Topics

1. RASP Charge

2. Metrics Overview

3. Metrics Dashboard

4. Implementation

5. Space Loans

6. Administrative Space

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RASP's Charge

1. Recommend metrics and associated targets to objectively measure space utilization and productivity.

2. Recommend revisions to campus space policy.

3. Recommend revisions to space governance structure and clarifications to roles and responsibilities.

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METRICS

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Defining Utilization and Productivity

- For research space (both "wet" and "dry"):

  - "Utilized" research space is occupied and regularly used by people or equipment for the purpose of conducting or supporting scientific studies.

  - "Productive" research space generates a combination of the following:

    – Financial revenue

    – Scientific impact (definition TBD)

    – Educational impact (definition TBD)

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Identifying Metrics for Research Space

- Brainstormed potential metrics for measuring utilization and productivity

- Assessed ~25 metrics against these selection criteria:

  - *Incentivizes the effective management and use of space*

  - *Accurate data exists today in a system*

  - *Ease of technical implementation*

  - *Ease of long-term administration (i.e., sustainable)*

  - *Perceived fairness (i.e., acceptable)*

  - *Data & methods available upon request (i.e., transparent)*

  - *Ease of understanding for PIs*

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Additional Considerations in Selecting Metrics

- Focused on metrics that would be useful from the perspective of the Chancellor (reviewing School performance) and the Deans (reviewing Department performance).

- Declined to define **scientific** or **educational productivity** due to lack of relevant expertise.

  - Referred scientific productivity question to Academic Senate Committee on Space

- Metrics should be implementable within a short period of time (end of 2017)

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Metrics Selected for Research Space

Metric Name	Metric Description
ICR / ASF	Indicates how well a school / dept is contributing to the campus' financial sustainability – i.e. helping to cover F+A costs of assigned space
Expenditures / ASF	Proxy for research activity ("utilization")
% ASF "PI Pending"	Indicates proportion of a school / department's research space not assigned to a PI (i.e., not "utilized")
Rooms "PI Pending" >2 Years	Indicates rooms that have been "dormant" (i.e., not "utilized") for a significant period of time
ASF / Occupant	*Proxy for utilization (current data quality insufficient)*
Scientific / Educational Productivity	*Considered by chairs or directors as a mitigating factor if other metrics are below target*

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Space Financial Health Dashboard
Campus View

Department / School	ICR/ASF	% Wet Space	% Dry Space	ICR/ASF Health Index	Total Exp./ASF Health Index	Total Assignment Pending (AP) ASF	%AP of Total ASF
School of Dentistry	$124	83%	17%	0.82	1.00	22,152	38%
School of Medicine	$156	70%	30%	1.01	1.00	228,753	18%
School of Nursing	$179	5%	95%	1.04	1.00	2,160	9%
School of Pharmacy	$121	77%	23%	0.96	1.00	16,505	13%
Campus Total	$152	70%	30%	1.00	n/a	270,833	18%

FY16 data

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Implementation

- Deans should be held responsible for achieving their respective dashboard targets at the School level.

  - *Deans should also be obligated by policy to enforce dashboard targets at the <u>department</u> level within their schools.*

- To provide transparency of dashboard metric data:

  - Make annual Control Point and Department-level summary dashboard data available to all UCSF (internal community)

  - Enable individual PI's and space managers to view detailed annual data on their own (assigned) space

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Space Loans

- **For Departments/ORUs:**

  - Loans of >600 ASF should be generally prohibited, **unless**:

    - Approved by the appropriate Chancellor's Direct Report (for loans within a Control Point)

    or

    - Approved by campus-level governance body, such as the Space Management Subcommittee (for loans between Control Points).

  - Loans should have a mandatory end/ "review" date.

  - Loans should be memorialized & documented in Archibus

  - Deans may make space loans. Need documentation.

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Administrative Space

- The following three metrics should be used to assess the utilization of administrative space:

  - **ASF / Occupant** *"people density"*

  - **ASF / Workstation** *workspace configuration*

  - **Occupant / Workstation** *utilization against capacity*

- Conduct these steps on a regular or as-needed basis; for each **building**, each department and control point's space **within each building**

- Compare each occupant's (departments and control points) space utilization against the building average (or associated target) to identify under/over-performers in a given building

- Publish administrative space data on an annual basis for informational purposes, viewable by all UCSF.

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