be responsible for allocating space to departments.

B. Initial allocation of private offices to Schools/EVC/SVCs will be made based on the building-wide ratio of private offices to open workstations applied to headcount, with adjustments made as necessary to make the allocation equitable across Chancellor's Direct Units.

C. Private offices should be assigned to faculty or staff by their departments based on the following guideline:

   Faculty and staff who spend the majority of their work time at their desk in confidential conversations such that they would either be forced to use one of the common private rooms continually (thus, preventing others from using them), or disrupt those around them. This might also include faculty and staff who are required to spend the majority of their work time in small group meetings (1-3 persons) or are on the phone with others continuously.

D. Given the limited number of private offices in the CSB/UCH buildings, private offices should not be assigned to:

   1. Faculty or staff with a private office elsewhere in the UCSF footprint (as stated under II.D. General Principles, regarding both private offices and open workstations).
   2. Emeritus Faculty.