

November 17, 2016

RE: Proposed Bylaws for the Committee on Space Planning

Dear Executive Council Members,

At the October 27 Division Meeting, the proposed bylaws for the new standing Committee on Space Planning were pulled from the agenda for further review and discussion. Towards that end, I am sending out the proposed Committee on Space Planning bylaws. Please take them back to back to your respective committees to discuss and provide written comments to Executive Council **by January 18, 2017**, as appropriate.

There is a clear need for a standing Committee on Space Planning at UCSF. This is an issue that has great impact on the faculty at UCSF, and this is likely to continue to be a priority into the near future. The San Francisco Senate has sought to organize Senate space activities so that we can address this issue most effectively and consistently. It should be noted that tracking UCSF Space Planning is challenging since the organization (and names) of the Administration's space planning groups change rather frequently.

Historically in the 1990s, our Division had a standing *Schedule and Space* Committee. During a period of space quiescence this Space Committee was moved to a subgroup under Academic Planning & Budget (APB)<sup>1</sup>. After the Senate's experience with Mission Hall, which had relatively limited faculty input into its planning, our Division made getting Senate representatives on all the campus Space Planning committees a priority. In the past year, we succeeded in placing faculty representatives on the many campus Space committees. These appointments were largely based on expertise and the faculty member's relationship to the building project being proposed, along with their interest in and willingness to make themselves available specifically for space issues. The Committee on Committees drew nominations from a large pool of faculty members for these appointments, thereby not having to rely on the smaller pool of already over-burdened APB members, who may or may not have specific expertise relating to certain building projects. Following the Senate's success in appointing these representatives, we realized the need for effective coordination or communication between them, and thus, following a series Coordinating Committee (now Executive Council) discussions, we proposed a standing Space Planning Committee.

However, shortly before the Division Meeting, AP&B contacted the Division office to voice its concerns about overlap between the mandate for their committee and the proposed Space Committee. Subsequently, we are again asking for input from the members of the Executive Council on this important new bylaw.

---

<sup>1</sup> See Senate Bylaw 112.B.1 (under APB 'Duties'), "To confer with and advise the Chancellor and Administrative officers on policy and matters regarding budgets, resource allocation, academic planning, physical planning, and general assignment of teaching space."

As your committees review the proposed bylaw, please pay special attention to 1) the overlap of duties between APB and the proposed Committee on Space Planning (see enclosures); and 2) the proposed membership of the proposed Committee on Space Planning. It is certainly not the intent of this proposed bylaw remove APB's purview over space issues entirely. Indeed, the proposed bylaw includes the APB Chair as an ex-officio member on this committee. If there is a need for additional members from APB or other committees, this should be noted in your response to this review.

Thank you for taking the time to review these important proposed bylaws. They will be discussed at the February 2, 2017 Executive Council meeting.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ruth Greenblatt', written in a cursive style.

Ruth Greenblatt, MD, 2015-17 Chair  
UCSF Academic Senate

Encl. (2)

## Proposed Senate Legislation

### **Bylaw 185. Committee on Space Planning**

- A. **Membership: This committee shall consist of at least 9 members (including ex-officio members), with representation from each of the Schools on the San Francisco campus. Membership shall include:**
- 1. One Senate representative from each of the following UCSF administrative standing committees – the UCSF Campus Space Committee, the Campus Space Management Subcommittee, and the Campus New Space Development Subcommittee; one Senate representative from each of the ad-hoc building programming subcommittees; and one at-large member appointed by the Committee on Committees. The membership should reasonably reflect UCSF’s broad spectrum of geographical locations and of teaching, clinical, and research activities.**
  - 2. Ex-officio members: The Vice Chair of the Academic Senate, the Chair of the Committee on Academic Planning and Budget, the Vice Chancellor for Administration and Finance, and the Assistant Vice Chancellor for Campus Planning shall serve as ex-officio members.**
  - 3. Members will be appointed for renewable three-year terms.**
  - 4. The Chair shall serve a renewable two-year term and be a member of the UCSF Campus Space Committee.**
- B. **Duties**
- 1. Set principles and goals to guide UCSF space planning efforts and initiatives, maintenance of existing infrastructure, and philanthropic campaigns.**
  - 2. Consult with the administration and stakeholders over all space utilization policies, including setting criteria for the assessment of the value of space utilization, as well as underutilized space, which is subject to reallocation.**
  - 3. Coordinate Senate efforts and input into UCSF space planning committees and subcommittees, including strategic planning, the development and planning of new buildings, and modifications to existing buildings and structures.**
  - 4. Report quarterly to the Executive Council and annually to the Division on UCSF space planning, as well as related policies and initiatives.**
  - 5. To consider and report upon such matters as may be referred to it by the President of the University, the Chancellor, the Division, any Faculty Council, or other committee of the Division. [En 26 Jul 16]**

## Justification

**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.

At the current time, UCSF has a number of 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.

**Open Plan Workspace Environment and Mission Hall.** Over the past 30 years, UCSF has been gradually moving away from a closed plan to an open plan environment. Closed plan environments are composed of enclosed suites of personal desktop workspace comprised of private offices and workstations (generally for administrative staff), and have varied in size, configuration, density and utilization across UCSF's buildings. The fixed walls of these suites with separated public corridors have limited the flexibility to accommodate programmatic changes, requiring expensive construction to reconfigure space. The open plan environment combines personal desktop workspace of private offices and workstations opening into common space, with support spaces such as focus rooms, huddle rooms and conference rooms; in these various locations, focused work, meetings, phone calls, and confidential activity can occur. Town centers, with kitchens and gathering spaces have been incorporated into the design. Open plan environments require 20% less circulation space and are much more easily reconfigured when programmatic change is necessary.

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.

**Shared Governance and Process.** The development of new space and oversight of existing space is subject to the [Space Governance and Principles policy](#), which is administered by the Office of the Executive Vice Chancellor and Provost. This policy contains the following principles:

1. General Space Accountability and Governance;
2. Fairness, consistency, transparency, economic sustainability, and strategic prioritization in the development of space;
3. Non permanence of space allocation, retention, and use; and
4. Operational cost responsibility for space

Per [space.ucsf.edu](http://space.ucsf.edu), all construction projects at UCSF follow a decision making process that incorporates: 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. Space governance is tiered by subcommittees with oversight on existing space and subcommittees responsible for the development of new space that provide input, consultation, and advice to the top-level Campus Space Committee, which is chaired by the Chancellor, and is comprised of institutional leaders at Chancellor and Dean levels (see Appendix 1). This group provides recommendations to Chancellor's Executive Cabinet (CEC). The Chancellor makes the final decisions on issues relating to space after recommendations are formally received from the CEC. For issues concerning existing space, the standing Campus Space Management Subcommittee<sup>1</sup> receives input from the different standing School space committees and the individual building governance committees, as well as the ad-hoc Space Management Working Group. All consultation on new space goes through the standing Campus New Space Development Subcommittee, which is informed by the ad-hoc building programming committees and the ad-hoc building working groups.<sup>2</sup> Finally, the Parnassus Heights/Mt. Zion 2025 Task Force (PH/MZ 2025), which is re-envisioning the space at Parnassus and Mt. Zion, report directly to the Chancellor's Campus Space Committee.

**Role of the Academic Senate.** The [Academic Planning and Budget](#) committee (APB) has historically been the principal Senate committee involved in space planning at UCSF. However, other committees have provided input as well. As early as 2007, the [Clinical Affairs Committee](#) (CAC) voiced their concerns

---

<sup>1</sup> Co-Chaired by EVC/P Lowenstein and Vice Dean Wintroub.

<sup>2</sup> Managed by Capital Programs or Real Estate Services.

about the need for faculty office space and education space in the new hospital. In 2012, the Senate formally expressed its misgivings over the lack of appropriate consultation on the activity-based workspace (ABW) plan in a [letter](#) to Bonnie Maler, Associate Dean of Space Strategy and Administration. As a follow-up to this letter, APB convened a Faculty Workgroup on Space the following year, which produced a [White Paper on Faculty Workspace at UCSF](#). This white paper made a number of recommendations on both the Mission Hall building, which is based on the ABW plan, as well as future buildings at UCSF. These recommendations included the funding of an academic study of the ABW, a Senate-led survey of all faculty members, and designing increased flexibility into Mission Hall. A survey on Mission Hall was completed in late 2015; APB is currently reviewing its findings. At the same time, EVC/P Lowenstein convened an Open Plan Workspace Governance Task Force, which was co-chaired by Senate Vice Chair David Teitel. This task force was charged with making recommendations for mitigation and improvements in Mission Hall, as well as developing principles and guidelines for programming, designing, governing, and occupying open plan workplace environments at UCSF. This Task Force produced its [final report](#) in April 2016, and the UCSF Space Committee accepted the report's principles for open plan design in future new buildings, along with its Mission Hall specific recommendations: 1) Establish a governance structure and communication program for Mission Hall; and 2) create a Mission Hall Rapid Improvement Fund. Also in Fall 2015, Senate Chair Ruth Greenblatt successfully lobbied the UCSF Administration to place Senate representatives on the following space committees and ad-hoc building programming subcommittees: the UCSF Campuswide Space Governance Committee, the UCSF Space Development Committee (now called the "UCSF Space Committee"), the Mission Hall Task Force, 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 PH/MZ 2025 Task Force.

Therefore, the new Standing Committee on Space Planning is primarily charged with setting principals and goals to guide UCSF space planning efforts and initiatives, as well as the maintenance of existing infrastructure. The committee will also coordinate input and Senate consultation to the Administration on all aspects of space planning (including regular reports to the Senate's Executive Council). This includes, but is not limited to, strategic planning, the development and planning of new buildings, and modifications to existing buildings and structures. It is also envisioned that this committee will have significant input on philanthropic campaigns, which are fundamental driver of capital and building development, as well as all space utilization policies.

## **Bylaw 112. Committee on Academic Planning and Budget**

### **A. Membership**

1. This Committee shall consist of at least eleven and not more than nineteen members of associate rank or higher, excluding ex officio members. At least one Senate member from each School will be on the Committee. Up to four members can be from the Clinical or Adjunct Series. The membership should reasonably reflect UCSF's broad spectrum of geographical locations and of teaching, clinical, and research activities. [Am 1 Sep 03, 18 Nov 2004]
2. The Vice Chair of the Division and the Vice Chancellors for Administration and Finance, and Campus Planning, and the Vice Provost for Academic Affairs shall serve as ex officio members. [Am 2 June 92, 1 Sep 03, 2 Jun 16]
3. All members shall be voting members except when proscribed by Academic Senate Bylaws and Regulations. [Am 1 Sep 03]
4. No standing Dean, Associate Dean, or Department Chair shall serve as a member of the Committee. However, individuals previously holding these positions may be Committee members. [Am 1 Sep 03]
5. The Chair of the Committee shall serve a two year term as Chair. [Am 18 Nov 2004]

### **B. Duties:**

6. To confer with and advise the Chancellor and Administrative officers on policy and matters regarding budgets, resource allocation, academic planning, physical planning, and general assignment of teaching space.
7. To initiate studies with regard to budget and planning on proposed activities that would significantly impact the academic and research mission of the campus as a whole or any two of the Schools. [Am 1 Sep 03]
8. To maintain liaison with other committees of the Division, Chancellor-appointed committees and Faculty Council of the Schools on matters related to budget, resource allocation, academic planning, and physical planning. [Am 1 Sep 03]
9. To make recommendations to the Chancellor and Academic Senate agencies concerning allocation of educational resources, academic priorities, and the planning and budgetary process. [Am 1 Sep 03]