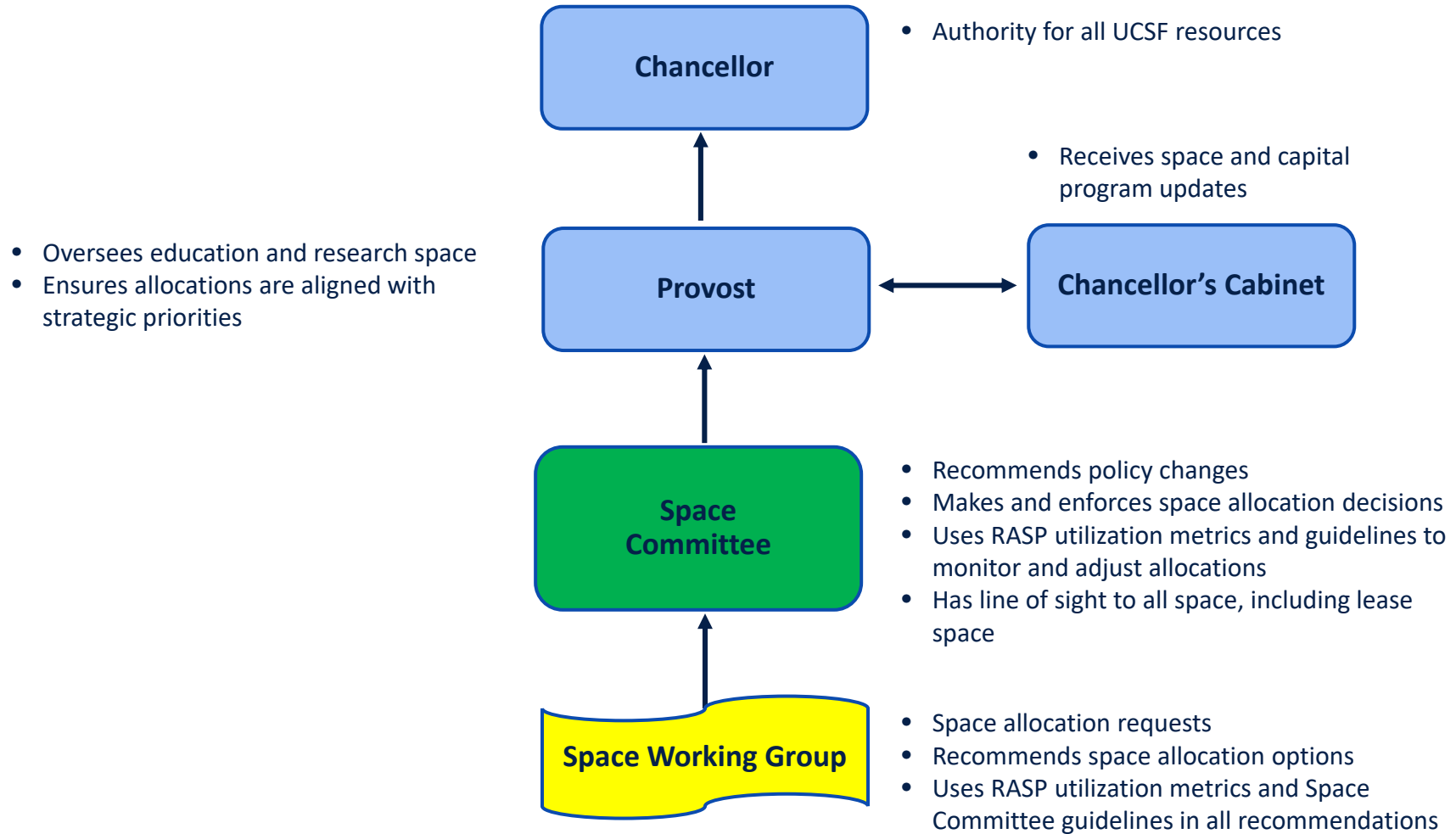


UCSF Space Governance



Note: structure does not account for existing Health or Academic Senate space committees

REFERENCE II

Charter for the UCSF Space Committee Effective January 2020

Overview

Guided by *Campus Administrative Policy 600-24*, the UCSF Space Committee (committee) provides overall governance of space policies and procedures at UCSF and ensures that space related decision-making is aligned with University priorities. Currently, the purview of the committee does not include oversight of allocation of UCSF Health clinical and patient-facing space.

The committee is advised by the Space Work Group. To keep UCSF leadership informed, the committee will provide quarterly updates to the Chancellor's Cabinet.

Role

The committee oversees the allocation of space to units reporting directly to the Chancellor, including leased space. Once space is allocated to the direct reports, they will determine space assignments for individual programs, research teams, or faculty members.

The committee will be responsible for the following actions:

- Campus Space Policy (600-24) modifications, updates, and approval
- Strategic direction and space initiatives development
- Space reallocation criteria development and request approval
- Leased space request/opportunity decisions and procedures
- Committee decision communication
- Action item delegation
- Oversight of space utilization metrics based on most recent Research and Administration Space Policy recommendations

Through effective information sharing among the group, individual members will be responsible for communicating with their own constituencies about space-related activities across UCSF.

Operating Principles

The committee will work according to these principles:

- Discussions are focused, concise, open-minded, and inclusive - all views will be considered in making a decision.
- Should the members be unable to reach a consensus during the decision-making process, the EVCP co-chair will have the final decision making authority.
- Decisions will be based on fairness, consistency, transparency, economic sustainability, and strategic prioritization.

Membership

- Executive Vice Chancellor and Provost (co-chair)
- Senior Vice Chancellor, Finance and Administration (co-chair)
- Dean, School of Dentistry
- Dean, School of Medicine
- Dean, School of Nursing
- Dean, School of Pharmacy
- Vice Chancellor of Research
- Associate Senior Vice Chancellor and Vice President, Real Estate
- Academic Senate Committee on Space Chair
- Vice Dean, Space, School of Medicine
- Associate EVCP

- Assistant Vice Chancellor, Campus Planning

Membership of the committee may be changed by the designated co-chairs as needed.

Logistics and protocol

- The committee is scheduled to meet monthly.
- If a member cannot attend a meeting, a delegate can be sent if briefed on the agenda topics and previous discussions.
- Guests may be invited to Space Committee meetings for discussion regarding specific topics.
- Major decisions and actions for consideration will be circulated to members within five working days of each meeting.
- Committee discussions, decisions, and actions will be communicated by the individual member to their counterpart on the Space Work Group and other relevant stakeholders and control points.

Charter for the UCSF Space Work Group

Effective January 2020

Overview

The UCSF Space Work Group (work group) consists of staff from across UCSF whose principal role is addressing challenges associated with tactical space allocation. Using metrics and criteria approved by the Space Committee, the work group reviews the utilization of space and makes recommendations to the Space Committee.

Role

The role of the work group is to investigate and create solutions for space allocation requests via the UCSF space management system, Archibus.

The work group will present recommendations to the Space Committee on the following topics:

- Allocation of released space
- Space reallocation from one school, program, or department to another
- Strategic direction and space initiatives
- Resolutions to conflicting space requests
- Requests and opportunities for leased space
- A unified set of space policies and guiding principles

Approved solutions are communicated back to the work group for implementation.

In addition, through effective internal work group communication and collaboration, individual members will communicate decisions and actions to their respective constituencies and other key stakeholders. This includes the flow of information to and from requesters within their unit.

Operating Principles

The work group will be guided by these principles:

- Discussions are to be thoughtful, creative, and inclusive – all ideas will be considered in the decision and recommendation-making processes.
- Members are expected to come to meetings prepared. This entails bringing problems, possible solutions, and information to the group related to assigned action items from the previous meeting. This is critical to maintaining momentum towards developing resolutions or confirming a final recommendation for the Space Committee.

Proposed membership

The work group shall comprise representatives from each Space Committee member's functional area and strategic focus who have direct knowledge and responsibility for space planning.

The following list represents a diverse cross section of staff with past or current direct knowledge and responsibility for space planning. At the discretion of the Chair, new members will be added to the work group as needed.

Name

Cara Fladd (*Chair*)

Andrew Bird

Becky Daro

Tracy Dudman

Mark Kirkland
Lisa Lettau
Bruce Lanyon
Patti Mitchell
Adrian Miu
Suzanne Murphy
Michael Nordberg
Sharon Priest
David Rein
Jerome Sak
Karin Wong

Advisory Members

Janhavi Bonville
Alicia Murasaki

Logistics and protocol

- The work group will meet for 90-minutes on a bi-weekly or weekly basis.
- The Space & Capital Planning members shall be responsible for updating and distributing the agenda and related materials a minimum of two working days in advance of a meeting.
- Presentations shall be concise with an emphasis on photos, maps, videos, and other media that can convey the space issue to its highest level, enabling work group members to effectively participate in discussions despite lack of prior familiarity with the space in question.
- Quarterly reports will be provided to the Space Committee.
- An annual report will also be submitted the Space Committee for its distribution to or discussion with other UCSF stakeholders. The report will incorporate a three-year data trend analysis.

REFERENCE III

Metrics Selected for Research Space

No.	Metric Name	Metric Description ^{(A) (B)}
1	Space "PI Pending" >2 Years	<ul style="list-style-type: none"> •Indicates research space that has been "dormant" (i.e., not "utilized") for a significant period of time ^(C) •Evaluated on an annual basis
2 & 3	% ASF "PI Pending" (Wet and Dry)	<ul style="list-style-type: none"> •Indicates proportion of a school / department's research space not assigned to a PI (i.e., not "utilized")
4 & 5	ICR / ASF (Wet and Dry)	<ul style="list-style-type: none"> •Indicates how well a school / dept is contributing to the cost of their research, as well as the campus' financial sustainability (i.e. helping to cover F+A costs of assigned space) •Uses three-year rolling average ICR/ASF metrics for wet and dry research •Hybrid PIs (those assigned both wet and dry space) are characterized by amount of space greater than 50% of wet or dry space
6	Expenditures / ASF (3 yr average)	<ul style="list-style-type: none"> •Proxy for research activity ("utilization"), for deeper analysis of department and/or PI utilization •Includes all research related to direct expenditures from all fund sources; cannot be identified by wet and dry space.

(A) Source is ICR Benchmarking System – Annual Space Snapshot, as of June 30, 20XX, for which data includes office space assigned to PIs with active sponsored financial activity and all laboratory space (wet lab, dry lab and support space); information is extracted from Archibus.

(B) Metrics #2 through #6 exclude PI Pending space identified in Metric #1.

(C) Using three annual snapshots (for example, 2016, 2017, and 2018 data)

(D) Total campus data excludes Other Academic Units space (e.g. QB3, Global Health, Proctor).

Research Space Metrics Dashboard - Campus View

Research Space Metrics - FY18					
School	PI Pending ASF >2 years	% PI Pending of Wet ASF	% PI Pending of Dry ASF	ICR/ASF Wet Space (3-yr ave)	ICR/ASF Dry Space (3-yr ave)
Dentistry	16,070	6%	0%	\$153	\$362
Medicine	112,500	6%	13%	\$138	\$288
Nursing	71	0%	1%	N/A	\$182
Pharmacy	4,745	7%	6%	\$131	\$214

Research Space Metrics - FY19					
School	PI Pending ASF >2 years	% PI Pending of Wet ASF	% PI Pending of Dry ASF	ICR/ASF Wet Space (3-yr ave)	ICR/ASF Dry Space (3-yr ave)
Dentistry	415	2%	0%	\$144	\$415
Medicine	91,419	8%	10%	\$145	\$317
Nursing	90	0%	1%	N/A	\$170
Pharmacy	6,706	5%	9%	\$140	\$212

Research Space Metrics - Change					
School	PI Pending ASF >2 years	% PI Pending of Wet ASF	% PI Pending of Dry ASF	ICR/ASF Wet Space (3-yr ave)	ICR/ASF Dry Space (3-yr ave)
Dentistry	-15,655	-4%	0%	-\$9	\$53
Medicine	-21,081	2%	-3%	\$7	\$29
Nursing	19	0%	0%	N/A	-\$12
Pharmacy	1,961	-2%	3%	\$9	-\$2

REFERENCE IV

UCSF Space Relinquishment Condition Procedure

Principle

Space is a limited resource. UCSF research faculty and programs have evolving needs, and the closure or relocation of a lab must be taken into consideration regarding its allocation. In these and other relocation situations, it is critical that the lead occupants of space be accountable for both informing the appropriate campus units, as well as for restoring the space to a usable condition. Failure to do fulfill these responsibilities results in significant delay to the University's ability to use the space for other purposes and disadvantages the campus goal of enhanced space utilization and efficiency.

Scope

To meet our space utilization and efficiency goals, all space needs to be occupant-ready upon relinquishment or release.

The coordination and costs related to these procedures are the responsibility of the vacating department and will escalate to the appropriate control point/School if not completed in a timely manner. Within two weeks of the move-out date, the vacating department must notify UCSF Real Estate that the space has been vacated.

UCSF Real Estate is responsible for the completion and verification of the following conditions of relinquishment and release:

General Requirements

All items remaining in the space must be in good working condition and meet current codes and regulations. When items are removed, the reinstatement of finishes and infrastructure services, such as mechanical, electrical, and plumbing services is required. For relocations that are part of a larger renovation or new project, a project charter will be completed by the project delivery team to outline the specific requirements.

1. Items allowed for removal
 - a. Free-standing and moveable furniture, fixtures, equipment (sits on a counter or floor, may be plugged into an electrical plug, but is not directly wired to an electrical source) provided by individual grants, divisions, department, or professional school funding
 - b. Fixed equipment paid for by the department – current occupant must confirm with Design and Construction Project Manager for appropriate removal methods.
 - c. Consumables such as office supplies, chemicals, and laboratory supplies
 - d. Hazardous materials must be coordinated, certified, and removed if appropriate by UCSF Environment Health and Safety (EH&S)
 - e. Workstation computers, scanners, printers, fax machines, etc.
 - f. Broken or unusable furniture, chairs, files cabinets, etc. – current occupant must confirm with a Design and Construction Project Manager if items are deemed unusable.
 - g. Specialized items such as incubators, surgical lighting, cage and rack washers, ultra-low freezers, refrigerators, etc.
 - h. Phones – removal must be coordinated with IT Services
 - i. IT and audio-visual equipment paid for by the department – proof of purchase may be requested. Coordination with a Design and Construction Project Manager and IT Services is required.
2. Items that must remain
 - a. Fixed and core-provided office furniture (e.g., desks, shelves, divider panels), desk chairs, file cabinets, meeting room furniture, and tack/display boards attached to the walls – current occupant must confirm with Design and Construction Project Manager.
 - b. Keys to any locking cabinets, drawers, or other furniture
 - c. Fixed equipment that is directly wired to a data or an electrical source, or is plumbed to water supply and drain lines. Items may include casework, canopy and fume hoods, autoclaves, laboratory benches, service carriers, cold rooms, warm rooms, washers, sterilizers, eyewash, central sterile equipment, scrub sinks, exhaust hoods, biosafety cabinets, etc.

- d. UCSF data network equipment, racks, hubs, and servers
 - e. UCSF-provided audio-visual equipment including equipment to support classrooms and conference facilities. Items include computers, projectors, display monitors, audio amplification systems, teaching podiums, etc.
 - f. Interior room designation, interior directional, code required, and wayfinding signs
3. Cleaning, restoration, and hazardous materials
- a. Wet lab and lab support, as well as any other space in which hazardous chemicals were used, must be sanitized, inspected, and if necessary, decommissioned by EH&S before final custodial services cleaning. Coordination with a Design and Construction Project Manager and EH&S is required as well as EH&S posting.
 - b. Patch and repair damage to walls, ceiling, and floor resulting from the removal of equipment and furniture or damage exclusive of normal wear and tear
 - c. Space must be broom cleaned by custodial services
4. Contact information
- a. Departments must coordinate with a Design and Construction Project Manager for relocations associated with a capital project.
 - b. A Design and Construction Project Manager will schedule final move-out inspection for relocations associated with a capital project.
 - c. Departments must submit a work order for all relocations not associated with a capital project.
 - d. Departments must contact Real Estate – Campus Planning to schedule final move-out inspection.

REFERENCE V

UCSF Procedure for Space that is Fallow for Greater than Two Years to be Returned to the Chancellor for Reallocation

Principle:

Space is a limited resource, and it is important that allocated space is used effectively. Space that is not being used should be made available for reassignment to meet other space needs. It is possible for space to remain unused for a short period of time (approximately one year) while active recruitments are underway or to accommodate renovations or moves of faculty and staff; however, space that has not been used for over two years should be considered fallow and returned to the Chancellor for reallocation.

Indicators of fallow space include:

- Research space that is identified as “PI Pending”
- Research space assigned to a department that generates Indirect Cost Recovery per assignable square feet (ICR/ASF) that is less than the metric target (to be determined)
- Academic and administrative space that does not have employees identified for the assignable offices and/or workstations
- Space that has been assigned to a Control Point and not further allocated to a department or program

Scope:

To meet UCSF space utilization and efficiency goals, space will be reviewed for optimal use annually; and space determined to be unused for two years or more is to be returned to the Chancellor for reallocation.

1. Beginning in Q1 of each calendar year and using the annual ICR/ASF Benchmark results, the Space Work Group will review research space identified as “PI Pending” for greater than two years. Information that will be evaluated includes: accuracy of data, location, adjacencies with other departments/programs, and condition.
2. The Work Group will report findings to the Space Committee and make recommendations for return of space to the Chancellor for reassignment. The Control Point will inform the department of the determination and need to release the space. [applies to all]
3. Beginning in Q1 of each calendar year and using the annual ICR/ASF Benchmark results, Control Points and departments will review the data for outliers in ICR/ASF and follow up on the accuracy of data and whether research space assigned to a PI should or could be reallocated to another PI within the department.
4. Space allocated to Control Points within a campus unit also is subject to this principle and is based on density factors. Proposed reassignments between departments would be submitted to the Work Group for Space Committee endorsement.
5. Throughout the year, academic, administrative, and research space held by the Control Points will be reviewed. If there is a determination that the space is fallow or is not effectively used, the space will be returned to the Chancellor. To avoid this, units must submit a proposal to the Space Committee describing plans for the use of space within the next year. *{How to do this will be difficult, even with the proposed admin density metric.}*
6. The Work Group will review requests for research space. Considerations to fulfill requests include space that is identified as “PI Pending” (or fallow) for more than two years.
7. Should a significant amount of space be identified that could serve a broader initiative, the Work Group may recommend to the Space Committee that a call for proposals be made to the departments and programs for reassignment of space.

UCSF Space Loan Procedure

BACKGROUND

In July 2018, the Research and Administrative Space Policy (RASP) Working Group Final Report provided an assessment of how departments (both functional and research) used space loans (i.e., when a current assignee loans space to another unit or PI) and how such arrangements impacted the “liquidity” and availability of space throughout the campus.

PROBLEM STATEMENT

When departmental space that would otherwise be relinquished to a Control Point, is instead loaned to another unit, it effectively reduces the Control Point’s available “reserve” of space. However, in practice, space loans allow for short-term use swing space during construction; encourage a community of sharing; and divert the need for off-campus leases or new buildings. Therefore, the Control Points need a procedure that combines the flexibility that loaning provides with visibility to call the space when a need is identified.

GOALS

- Allow for an efficient loan process to solve urgent and/or critical space issues.
- Balance efficiency with transparency for review of space loans.
- Establish a campuswide understanding that loans are temporary.

LOAN PROCESS

1. Departments/Chairs can maintain vacant space for up to 2 years. This allows for reassignment of the space to new recruits, new programs, and expansion of existing programs/PI space.
 - a. Alternatively, Departments/Chairs, under a Control Point, can loan space <600 ASF¹ without approval.
 - b. Although an approval is not needed, the loan will be subject to the same requirements listed in Section 5.
2. Space loans >600 ASF, within a Control Point, will be approved by the Control Point.
3. Space loans between Control Points, regardless of size, will be approved by the UCSF Space Committee.
4. Loaned space will be accepted as-is by the Lessee, with only non-permit level work allowed.
5. All space loans, regardless of size, shall include the following features:
 - a. A lessee shall develop an exit strategy for the negotiated end date of the loan. The exit strategy shall be documented in writing and attached to the Archibus entry.
 - i. To ensure that an exit strategy can be implemented when needed, the Dean’s Office of each School shall effectively become a “co-signer” to the documentation stated above in 5.a.

¹ Note that the 600 ASF was identified in the RASP Final Report, July 2018, because it represented 50 percent of the size of the average UCSF wet lab and was also the minimum lab size for a new investigator.

- b. Space loan shall be reviewed throughout the year, with a high level of attention during the annual Space Survey. Each School will review their loans and determine if they should be renewed or called. If not renewed, the space automatically reverts back to the Control Point.
 - c. If a loan is to be renewed, it must be reassessed and re-authorized by:
 - i. The loaner and lessee
 - ii. The Control Point, for departmental loans >600 ASF
 - iii. The Space Committee, for loans between Control Points
 - d. Space loans will be memorialized in a standard format and documented in Archibus.
6. Any space identified as loaned, but not documented in Archibus will automatically revert back to the Control Point.
7. All loans in place for more than 2 years, unless a specific duration longer than 2 years has been negotiated, will be reviewed by the Space Committee and associated Control Points for potential reassignment to any of the following:
- i. The current occupant or "Lessee;"
 - ii. Another Control Point;
 - iii. A collaborative program between Control Points; or
 - iv. A campus-wide initiative with the space assigned to the Chancellor.

REFERENCE VII

UCSF Faculty Recruitment or Retention Procedure

April 2021

BACKGROUND

UCSF competes with other research institutions to attract and retain the top scientists in the world. In addition to monetary support and leadership positions, space commitments are often expected by prospective hires and current faculty are often recruited elsewhere.

Most space promises are the result of extended negotiations. The actual amount promised is somewhere at the intersection of perceived necessity and availability. As a result, promised space can vary widely in amount, type, and quality.

Ideally, the space desired is already within the control and ability of the department or Chair to commit. However, as with monetary resources, when a leader is resource constrained, they will often reach out to other leaders for assistance and support.

PROBLEM STATEMENT

Schools and department Chairs currently make commitments to prospective faculty without campus oversight, which allows them to utilize pre-allocated space resources to meet their goals. This system works well for the majority of recruitments and retentions. However, situations have arisen where UCSF has overpromised space without verification, comprehensive analysis, or written agreement with impacted stakeholders. These situations require significant time and monetary resources to address and have resulted in a lack of confidence in the space allocation process. These are the recruitments this procedure is intent to focus on and provide leadership the visibility they need to address these issues before commitments are made.

GOALS

- Change the current culture of intense, last-minute, and sometimes infeasible, efforts to fulfill a recruitment promise, by:
 - Supporting the recruitment process by following a consistent space allocation governance process rather than resorting to exceptional efforts to “promise” space.
 - Making space commitments for recruitment and retention of faculty transparent to the campus community.
 - Cultivating information sharing and partnership with department administrators.
 - Creating a review process that ensures the Space Committee can explore, analyze, and confirm that offered resources are available for reassignment.

RECRUITMENT PROCESS

1. Working with Academic Affairs, a monthly report of current recruitment positions of faculty will be generated for the Space Committee and the Work Group.
 - a. The report will contain information including, but not limited to: open recruitments by department (division/Organized Research Unit, etc.), job descriptions, and the leader/Chair responsible for the recruitment.
 - b. Work Group representatives shall analyze the report information and develop a strategic list of recruitments for their Space Committee member(s).
 - c. In parallel, the Work Group representatives shall coordinate with campus functional groups (see Appendix A) to gather quality and conditional information on proposed spaces.
 - d. The strategic list will enable the Space Committee members to have personal conversations with their Chairs regarding the recruitment and what space is available for an offer.
 - i. The open dialog between the leaders is to ensure that all spaces and funding required to actualize recruitments or retentions have been secured before making verbal or written promises.
2. Offer letters for new faculty, across the four professional schools, will follow a template that will be held by Human Resources Shared Services.
 - a. The offer letter template will require detailed information on spaces and resources to be committed, including: building assignments, types of space (wet, dry, academic office, etc.), room numbers, assignable square footage (by room and in total), specialized equipment, and future commitments of space that are tied to milestones or dates. The Space Committee shall charge the Work Group to verify space and other resource commitments, as needed.
3. Recruitments or retentions that may require space resources outside of one department's or one Control Point's resources, shall be brought to the Space Committee by either the member themselves or by their Chair.
 - a. Committee members shall discuss space resources that can be offered to recruits with specific needs and increase UCSF's chance of a successful offer.

APPENDIX A – FUNCTIONAL GROUP EVALUATION CHECKLIST

When a recruitment or retention space has been identified, The Work Group representative shall coordinate with any or all of the campus functional groups listed here to gather existing information on the space. The intent is to understand the current quality and condition of the space(s) as it relates to the research the proposed candidate intends to perform therein. This information would allow the recruitment committee to catch any fatal flaws in the proposed spaces or enable the campus to renovate or upgrade the proposed spaces in advance of the candidate arriving at UCSF.

- Facilities Management
- Laboratory Animal Resource Center (LARC)
- Environmental Health & Safety (EH&S)
- Campus Fire Marshal
- Campus Building Official
- Campus Design & Construction
- Campus Capital & Space Planning
- Campus Real Estate
- University of California Police Department

REFERENCE VIII

PURPOSE

The purpose of this policy is to provide a framework for uniform, equitable and effective governance of School of Medicine space.

RESPONSIBILITY for SPACE RESOURCES

The dean has overall responsibility for the equitable and optimal use of School of Medicine (SoM) space resources, with final authority over all SoM space assignments and designations.

SCHOOL SPACE COMMITTEE

The dean appoints a committee comprised of faculty and staff to make recommendations to address principles, processes and issues regarding space management for all school space, such as space designations for emerging research programs, reassignment of released space, and criteria to evaluate space productivity.

SPACE ASSIGNMENT and RECORDS

School of Medicine space may be *assigned* by the dean to one of three recognized entities:

1. Department
2. ORU (Organized Research Unit)
3. Dean

These assignments are recorded in the campus space management system.

The department chair or ORU director is responsible for managing the department/ORU's assigned space, including determining allocations for individual faculty members and units within the department/ORU and ensuring the department/ORU information is updated in the campus space management system.

SPACE ALLOCATION, RETENTION and USE EVALUATION

Space assignments are not permanent. Space assignments to departments and ORUs, and space designations for programs are not permanent. Departmental and ORU space assignments and usage will be reviewed periodically by the School of Medicine Space Committee with the department chair or director. For research space, see attached section (page 7), "*Research Space - Principles and Processes for Allocation, Use and Retention*".

SPACE DESIGNATION – Research Programs

The dean may *designate* space for a specific research theme or program (e.g., Microbial Pathogenesis) and appoint a program director(s); however, that *space will not be directly assigned to the program*. *The designated program space will remain assigned to the dean, or departments and ORUs (see Space Assignment and Records) associated with the research program.*

The SoM Space Committee may make recommendations to the dean regarding space for existing programs and for new programs. The dean will periodically review research programs and space designations as research directions and priorities may change over time.

VACATED SPACE and RECRUITMENTS

Notification to the SoM Space Committee by the chair/director:

- 1) When a faculty member (or faculty fellow) vacates 1000 assignable square feet (ASF) or more, e.g., leaves the university, retires, or moves to another department:

The chair/director will notify the SoM Space Committee in writing as soon as a pending departure of a faculty member (or faculty fellow) is known, or *30 days before* a faculty member (or faculty fellow) will leave the university, retire, or move to another department. This notification ensures the department/ORU will have an opportunity to propose a use for the space to be vacated (or an approved alternative space) and the potential benefit of incumbency.

Following notification, the chair/director will:

- 2) *Within 90 days* of the date the committee is notified of a faculty member's (or faculty fellow's) departure from the university, retirement, or move to another department (i.e. up to 60 days after the date of separation), the chair/director will provide the committee with a *written detailed use proposal and execution plan*, including planned recruitments, financial commitments, any temporary space loans, and a specific timeline.

The proposal must be approved by the committee. If approved, the committee may allow up to a maximum of 2 years for execution of the proposed plan.

The primary consideration for proposals will be the incumbency within the space and the research integrity of the neighborhood. However, compelling circumstances, as determined by the Dean, may take priority.

If a proposal is not approved by the committee, the space returns to the dean.

Vacated Space within a Research Program

If the vacated space is assigned to a department or ORU and is designated by the dean for a recognized research program (e.g., Immunology; Regeneration Medicine), the *chair/director of the department/ORU with the space assignment and the director of the designated research program will jointly notify the SoM Space Committee and develop the detailed use proposal and execution plan.*

If a department or ORU wishes to pursue a research direction inconsistent with the space's designated research program, the chair/director must negotiate a space exchange, with the dean's approval, or relinquish the space.

For Approved Space Use Proposals

- 1) For approved proposals, for which department/ORUs are given an opportunity to execute a plan, the chair/director will be required to provide a written update to the committee 6 months before the approved time ends.
- 2) At the time of the written update or, in the event the approved proposal is not executed in the time specified by the committee, an extension to execute the proposal may be requested. However, given the scarcity of space resources, the request will be considered against other competing needs, and incumbency within the space will not necessarily be considered. The space returns to the dean at the end of the time specified by the committee, and the committee may loan or reassign the space.
- 3) When feasible, spaces pending execution of an approved plan may be loaned by the SoM Space Committee to help meet the temporary space needs of other school and campus groups.

When loaning or reassigning space, the committee will consider the local research neighborhood and programmatic cohesiveness, as appropriate. Space use by research neighborhoods and programs, as for all occupants of SoM space, will be periodically reviewed.

RECRUITMENT SPACE in NEW RESEARCH BUILDINGS

- Chair/director to present to the SoM Space Committee recruitment progress and plans, and research core plans, every two years after the building opens. In addition, any planned shared research core facilities will be identified.
- The size and scope of new programs to be developed and the expectations set for stakeholders and donors during the planning and funding of each new building will likely be unique. The SoM Space Committee and chair/director will discuss and agree on a reasonable schedule for space utilization at the first progress meeting. Space will remain assigned to the department/ORU and will not return to the dean unless the committee determines that the progress and/or plan are not sufficient.

- Unoccupied space will be loaned on a temporary basis. As a condition of a loan, a defined exit strategy will be required, including a specific permanent location and the date that location will become available. The chair/director will notify and work with the SoM Space Committee co-chairs to review all loan requests and exit strategies. A written MOU will be signed by the lending chair/director and the recipient chair/director.
To facilitate transparency and, when possible, neighborhood-compatible loan requests, departments/ORUs should identify research neighborhood themes in the campus space management system (a “Notes” field is available for this).

SPACE, RECRUITMENTS and ON-GOING REVENUE and COSTS, including ALLOCATION OF INDIRECT COST RECOVERIES (ICR)

Revenue and costs are distributed to the entity bearing the on-going financial obligation for an investigator (e.g., space, grants administration, salary support). However, if that financial obligation is shared (e.g., department or ORU and a research program; department and ORU; two departments), costs and revenue, including the returned ICR generated by that investigator, should be distributed proportionally.

ICR allocations are to be negotiated and agreed upon by the departments, ORUs, and programs responsible for on-going financial obligations. For example:

- xx% to Department/ORU to which space is assigned (or loaned if designated by dean as research program space)
- xx% to Department/ORU/Program responsible for grants administration
- xx% to Department/ORU/Program responsible for salary support

Allocation agreements will be documented by the departments, ORUs, and programs and submitted to and held on record by the dean’s office.

RELEASED SPACE (made available by relocations to new buildings)

When relocations to a new research building occur, the vacated space is released and returned to the chancellor and dean for reassignment. Specifically, if a PI with an FTE (or FTE equivalent) in a department/ORU occupies space assigned to that department/ORU and relocates to a new building, space for that PI in the new building will be assigned to the department/ORU holding the FTE (or FTE equivalent), and the vacated space will be returned to the chancellor and dean. Any exceptions will require the approval of the SoM Space Committee, the dean and the chancellor.

In general, an open process is conducted by the School of Medicine Space Committee to request and evaluate proposals from department chairs and ORU directors, and make recommendations to the dean for release space assignments.

Departments and ORUs receiving space will be responsible for costs associated with renovations and relocations. Additionally, departments and ORUs are responsible for leaving vacated space in “broom clean” (i.e., move-in) condition, including removal of all equipment, supplies, chemicals, isotopes and trash, plus a documented Environmental Health and Safety inspection and approval.

Within two months of release space being designated or assigned, either a search committee will be appointed and initiated or an alternative plan identified for the SoM Space Committee’s approval. The recruitment or approved alternative plan must be executed in the time specified by the committee, up to a maximum of two years. If the search committee initiation and recruitment or approved alternative plan is not executed within the time frames specified, the space returns to the dean. The chair/director of the department/ORU previously assigned the space may request an extension; however, the SoM Space Committee shall review and have the option to recommend reassignment of the space.

When feasible, spaces pending recruitment or execution of an approved alternative proposal may be loaned by the SoM Space Committee to help meet the temporary space needs of other school and campus groups.

SPACE EXCHANGES and LOANS

Within the School of Medicine -

A SoM department/ORU may loan its assigned space to another SoM department/ORU. However a department/ORU may not reassign its assigned space to another department/ORU; space may be reassigned by the dean only. All interdepartmental space loans within the school will be requested in writing from the chairs and directors for the dean’s approval.

Between Schools -

A SoM department/ORU may not loan its assigned space to another school’s department/ORU. All space exchanges and loans between schools will be requested in writing from the deans for chancellor’s approval.

SPACE REQUESTS

Space requests for individual faculty members and for units within a department/ORU/institute/center will be addressed by the chair or director.

Requests for additional space for a department/ORU/institute/center (DOIC) may be submitted by chairs or directors only to the SoM Space Committee.

Priorities

Each space request will be reviewed on individual merit, with consideration of the following priorities for space assignment:

- Campus research core facilities, as defined and vetted by the director of the UCSF Research Resources Program, requiring proximity to investigators and with a broad impact on research community
- Recruitment of department chairs and ORU directors
- Funded recruitments
- Funded programs

- Programmatic synergies with:
 - research neighborhoods
 - proximate clinical programs and practices
 - other site-specific programs
- Programs aligned with campus and school strategic planning

For these and all space assignments, use will be periodically reviewed as specified in this policy.

Process

- Requests will be accepted from chairs/directors only, at any time, in a standard format specified by the SoM Space Committee
- Requesting unit's current space utilization will be reviewed, based on eight criteria outlined for research space in SoM space policy, as well as campus ICR benchmarks for research space and density standards for administrative space set by the UCSF Space Committee
- To be able to respond to requests in a timely manner, as needed, a Request for Proposals (RFP) will not be issued routinely for each space to become available. The SoM Space Committee will determine opportunities warranting an RFP process.
However, space requests may be submitted at any time by chairs/directors.
- Chairs/directors shall have access to view all space assignments in the campus space management system.

SPACE DISPUTES

Issues and disputes within or between departments/ORUs that cannot be resolved at that level may be forwarded in writing from the chairs/directors to the SoM Space Committee for consideration.

SWING SPACE

If a department/ORU is unable to provide swing space for its faculty and staff displaced during a renovation, the school will, if possible, make swing space available with the understanding that all costs associated with relocations, preparing the space for occupancy, maintaining the space during occupancy, and cleaning the space post-occupancy will be assumed by the department/ORU.

LEASE SPACE

With a business plan, identification of specific department/ORU funds, and the written approval of the vice dean for finance and administration, a department/ORU may work directly with the Office of Real Estate Services to lease appropriate off-campus academic space.

This space governance policy supersedes all previous policies and applies to all School of Medicine space without exception.

School of Medicine Space Governance Policy

RESEARCH SPACE - Principles and Processes for Allocation, Use and Retention

Goals

1. Develop policies that seek to provide each active faculty investigator with space suited to the type of research pursued.
2. Identify principles that are transparent, fair and consistent in:
 - a) securing quality space for all investigators;
 - b) facilitating research across all Departments/ORUs/Institutes/Centers (DOIC) that hold School of Medicine (SOM) research resources and are conducive to trans-disciplinary approaches;
 - c) recognizing and responding to the needs of individual investigators, key departmental recruitments and retentions, and the overall research community;
 - d) helping to maintain and further strengthen research excellence where it exists, and enable it where it does not;
 - e) enabling rigorous pursuit of emerging research opportunities; and
 - f) reallocating underutilized space.
3. Institute processes that are transparent, fair and consistent in allocating and evaluating research space.

Principles and Processes

Principles and processes for research space allocation, evaluation and retention will be implemented across the SOM, beginning in January 2011, using both retrospective data and prospective planning. These principles and processes themselves will be evaluated following implementation, and modifications may be recommended to the dean as deemed necessary.

Principle 1

The following criteria will be applied in the allocation of research space (which may include research administration and core research facilities), and in the periodic evaluation of its use and retention. All criteria will be considered for allocation or retention of space.

- a. alignment with UCSF, SOM missions and strategic priorities

- b. specific DOIC goals
- c. collaborative, trans-disciplinary, trans-DOIC, multi-site research program
- d. translational research program
- e. transformative research program
- f. capacity to contribute to the cost of renovating, equipping or operating any requested space
- g. in-kind contributions to the research community of space, instrumentation and/or professional staff
- h. extramural funding (direct and indirect cost expenditures per ASF, assignable square feet research space; large institutional grants, *e.g.*, CTSI, ITN will be factored out)

Process:

- a. SOM dean will appoint a SOM Space Committee that is broadly representative of SOM DOICs and research approaches; members will be appointed to staggered, approximately three-year terms.
- b. SOM Dean's Office will collect annual reports from DOICs that update the criteria above, and explicitly discuss any changes from the previous year. Space and financial data used for review will cover the current year plus the previous three fiscal years.
- c. Committee will interact with DOIC chairs and directors, not with individual investigators.
- d. SOM Space Committee will recommend new or revised space assignments to the dean.

Principle 2

Investigators, DOICs, the SOM and the campus administration will share responsibility for covering the operational costs of research space.

Process:

- a. UCSF campus and SOM administrations will work together to determine operational costs (including administrative, building operations and maintenance, interest and depreciation on buildings and equipment) for research space, and to define and address uncovered costs. This information will provide a basis for defining the shared responsibilities of investigators, DOICs, the SOM and the campus administration for covering the costs of research space.

- b. Each fiscal year, a standard expected level of extramural funding (indirect costs; \$/ASF) will be defined for research space based on operational costs. Based on this level, total expected funding will be computed for total research ASF assigned to each DOIC, and compared to the actual research funds generated within the assigned DOIC space (without regard to which DOIC administers or is “credited” for such funds). Failure to meet the overall expected level of funding for a DOIC is one criterion that could support a SOM Space Committee recommendation to decrease the total research ASF assigned to the DOIC. Conversely, DOICs that exceed the total expected funding level would cite that achievement in any request for additional space, although that criterion alone is not sufficient justification for additional space. In addition, DOICs will be compared to the school as a whole, as well as to other relevant cohort groupings.
- c. DOICs holding underutilized space will be expected to develop, within one month of notification from the SoM Space Committee, a business plan (to be reviewed annually) for remedying the underutilization; for example, such plans might include interdisciplinary collaborations with other DOICs, or space loans to other DOICs. DOICs may submit updated funding data at any time.
- d. The SoM Space Committee will recommend that remaining underutilized space, as defined by Principles 1 and 2, be returned to the dean.

Principle 3

The SoM Space Committee does not determine space allocations for individual faculty members. Each DOIC should have its own space policy that references and is consistent with the School of Medicine Space Governance Policy, Principles and Processes and may include additional criteria to be used when considering space utilization and assignments within the unit. For example, DOICs may set different expected funding levels for different types of research within specific DOICs. However, DOICs will have the overall responsibility of meeting the school standard. DOICs shall not assign more than one private office to a faculty member or staff. And, in considering DOIC proposals for the assignment of space, the SoM Space Committee will generally favor those proposals designating no more than twelve benches (workstations) for any one investigator.

This space governance policy supersedes all previous policies and applies to all School of Medicine space without exception.

School of Medicine Space Governance Policy

Principles and Processes for Research Space Allocation, Use and Retention

Appendix A

Definitions

Research Space – Assignable Square Feet (ASF)

For the purpose of assessing School of Medicine space productivity, research space is defined as School of Medicine-occupied space used primarily for research activities, and includes leased space occupied by School of Medicine units. Research space is limited to specific types of rooms entered in the campus space management system (updated annually by the departments) and recorded by the campus ICR Benchmarking Database at the end of each fiscal year:

- Research and Research Service (wet lab and wet lab support space)
- Research Office and Research Office Service (dry lab and dry lab support space)
- Office and Office Service (academic and other office, and office support space)

Extramural Funding - Research Expenditures

For the purpose of assessing School of Medicine space productivity, research expenditures are defined as dollars expended as a result of research carried out in School of Medicine-occupied research rooms. Research expenditures from the campus general ledger are recorded each fiscal year by the campus ICR Benchmarking Database:

- Total Direct Costs (TDC)
- Modified Total Direct Costs (MTDC)
MTDC excludes some direct costs, e.g, equipment purchases, off-campus space rental costs, scholarships and fellowships (stipends)
- Indirect Cost Recoveries (ICR)

REFERENCE IX

School of Pharmacy
Space Utilization Guidelines
July 2020

School of Pharmacy Space Utilization Guidelines

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Purpose

The purpose of these guidelines is to provide a framework for uniform, equitable and effective utilization of School of Pharmacy space.

Responsibility for Space Resources

The Dean has overall responsibility for the equitable and optimal utilization of space resources with final authority over all School of Pharmacy space assignments and designations.

School Space Committee

The School of Pharmacy Leadership group appoints a committee of faculty members to make recommendations to address principles and issues regarding space management. There should be one representative from each department. The appointment is for two years. The committee will have an annual meeting to review the overall space environment of the School.

The Dean of the School of Pharmacy can call adhoc meetings of the committee during the year if there is a space issue that he would like faculty input on.

The Associate Dean of Finance and Administration will participate in the annual meeting and provide updates to space issues to the committee.

Space Assignments and Records

School of Pharmacy space may be assigned by the Dean to one of three recognized entities:

1. Department
2. ORU (Organized Research Unit)
3. Dean

These assignments are recorded in the campus space inventory database.

The department chair or ORU director is responsible for managing the assigned space; including determining allocations for individual faculty members and units within the department and ensuring the department information is updated in the campus space inventory.

Consistent with the rules for space allocation historically used by QB3@UCSF as well as in other ORUs, space in Byers Hall will be under the control of the QBI Director, with the exception of the space presently being used by the QB3 central office on the second floor. An Executive Committee made up of current and former Directors of QB3 will advise the Director of QBI regarding space allocation. The Director of QBI will report to the Dean in all matters associated with space allocation.

Space Allocation, Retention and use evaluation

Space assignments to departments and ORUs and space designations for programs are not permanent assignments. Departmental and ORU space assignments and usage will be reviewed periodically by the Dean.

Vacated Space and Recruitments

When a faculty member relocates or leaves the university the department should notify the Dean of the planned recruitment that will be executed within two years.

If the recruitment is not executed in the two year time frame the chair can request an extension that will be reviewed by the Dean. Failing a request for an extension the space will return to the Dean for reassignment.

If the recruitment is expected to take longer than a year, vacant space can be temporarily reassigned at the discretion of the dean following a discussion with the Chair of the department to whom the space is assigned. Temporary assignments must have a defined exit strategy.

Sharing of Indirect Cost Dollars

Indirect costs returns should be negotiated between the home department and the ORU, and in most cases, through such discussions departments and ORUs will agree on arrangements that are satisfactory to both units. However, in some cases in which agreements are not reached or in which guidelines may be useful to facilitate agreements, we propose the following: Indirect cost returns should be returned to the departments in accordance with the following support:

- 1 - salary support/compensation plan;
- 2 - administrative pre and post award support, including human resources staff time;

3 - space (must consider whether the space was assigned to the local unit or to the faculty member's home school/department); and

4 - recruitment funds contributed for the faculty member's hire.

5- source of FTE .

Guidelines: Indirect cost returns should go to the units in the following proportions:

- 60% to the unit that provides the faculty member's salary support and compensation plan;
- 30% to the unit that provides administrative support including pre and post grant award.
- 5 to 10% to the unit that provides space
- 5 to 10% to the units that provide start-up in proportion to their contribution
(This percentage should only be used for faculty members who are within five years of hire.)

Space Exchanges and Loans

School of Pharmacy -

A department may loan space but may not assign its space to another department; space may be reassigned by the dean only. All space exchanges and loans between departments and within the school will be requested in writing from the chairs and directors for the dean's approval.

Between Schools -

All space exchanges and loans between schools will be requested in writing from the deans for chancellor's approval.

Space Requests

Space requests for individual faculty members and for units within a department/ORU/institute/center will be addressed by the chair or director.

Requests for additional space for a department may be submitted by chairs or directors only to the Dean.

Priorities –

Each space request will be reviewed on individual merit, with consideration of the following priorities for space assignment:

- Campus research core facilities, as defined and vetted by the director of the UCSF Research Resources Program, requiring proximity to investigators and with a broad impact on research community
- Recruitment of department chairs
- Funded recruitments
- Funded programs
- Programmatic synergies with research neighborhoods and other site-specific programs
- Programs aligned with campus and school strategic planning

For these and all space assignments, use will be periodically reviewed as specified in this policy.
Process -

- Requests will be accepted from chairs/directors only, at any time, in a standard format specified by the Dean of the School of Pharmacy.
- Requesting unit's current space utilization will be reviewed, based on eight criteria outlined for research space in School of Pharmacy space guidelines, as well as campus ICR benchmarks for research space and density standards for administrative space set by the UCSF Space Committee
- To be able to respond to requests in a timely manner, as needed, a Request for Proposals (RFP) will not be issued routinely for each space to become available. The Dean will determine opportunities warranting an RFP process.

However, space requests may be submitted at any time by chairs.

- Chairs shall have access to view all space assignments in the campus space inventory database

SPACE DISPUTES

Issues and disputes within or between departments that cannot be resolved at that level may be forwarded in writing from the chairs to the Dean for consideration.

SWING SPACE

If a department is unable to provide swing space for its faculty and staff displaced during a renovation, the school will, if possible, make swing space available with the understanding that all costs associated with relocations, preparing the space for occupancy, maintaining the space during occupancy, and cleaning the space post-occupancy will be assumed by the department.

LEASE SPACE

With a business plan, identification of specific department funds, and the written approval of the associate dean for finance and administration, a department may work directly with the Office of Real Estate Services to lease appropriate off-campus academic space.

Principles and Processes for RESEARCH SPACE Allocation, Use and Retention

Goals

1. Develop policies that seek to provide each active faculty investigator with space suited to the type of research pursued.
2. Identify principles that are transparent, fair and consistent in:
 - a) Securing quality space for all investigators;
 - b) Facilitating research across all Departments that hold School of Pharmacy research resources and are conducive to trans- disciplinary approaches;
 - c) Recognizing and responding to the needs of individual investigators, key departmental recruitments and retentions, and the overall research community;
 - d) Helping to maintain and further strengthen research excellence where it exists, and enable it where it does not;
 - e) Enabling rigorous pursuit of emerging research opportunities; and
 - f) Reallocating underutilized space.
3. Institute processes that are transparent, fair and consistent in allocating and evaluating research space.

Principles and Processes

Principle 1

The following criteria will be applied in the allocation of research space (which may include research administration and core research facilities), and in the periodic evaluation of its use and retention. All criteria will be considered for allocation or retention of space.

- a. alignment with UCSF, SOP missions and strategic priorities
- b. specific department goals
- c. collaborative, trans-disciplinary, trans-department, multi-site research program

- d. translational research program
- e. transformative research program
- f. capacity to contribute to the cost of renovating, equipping or operating any requested space
- g. in-kind contributions to the research community of space, instrumentation and/or professional staff
- h. extramural funding (direct and indirect cost expenditures per asf, assignable square feet research space).

Process:

- a. SOP dean will appoint a SOP Space Committee that is broadly representative of SOP departments and research approaches; members will be appointed to staggered two year terms. The committee is an adhoc committee that will meet at the request of the Dean.
- b. SOP Dean's Office will collect annual reports from departments that update the criteria above, and explicitly discuss any changes from the previous year. Space and financial data used for review will cover the current year plus the previous three fiscal years.
- c. .

Principle 2

Investigators, departments, the SOP and the campus administration will share responsibility for covering the operational costs of research space.

Process:

- a. UCSF campus and SOP administrations will work together to determine operational costs (including administrative, building operations and maintenance, interest and depreciation on buildings and equipment) for research space, and to define and address uncovered costs. This information will provide a basis for defining the shared responsibilities of investigators, departments, the SOP and the campus administration for covering the costs of research space.

b. A standard expected level of extramural funding (indirect costs; \$/asf) will be defined for research space based on operational costs. Based on this level, total expected funding will be computed for total research asf assigned to each department, and compared to the actual research funds generated within the assigned department space (without regard to which department administers or is “credited” for such funds). Failure to meet the overall expected level of funding for a department is one criterion that could support a Deans recommendation to decrease the total research asf assigned to the department. Conversely, departments that exceed the total expected funding level would cite that achievement in any request for additional space, although that criterion alone is not sufficient justification for additional space. In addition, departments will be compared to the school as a whole, as well as to other relevant cohort groupings.

c. Departments holding underutilized space will be expected to develop, within one month of notification from the Dean, a business plan (to be reviewed annually) for remedying the underutilization; for example, such plans might include interdisciplinary collaborations with other departments, or space loans to other departments. Departments may submit updated funding data at any time.

d. The Space Committee recommends that remaining underutilized space, as defined by Principles 1 and 2, be returned to the dean

Principle 3

The Space Committee does not determine space allocations for individual faculty members. Each department should have its own space guidelines that references and is consistent with the School of Pharmacy Space Governance Guidelines, Principles and Processes and may include additional criteria to be used when considering space utilization and assignments within the unit. For example, departments may set different expected funding levels for different types of research within specific departments. However, departments will have the overall responsibility of meeting the school standard. Departments are discouraged from assigning more than one office to a faculty member. And, in considering department proposals for the assignment of space, the Dean will generally favor those proposals designating no more than twelve benches (workstations) for any one investigator.

Appendix A

Definitions

Research Space – Assignable Square Feet (ASF)

For the purpose of assessing School of Pharmacy space productivity, research space is defined as School of Pharmacy-occupied space used primarily for research activities, and includes leased space occupied by School of Pharmacy units. Research space is limited to specific types of rooms entered in the campus space inventory (updated annually by the departments) and recorded by the campus ICR Benchmarking Database:

- Research and Research Service (wet lab and wet lab support space)
- Research Office and Research Office Service (dry lab and dry lab support space)
- Office and Office Service (academic and other office, and office support space)

Extramural Funding - Research Expenditures

For the purpose of assessing School of Pharmacy space productivity, research expenditures are defined as dollars expended as a result of research carried out in School of Pharmacy occupied research rooms. Research expenditures from the campus general ledger are recorded by the campus ICR Benchmarking Database:

- Total Direct Costs (TDC)
- Modified Total Direct Costs (MTDC)

MTDC excludes some direct costs, e.g, equipment purchases, off-campus space rental costs, scholarships and fellowships (stipends)

- Indirect Cost Recoveries (ICR)

REFERENCE X

Name: SCHOOL OF NURSING SPACE USE GUIDELINES

Effective Date: January 10, 2019

Next Review Date: January 10, 2021

Review/Revision History:

Approval Authority: Dean's Council, UCSF School of Nursing

PURPOSE

The purpose of this document is to provide a framework for uniform, equitable and effective governance of UCSF School of Nursing space.

RESPONSIBILITY for SPACE RESOURCES

The Dean has overall responsibility for the equitable and optimal use of School of Nursing (SON) space resources, with final authority over all SON space assignments and designations.

These guidelines do not address governance of space for general shared use, such as the floor 3 hoteling hub on Block 33 at the Mission Bay campus. Such space – because it is not School of Nursing-assigned space – is governed by its own respective Governance Committee. Likewise, the shared use space on the 11th floor of Block 33 on the Mission Bay campus -- such as the huddle, focus, and conference room space – is also governed by its own respective Governance Committee. In the future, a process for allocating seats for future growth will be developed in conjunction with the Center for Vision Neuroscience building governance committee to be established for that building.

SPACE ASSIGNMENT and RECORDS

SON space may be assigned by the Dean to one of three recognized entities:

- 1) Department
- 2) Organized Research Unit (ORU)
- 3) Dean

These assignments are recorded in the campus space management system.

The department chair or ORU director is responsible for managing the department/ORU's assigned space, including determining allocations for individual faculty members and units within the department/ORU and ensuring the department/ORU information is updated in the campus space management system.

SPACE ALLOCATION, RETENTION, and USE EVALUTION

Space assignments to departments and ORUs, and space designations for programs are not permanent. Departmental and ORU space assignments and usage will be reviewed periodically by the Dean. The Dean will employ campus metrics to evaluate the use of space, especially research space, and may

assign and reassign space in light of the established standards for use as well as current or anticipated utilization of assigned space.

SPACE DESIGNATION – RESEARCH OR ACADEMIC PROGRAMS

The Dean may designate space for a specific research theme or academic program (e.g., Bioethics) and appoint a program director(s); however, *that space will not be directly assigned to the program*. The designated program space will remain assigned to the Dean, or departments and ORUs associated with the program.

VACATED SPACE and RECRUITMENTS

Notification to the Dean by the chair/director:

- 1) When a faculty member (or faculty fellow) vacates 600 assignable square feet (ASF) or more:

The chair/director will notify the Dean in writing as soon as a pending departure of a faculty member or faculty fellow is known, or 60 days before a faculty member or faculty fellow will leave the university, retire, or move to another department. This notification ensures the department/ORU will have an opportunity to propose a use for the space to be vacated (or an approved alternative space) and the potential benefit of incumbency.

Following notification, the chair/director will:

- 2) Within 90 days of the date the Dean is notified of a faculty member's (or faculty fellow's) departure from the university, retirement, or move to another department, the chair/director will provide the Dean with a written detailed use proposal, including planned recruitments, financial commitments, any temporary space loans, and a specific timeline.

The proposal must be approved by the Dean, or rendered by the Dean within 90 days. If approved, the Dean may allow up to a maximum of two years for execution of the proposed plan.

The primary consideration for proposals will be the incumbency within the space and the research integrity of the neighborhood. However, compelling circumstances, as determined by the Dean, may take priority.

If a proposal is not approved, the space returns to the Dean.

Vacated Space within a Research Program

If the vacated space is assigned to a department or ORU and is designated by the Dean for a recognized research program, the chair/director of the department/ORU with the space assignment and the director of the designated research program will jointly notify the Dean and develop the detailed use proposal.

If a department or ORU wishes to pursue a research direction inconsistent with the space's designated research program, the chair/director must negotiate a space exchange, with the Dean's approval, or relinquish the space.

For Approved Space Use Proposals

- 1) In the event the approved proposal is not executed in the time specified by the Dean, an extension to execute the proposal may be requested. However, the request will be considered against other competing needs, and incumbency within the space will not necessarily be considered. The space returns to the Dean at the end of the time specified and the Dean may loan or reassign the space.
- 2) When feasible, spaces pending execution of an approved plan may be loaned by the Dean to help meet temporary space needs of other school and campus groups.

When loaning or reassigning space, the Dean will consider the local neighborhood and programmatic cohesiveness, as appropriate. Space use by research neighborhoods and programs, as for all occupants of SON space, will be periodically reviewed.

SPACE EXCHANGES and LOANS

Within the School of Nursing –

A SON department/ORU may loan its assigned space to another SON department/ORU. However, a department/ORU may not reassign its assigned space to another department/ORU; space may be reassigned by the Dean only. All interdepartmental space loans within the school will be requested in writing from the chairs and directors for the Dean's approval.

Between Schools –

All space exchanges and loans between schools will be requested in writing from the Deans for Chancellor's approval.

"HOTEL SPACE"

The ultimate goal is for every UCSF faculty member to have one private assigned office at UCSF for non-direct patient care activities with shared hotel space at other locations if a faculty member works at multiple locations. The Dean may designate space assigned to the Dean at one or more central locations for shared "hotel space" to be used by faculty during the day. Such space may be used on an as-needed and first-come-first-served basis and space may neither be reserved in advance nor assigned to individuals. Personal belongings may not be left overnight in hotel space.

This "hotel space" policy does not apply where the Dean's Office has not been assigned such space, such as hoteling hubs in various buildings at the Mission Bay campus, which are overseen by their own respective Governance Committees.

SPACE REQUESTS

Space requests for individual faculty members and for units within a department/ORU/institute/center will be addressed by the chair or director.

Requests for additional space for a department/ORU/institute/center (DOIC) may only be submitted by chairs or directors directly to the Dean. The request must be approved by the Dean, or rendered by the Dean within 90 days.

Priorities

Each space request will be received on individual merit, with consideration of the following priorities for space assignment:

- Campus research core facilities, as defined and vetted by the director of the UCSF Research Resources Program, requiring proximity to investigators and with a broad impact on research community
- Recruitment of department chairs and ORU directors
- Funded recruitments
- Funded programs
- Programmatic synergies with:
 - Research neighborhoods
 - Proximate clinical programs and practices
 - Other site-specific programs
- Programs aligned with campus and school strategic planning
- DOIC and faculty utilization of assigned space

For these and all space assignments, use will be periodically reviewed as specified in this document.

Process

- Individual faculty or program requests will be accepted by chairs/directors only, at any time, utilizing the Space Request Form (request this from the SON Facilities Coordinator).
- Individual faculty's or program's current space utilization will be reviewed, based on seven criteria outlined for research space in SON space use guidelines, as well as campus Indirect Cost Rate (ICR) benchmarks for research space and density standards for administrative space set by the UCSF Space Committee
- Requests to the Dean will be accepted from chairs/directors only, at any time, utilizing the Space Request Form (request this from the SON Facilities Coordinator).
- Requesting unit's current space utilization will be reviewed, based on seven criteria outlined for research space in SON space use guidelines, as well as campus Indirect Cost Rate (ICR) benchmarks for research space and density standards for administrative space set by the UCSF Space Committee
- To be able to respond to requests in a timely manner, as needed, a Request for Proposals (RFP) will not be issued routinely for each space to become available. The Dean will determine opportunities warranting a RFP process. However, space requests may be submitted at any time by chairs/directors

- Chairs/directors may have access to view all space assignments in the campus space management system.

SPACE DISPUTES

Issues and disputes within or between departments/ORUs that cannot be resolved at that level may be forwarded in writing from the chairs/directors to the Dean for consideration. The Dean will mediate for resolution.

SWING SPACE

If a department/ORU is unable to provide swing space for its faculty and staff displaced during a renovation, the school will, if possible, make swing space available with the understanding that all costs associated with relocations, preparing the space for occupancy, maintaining the space during occupancy, and cleaning the space post-occupancy will be assumed by the department/ORU.

LEASE SPACE

With a business plan, identification of specific department/ORU funds, and the written approval of the Associate Dean for Finance and Administration, a department/ORU may work directly with the Office of Real Estate to lease appropriate off-campus academic space.

This space governance guidelines document applies to all School of Nursing space without exception.

RESEARCH SPACE – Principles and Processes for Allocation, Use and Retention

Goals

1. Develop policies that seek to provide each active faculty investigator with space suited to the type of research pursued.
2. Identify principles that are transparent, fair and consistent in:
 - a) Securing quality space for investigators;
 - b) Facilitating research across all Departments/ORUs/Institutes/Centers (DOIC) that hold SON research resources and are conducive to transdisciplinary approaches;
 - c) Recognizing and responding to the needs of individual investigators, key departmental recruitments and retentions, and the overall research community;
 - d) Helping to maintain and further strengthen research excellence where it exists, and enable it where it does not;
 - e) Enabling rigorous pursuit of emerging research opportunities; and
 - f) Reallocating underutilized space.
3. Institute processes that are transparent, fair and consistent in allocating and evaluating research space.

Principles and Processes

Principles and processes for research space allocation, evaluation, and retention will be implemented across the SON using both retrospective data and prospective planning. These principles and processes themselves will be evaluated following implementation, and modifications may be recommended to the Dean as deemed necessary.

Principle 1

The following criteria will be applied in the allocation of research space (which may include research administration and core research facilities), and in the periodic evaluation of its use and retention. All criteria will be considered for allocation or retention of space.

- a) Alignment with UCSF, SON missions and strategic priorities
- b) Specific DOIC goal
- c) Collaborative, transdisciplinary, trans-DOIC, multi-site research program
- d) Translational research program
- e) Transformative research program
- f) Capacity to contribute to the cost of renovating, equipping or operating any requested space
- g) In-kind contributions to the research community of space, instrumentation and/or professional staff
- h) Extramural funding (direct and indirect cost expenditures per ASF, assignable square feet research space; large institutional grants will be factored out)
- i) DOIC utilization of assigned space

Process:

- a) SON Dean will collect annual reports from DOICs that update the criteria above, and explicitly discuss any changes from the previous year. Space and financial data used for review will cover the current year plus the previous three years.
- b) Dean will interact with DOIC chairs and directors, not with individual investigators.
- c) Dean will determine new or revise space assignments.

Principle 2

Investigators, DOICs, the SON and the campus administration will share responsibility for covering the operational costs of research space.

Process:

- a) UCSF campus and SON administrators will work together to determine operational costs (including administrative, building operations and maintenance, interest and depreciation on buildings and equipment) for research space, and to define and address uncovered costs. This information will provide a basis for defining the shared responsibilities of investigators, DOICs, the SON and the campus administration for covering the costs of research space.
- b) Each fiscal year, a standard expected level of extramural funding (indirect costs; \$/ASF) will be defined for research space based on operational costs. Based on this level, total expected funding will be computed for total research ASF assigned to each DOIC, and compared to the actual research funds generated within the assigned DOIC space (without regard to which DOIC

administers or is “credited” for such funds). Failure to meet the overall expected level of funding for a DOIC is one criterion that could decrease the total research ASF assigned to the DOIC. Conversely, DOICs that exceed the total expected funding would cite that achievement in any request for additional space, though that criterion alone is not sufficient justification for additional space. In addition, DOICs will be compared to the school as a whole, as well as to other relevant cohort groupings.

- c) DOICs holding underutilized space will be expected to develop, within one month of notification from the Dean, a business plan (to be reviewed annually) for remedying the underutilization; for example, such plans might include interdisciplinary collaborations with other DOICs, or space loans to other DOICs. DOICs may submit updated funding data at any time.
- d) Remaining underutilized space will be returned to the Dean.

Principle 3

The Dean does not determine space allocations for individual faculty members. DOICs shall not assign more than one private office to a faculty member or staff across the University. And, considering DOIC proposals for the assignment of space, the Dean will generally favor those proposals designating no more than twelve workstations for any one investigator.

REFERENCE XI

1

**School of Dentistry
Space Utilization Guidelines**

May 2018 [draft]

Adapted from the SOM and SOP
Space Policies

School of Dentistry Space Utilization Guidelines

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Purpose

The purpose of these guidelines is to provide a framework for uniform, equitable, and effective utilization of School of Dentistry research, administrative and educational space.

Responsibility for Space Resources

The dean has overall responsibility for the equitable and optimal utilization of space resources and final authority over all School of Dentistry space assignments and designations.

School Space Committee

The School of Dentistry Leadership group appoints two committees of faculty members and administrators to make recommendations to address principles and issues regarding space management: a Research Space Committee and an Administrative and Educational Space Committee.

The Research Space Committee (RSC) is convened by the Associate Dean for Research. The RSC should have at least one representative from each department. The appointment is for two years. The committee will meet at least annually to review the overall space environment of the School. The Associate Dean for Administration and Finance, as the lead space strategist for the School, is a member of the RSC.

The Administrative and Educational Space Committee (AESC) is convened by the Associate Dean for Administration and Finance. The membership of this committee should include the Associate Dean for Education and other members as deemed appropriate by School Leadership. The committee will meet at least once annually to review the administrative and educational space needs of the school.

The Associate Deans for Administration and Finance and Research will hold an annual meeting with the Dean to provide an overview of the overall space environment of the school, both to inform the Dean and to receive guidance on the disposition of space assigned to the SOD.

Space Assignments and Records

School of Dentistry space may be assigned by the dean to one of three recognized entities:

1. Department
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2. ORU (Organized Research Unit)
3. Dean

The Dean, Department Chair or ORU Director is responsible for managing the assigned space, which includes determining space allocations for individual faculty members, research units, educational programs and administrative units.

These assignments are recorded in Archibus, the UCSF Space Inventory Database, and should be updated to reflect each new space assignment and reviewed at the time intervals specified by UCSF Space Policy.

Space Allocation, Retention and use evaluation

Space assignments to departments and ORUs and space designations for programs are not permanent assignments. Departmental and ORU space assignments and usage will be reviewed periodically by the Dean and changes made as needed.

Vacated Research Space and Faculty Recruitments

When a faculty member relocates or leaves the university, the following steps should be followed:

- If the planned recruitment for the vacated position will be executed within one year, the department chair or ORU director should notify the dean.
- If the recruitment is not executed in the one-year time frame, the chair can request an extension that will be reviewed by the dean. Failing a request for an extension, the space will return to the dean for reassignment.
- If the recruitment is expected to take longer than one year, vacant space can be reassigned at the discretion of the dean following a discussion with the department chair or ORU director to whom the space is assigned. If the reassignment is deemed to be temporary, the assignment must have a defined exit strategy.

Sharing of F&A Dollars from Research

F&A returns should be negotiated between the home department and the ORU; in most cases, departments and ORUs will agree on arrangements that are satisfactory to both units. However, in some cases in which agreements are not reached or in which guidelines may be useful to facilitate agreements, the following is proposed: F&A returns should be returned to the departments in accordance with the following support:

- 1 - Salary support/compensation plan;
- 2 - Administrative pre- and post-award support, including human resources staff time;
- 3 - Space (must consider whether the space was assigned to the local unit or to the faculty member's home school/department); and
- 4 - Recruitment funds contributed for the faculty member's hire;
- 5- Source of FTE .

Guidelines: F&A returns should go to the units in the following proportions:

- 60% to the unit that provides the faculty member's salary support and compensation plan;
- 30% to the unit that provides administrative support including pre- and post-grant award support;
- 5% – 10% to the unit that provides space; and
- 5% – 10% to the units that provide start-up in proportion to their contribution.

(This percentage should only be used for faculty members who are within five years of hire.)

Space Exchanges and Loans

Within School of Dentistry -

A department may loan space, but it may not assign its space to another department; space may be reassigned by the dean only. All space exchanges and loans between departments and within the School must be requested in writing from the chairs and directors for the dean's approval. Space exchanges and loans must be in compliance with UCSF Policy.

Between Schools -

All space exchanges and loans between schools must be requested in writing from the deans for the chancellor's approval.

Space Requests

Space requests for research, administrative and educational functions and for individual

faculty members and for units within a department/ORU/ institute/center will be addressed by the chair or director.

Requests for additional space for a department may be submitted by chairs or directors only to the dean.

Priorities –

Each space request will be reviewed on its individual merit, with consideration of the following priorities for space assignment:

- Campus research core facilities, as defined and vetted by the director of the UCSF Research Resources Program, requiring proximity to investigators and with a broad impact on the research community
- Recruitment of department chairs / ORU directors
- Funded recruitments
- Funded programs
- Programmatic synergies with research neighborhoods and other site-specific programs
- Programs aligned with campus and School strategic planning

For these and all space assignments, space use will be periodically reviewed as specified in this policy.

Process -

- Requests will be accepted from chairs/directors only, at any time, in a standard format specified by the dean of the School of Dentistry.

Requesting unit's current space utilization will be reviewed, based on eight criteria outlined for research space in the School of Dentistry space guidelines, as well as campus F&A benchmarks for research space and density standards for administrative and educational space set by the UCSF Space Committee.

- To be able to respond to requests in a timely manner, as needed, a Request for Proposals (RFP) will be issued routinely for each space available. The dean will determine opportunities warranting an RFP process.

However, space requests may be submitted at any time by chairs/directors.

- Chairs shall have access to view all space assignments in the campus space inventory database.

Space Disputes

Issues and disputes within or between departments that cannot be resolved at that level may be forwarded in writing from the chairs to the dean for consideration.

Swing Space

If a department is unable to provide swing space for its faculty and staff displaced during a renovation, the School will, if possible, make swing space available with the understanding that all costs associated with relocations, preparing the space for occupancy, maintaining the space during occupancy, and cleaning the space post-occupancy will be assumed by the department.

Lease Space

With a business plan, identification of specific department funds and the written approval of the associate dean for finance and administration, a department may work directly with the Office of Real Estate Services to lease appropriate off-campus academic space.

Principles and Processes for Research Space Allocation, Use and Retention

Goals

1. Develop policies that seek to provide each active faculty investigator with space suited to the type of research pursued
2. Identify principles that are transparent, fair and consistent in:
 - a) Securing quality space for all investigators;

- b) Facilitating research across all departments that hold School of Dentistry research resources and are conducive to transdisciplinary approaches;
 - c) Recognizing and responding to the needs of individual investigators, key departmental recruitments and retentions, and the overall research community;
 - d) Helping to maintain and further strengthen research excellence where it exists, and enable it where it does not;
 - e) Enabling rigorous pursuit of emerging research opportunities; and
 - f) Reallocating underutilized space.
3. Institute processes that are transparent, fair, and consistent in allocating and evaluating research space

Principles and Processes

Principle 1

The following criteria will be applied in the allocation of research space (which may include research administration and core research facilities), and in the periodic evaluation of its use and retention. All criteria will be considered for allocation or retention of space.

- a. Alignment with UCSF, SOD missions and strategic priorities
- b. Specific department goals
- c. Collaborative, transdisciplinary, transdepartment, multi-site research program(s)
- d. Translational research program(s)
- e. Transformative research program(s)
- f. Capacity to contribute to the cost of renovating, equipping, or operating any requested space
- g. In-kind contributions to the research community of space, instrumentation, and/or professional staff
- h. Extramural funding [direct and F&A cost expenditures per assignable square feet (asf)], asf research space.

Process:

- a. School of Dentistry dean will appoint School of Dentistry Research Space and Educational and Administrative Space Committees that are broadly representative of School departments and research approaches; members will be appointed to staggered two-year terms. These committees are *ad hoc* committees that will meet at least annually and at the request of the dean.
- b. School of Dentistry Dean's Office will collect annual reports from departments that update the criteria above and explicitly discuss any changes from the previous year. Space and financial data used for review will cover the current year plus the previous three fiscal years.

Principle 2

Investigators, departments, the School of Dentistry, and campus administrations will share responsibility for covering the operational costs of research space, and for educational and administrative space as appropriate.

Process:

- a. UCSF campus and School of Dentistry administrations will work together to determine operational costs (including administrative, building operations and maintenance, interest and depreciation on buildings and equipment) for research space, and define and address uncovered costs. This information will provide a basis for defining the shared responsibilities of investigators, departments, the School of Dentistry, and campus administrations for covering the costs of all types of space.
- b. For research space, a standard expected level of extramural funding (indirect costs; \$/asf) will be defined based on operational costs. Based on this level, total expected funding will be computed for total research asf assigned to each department and compared to the actual research funds generated within the assigned department space (without regard to which department administers or is "credited" for such funds). Failure to meet the overall expected level of funding for a department is one criterion that could support a dean's recommendation to decrease the total research asf assigned to a department. Conversely,
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departments that exceed the total expected funding level would cite that achievement in any request for additional space, although that criterion alone is not sufficient justification for additional space. In addition, departments will be compared to the School as a whole, as well as to other relevant cohort groupings.

c. Departments holding underutilized space, as defined above, will be expected to develop, within one month of notification from the dean, a business plan (to be reviewed bi-annually) for remedying the underutilization; for example, such plans might include interdisciplinary collaborations with other departments, or space loans to other departments. Departments may submit updated funding data at any time.

d. The Space Committee recommends that remaining underutilized space, as defined by Principles 1 and 2, be returned to the dean.

Principle 3

The Research Space Committee does not determine space allocations for individual faculty members. Each department should have its own space guidelines that references, and is consistent with, the School of Dentistry Space Governance Guidelines, Principles, and Processes and may include additional criteria to be used when considering space utilization and assignments within the unit. For example, departments may set different expected funding levels for different types of research within specific departments. However, departments will have the overall responsibility of meeting the School standard. Departments are discouraged from assigning more than one office to a faculty member. In considering department proposals for the assignment of space, the dean will generally favor those proposals designating no more than 12 benches/workstations for any one investigator.

Appendix A

Definitions

Research Space – Assignable Square Feet (ASF)

For the purpose of assessing School of Dentistry space productivity, research space is defined as School of Dentistry-occupied space used primarily for research activities, and includes leased space occupied by School of Dentistry units. Research space is limited to specific types of rooms entered in the campus space inventory (updated annually by the departments) and recorded by the campus indirect cost recovery (ICR) Benchmarking Database:

- Research and Research Service (wet lab and wet lab support space)
- Research Office and Research Office Service (dry lab and dry lab support space)
- Office and Office Service (academic and other office, and office support space)

Extramural Funding - Research Expenditures

For the purpose of assessing School of Dentistry space productivity, research expenditures are defined as dollars expended as a result of research carried out in School of Dentistry-occupied research rooms. Research expenditures from the campus general ledger are recorded by the campus ICR Benchmarking Database:

- Total Direct Costs (TDC)
- Modified Total Direct Costs (MTDC)

MTDC excludes some direct costs, e.g, equipment purchases, off-campus space rental costs, scholarships, and fellowships (stipends)

Facilities and Administrative costs (F&A)

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The following categories and space principles are intended to inform and guide our deliberations regarding the “highest and best use” of space for UCSF Health:

GENERAL PRINCIPLES AND PRIORITIES

- Space assignments are not permanent allocations to a respective department. Space can be reassigned by Health administration as needed for its highest and best use serving Health’s mission of Caring, Healing, Teaching, and Discovering.
- The program/clinical services has been identified by the organization as a priority for targeted growth.
- The clinical service/expansion is needed to support a critical support service.
- UCSF Health Space Allocation Principles are intended to align with and complement established Campus and School of Medicine space policies:
 - <https://policies.ucsf.edu/policy/600-24>
 - <https://space.ucsf.edu/school-space-committees-and-policies>

AMOUNT OF SPACE AND CONDITIONS TO BE MET

- The amount of space dedicated or assigned to an activity should be consistent with the amount of space actually required for approved program.
- Space for staff will only be assigned to budgeted positions (existing FTE, vacant positions and approved new FTE). Space will not be allocated to departments for projected but unapproved/budgeted FTE growth past the next fiscal year.
- Space requiring renovation will only be assigned to activities that have secured capital funds or that have a high prospect of securing these funds in the near future.
- Workspace assignments will be based on working title for *initial* space planning purposes, with Directors and Managers seated in enclosed or shared office areas, and Analysts seated in open workstations. However, final workspace assignments will be adjusted to meet existing space conditions and unique job function needs wherever possible.
- Health employees and providers shall only have one dedicated workspace within the enterprise, and will not be granted a dedicated workspace at a new location if they are to retain a dedicated workspace at an alternate location.

APPROPRIATE LOCATION

- Activities/services should be located at sites consistent with the patients, or with the direct care services that they provide, support or with which they are interdependent. Thus activities serving or supporting care for women , children or those with cancer should have preference for location at Mission Bay while those requiring or supporting the adult Emergency Department, should be located at Parnassus.
- At a particular site, space within the inpatient envelop (I occupancy buildings) should be used for inpatient care activities. Non-outpatient space within buildings contiguous to the inpatient envelop should be used for groups/activities that must be located as close as possible to inpatient care sites for easy and direct access to these settings.
- Other on-site space that is suitable for outpatient care (code compliant) should be used for outpatient care with preference given to those services/activities with a high propensity of inpatient admission or whose physicians and staff are highly involved in inpatient consultation and care.

SPACE RELATED CONSIDERATIONS – CHECK LIST

GENERAL PRINCIPLES

- Staff does not have another permanent workspace

PRIORITY

- Destination program
- Expansion of targeted services (2025 Strategic Plan)
- Critical support service
- Market share or other business opportunity
- Approved/funded by the Strategy Committee

AMOUNT OF SPACE AND CONDITIONS TO BE MET

- Alternatives with department have been exhausted
- Meets current needs versus future needs
- Positions are budgeted
- Capital funds have been approved for required space renovations/equipment

APPROPRIATE LOCATION

- Site specific specialty services or support services
- ED relationship
- Geographic (market) considerations
- Availability of facilities (OR capacity, beds, etc.)
- Licensure implications

APPROPRIATE LOCATION WITHIN A SITE (I.E. BUILDING LOCATION)

- Inpatient service or other inpatient care activity
- Support services required for inpatient care
- Outpatient services or outpatient support services
- Administrative or other non-direct care activity

ADMINISTRATIVE SPACE

- Initial space assignment is made based on working title or to meet existing space conditions and unique job function