

Date: April 12, 2019

To: Faculty and Staff of the Department

From: Laura Roberts, Professor and Chairman
Indy Singh, Director of Finance & Administration

RE: Transitions and Space

Dear Colleagues:

Our Department's faculty have generated remarkable successes across our research, clinical, education, and community missions. We have consistently ranked in the "top ten" in NIH funding in the United States and in the "top five" in NIH funding in the School of Medicine for several years. Our clinics have nearly doubled in capacity, and our psychiatry, psychology, and clinical neuroscience training programs are flourishing. With the strengthened financial basis of our department, we have been able to introduce new and exciting initiatives, programs, and collaborations. At the same time, these successes and our department's growth, have also brought about significant stresses upon space utilization.

Responding to our successes and our growth, the medical school and our affiliated hospitals have assigned incremental space to the Department. As a result, numerous changes in space usage are projected over the next three years. For example, many members of our staff will be moving to [Redwood City](#) next month, and several of our faculty will be moving to new locations on and off campus between now and September. We are excited to welcome many new faculty, some of whom have sizable research programs, in the coming year as well.

With this growth comes the opportunity to reshape our thinking about how departmental strategy and departmental space align. A new strategy is essential so that we can live up to our responsibilities in Stanford Medicine, advance our academic missions, and aspire to excellence in our academic endeavors. With 401 Quarry as a designated clinical space adjacent to the new adult and children's hospitals, it is crucial to optimize the use of this building for patient care. With the development and expansion of resources in [Stanford's Research Park](#), and with the university's decision to build outstanding new facilities in Redwood City, decisions regarding space usage must be guided by a set of principles that are understood by all and applied consistently and fairly.

As noted in the [memo](#) from last year, you will recall that we have been working over many years to develop appropriate policies and procedures for space allocation and assignment decisions in the Department. Space utilization is reviewed by the Department's Strategic Space Use and Allocation Advisory Committee (DS2A2). The DS2A2 Committee is advisory to the Chair of the Department. Space utilization in Divisions is overseen by the Department and Divisions may not act independently or out of compliance with Department policies. For example, Divisions do not have independent authority or

autonomy to give or loan space to other entities on campus. Current members of the DS2A2 include Bruce Arnow, Victor Carrion, Cheryl Gore-Felton, Antonio Hardan, Chris Hayward, Clete Kushida, Alan Louie, Chia-Yu Cardell, Heather Kenna, Indy Singh, and Aimee-Noelle Swanson. The core principles and practices adopted by the Department to optimize space utilization include the following:

- Part-time faculty are expected to share offices
- Senior faculty and senior staff receive priority for assignment of windowed offices
- Space alignment with faculty rank and role to the extent possible
- Retired and retiring faculty members relinquish space back to the Department
- Elimination of wasted space, (e.g., transitioning from paper files to digital files)
- Mentored students or faculty to live within the space envelope of their mentors, sponsors, or division chiefs, and the like.
- More efficient use of existing space to maximize utilization, (e.g. development of hotel space and shared cubicles/workstations)
- Adoption and promotion of collaborative tools and processes that encourage telecommuting/remote work for certain professional activities ([technology toolkit](#))

Faculty members requesting a change in space (amount, location) should first work with their division chiefs (or DFA in the case of Major Laboratories) and submit requests directly via this [form](#). The DS2A2 Committee actively reviews all current allocations/assignments and all new allocations/assignments and is currently implementing an audit of existing space. We will be making new space assignments and revisions in current space assignments on an ongoing basis. We will also be expanding our facilities and operational support services to ensure we meet the current and future needs of the Department. In addition, a new portal for communications and requests in the Department related to space will be rolled out in the coming months.

Background information on the School of Medicine's space guidelines can be found [here](#) and past communications from the Department are available [here](#). We will be discussing the Department's space at the upcoming faculty meeting on May 9, 2019 at 4:00pm in LK130.

Again, thank you for your outstanding work and for your cooperation as we make decisions guiding our Department's growth.