Dr. Tika Benveniste
Senior Associate Dean for Research Administration and Development

December 1, 2016
Topics

- SOM Space Metrics
- SOM Space Renovations-McCallum Building
- SOM Master Plan
UAB SOM has the goal to expand its basic, translational and clinical research activities.

To accomplish this, we need to accommodate the growth of existing and new research and clinical programs.

A new research building is in the planning stages, but realistically will not be available for at least 4 years.

In the interim, we must make efficient use of our current space to allow continued growth in this time of expansion. **Would like to emphasize that focus initially is on Research Space only.**
Chad Steele was tasked to form a committee to assess current space utilization at UAB and review space allocation policies of leading US academic medical centers (October, 2015).

The charge of the committee was to develop proposed guidelines to 1) ensure that space is allocated, used and managed effectively, with a view toward promoting UAB’s overall vision and strategic goals and 2) provide a framework for uniform, equitable, transparent and effective governance of all space in the SOM.
The three major metrics used to assess space utilization nationally are:

1. DIRECT COSTS
2. INDIRECT COSTS
3. FULL-TIME EQUIVALENTS (FTE)

Recognize that none of the three metrics is perfect. Many institutions use a combination of metrics.
1. DIRECT COSTS: Average is $323, UAB is $184-196
2. INDIRECT COSTS: Average is $116, UAB is $67-73
3. FTEs: Average is 190 ASF, UAB is 263 ASF

*The SOM numbers were based on a preliminary analysis of 8 departments/divisions and a faculty number of 110

*In all three metrics, UAB is doing poorly compared to the national average
Proposed UAB SOM Metrics

1. DIRECT COSTS: Average is $323, UAB is $184-196. **Proposed is $250/sq. ft.**

2. INDIRECT COSTS: Average is $116, UAB is $67-73. **Proposed is $95/sq. ft.**

Please appreciate that these proposed metrics are still quite low compared to national averages, and are only a starting point.
What Was Done Next?

- Have each Department/Division, in conjunction with the Dean’s Office, do a very thorough evaluation of how they are utilizing space, given the proposed metrics of $250 Direct Costs/sq. ft. and $95 IDC/sq. ft..

- Provide opportunity for all Departments/Divisions to have a very clear understanding of how space is being utilized, especially on an individual faculty basis.

- Provide a report to the Dean’s Office on how your Department is doing with respect to the suggested metrics as well as programmatic needs. Reports were due in the Dean’s Office on April 15, 2016.
Preliminary Findings

- Preliminary evaluation of 21 departments

  - **Department Metrics: DIRECT Costs**: 11 departments are above or at the metrics, while 10 departments below the metrics

  - **Department Metrics: INDIRECT Costs**: 7 departments are above or at the metrics, while 14 departments below the metrics

- **Faculty Metrics: 121 faculty**
  - 48/121 (39%) at or above the metrics
  - 33/121 (27%) below the metrics (3 are new faculty still in start-up phase)
  - 39/121 (33%) have $0.00 research support with assigned lab space (7 are new faculty)
Ongoing/Next Steps

- Worked with each Department and/or Division to facilitate best use of space. Reviewed reports with Chairs/Division Chiefs- these meetings started in June, 2016 and finished in August, 2016 (32 meetings)

- Short-term goal is for Departments to have clear understanding of their space utilization, and find ways to “right-size” this valuable resource. From the SOM side, hope to re-allocate available research space without new construction

- The utilization of space is now a line-item in Annual Departmental Reviews-effective June 2016
Take-Home Message

- Space utilization by individual departments will affect ability for growth and recruitment throughout the SOM, so this very important asset must be used wisely.

- Long-term goal is to have efficient system in place for all space needs that will allow the research enterprise in the SOM to grow. This is the basis of the SOM Space Master Plan.
Research Infrastructure

- Exceedingly poor quality of existing research space in many buildings. Major renovations are needed, or buildings need to be destroyed and rebuilt.

- **Action**: Start evaluation of current research-intensive space. One of the top priorities for the SOM in 2016-2017.

- Started with evaluation of McCallum (MCLM). Why MCLM?
MCLM Feasibility Committee formed in April 2016 to assess how MCLM could be improved and made attractive for faculty, students and staff. Worked with Michael Mottet, Principal Planner, and Jerry Percifield, Project Principal, HDR Architecture, Inc.

Met every week, and report presented on July 21, 2016 to UAB and SOM leadership
A sick building, with a good prognosis:

**Symptoms:**
35 year old systems not performing; hindering research, retention, and recruitment.
Inefficient lab design

**Prescription:**
Replace worn-out systems with new, “state of the science” components:
- Roof, partitions & finishes, casework, lab utilities, equipment, HVAC, electrical and plumbing systems.

**Symptom:**
Heavy negative pressure draws in contaminates & unconditioned air;

**Prescription:**
Air systems need upgrades to provide appropriate environmental conditions and pressure control;
Future Vision

1. Recruitment
2. Productivity | Efficiency
3. Collaboration
4. Quality | Safety
5. Financial Stewardship
New McCallum Laboratories

Modular Lab format will allow for greater occupancy—approximately 7 PIs/floor compared to current 4
Existing Lobby
New Lobby Concept

- Inviting / Social environment
- Destination research entry
- Café / Coffee shop opportunities
- Captures previously underutilized space
- Enhanced building aesthetics
- Improved building and occupant safety
- Reduced maintenance (old skylights)
- Philanthropic naming opportunity
Quality | Safety

- **Appropriate research environments**
  - Reliable directional air flows and air quality
  - Reliable laboratory utilities

- **Improved SAFETY**
  - Building / room pressure controls
  - Fire alarms and sprinkler replacements
  - International laboratory best practices

- **Improved human comfort**
  - Temperature and humidity
  - Daylighting and views to outdoors

- **Improved building and lab quality**
  - Updated finishes, equipment and casework
  - Updated building utilities

- **All to Benefit Recruitment and Retention**
Financial Stewardship

- INFRASTRUCTURE / RENOVATION PRIORITIES / PHASE ONE (includes 2 floors):
  - SINGLE FLOOR RENOVATION: $6,000,000
  - ENTRY LOBBY RENOVATION (optional): $2,500,000

- TOTAL PROJECT: $66,000,000
## Project Timeline

<table>
<thead>
<tr>
<th>Phase One</th>
<th>Completion</th>
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<tbody>
<tr>
<td>Design</td>
<td>July 2017</td>
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<tr>
<td>Construction</td>
<td>Aug 2018</td>
</tr>
<tr>
<td>Occupancy</td>
<td>Oct. 2018</td>
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**Phase Two**

| Design          | July 2018        |
| Construction    | April 2019       |
| Occupancy       | June 2019        |

**Phase Three**

| Design          | July 2019        |
| Construction    | April 2020       |
| Occupancy       | June 2020        |

Request for Phase One was approved by BOT at November 2016 meeting.
MCLM is at the hub of the SOM research enterprise, and in its current state, is an eyesore, inefficient, has safety issues, and is not conducive to recruitment.

If renovations don’t occur, the MCLM building will go the way of LHRB, which means continued problems and reduced occupancy.

Opportunity to renovate a vital building into first-class research space that will be attractive for current occupants and new recruits.
## Assignment Overview

### TotalAssignable Square Feet

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<th>Category</th>
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<tr>
<td><strong>Administrative</strong></td>
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<tr>
<td><strong>Clinical Research</strong></td>
<td>124 K</td>
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<tr>
<td><strong>Laboratory</strong></td>
<td>734 K</td>
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#### Administrative
- Administration, faculty offices, offices in or near labs, conference rooms
- **Buildings**: 61

#### Clinical Research
- Exam, clinical laboratory
- **Buildings**: 14

#### Laboratory
- Wet lab, dry lab, lab support
- **Buildings**: 21
SOM Master Plan for Space

- We need a systematic plan to manage this very large amount of space, especially in light of the very poor condition of some of this space. This will encompass an in-depth analysis of ALL space allocated to the SOM

- Kevin Bell, Dean’s Office, driving this initiative
SOM Space and Quality - Good

- Shelby, WTI, BMRII, BBRB, FOT, Sparks, SRC, WIC, PCAMS
- Average age is 23 years old
SOM Space and Quality - Fair

- Kaul, Civitan, CH 19 & CH 20, Center for Research in Women’s Health, Medical Towers
- Average age is 30 years old
SOM Space and Quality - Poor

- LHRB, Ziegler, McCallum, CCB, Boshell, Old Hillman, New Hillman, Kracke, Cancer Research Center

- Average age is **53 years old**
Major Challenges and Considerations

- Aging buildings in very poor conditions
- Limited Space
  - Office and Computational
  - Swing Space to allow for renovation to modern higher capacity work environments
- Other School’s space needs
- Financial issues
- Positive collaborative culture-bring facilities in line
# SOM Master Space Planning

### UAB School of Medicine Master Plan
*Sprint Start*

All times in Central Standard Time and subject to change.

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**UAB SoM/Jacobs**
- Working Lunch
- Project debrief Meeting

**Cost & Space Analysis Team (INSITE Data Review)**
- Stakeholder Meeting

**Experimental & Computational Research**
- Stakeholder Meeting

**Vision Session**
- Stakeholder Meeting

**Town Hall**
- Stakeholder Meeting