

## CHARTER AND MEMBERSHIP OF THE SPECIAL COMMITTEE ON SPACE PLANNING

### I. CHARTER

#### a. Background Considerations:

1. *General Expansion.* UCSF has grown rapidly in the last decade with the development of the Mission Bay campus site, including the recently opened UCSF Medical Center at Mission Bay, the seeds of which were sown in the 1990's. UCSF's physical growth has been driven by its programmatic growth, fueled by its burgeoning research programs and funding, and clinical programs and revenues. Its programmatic success has attracted talented and ambitious faculty and staff, who in turn have attracted philanthropy interested in supporting exciting new programs. Its expansion has also been driven by the need to address its seismically compromised facilities. At the same time, UCSF is changing its approach to managing its space by seeking to optimize the use of space and the return on its investment in physical facilities. Therefore, UCSF developed a set of space governance policies, which aims to make space assignment and use more transparent and fair, and allows space to be reassigned if it is not used well. Further, UCSF is seeking to reduce its occupancy costs and the impacts on its population and neighbors by consolidating its many remote locations including some of its leased sites into fewer sites.
2. *Mission Hall.* The decision to expand and relocate children's, women's and cancer services of the UCSF Medical Center to Mission Bay was coupled with a decision to build separate academic workspace for the faculty and staff working in the Medical Center in what became Mission Hall. Many of the clinical programs moved to Mission Hall from Parnassus Heights, Mount Zion and Laurel Heights, as well as space being programmed-in for desktop research programs in global health, epidemiology and translational research. To accommodate those populations in Mission Hall's desktop environment within the parameters of the project budget, project schedule, and building envelope, while promoting efficient work in a consolidated location which could be flexibly managed over time, an open plan workplace design called Activity Based Workspace (ABW) was deployed. Once Mission Hall opened in October 2014, a number of deficiencies, in addition to the advantages, became apparent in the ABW environment as occupants moved in. One of the most prominent deficiencies was the lack of private offices, a concern that had been predicted by many faculty and staff when the design was initially announced. At the urging of the faculty, the Mission Hall Workplace Research Study was commissioned in 2014, and has produced preliminary results, which show poor utilization of the building, and occupant dissatisfaction and concerns with the building.
3. *Open Plan Workspace Environment.* Over the past 30 years, UCSF has been gradually moving away from a closed plan environment, starting with its research labs and then moving to its desktop environment. Enclosed suites of desktop workspace with private offices and workstations at UCSF have varied in size, configuration, density and utilization across UCSF's buildings. The fixed walls of these suites have limited the flexibility to accommodate programmatic growth and contraction, such that UCSF has undertaken expensive construction to reconfigure existing space or build new space. Although the open plan design has been used successfully in other sectors, the application of open plan in higher education, and in academic medical centers for academic workspace (as opposed to administrative support), has been limited.

4. *Multiple space planning projects underway.* UC San Francisco's Long Range Development Plan (LRDP) was approved by the University of California Regents in late 2014. With this momentum, UCSF began to focus its attention on the **Parnassus** campus to address critical structural issues as one of the many phases of implementing the LRDP. The first objective is to seismically retrofit and renovate Clinical Sciences Building (CSB) by 2017 and UC Hall (UCH) by 2020. UCSF will construct a new building on the **Mission Bay East Campus**, located across Third Street from the Medical Center, on Mission Bay Block 33 (the block number in the City's Mission Bay Plan). This building will house desktop research and administrative programs, and possibly outpatient clinics, relocating from Parnassus, Laurel Heights and leased sites. Once the building occupant programs are finalized, site planning, programming and design will commence in early 2016. UCSF finalized an agreement and closed escrow for the long-term (99-year) ground lease of the **Laurel Heights** campus site to a private real estate investment partnership: Laurel Heights Partners LLC. In conjunction with the long-term ground lease, UCSF is renting back the Laurel Heights campus and will continue to occupy it for a minimum of five years. UCSF conducts research in support of the clinical programs at the **Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center** (ZSFG) in laboratory and desktop space, much of which is located in older brick buildings. UCSF is in the planning process to build a modern academic research building at ZSFG on what is currently the B/C surface parking lot. The facility, which has a projected completion date of 2019, will provide safer facilities for faculty and staff currently located in these seismically compromised buildings and also house employees from off-site leased space. Finally, a task force has been established to strategically rethink UCSF's plan on its institutional infrastructure for education at **Mt. Zion and Parnassus** over the next 15 years. Given the lack of space available at Mission Bay, both Parnassus and Mt. Zion will remain an integral part of the UCSF campus.
5. *Process (per [space.ucsf.edu](http://space.ucsf.edu)).* All construction projects at UCSF follow a decision making process that incorporates: 1) the building program, which are determined by campus and school leadership and departments that will occupy space; 2) the building size, which are determined by site entitlement, program and budget; 3) budget; and 4) providing a workplace to support all faculty and staff. In addition, all major construction projects and renovations include a decision process that involves feedback from: 1) Faculty Users Group/Advisory Committee; 2) the building Committee - This group comprises institutional leaders at Chancellor and Dean levels and provides recommendations to Chancellor's Executive Cabinet (CEC); and 3) the Chancellor, who makes final decisions after recommendations from the CEC.
6. *Role of the Academic Senate.* In Fall 2015, Senate Chair Ruth Greenblatt has successfully lobbied the UCSF Administration to place Senate representatives on the following space planning committees: the UCSF Campuswide Space Governance Committee, the UCSF Space Development Committee, the Mission Hall Task Force<sup>1</sup>, the Mission Bay East Campus Phase 1 (Block 33), the Parnassus Clinical Sciences Building/UC Retrofit Occupancy Planning Committee, the SFGH Research Building, the Child Teen Family Center/Department of Psychiatry Building Programming Committee, and the Parnassus- Mt Zion 2025 Task Force.

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<sup>1</sup> The Mission Hall Task Force concluded its work in January 2016.

- b. Justification for Special Committee: Given the large number of disparate space planning committees in operation at UCSF, as well as the rapid pace that the campus is expanding, a coordinating body is needed to coordinate Senate feedback to the overarching space committee at UCSF – the UCSF Campuswide Space Governance Committee – as well as to the smaller committees involved in the individual space planning efforts on campus, which are listed above.
- c. Reporting Requirements: The Chair of the Special Committee on Space Planning will report periodically to the Coordinating Committee, or equivalent body, as needed to update members on the activities of the different space planning committees at UCSF.
- d. Term of the Committee: The Special Committee on Space Planning shall remain in force until August 31, 2020. The Coordinating Committee has the right to extend the life of this committee annually beyond August 31, 2020.

II. MEMBERSHIP

- a. Chair: The Chair or Vice Chair of the Academic Senate shall serve as both the Chair of the Senate Special Committee on Space Planning and the Senate’s representative on the overarching UCSF Campuswide Space Governance Committee.<sup>2</sup>
- b. Membership on the Special Committee on Space Planning shall consist of the Senate representatives on the following space planning committees and have staggered one to two-year terms:

UCSF Campuswide Space Governance Committee  
 UCSF Space Development Committee  
 Mission Hall Task Force  
 Mission Bay East Campus Phase 1 (Block 33)  
 Parnassus Clinical Sciences Building/UC Retrofit Occupancy Planning Committee  
 SFGH Research Building  
 Child Teen Family Center/Department of Psychiatry Building Programming Committee  
 Parnassus- Mt Zion 2025 Task Force

- c. Membership as of March 3, 2016:

First Name	Last Name	Degree	School	Committee
Sri	Nagarajan	PhD	Medicine	UCSF Campuswide Space Governance Committee*
David	Teitel	MD	Medicine	Mission Hall Task Force
Janet	Myers	PhD, MPH	Medicine	Mission Hall Task Force
Chuck	McCulloch	PhD	Medicine	Mission Bay East Campus Phase 1 (Block 33)
Steve	Hetts	MD	Medicine	Parnassus Clinical Sciences Building/UC Retrofit Occupancy Planning Committee

<sup>2</sup> Srikantan “Sri” Nagarajan, as the Senate representative on the UCSF Campuswide Space Governance Committee, shall serve as Chair of the Special Committee on Space Planning until August 31, 2016.

Fran	Aweeka	PharmD	Pharmacy	SFGH Research Building
Descartes	Li	MD	Medicine	Child Teen Family Center/Department of Psychiatry Building Programming Committee
Kimberly	Topp	PhD, PT	Medicine	Parnassus- Mt Zion 2025 Task Force
Chad	Christine	MD	Medicine	UCSF Space Development Committee
Paul	Volberding	MD	Medicine	UCSF Space Development Committee

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