Space Committee
Srikantan Nagarajan, PhD, Chair

ANNUAL REPORT
2021-2022

Primary Focus Points for the Year:
• Parnassus Space Planning
• Space Stewardship and Control Point Accountability
• Transparency and Equity in Space Allocations

Issues for Next Year (2022-2023)
• Parnassus Space Planning
• Space Stewardship and Control Point Accountability
• Transparency and Equity in Space Allocations
• Building Programming and Governance
• Security of Badge Access Data
• Collaboration with UCSF Health
• Plans for ZSFG Research Building

2021-2022 Members
Srikantan Nagarajan, PhD (Chair)
Brian Graham, MD (Vice Chair)
Diane Barber, PhD
Lynda Creighton-Wong, RN, MS, CNS
Elena Flowers, PhD, RN
Stuart Gansky, MS, DrPH
Zhonghui Guan, MD

Helen Kim, MPH, PhD
Suneil Koliwad, MD, PhD
Elaine Ku, MD
Marta San Luciano Palenzuela, MD
Jonathan Strober, MD
Benjamin Tang, PhD
Arianne Teherani, PhD

Ex-Officio Members
Steven Hetts, MD

Permanent Guests
Alicia Murasaki, Assistant
Vice Chancellor, Campus
Planning

Academic Senate Analyst
Liz Greenwood

Number of Meetings
8
Clinical Research Space at Parnassus Campus

Clinical research space at the Parnassus campus was a major focus for the committee this year. The committee met with John Fahy, Co-Chair of the Parnassus Heights Clinical Research Advocacy Group, to discuss the group’s efforts and the issues surrounding space for clinical research at Parnassus Heights Campus. Based on this conversation, the committee wrote a letter to the UCSF Space Committee supporting the recommendations of the Parnassus Research Programming Task Force regarding clinical research space at Parnassus (appendix 1).

The committee met with Hal Collard, Chair of the Parnassus Clinical Research Tiger Team, to discuss the Tiger Team’s charge and identify ways to coordinate. The Tiger Team made recommendations in three areas: clinical research space in the PRAB/Discovery Zone C, clinical care-based and high intensity participant-based clinical research space, and non-participant and dry lab clinical research space. The committee worked with the Tiger Team to organize a Town Hall to present the Tiger Team’s recommendations. The Town Hall was held on Zoom, with Tiger Team members presenting and Chair Nagarajan co-hosting and leading the Q&A.

The committee discussed the Tiger Team’s recommendation to place participant-facing clinical research space in the PRAB at a subsequent meeting. Most committee members supported the recommendation, noting that the PRAB is more welcoming to participants than a hospital setting and that other options for providing this space would have a much longer timeline. However, a few members raised concerns about participants having access to spaces where animal research takes place. Members agreed that the PRAB should be designed such that these spaces are very separate.

Christine Nguyen, Clinical Trialist Advisory Committee Member, met with the committee to discuss space needs for clinical trials. She presented the results of a survey of clinical research staff based at the Parnassus Heights Campus. Their needs include dedicated space for research to reduce the need for patients to travel between buildings; purposefully designed, well-lit space; and co-located space so that teams can leverage shared resources. The committee expressed interest in engaging with research staff to coordinate advocacy efforts for space needs in the future.

The committee met with Tamara Alliston, Chair of the Parnassus Research Space Programming Task Force, to discuss the status of the Task Force’s work as of June 2022. The UCSF Space Committee endorsed the Task Force’s recommendations and is developing action plans for implementing the recommendations. Members also provided updates to Dr. Alliston on the committee’s discussions and advocacy over the past academic year.

Financing for Buildings and Renovations

The committee met with Mike Clune, Chief Financial Officer, and Erin Hickey, Vice Chancellor of University Development and Alumni Relations (UDAR), to discuss financing for new buildings and renovations on campus. Members reviewed UCSF’s 10-year Capital Plan and Core Financial Plan. Members noted that many buildings on Parnassus Heights Campus require renovations and expressed the concern that donors are generally more motivated to support new buildings rather than renovations. Although renovations are generally funded through other financial planning models, UDAR may be able to use creative fundraising models (e.g., fundraising for Discovery Themes) to help secure money for renovations.

The committee also raised the concern that necessary renovations on the Parnassus Heights Campus had not yet been directly incorporated in UCSF’s financial plan. Following the meeting, the committee wrote a
letter urging leadership to demonstrate a tangible commitment to renovations on the Parnassus Heights Campus by directly incorporating them in the financial plan (appendix 2).

**Space in Stewardship Reviews**

The committee met with VPAA Brian Alldredge to discuss the incorporation of space management in stewardship reviews. Currently, space management is included under the Administrative Performance subheadings “Decision-making/flexibility/adaptability” and “Interpersonal relations/conflict resolution.” Because UCSF Policy 600-24 on Physical Facilities was updated to state, “The leadership review of deans of the professional schools, department chairs, division chiefs, ORU directors, and other control points shall include an assessment of space management,” the committee advocated for elevating space management to a subheading or heading to emphasize its importance.

The committee wrote a letter to VPAA Alldredge reiterating its recommendation that space management feature more prominently in stewardship reviews and advocating for the use of the Research Space Utilization Dashboard to support stewardship review committees’ evaluation of space management (appendix 3). The Committee on Academic Personnel co-signed the letter, emphasizing that both quantitative and qualitative information should be used to evaluate space management.

**Building Governance Committees**

The committee learned that the Pritzker and Zuckerberg Buildings both have faculty on their programming committees. Members began investigating whether ongoing programming committees with faculty were present in other existing buildings or would be created for new buildings. The committee learned that no consistent mechanism for establishing building governance committees exists, as the responsibility for building leadership transfers from UCSF Real Estate to the building occupants once building construction, move-in, and any clinical certifications are complete.

The committee wrote a letter to Assistant Vice Chancellor Alicia Murasaki advocating for the creation of a mechanism to establish ongoing building governance committees for newly opened buildings, particularly for buildings that house several different departments (appendix 4). These building governance committees should include a Senate Committee on Space member to facilitate open communication. As new buildings continue to open across UCSF, advocating for building governance committees will continue to be a priority for the committee going forward.

**Badge Access Data**

The committee discussed the ongoing use of building-level badge access data. The data were initially collected to monitor building use during the COVID pandemic. The committee acknowledged that the data may also be useful for tracking space utilization but noted that this type of data use raises privacy concerns. The committee wrote a letter advocating for formal policies regarding the use of building-level badge swipe data (appendix 5). The committee recommended that these policies clarify that only anonymized data that are aggregated at the building level should be shared for further analysis or reported publicly. The committee requested that one of its members be involved in the development of these policies to ensure that the faculty perspective is represented.

**Space at UCSF Health**

Elizabeth Polek, Vice President of New Hospital Planning, and Rita Ogden, Chief of Staff, Office of the SVP/COO, joined a committee meeting to discuss space planning for the new hospital at Parnassus Heights Campus from the UCSF Health perspective. They provided updates on plans for the hospital and their efforts to engage faculty in their work. Members advocated for increased transparency regarding
UCSF Health’s space planning decisions, noting that certain department and division leaders seem to be engaged in the process more than others. The committee agreed to continue this discussion at future meetings and maintain a more open line of communication with UCSF Health to improve transparency and advocate for faculty.

**Space Metrics**

The committee, along with the Committee on Academic Planning and Budget, continued ongoing work with administrators to evaluate equity in the allocation of campus resources, including space. The administrators working on these evaluations found that the data in the Archibus system have some inaccuracies, meaning that any analyses using these data will be confounded. Maye Chrisman, Vice Dean of Administration and Finance, and David Morgan, Vice Dean of Research, both from the School of Medicine, ran an updated analysis focusing on School of Medicine faculty in basic science departments who run wet labs. The analysis found no systematic inequities by gender, although the pool of female researchers is much smaller than the pool of male researchers. The analysis will need to be replicated for clinical researchers and for researchers in other schools. The committee plans to engage the leaders of this research at a future meeting to discuss possible extensions of their work.

**Faculty Space Review Committee**

The Faculty Space Review Committee was formed to review space allocations in detail. The committee will meet monthly. Elaine Ku will represent the Academic Senate Committee on Space on the new committee.

### Going Forward

Ongoing issues under review or actions that the committee will continue in 2022-2023:

- Parnassus Space Planning
- Space Stewardship and Control Point Accountability
- Transparency and Equity in Space Allocations
- Building Programming and Governance
- Security of Badge Access Data
- Collaboration with UCSF Health

New topics for consideration in 2022-2023:

- Plans for ZSFG Research Building

### Appendices

Appendix 1: Communication to S. Cheung re Clinical Research Space on the Parnassus Heights Campus

Appendix 2: Communication to S. Cheung re Renovations on the Parnassus Heights Campus

Appendix 3: Communication to B. Alldredge re Space in Stewardship Reviews

Appendix 4: Communication to A. Murasaki re Programming Committees for New Buildings

Appendix 5: Communication to S. Cheung re Use of Building-level Badge Access Data