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UCSF is driven by the idea that great breakthroughs are achieved when the best research, the best education and the best patient care converge.
Introduction

PREMISE

Over the last 20 years, UCSF has invested billions of dollars into acquiring, developing, and supporting its Mission Bay campus site, without commensurate investment in the Parnassus Heights campus. The Parnassus campus facilities are aging. The campus is over 100 years old and most buildings are over 20 years old. It continues to be the home of UCSF’s four professional schools and the medical center for many of its adult services. Parnassus also houses basic science disease-oriented research programs, and clinical and translational research programs, which focus on the diagnosis and treatment of human disease as well as the care of patient populations.

In addition to the long overdue investments needed at the Parnassus Heights campus, there is also an effort underway to provide a revitalized vision for Parnassus Heights. This revitalization would allow it to become a beacon campus with unique identity that enables UCSF’s vision of excellence in research, care and education.

This report constitutes an effort by Financial & Administrative Services (FAS) staff in Real Estate, Planning & Capital Programs, Budget and Resource Management, and Facilities Services with the support of Perkins+Will, Jacobs Consultancy and Jacobs Engineering to develop a facilities investment strategy for the Parnassus campus, focusing on Medical Sciences Building (MSB), Health Sciences Instruction and Research (HSIR) Building East (HSE) and West (HSW), School of Nursing building and Dental Clinics building.
Process

This study involved a comprehensive process: gathering information, high-level visioning, identifying opportunities for improving space, and developing a framework for implementation.

LEARN & ANALYZE

- Premise: Define the Legacy - Why a New Parnassus?

- Study: Review the existing studies, plans, and all available information.

- Interview: Engage stakeholder groups and users.

- Building Tours: Take inventory of the existing conditions.

VISION

- Develop a holistic vision for the entire campus that supports the goals for UCSF.

- Develop targeted interventions that support the vision.

STUDY

- Existing Conditions: Model the existing campus and map all existing spaces and their uses in the study area.

- Clean Slate: Envision buildings as a clean slate, leaving only essentials such as structure, vertical circulation and major shaft spaces in place.

- Potential Layouts: Develop potential floor plates using current understanding of systems and space needs.

PLAN

- Develop a strategy for implementation.

- Develop a programmatic framework as a foundation for further analysis and recommendations.
01
VISION
The Translational Campus of the Future
Goals and Strategies
The Translational Campus of the Future

The vision for Parnassus includes a programmatic transformation focused on paradigm shifting programs. The New Parnassus will be a beacon and catalyst for innovative research, encourage collaboration and synergies across multiple disciplines, and strengthen the relationship between the clinical, educational, and research enterprises in the world’s innovation capital.

A TRANSLATIONAL SPINE TO ORGANIZE THE CAMPUS

The Parnassus campus’s greatest quality is the translational and multi-level connections between the clinical, research, and educational programs. A Translational Spine will amplify these connections as physical interior and exterior places and will promote the identity of the campus and UCSF.

BEACONS: VERTICAL COLLABORATION ZONES

Create collaboration zones that are clearly visible from the exterior and placed where the Translational Spine intersects program or where major vertical circulation happens. These centralized, shared spaces support the adjacent programs and may be used by others on campus.

AN EDUCATION CORE SURROUNDING SAUNDERS COURT

Located on the lower levels surrounding Saunders Court, the Educational Core provides flexible, technologically connected, and modular spaces that are available to all users. The adjacency to Parnassus Avenue allows for easy navigation and activation of Saunders Court and a link to the educational spaces located within the Kalmanovitz Library.

A CENTRAL RESEARCH HUB

Occupying the upper floors of MSB and HSIR, the Research Hub is a flexible set of spaces that can support wet or dry laboratory research. CSB and the Nursing building will contain computational research. The hub is horizontally connected to the hospital and vertically connected to the Educational Core.

A CAMPUS LIFE CENTER SUPPORTING ALL

Millberry Union and Kalmanovitz Library will be the center of academic services and campus life with support spaces such as conferencing, dining, learning and making as well as the educational space currently located in the library.
Goals and Strategies

GOALS:

**Create a Sense of Belonging**
Foster a vibrant community that instills a sense of empowerment and pride.

**Encourage Interactions**
Advance the link between research and clinical care in a vertically connected campus.

**Build in Flexibility**
Design versatile spaces to benefit superior research and discovery now and in the future.

**Enhance Image**
Enhance visibility and reputation, communicating a clear message to the internal and external community.

STRATEGIES:

**Connectivity**
The physical links between spaces and people.

**Social Hubs**
Places where people can come together at multiple scales.

**Identity**
The literal representation of the image, vision, and mission of the institution.

**Views**
Meaningful transparency that provides a visual tie to place.

**Future Proof**
A resilient campus that anticipates and accommodates change.
Future Proof: Defragment and streamline interior spaces into a series of open work environments.

Future Proof: Revise and centralize mechanical systems for MSB and Dental Clinics to provide flexibility for future changes.

Connectivity, Social Hub, Identity, Views: Relocate circulation to Saunders Court side of buildings; Provide Educational Core at base of MSB, HSIR, Nursing, Library.

Identity, Views: Improved passage from upper to lower campus.

Social Hub: Future Hospital
Social Hub: MSB
Social Hub: HSIR
Social Hub: Dental Clinics
Social Hub: Nursing
Social Hub: Millberry Union towers
Social Hub: CSB (under construction)

Visible expression of Parnassus on MSB facade

The Translational Spine

UCSF PARNASSUS SOUTH RENEWAL STUDY M6655 | SEPTEMBER 26, 2017
GOAL:
Create a Sense of Belonging

- Instill a sense of empowerment and pride.
- Foster an exciting, vibrant community.
- Draw in and retain research and clinical faculty, staff, and trainees.
- Remove barriers to work.

STRATEGIES:

Connectivity

- Use the Translational Spine as a link between the clinical, research, and education aspects of the campus and to serve as a common thread for all users of the campus.

Social Hubs

- Create multiple scales of shared social spaces to give members of the campus and community choice and ownership.

Views

- Move circulation to the Saunders Court side of buildings to allow a clear connection between users and their surroundings.
  - Provide maximum transparency (glazing) where possible to create visual connection between users and establish opportunity for greater understanding of work being done at UCSF.

Future Proof

- Give users ability to change their environment to instill a sense of ownership.
GOAL:
Encourage Interactions

• Advance the existing link between research, clinical care, and education.

• Take advantage of horizontal and vertical proximity across campus.

• Enable virtual interaction with participants and collaborators who may be on or off campus.

STRATEGIES:

Connectivity
• Use the Translational Spine as a physical manifestation of the existing interwoven fabric of clinical care, research facilities, and education spaces.

• The Translational Spine will encourage impromptu meetings and connections along its path.

Social Hubs
• Use multiple scales of social spaces to provide destinations for interactions to take place.

Identity
• Enable departments and teams to express individual and UCSF identity, especially along the Translational Spine, to ease navigation for collaborators and visitors.

• Use high quality connection spaces to help represent UCSF’s identity.

Views
• Use visual connections between social hubs to make the campus easier to navigate.
GOAL: 
Build in Flexibility

- Anticipate changes in science, clinical care, and pedagogy.
- Accommodate teams of all sizes.
- Consider growth.
- Integrate 24/7 activities and uses.

STRATEGIES:

**Connectivity**
- Use the Translational Spine as an organizing element that is able to accommodate many type of spaces to plug in.

**Social Hubs**
- Use social spaces as open and flexible nodes to accommodate changing team sizes and collaborations.

**Future Proof**
- Divide existing space into a series of open environments to maximize flexibility for fast, low-cost change in the future.
  - Incorporate hazard mitigation and adaptation measures to ensure continuous operation.
  - Rework mechanical systems to provide higher energy efficiency and easy retrofits in the future.
  - Provide spaces to welcome, educate, and privately converse with patients to accommodate the outpatient focus of the hospital of the future.
  - Furnish with modular, movable fixtures.
  - Incorporate ubiquitous technology to ensure that any space has the potential for access at day one and in the future.
GOAL: Enhance Image

- Enhance outward visibility and reputation to attract talent.
- Communicate UCSF’s mission and vision internally to retain talent.

STRATEGIES:

**Social Hubs**
- Use shared social spaces as opportunities to communicate UCSF messaging internally with faculty, staff, students, and trainees.

**Identity**
- Provide high quality, state-of-the-art education, social, and clinical spaces to reinforce UCSF’s image as a 21st century institution.

**Views**
- Highlight and protect key views to and from the campus to reinforce this distinctive quality of Parnassus.
- Use science on display to showcase research to patients, future students, and collaborators.

**Future Proof**
- Create a clear image for the campus to ensure talent attraction in the future.
LEARN

Legacy - Why a New Parnassus
Previous Studies
Building Tours
Interviews
Observations
Legacy - Why a New Parnassus

UCSF is the leading university focused exclusively on the health sciences and has a long and substantial history at Parnassus.

1898: Three affiliated colleges united on Mount Sutro.

1964: 1st Existential Crisis: Seeking first-rate stature, UCSF invests in molecular biology and HSIR is built.


Today: 3rd Existential Crisis: Need for renewal of Parnassus.

“Desire for a bold, transformative vision entailing collaboration and leveraging synergies across multiple disciplines.”
“Beacon concept: a comprehensive, attractive vision to retain key faculty and trainees”
Previous Studies

The following selection of studies and reports are some of the documents referenced in order to better understand the work that has already been done or is currently underway on campus. The team also worked with existing building plans and the Archibus space database.
Building Tours

The team toured the campus and more specifically the following five buildings: MSB, HSIR east and west, School of Nursing and the Dental Clinics building. During the tours, spaces were identified that are in need of renovation or are underutilized as well as areas that are working well and are efficiently utilized. These findings have been incorporated into an overall strategy.
Interviews

The consultant team conducted nine interviews with nearly 50 current and potential users to better understand the existing and future opportunities and constraints of the campus, buildings, and individual spaces.

Many cited the views, collocation with hospital, and the density of the campus as advantaged, but almost everyone said it is the energy generated from the collocation of the education, clinical, and research domains that attracts them to Parnassus.

The following summary represents the major themes from the interviews as they relate to the campus as a whole and the three programmatic domains that exist at the Parnassus campus. The groups interviewed include: UCSF Schools, UCSF Health, ImmunoX, Clinical Informatics Hub, Radiation Oncology and Biology, and other contributing departments.

CAMPUS

- Connection to Parnassus Ave is important. The School of Nursing and Dental Clinics feel isolated because the connection is less direct.
- Foggy, cold, windy in many outdoor spaces so social spaces are largely inside.
- Views are amazing.
- Consider the perspective of the patient and the community.
- Palio Café at Millberry Union is valued for casual meetings with students and collaborators.
- Concern about renovation disruption and construction noise impacting work and research.

“Whenever I have a guest on a sunny day, I take them to Palio to sit on the patio to enjoy the view.”
RESEARCH

Labs
- Need for more appropriate programmatic adjacencies to support interaction and discovery.
- Need for renovated/new/state-of-the-art research space to attract and retain talent.
- Need to strike a balance when sharing cores to allow for maximum functionality and efficiency.
- Equal emphasis should be made on dry lab spaces as wet labs. Dry spaces need to be thoughtfully laid out to support technology, space, and people needs.

Collaboration and Support Space
- Conference rooms need video conference technology to support meaningful collaborations across UCSF’s many campuses.
- Need for varying sizes of social space to allow teams to come together at different scales. Should be large enough to get meaningful groupings of people to interact when they do not typically interact. But not so large so that everyone feels anonymous and therefore does not interact.

“The value of being a researcher here is the link to the clinical enterprise”
EDUCATION

Classrooms
- Technology in classrooms should enable distance learning and recording sessions. This is critical to support learning from across campus as students are often at other sites.
- Classrooms need to be flexible in their furnishings and sizes to support multiple sizes of gatherings and multiple methods of learning/teaching.
- Scheduling needs to be streamlined to create ease of access for both long-term courses and ad hoc seminars.
- Demonstration spaces and skills labs are central to clinical/medical education and clinical research.
- Need a large space to accommodate large groups (600+ people).

Campus Life and Support
- Need to consider the administrative components that support the educational enterprise. Spaces for admin personnel should be planned for early and should be located where they can be easily found and accessed by students.
- Library is a space that is well utilized and liked by many on campus.
- Parnassus campus is a turn off for students – needs to get a facelift to make it more appealing to students.

Cohorts / Collaboration
- Collaborative hubs are essential to allow graduate and medical students exposure to truly translational science.
- Students need break space, too, separate from faculty and staff spaces.
CLINICAL

Clinical Care and Clinical Research
• Need for a space to interact with participants and conduct patient and community education.

• Need for greater proximity between clinics and research to support clinical research.

• Need to plan space to allow clinical research and basic science to come together in the name of patient care.

• There is an opportunity with Moffitt being decanted to move professional schools and labs closer to new hospital to improve the medical education and translational research relationship.

• Additional patient/exam chairs are needed in the Dental Clinics.

Patients
• Need for holistic approach to security and consideration of separate areas for patients vs. faculty and staff.

• Desire for education spaces for community / patients integrated with clinics or clinical research spaces.

“We have the opportunity to research the human patient experience”
Observations

WHAT'S WORKING WELL

"I love this place"

View to the ocean from MSB

"I couldn't do this anywhere else"

Recently renovated labs in HSE

"Keen need for re-establishing an exciting, vibrant community [...] that draws in research and clinical faculty, staff and trainees, removes barriers to their work and instills a sense of empowerment and pride."

Outdoor seating at School of Nursing cafe

"The future of translational medicine is at UCSF"

Classroom in HSW works well for classes and seminars

THE NEW PARNASSUS
OPPORTUNITIES FOR IMPROVEMENT

“The facility is not state-of-the-art”

“This is a second tier campus that impedes our ability to attract talent”

“I can’t do my research”

“I have no place to bring my patients”

“If too many faculty leave, the system will collapse”

“The infrastructure is outdated”

“There is a lack of a cohesive community”

Dental Clinics are in need of renovation

Public corridor in MSB

Lab with little flexibility in MSB

Saunders Court as a construction staging area
03 ANALYSIS
Opportunities & Constraints
Exterior Spaces
Medical Sciences Building
HSIR Building
School of Nursing
Dental Clinics
Room Use Types
Opportunities & Constraints

The existing conditions of the five buildings and various open spaces included in the study are evaluated using the strategies established.

The diagram depicts a summary of how each building offers opportunities or constraints for modernization and renovation.
Focus of Intervention
The dashed line represents the interiors, facades, and open spaces for which this study recommends the greatest set of interventions. The intention is to align the scope of interventions recommended in this report with the greatest need for improvement.

Opportunity Underutilized
The building/site lends itself well to this strategy, but existing layouts/constructions do not capitalize on it fully. Minor and strategic interventions can address this quality.

Opportunity
The building/site lends itself well to this strategy and existing layouts/constructions utilize it well. Interventions made to these areas should not hinder the resulting positive aspects.

Constraint
The building/site does not currently offer assets that support this strategy. Any intervention should aim to add to this quality.
Exterior Spaces

EXISTING

Due to the density of the campus the open spaces become essential for interaction, views, and circulation.

The three areas of focus for this study are the Dentistry Plaza; the pathway south of UC Hall (connecting the Dental Clinics to the School of Nursing, and Saunders Court.

OPPORTUNITIES & CONSTRAINTS

CONNECTIVITY

Circulating between Dental Clinics and HSIR or MSB, for example, is one of the most challenging connections to locate and venture through due to grade change and meandering paths through buildings.

SOCIAL HUBS

Exterior social hubs are under utilized especially in Saunders Court. The challenges include wayfinding and climate. Dentistry Plaza also lacks vibrancy due to these undesirable conditions.

IDENTITY

The exterior spaces lack quality in planning and construction and seem like afterthoughts. This reflects poorly on UCSF as a world-class institution.

VIEWS

Although the campus has places with good views of the city, internal views are lacking. Open spaces such as Saunders Court, the UC Hall passageway, and Dentistry Plaza are not attractive.

FUTURE PROOF

Without a campus plan that is supported by faculty and leadership, UCSF may struggle to recruit or retain key contributors to the Parnassus Heights campus.
Medical Sciences Building

EXISTING CONDITIONS

The Medical Sciences Building (MSB), is a seventeen-story, 392,500 square foot building, built in 1954 and located at 513 Parnassus Avenue. The current building usage consists of offices, laboratories, vivaria, and classrooms.

OPPORTUNITIES & CONSTRAINTS

CONNECTIVITY

The building is at a crossroads on campus, connecting multiple key buildings. However, this connectivity could be reinforced.

SOCIAL HUBS

There is a missing sense of community and collaboration in the building. Social spaces are scattered and hidden behind walls and within spaces.

IDENTITY

The building exterior is leaking, in bad repair, and cluttered with mechanical system retrofits. Very little reinforces UCSF or departmental identity on the interior.

VIEWS

The building takes little advantage of the vistas afforded to the upper floors because all circulation is located deep within the building.

FUTURE PROOF

Mechanical systems are scattered throughout the building requiring discovery and costly retrofits. Systems are occupying the building facade causing leakage because the original systems were sized too small.

PROGRAM COMPONENTS*

17% OFFICE AND DRY LAB

25% BUILDING INFRASTRUCTURE

28% WET LAB

18% CIRCULATION

7% EDUCATIONAL

2% CLINICAL

3% COMMON / SHARED

*See page 48 for further details on program components.
Wet Lab

Exterior Facade

Education Space

Classroom

Entry Lobby

Interior Corridor

Private Offices
Health Sciences Instruction and Research

EXISTING CONDITIONS

The Health Sciences Instruction and Research Building (HSIR) comprises two buildings, HSIR East (HSE) and HSIR West (HSW). These are seventeen-story, 204,500 square foot (HSE) and eighteen-story, 237,000 square foot (HSW) buildings, built in 1964 and located at 513 Parnassus Avenue. The current building usage consists of offices, laboratories, classrooms, and lecture rooms.

OPPORTUNITIES & CONSTRAINTS

CONNECTIVITY
HSE and HSW are internally connected and connect to MSB and Dolby on multiple levels. The buildings also have connections to Moffitt, CSB, and School of Nursing through MSB. Connectivity could be further strengthened.

SOCIAL HUBS
The sense of community and collaboration is lacking in the building. Social spaces are scattered and hidden behind walls and within spaces.

IDENTITY
The building exterior is clean and fully glazed. The lobby for the classroom spaces is welcoming. The building is difficult to see from the wider city.

VIEWS
The building takes some advantage of the vistas available in most upper floors. HSE is situated behind Moffitt hospital and therefore provides for fewer view opportunities. Internal layouts often provide views only to specific offices.

FUTURE PROOF
Mechanical systems are centralized and work quite well. The exterior window system is single glazed and leaks both air and water. The majority of existing laboratory spaces are outdated and inflexible.

PROGRAM COMPONENTS*

9% OFFICE AND DRY LAB

31% BUILDING INFRASTRUCTURE

42% WET LAB

13% CIRCULATION

2% EDUCATIONAL

3% COMMON / SHARED

*See page 48 for further details on program components.
**MSB & HSIR**

### MECHANICAL / SHAFT SPACES

- **MSB: Distributed mechanical system**
  Inefficient and reduces ability to address future expansion.

- **MSB: Mechanical exhaust located on building exterior**
  Installed due to inability to expand mechanical system; results in a heavy, industrial look.

- **HSIR: Centralized mechanical system**
  Keeps floor plates clear of heavy MEP connections; potential model to be adopted for MSB.

### CORRIDORS, STAIRS, ELEVATORS

- **MSB: Double loaded corridors**
  Center corridor creates highly inefficient leftover spaces.
  Corridors on the interior break visual connection to the outside and result in floors that are hard to navigate.

- **HSIR: Mix of edge and central corridors**
  Corridors on the interior break visual connection to the outside and result in floors that are hard to navigate.
**EDUCATIONAL SPACES**

**MSB: Scattered educational spaces**
Lack of a central hub results in inefficiencies, under-utilization, and confusion for users.

**HSIR: Scattered education spaces**
Lack of a central hub results in inefficiencies, under-utilization, and confusion for users. Should be avoided unless associated with a specific laboratory.

**MSB: Underground classrooms**
Lack of daylight results in unwelcoming spaces.

Lack of flexibility or media-ready learning capabilities in most rooms.

**SOCIAL & SHARED SPACES**

**MSB: Scattered shared spaces**
Lack of centralized shared spaces may result in over/under used individual spaces and a lack of a common identity.

**HSIR: Scattered shared spaces**
Lack of centralized shared spaces may result in over/under used individual spaces and a lack of a common identity.
School of Nursing

EXISTING CONDITIONS

The School of Nursing is a seven-story, 88,000 square foot building, built in 1972 and located at 2 Koret Way. It consists of offices, laboratories, and classrooms.

OPPORTUNITIES & CONSTRAINTS

CONNECTIVITY

The School of Nursing building connects internally, at multiple levels to CSB. Navigation through the building and tie in with the greater campus can be improved. (Saunders Court and the circulation behind UC Hall).

SOCIAL HUBS

A dining area on the ground level provides an adequate social gathering space and connection to Saunders Court. All other levels have no dedicated and centrally located meeting spaces.

IDENTITY

The building exterior lacks significant UCSF campus identity. Green planters at the balconies are positive.

VIEWS

The building takes little advantage of shared views on the upper floors because circulation is locked in a series of secondary corridors within the building.

FUTURE PROOF

The building is not equipped with sprinklers. All wet lab spaces should be relocated to other buildings for building efficiencies. The existing office and classroom layouts are inflexible.

PROGRAM COMPONENTS*

*See page 48 for further details on program components.
School of Nursing

**MECHANICAL / SHAFT SPACES**

- **Centralized mechanical system**
  Keeps floor plates clear of heavy MEP connections.

**CIRCULATION: CORRIDORS, STAIRS, ELEVATORS**

- **Perimeter corridor**
  Currently too wide resulting in an inefficient use of space.
  Allows for views and open feeling.

- **Internal corridors**
  Inefficient, warren-like layout.
Scattered education spaces
Lack of a central hub results in inefficiencies, under-utilization, and confusion for users. Should be avoided unless associated with a specific function.

Scattered shared spaces
Lack of centralized shared spaces may result in over/under used individual spaces and a lack of a common identity.
Dental Clinics

The Dental Clinics is a six-story, 135,000 square foot building, built in 1979 and located at 707 Parnassus Avenue. It consists of offices, laboratories, classrooms, and clinics.

OPPORTUNITIES & CONSTRAINTS

CONNECTIVITY
The building is located towards the edge of campus without any internal connections to other buildings. The exterior pathway that brings people to and from the rest of the campus could be improved and be made more visible.

SOCIAL HUBS
There is a lack of social gathering space in the interiors. The exterior sitting area near the front of the building could be improved. The existing patient waiting areas are in need of touch up.

IDENTITY
The building has its own unique architectural expression as a stand-alone building, however, the UCSF brand identity could be improved.

VIEWS
The building takes advantage of some of the vistas available; however, this mainly occurs in the perimeter circulation rather than the occupied areas. Much of the views is obstructed by foliage.

FUTURE PROOF
The building is currently naturally ventilated. This is a critical issue for the clinical spaces that require a sterile work environment.

PROGRAM COMPONENTS*

- 27% CLINICAL
- 26% CIRCULATION
- 22% BUILDING INFRASTRUCTURE
- 13% OFFICE AND DRY LAB
- 5% WET LAB
- 5% EDUCATIONAL
- 2% COMMON / SHARED

*See page 48 for further details on program components.
Dental Clinics

MECHANICAL / SHAFT SPACES

CIRCULATION: CORRIDORS, STAIRS, ELEVATORS

Lack of central HVAC system
Poses an issue for sterility in the clinical environment.

Inefficient perimeter corridor
The corridor could be absorbed into the dental clinics to maximize area.

Occupants can also take advantage of the views and get a better sense of navigation.
EDUCATIONAL SPACES

Scattered education spaces
Lack of a central hub results in inefficiencies, under-utilization, and confusion for users. Should be avoided unless associated with a specific laboratory.

SOCIAL & SHARED SPACES

Scattered shared spaces
Lack of centralized shared spaces may result in over/under used individual spaces and a lack of a common identity.
## Room Use Types

The table below translates UCSF Archibus space database room use types into the program types referred to within this report.

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04 PLAN
Campus Plan
Program Elements
Program
Open Spaces and Building Exterior
MSB & HSIR
School of Nursing
Dental Clinics
The Translational Campus of the Future

Interconnectivity is key for a successful health professional and graduate campus setting. Physical interior and exterior connections at multiple levels between the education and research enterprise at the core and the clinical enterprise that anchor the site at either end makes UCSF Parnassus a true translational campus. The composite (multiple levels shown on a plane) plan to the right shows how the Translational Spine connects the two clinical anchors with the Education and Research hubs in the center.

**TRANSLATIONAL SPINE**
This physical connection exemplifies the multi-level connections between clinical, research, and education programs.

**EDUCATIONAL CORES & SOCIAL HUBS**
Creating a educational core that surrounds Saunders Court provides not only easy access for all, but also activates the outdoor space. In addition, consolidating social gathering areas can be more space efficient and allow for better utilization. The new opening through CSB on Parnassus Avenue allows for a strong connection to the educational and social spaces in the library and Millberry Union.

**IDENTITY**
Strategic placement of collaboration zones or and shared social spaces at major vertical circulation creates beacons and helps define areas where visibility and identity can occur.
Program Elements

This study proposes a series of typical program elements to create spaces that promote the project goals and illustrate features of the translational campus of the future.

High-quality, consistent finishes help to tie functional programs together through exterior and interior spaces. Clear major circulation pathways aid navigation and intermittent destinations provide places for impromptu encounters. These connectors also represent the image of the University to all guests of the campus.

CAMPUS CONNECTORS:
Belonging & Inclusiveness

SOCIAL HUBS:
Relaxation & Entertainment

COLLABORATION AREAS:
Exploration & Participation

Clearly visible, well lit, and open spaces to relax, meet, refresh, eat, and drink are important to any campus. These are the spaces people will think of first when they want to meet up or bring visiting colleagues.

Collaboration areas require a high level of planned integration as well as flexible work surfaces. They should be located in a central part of the building and available for any user. The type of workplaces provided can range from cafe counters to technology-enabled furniture. Some spaces may be enclosed and some may be open depending on the location within the open plan workplace.
Highly flexible, well-connected (tele-learning), and easily bookable education spaces are a foundation to any teaching institution. These spaces should also be lit naturally and provide views to the exterior for the well-being and satisfaction of its users.

When planning open plan workplaces, a good ratio of acoustically and/or visually controlled focus zones is critical to ensure that different types of work can be supported. These spaces can be flexible to support activities ranging from a phone call to a week-long team war-room.

Adequate infrastructure is required to enable users in today’s world of innovation and fast-moving research climate. Plug and play utilities, movable benches, and universal layouts facilitate this mode of operation.

**EDUCATION SPACES:**
Connection & Learning

**FOCUS ZONES:**
Concentration & Quiet

**FLEXIBLE WORKSPACES:**
Discovery & Innovation
The translational spine offers spaces for impromptu encounters.
Social Hubs

Spaces to relax, meet, dine, collaborate, and refresh.
Collaboration Areas

Shared collaboration spaces located near vertical cores encourage community.
Education Spaces

Highly flexible, technology enabled health professional education spaces facilitate learning.
Flexible, open plan work spaces support a variety of working styles.
Focus Zones

Design for quiet, focused work needing privacy and concentration.
Flexible Workspaces

Plug and play utilities, movable benches and universal layouts support research and innovation.
Science on Display

Showcase research “science on display” for patients, students and collaborators.
Program

The potential program diagram (page 67) shows a conceptual vision for a reconfigured Parnassus and does not intend to convey program and use decisions. This diagram demonstrates that the realignment and consolidation of circulation and social spaces offers an opportunity for more efficient floor plates.

EXISTING PROGRAM
POTENTIAL PROGRAM
Open Space and Building Exterior

OPEN SPACE IMPROVEMENTS

01 Saunders Court
Improve visibility, provide exterior break out spaces where adequate solar exposure is available.

02 Translational Spine
Employ a cohesive landscape approach to unify the path. Make visual openness a priority.

03 Dentistry Plaza
Plan effective open space to encourage a social hub. Consider clearing some foliage to provide greater solar exposure.

04 Parnassus Avenue Streetscape Improvements Project
Already in-progress Parnassus Avenue Streetscape Improvements can be considered the first step for a renewed Parnassus Heights campus (Not included in pricing).

FACADE RENOVATIONS

MSB
- At Social Hubs: Fully glazed architectural system with new entry at Saunders Court.
- Other facades: Patch, repair existing terra cotta skin; replace existing window system with energy efficient system.

School of Nursing
- At Social Hubs: Fully glazed architectural system with new entry.
- Other facades: Standard: patch and repair existing concrete skin; replace glazing at balconies and make them accessible to users.

School of Dentistry
- Replace existing windows and doors with an energy efficient system to prepare for HVAC upgrade.

HSIR
- At Glazed Window system: Replace existing window system with an energy efficient system (slab to slab replacement)/
- At Social Hub: Upgraded: High-end, fully glazed architectural system.
- Other Facades: Patch, repair, and paint skin.

Note: Any significant facade modifications must comply with the Secretary of the Interior’s Standards for Historic Properties.
PROPOSED IMPROVEMENTS

- FACADE RENOVATION
- ENHANCED FACADE RENOVATION
- OPEN SPACE IMPROVEMENTS
The current configuration of MSB and HSIR has a highly inefficient plan layout due to many unconnected renovation projects over the years. By re-imagining the floors as a clean slate floorplan and re-planning with a perimeter corridor and open work plan, the usable areas can be maximized. Also, creating shared social spaces on each floor could provide much needed zones for gathering and interacting and make the program spaces more efficient.
**Connectivity**
Connections at multiple levels by the Translational Spine to support a true translational campus.

**Social Hubs**
Shared social spaces at vertical circulation cores that will be shared by users on that floor.

**Identity**
Spaces at the vertical cores that are visible from Parnassus Ave are an opportunity to implement UCSF branding strategy.

**Views**
Maximize the views to the ocean and bay and also views into Saunders Court.

**Future Proof**
Upgrade mechanical systems to be more centralized and efficient. Replace exterior facades and/or windows to maximize energy efficiency.

**Program Comparison**
810,000 GSF

- **Existing**
  - 20% CLINICAL
  - 23% OFFICE AND DRY LAB
  - 3% WET LAB

- **Potential**
  - 14% CLINICAL
  - 54% OFFICE AND DRY LAB
  - 6% WET LAB
  - 78% SPACE
MSB & HSIR

POTENTIAL FLOOR PLANS

• Reinforce the Translational Spine connections among Saunders Court, MSB, and the Hospital.

• Consolidate the Education spaces on lower levels to create an education hub with breakout social areas and smaller huddle rooms.

• Create a shared social space near the vertical cores that have amenities such as coffee, break area, toilets and soft seating.

Example:
Mix of Wet and Computational Space

Sample MSB test-fit of dry lab layout in the northern portion of MSB and a combination of dry/wet laboratory layout in the southern portion of MSB.

• Create a shared social space near the vertical cores that have amenities such as coffee, break area, toilets and soft seating.
EXAMPLE: MIXED WET LAB+COMPUTATIONAL SPACE

EXAMPLE: ALL WET LAB
MSB & HSIR

POTENTIAL STACK

- Translational Spine reinforces the connection between Saunders Court, MSB, and the Hospital.
- Education spaces on floors one through three.
- Clinical program on floors one through three, accessible to the public along Parnassus Avenue.
- Social spaces at each level as a shared amenity for collaboration opportunities. These also become identifying “beacons” from the exterior.
- Circulation on perimeter edge closest to Saunders Court to promote wayfinding and visibility.
The following table is a list of potential program spaces that would be flexible to be assigned as required by their future uses. This list excludes all ‘set’ spaces such as building infrastructure, educational spaces that are part of the educational hub, social and circulation spaces.

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PROGRAM SPACES

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School of Nursing

POTENTIAL PROGRAM

The existing School of Nursing building has a highly inefficient circulation pattern and layout. By re-imagining the floors as a clean slate floorplan and re-planning as open work area in lieu of perimeter offices, the efficiency of the space and views to Saunders Court are maximized. Creating shared social spaces on each floor will create much needed zones for gathering and interacting.
**PROPOSED**

**CONNECTIVITY**
Connections at multiple levels by the Translational Spine to support a true translational campus.

**SOCIAL HUBS**
Shared social space at the vertical circulation core that can be used by anyone on the floor.

**IDENTITY**
Spaces at the vertical cores that are visible from elsewhere on campus are an opportunity to implement UCSF branding strategy.

**VIEWS**
Maximize views into Saunders Court and provide access to balconies.

**FUTURE PROOF**
Upgrade exterior facades and/or windows to maximize energy efficiency.

**PROGRAM COMPARISON**  88,000 GSF

**EXISTING**
- WET LAB: 13%
- OFFICE AND DRY LAB: 17%
- CLINICAL: 19%
- EDUCATIONAL: 51%

**PROPOSED**
- WET LAB: 7%
- OFFICE AND DRY LAB: 16%
- CLINICAL: 23%
- EDUCATIONAL: 54%
School of Nursing

POTENTIAL FLOOR PLANS & STACK

- Reinforce the connection between Saunders Court and the Translational Spine.
- Improve education and social areas with an intentional indoor/outdoor connection to Saunders Court.
- Create shared social spaces near the vertical cores that have amenities such as coffee, break area, toilets, and soft seating.
- Remove all wet lab spaces from the Nursing Building (non sprinklered).
- Consolidate the education spaces on levels one through three to create an education core.
- Focus on workplace areas on levels five through seven.
- Provide access to the exterior balcony.
School of Nursing

PROGRAM SPACES

The following table is a list of potential program spaces that would be flexible to be assigned as required by their future uses. This list excludes all 'set' spaces such as building infrastructure, educational spaces that are part of the educational hub, social and circulation spaces.

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Dental Clinics

POTENTIAL PROGRAM

The Dental Clinics currently has an inefficient layout. By re-imagining the floors as a clean slate floorplan, re-planning the north portion of the building as workplace, and maximizing the upper floor areas for clinics, the building can be more efficient. Creating shared social spaces on each floor will create much needed zones for gathering and interacting.
CONNECTIVITY
Creating a more prominent connection between the Dental Clinics and the rest of the campus through the Translational Spine.

SOCIAL HUBS
Shared social spaces at the vertical circulation core that can be shared.

IDENTITY
Spaces at the vertical cores that are visible from elsewhere on campus are an opportunity to implement UCSF branding strategy.

VIEWS
Maximize the views to the ocean and the rest of the campus and ensure access to light for all workspaces.

FUTURE PROOF
Upgrade mechanical system for a more optimal sterile environment and replace exterior windows to maximize energy efficiency.

PROGRAM COMPARISON

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135,000 GSF
Dental Clinics

POTENTIAL FLOOR PLANS & STACK

- Re-plan main lobby entry for a more prominent reception and waiting area.
- Create shared social spaces near the vertical core that have amenities such as coffee, break area, toilets, and soft seating.
- Re-plan the relationship between the exterior entry patio and the Translational Spine to be more intentional.
- Eliminate extra circulation along the windows to maximize floor space for dental clinics.
- Dedicate north area of building for workplace.
## Dental Clinics

### PROGRAM SPACES

The following table is a list of potential program spaces that would be flexible to be assigned as required by their future uses. This list excludes all ‘set’ spaces such as building infrastructure, social and circulation spaces.

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<th>Name</th>
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OPPORTUNITY
Additional Campus Opportunities
Additional Campus Opportunities

Outside of the primary scope of this study, these conceptual architectural interventions are in line with the vision of Parnassus as the Translational Campus of the Future.

Further study of these interventions would be required to understand a range of impacts including: space ceiling and impact of modification of historic resources such Saunders Court, etc.

CONCEPT 1A

Cost: High

Description: Enclose Saunders Court with custom, high-end architectural roof composed of a cellular type panel system.

Benefits:
• Provides immediately recognizable architectural space at the hearth of Parnassus.
• Can be used for outdoor classrooms, integrating the education hub.
• Some shared social areas could be relocated from the building interior, making space for other programs.
• Creates a central gathering spot for all users of the campus.
• Can be a location for a beergarden or ‘outdoor’ restaurant for the campus community.

Notes: Further study of this intervention would be required to understand the full impact. Enclosing Saunders Court might impact the space ceiling; fire truck access would have to be reconceived.
CONCEPT 1B

Cost: Medium

Description: Enclose Saunders Court with a prefab-type greenhouse system. While more limited in architectural expression, these systems can be used to quickly and economically enclose large spaces and provide transparency.

Benefits:
- Can be used for outdoor classrooms, integrating the education hub.
- Some shared social areas could be relocated from the building interior, making space for other programs.
- Creates a central gathering spot for all users of the campus.
- Can be a location for a beergarden or ‘outdoor’ restaurant for the campus community.

Notes: Further study of this intervention would be required to understand the full impact. Enclosing Saunders Court might impact the space ceiling; fire truck access would have to be reconceived.
CONCEPT 2

Cost: High

Description: Rework Millberry Union ground floor and lower level to allow for direct visual connection between Parnassus Ave and Golden Gate Park. Provide improved circulation and food court.

Benefits:
• Improves circulation and wayfinding.
• Provides a place to bring prospective students, faculty, researchers to showcase architecture and views of San Francisco.
• Provides a world class student center and conference center for the users of the Parnassus Campus.

Notes: Further study of this intervention would be required to understand the full impact of this concept.
CONCEPT 3

Cost: Medium

Description: Convert the top deck of Millberry Union parking garage into an active plaza space to create a ‘front porch’ for the campus. Interconnect the various terraces of the ACC building, Millberry Union, and the Library to form one cohesive set of terraces and platforms and take advantage of the unobstructed views and favorable solar exposure.

Benefits:
- Can be used for large-scale campus and community events.
- Provides a large, publicly accessible outdoor expanse that can be used in negotiations with the city/neighborhood.
- Student / Faculty / Patient sport activities can be integrated.
- Since parking needs are changing, this could become a model of upcycling for parking structures systemwide.

Note: Further study of this intervention would be required to understand the full impact of this concept.

156 Parking places would be lost. A study to rework the traffic patterns in the parking deck would have to be commissioned. This change could potential trigger a seismic upgrade requirement.
CONCEPT 4

Cost: High

Description: Rework the campus entrance and connection at the Irving Street Muni stop. Move the main campus circulation from the ACC building core to a set of large scale exterior glazed elevators.

Benefits:
• Creates a clearly visible entrance.
• Changes a difficult to locate and traverse campus entrance to a rewarding experience.
• Improves circulation and wayfinding by consolidating many small-scale elevators into a few large-scale elevators.

Note: Further study of these interventions would be required to understand a range of impacts. The ACC building core would have to be re-evaluated.