



University of California  
San Francisco



# FAS Telework and Workspace Program

Envisioning Our New Space Future

December 14, 2021

# In this deck you will...

1. **Understand** current progress on meeting FAS Telework and Workspace Program (TWP) goals
2. **Learn** how FAS administrative staff preferences informed our administrative space strategy for FAS
3. **See** how an approach of consolidating and co-locating allow FAS to meet staff and leadership needs for community, connection, and collaboration on-site



# FAS Telework and Workspace Program (TWP) Goals

- 1 Create an optimal work experience for our people, with flexible working options**
  - Allow ongoing telework for work that can be performed remotely
  - If telework isn't working, options available to come onsite
  - Provide onsite workspaces that allow for connection and collaboration for hybrid teams working onsite and remotely
- 2 Reduce FAS administrative space footprint to provide more space for on-site operations and mission-critical needs.**
  - Optimize administrative space use through a shared workspace model
  - Outfit a variety of spaces to meet diverse space needs in FAS

# Potential Administrative Space Reduction

In late spring, the TWP Leadership Group, TWP Sponsors, and FAS Executive Team (FET) agreed: We could potentially reduce our administrative space footprint in FAS by **up to 60%**.

## How we knew this

- We used data from the [FAS Telework Survey](#) and [Telework Jobs Rosters](#) (which departments completed to communicate how often hybrid workers would be on-site post-March 1) to understand how much space each department might actually need.

## What we plan to do with saved space

- Repurpose vacated space to meet high-priority needs in FAS (e.g., break space for shuttle drivers)
- Hold on to vacated space for a period of **check and adjust**
- Return space we don't need to the **Chancellor** for consolidating groups currently in leased space

# Achieving Our Space Goals

There's more to it than numbers.

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As the saying goes, the only constant is change, and we've had plenty of it over the last 20 months. And those changes have changed us—not only where we work but also how we work. So we utilized a vendor, Steelcase, to conduct [focus groups with FAS administrative staff](#) to understand what tasks they would want to do on-site (vs. at home), and how they want to feel when they are working in on-site space. Here's what we heard:

- When staff come on-site, they want to see other people. **Community and social connection** are important drivers when it comes to in-person work.
- Our FAS teams expressed a need for **collaborative spaces** for team huddles as well as head-down spaces for **individual work**.

This input led us to develop four guiding principles for a space strategy in FAS that would support our people in developing the hybrid work future they desire.

# Guiding Principles: Approach to Space in FAS

## 1 Consolidation and co-location matter:

We don't want people to feel alone when working on-site; **consolidating and co-locating** our administrative workforce will be imperative for building community.

No.



Yes!



# Guiding Principles: Approach to Space in FAS

## 2 Having dedicated space for “regulars” is important:

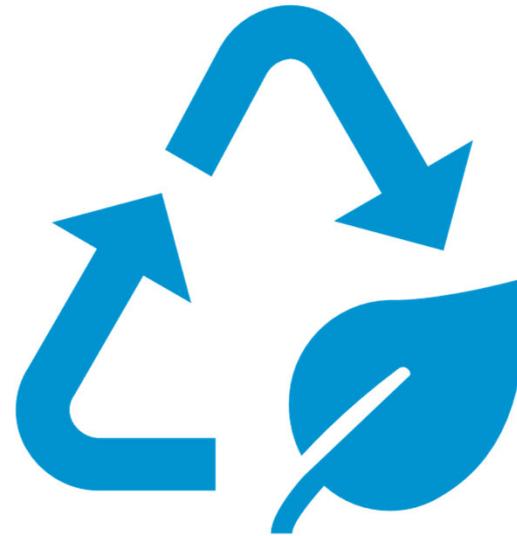
Staff who are working on-site 4+ days/week will have their own workstation. Staff on-site 2-3 days/week will share stations.



# Guiding Principles: Approach to Space in FAS

## 3 Minimizing spending is a priority:

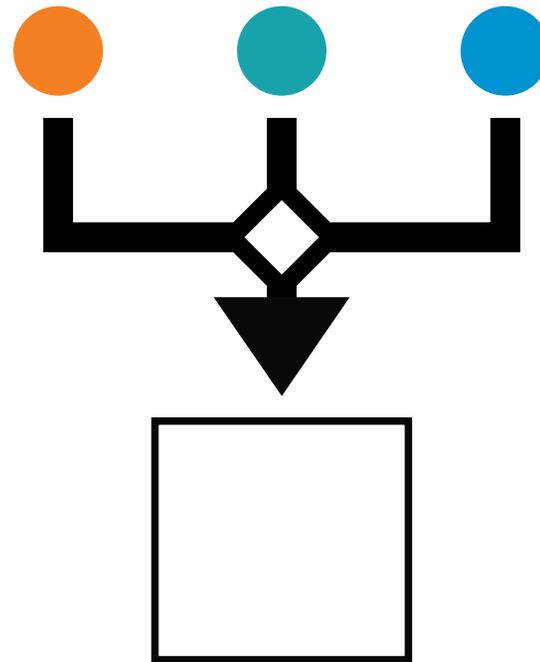
We can keep costs lower by utilizing existing furniture and technology wherever possible.



# Guiding Principles: Approach to Space in FAS

## 4 Utilizing space currently controlled by FAS is desirable:

We can minimize moves and disruption by focusing our consolidation efforts on space already occupied by a majority of FAS departments.



# Time to Get Real About Space

- Once we had our guiding principles in place, we turned again to our data: What do our people want?
- [Data from our FAS Telework Survey and our FAS Jobs Rosters](#) indicated most administrative staff prefer to continue to work from home most of the time.
- We used that information to understand how much of our current space we might actually need starting March 1, 2022.

# Total FAS Admin Space at MCB + Embarc. + 654MN + LH

We gathered data to understand our current administrative space footprint in FAS, which totals around 194,000 Assignable Square Feet (ASF).

Total  
~ 194,000 ASF\*

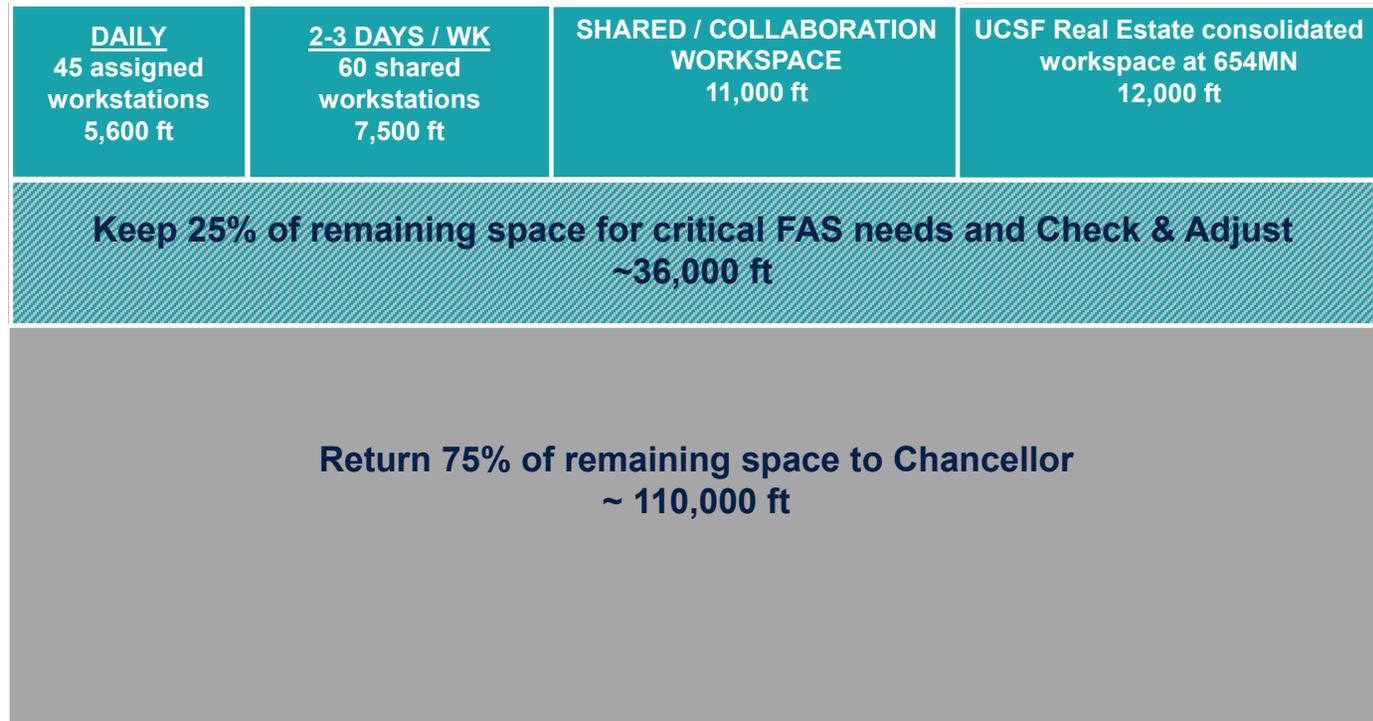
\*ASF = Assignable Square Feet

Does not include UCSF PD or CLS, departments with primarily on-site operations

# Total FAS Admin Space at MCB + Embarc. + 654MN + LH

~48,000 ASF

Of that 194,000, we anticipate needing approximately 48,000 ASF to accommodate our administrative staff to work effectively in a hybrid work environment.



Does not include UCSF PD or CLS

# And that's when it came to us...



Idea: With most departments needing much less space, what if we **consolidate and co-locate** FAS departments so that staff can **build community** and access **workspaces that meet a variety of needs**.

# FET Leaders Weighed In

We asked our leadership what they thought about such an approach. Here's what we heard:

- Leaders generally supported this approach, recognizing the need to right-size our space and to meet the need for building community among staff when they are working on-site.
- Some teams have specific needs that would have to be met (e.g., private space for sensitive conversations), so we will need to form a user group to inform the design and thereby ensure on-site spaces have what people need to work effectively.
- It will be important to configure spaces in a way that supports team identity.
- Teams also desire touchdown space at other campus areas.
- Some teams won't be able to make use of these spaces due to the nature of their work.

# Understanding Department Space Needs

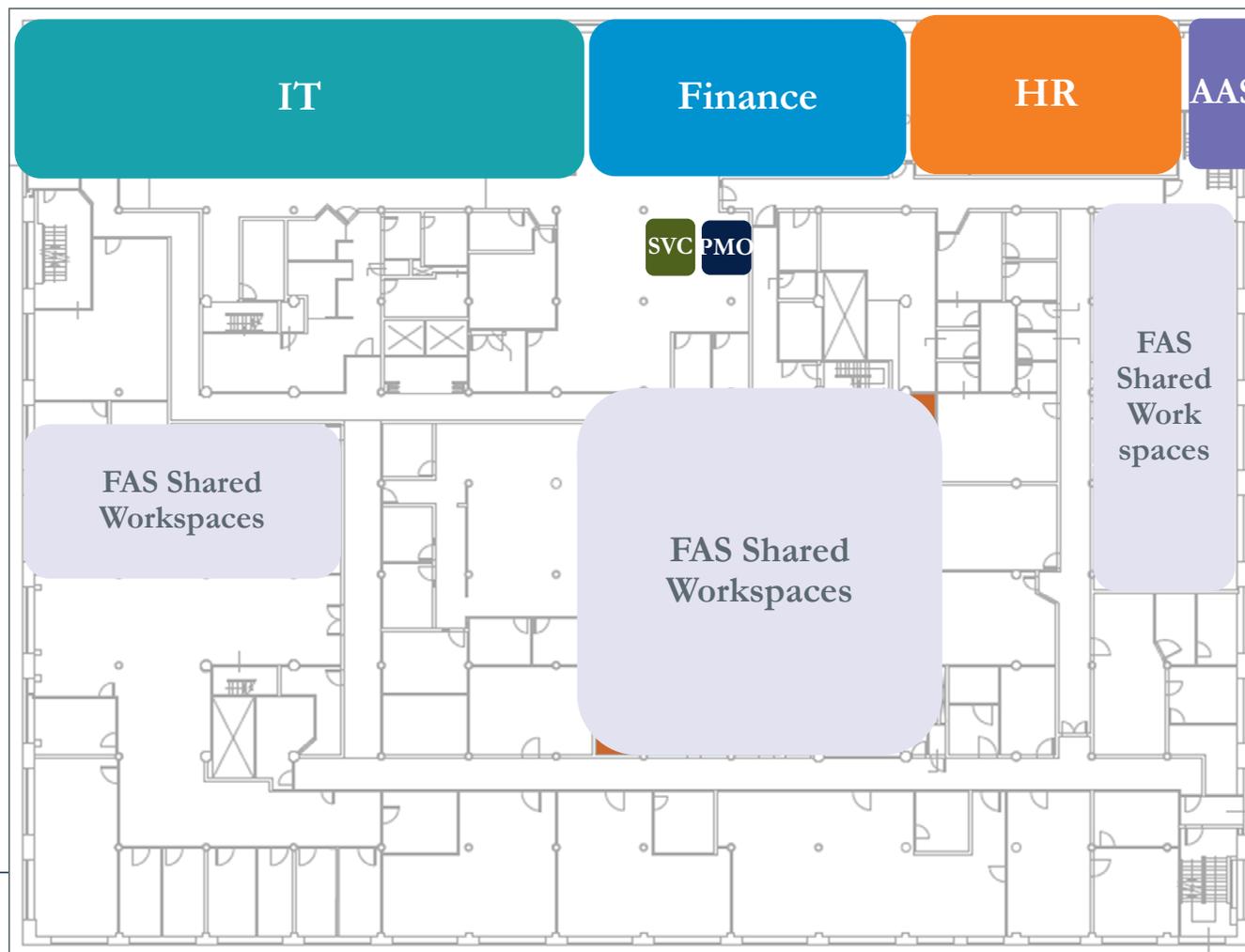
Using the jobs roster data, we made visuals to understand how much of a department's current space they would actually need going forward. We then shared this information with each member of the FET. An example of our modeling appears here, based on the Program Management Office (PMO) space.

## Legend

-  Space currently controlled by PMO
-  Assigned workstations needed to accommodate PMOers coming in 4-5 days/wk (0)
-  Shared workstations for PMOers coming in 2-3 days/wk ppl (.4)



## Proposal: Most FAS Departments Consolidate and Co-locate in MCB



It became clear that we could fit several FAS departments together in one floor of MCB, meeting the need for connection and community.

### CONCEPTUAL

*Model based on floorplan of 5<sup>th</sup> floor of MCB*

Note: Does not include UCSF PD or CLS

# Where We Are Now – Current Plan

- The FAS Executive Team (FET) has endorsed this new strategy to foster connection, collaboration, and community.
- In this new plan, Finance, HR, Audit, PMO, and SVC will have department spaces located on the 4<sup>th</sup> floor of the Mission Center Building (MCB).
- Each department space will include individual assigned workstations for administrative staff coming in 4-5 days per week. Those coming on-site 2-3 days per week will share workstations.
- Each department zone will also include unassigned workspaces that can be reserved for use by staff who work on-site less frequently.
- All FAS staff will also have access to a variety of spaces, including conference rooms, huddle rooms, individual workstations and a collaboration suite, so that individuals and teams can work in the ways in which they are most effective.
- IT will consolidate on the 6<sup>th</sup> floor of MCB, where some shared spaces will also be available for use by all FAS staff. IT will keep their specialty spaces on the 3rd floor.
- Real Estate will consolidate on the 2nd floor of 654 Minnesota St.
- Police and CLS will continue in their existing space, given the on-site nature of much of their work.
- Drop in spaces will be made available at MCB and 654 Minnesota St.

