

University of California, San Diego

Vice Chancellor for Health Sciences

Revised July, 2018

HEALTH SCIENCES SPACE MANAGEMENT POLICY

Section 1: Background

This document provides a brief history, guiding principles, and committee charge to provide research space advice to the Vice Chancellor for Health Sciences. The research space subject to review and advice by the Health Sciences Space Advisory Committee and subject to this policy is grouped as follows:

1. Skaggs School of Pharmacy and Pharmaceutical Sciences (SSPPS) in the following major structure:
 - Pharmaceutical Sciences Building

2. School of Medicine (SOM) and Organized Research Unit research space in the following major structures:
 - Biomedical Sciences Building
 - Medical Teaching Facility
 - Clinical Teaching Facility
 - Theodore Gildred Facility
 - Surgery Research Laboratory
 - fMRI W.M. Keck Building
 - MRI Research Building
 - Center for Neural Circuits and Behavior (previously known as Center for Molecular Genetics) (portions occupied by SOM)
 - Cellular and Molecular Medicine-East
 - Cellular and Molecular Medicine-West (George Palade Labs)
 - Stein Clinical Research Building (portions occupied by SOM)
 - Leichtag Biomedical Research Facility
 - Jacobs Retina and Hamilton Glaucoma Center
 - Multi-Purpose Building (research portion)
 - North Annex Replacement Facility (research portion)
 - Moores Cancer Center (research portion)
 - Shiley Eye Center and Expansion (research portion)
 - Various smaller modular units
 - Medical Education and Telemedicine

- East Campus Office Building (research portion)
- Biomedical Research Facility 2
- Central Research Services Facility (research portion)
- Altman Clinical Translational Research Institute
- Sanford Consortium of Regenerative Medicine Building

Section 2: History

In 1977, all available SOM research space was allocated by SOM Dean Moxley to individual SOM departments following lengthy discussions by the Council of Chairs. The space assignments anticipated the Fall 1978 opening of MTF and CTF and assumed the following:

1. Space would be distributed on the basis of the number of steady state funded FTE positions agreed upon for each Department in the Seven-Year Plan. Subsequently, the number of FTEs anticipated was not achieved.
2. Ten percent of each Department's allocated space was considered temporary and available for reallocation back to the SOM for cause with a minimum of six months notice.
3. Medical Center controlled space: Occurs mainly in the Hospitals (Hillcrest and Thornton). According to guidelines agreed upon by the Medical Center and SOM, certain portions of this space determined to be "Instruction & Research" (I&R) are charged to SOM. I&R space is defined as lab space and associated dry space, conference rooms, and cores. Not included are Medical Center space and lease facilities (I&R or clinical). Space that is patient care related is considered "service" space and is not "charged" to SOM.

Original assignment of SOM space based on the number of stated funded FTE positions did not recognize differential levels of activity, especially research activity, among the various Departments and within departmental programs. As a result, some programs were severely curtailed because of lack of adequate space, while in other areas significant underutilization was apparent.

In 1982, the SOM Dean and SOM Department Chairs unanimously agreed that a more flexible space management program was needed for the University to meet the needs of individual faculty, departmental priorities, new recruits, and significant new program initiatives. Also, at that time a Dean's Space Advisory Committee (DSAC) was formed. It was asked to recommend guidelines that would be useful in managing space. In carrying out this charge, the Committee reviewed space policies used by a half dozen non-UC peer schools (no written guidelines were used by other UC medical schools) and by the San Diego Veterans Administration Hospital and Scripps Institute of Oceanography. SOM and participating general campus Department chairs were queried regarding intradepartmental space assignment procedures.

In 1983, the resultant space use guidelines were approved by the Council of Chairs and the SOM Dean. As a result of that policy and guidance provided by the committee, a number of space allocations/reallocations occurred and space priorities were established for major programs.

DSAC was charged with developing basic information regarding current space assignments and utilization. This has been facilitated by the Dean's space information system developed with the advice of the Committee. The key elements in this system include the following: building, room number, type of space, square footage, department name, division, occupants by type, and extramural funding associated with the space. Data can be displayed in multiple formats and facilitate the analysis of space utilization. Departmental space inventories are updated on an ongoing basis by both the departments and central staff.

In 2005, the Pharmaceutical Sciences Building opened as the home for the Skaggs School of Pharmacy and Pharmaceutical Sciences (SSPPS).

In 2010, the School of Pharmacy and the School of Medicine agreed to modify DSAC to include SSPPS and change its name to the Health Sciences Space Advisory Committee (HSSAC). The SOM and SSPPS nominate members to the HSSAC to carry out the Committee's Charge.

Section 3: Principles

In 2000, an ad hoc Space Task Force was established by the Vice Chancellor to review and comment on space management in SOM. In 2010, the original principles were modified to reflect the inclusion of SSPPS. This amended document reflects that review and reaffirms the Health Sciences space allocation principles. These principles are used to assist in space management but are intended to be applied in a flexible manner. Individual circumstances regarding the degree of current and potential use of space will be taken into account. It is the intent of these principles to assist SSPPS and SOM administrators in identifying adequate resources to carry out their programs and to assure that faculty and programs that may be suffering difficult times and/or significant turnover are not precluded from re-establishing their programs.

Health Sciences Space Allocation Principles:

1. The SSPPS Dean and SOM Department Chairs are responsible for effectively managing research space assignments and as such are accountable to the Vice Chancellor for appropriate use of this valuable resource. In the case of SOM, space management will be considered an important aspect of the Chair's performance and considered in Chair reviews. For most Departments, this task will require an active Department space committee to review faculty and their space assignments. It is anticipated that individual Departments will develop a space use policy within the framework of these principles.
2. The Health Sciences Space Advisory Committee will serve as a permanent committee advisory to the Vice Chancellor. (See Section 4: Committee Charge). The HSSAC will review the

research space of each school, department, ORU, and VCHS-managed Core on a periodic basis. The review will examine research productivity, space utilization, the importance of the work to the Health Sciences mission, the quality of the research training functions, and funding supporting the assigned space. The determination of utilization will be based on quantitative evaluation (e.g., dollars per asf) and qualitative criteria such as observation of activity level made during space walks, the integrative value and academic contributions (grants, peer-reviewed publications, institutional service, etc.) of the research and training carried out in the space. Written results will be provided to each administrative unit under review.

3. When a faculty member or group has a justified need for additional space, the SSPPS Dean or the appropriate SOM Department Chair will be approached first. The Dean/Chair will review the use of existing space and attempt to accommodate justified requests within existing department space. If this is not possible, the administrator (or several administrators if a multi-school or multi-department group is represented) will provide a written justification to the Vice Chancellor requesting additional space. The application for additional space shall be in the form of the Health Sciences Research Space Request Application, which is submitted officially from the respective departmental Chair's Office. The Vice Chancellor will review the request in the context of Health Sciences priorities and seek advice from the HSSAC as appropriate. After determining that the request for additional space cannot be met within the existing allocation of school or department space, the Vice Chancellor with advice from HSSAC will determine whether research space can be made available from other departments or from the Health Sciences space pool. If the space need cannot be met in campus space, the requesting Department should consider evaluating off campus lease opportunities by contacting the UCSD Real Estate department.
4. In general, priority will be given to filling programmatic needs, national searches, and investigator groups who desire contiguous space for synergy or shared equipment, and programs with special added value to the Health Sciences mission. Interdisciplinary programs and core laboratories will be given priority for space from the Health Sciences controlled pool.
5. Research space assigned in any new facility built on the UCSD Health Sciences campus from 2001 onwards will automatically be designated as Health Sciences research space rather than that of the department(s) that occupy it. It is recognized that this mechanism may not be possible for all space due to stipulations made by the funding source or institution.
6. When a researcher moves to new space, the former space assignment is returned to the Health Sciences space pool for reassignment unless the new space is an incremental space assignment approved by HSSAC.
7. Research space vacated by a faculty who leaves UC San Diego will be reassigned from the faculty's department to the Health Sciences space pool. However, if the Vice Chancellor approves a national recruitment to replace a faculty member who leaves the Health Sciences campus, his/her space remains in the school or department for up to two years for such

recruitment. If, though approved, an active search is not conducted within one year, the space will revert to the Health Sciences space pool for reassignment.

8. The written results from the periodic review will evaluate utilization of the space, make recommendations to the department chair or program director, and note actions taken by HSSAC. Space noted as underutilized or underfunded may be placed at risk (meaning the Committee could assign that space to the Health Sciences Reserve Pool prior to the next periodic department space review) or assigned to the Health Sciences Reserve Pool (meaning it can be assigned at any time to meet another space request). Space previously placed at risk is likely to be placed in the reserve pool at the subsequent review if the space remains underutilized. HSSAC has discretion in the determination of whether to place space at risk or in the pool so Departments are encouraged to actively participate in the reviews by providing accurate and complete records, including sharing recruitment plans, in response to the formal surveys. Space placed in the pool can continue to be occupied until such time as it is assigned to meet a new space request. If the space is reassigned by HSSAC, then the Department Chair or Program Director will receive notification from HSSAC with a reasonable allowance of time to vacate the space. If productivity and funding of Dean's pool space improves to a satisfactory level prior to a reassignment to another faculty member, then it can be reverted back to the department upon the next departmental review or in response to a space request as submitted by the Chair or Program Director.
9. These space guidelines will be reviewed by HSSAC every three years and either reaffirmed or modified.
10. Emeritus Faculty Policy: With the approval of the SPPS or SOM Dean or appropriate Department Chair, an office may be provided by SPPS or the SOM department, as long as it is well utilized and the school or department can provide the space; university activities must take place in the space. If a faculty emeritus is assigned or using laboratory space, such space will be subject to the usual space review process.
11. Since office space is a finite resource, holding multiple offices is discouraged on campus. If a faculty member must maintain another office location due to clinic or research needs, the second office should be shared or used as "hotel" space and available for the use by others.

Section 4: Committee Charge

The Health Sciences Space Advisory Committee (HSSAC) is established to provide general guidance and specific recommendations to the Vice Chancellor for Health Sciences relating to the most effective use of existing research space, the assignment of new research space, and the need for future facilities development.

The Committee will:

1. Review HSSAC space policy and recommend changes, as necessary, at least every three years.
2. Direct ad hoc targeted space analyses, as needed.
3. Conduct periodic space reviews, including a walk-through of all school, department, ORU, and VCHS-managed Core research space. Faculty assigned Health Sciences controlled space will be reviewed with their primary school or department. Each reviewed entity will present a written space utilization review (in the form of a completed survey for each person assigned space), including supporting documentation to assist in the review, and identifying space potentially available for reallocation.
4. Review and comment periodically on space utilization by school or department.
5. Recommend programmatic priorities for research space assignment and development of new research space.
6. Assist in defining the need for and scope of future research space, ORUs, and related support facilities.

Membership: The Vice Chancellor for Health Sciences shall appoint up to twelve (12) committee members with at least one from SSPPS. Appointees should cover the broad spectrum of faculty, representing a balance among disciplines, basic and clinical research, and geographic sites. Departmental chairs will be excluded from membership. The Chair and Vice Chair will be selected by the Vice Chancellor from the Membership. The Committee will be supported by one or more staff in the Vice Chancellor's office responsible for space and project management.