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I. **EXECUTIVE SUMMARY**

The University of Colorado Anschutz Medical Campus (CU Anschutz) is seeking spending approval from the University of Colorado Board of Regents (CU BOR) to proceed with the design and renovation of 33,772 gross square feet (GSF) in the Fitzsimons Building. The proposed two-phase project is an essential part of a university strategy to continue housing administrative units on campus within existing facilities to avoid leasing off-campus space or constructing additional buildings. The units involved in this project support campus operations such as: Advancement, Budget, Finance, Human Resources, and Regulatory Compliance. All these offices report to the Executive Vice Chancellor for Administration and Finance and support the entire campus community and are referred to as Central Services.

The project will include the following Fitzsimons Building space:

- 10,434 GSF on the 1st Floor West (1 West),
- 13,944 GSF on the 2nd Floor West (2 West),
- 5,361 GSF on the Ground Floor West (G West), and
- 4,033 GSF on the Ground Floor North (G North).

This effort will be completed to better utilize space becoming available in fall 2021 after various existing Fitzsimons units move into the new Anschutz Health Science Building. This effort will provide healthy, modern, open work environments with an anticipated 30% increase in space utilization over current conditions.

The total project budget is $9,979,505, to be funded by CU Anschutz cash reserves, with a planned schedule of approximately 26 months, from June 2020 through August 2022. The design phase for both construction phases will last for approximately 9 months. Construction of Phase I (1 West) would immediately follow and last for 6 months. Upon completion of Phase I, construction of Phase II (2 West, G West and Alternates) would proceed for 9 months. Total occupancy is scheduled for August 2022.

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**Fitzsimons Building Central Services Renovation Schedule**

<table>
<thead>
<tr>
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Completion of Future Anschutz Health Sciences Building
I. Executive Summary

Overview

The University of Colorado Anschutz Medical Campus is a world-class medical destination at the forefront of transformative science, science, medicine, education and healthcare. Since the establishment of the campus on the former Fitzsimons Army Medical Center (FAMC) in 2000, CU Anschutz has experienced a high and consistent rate of growth. As the university expanded, the resources needed to recruit top-tier talent, ensure compliance with health, safety and financial regulations and further advance the institution grew at a corresponding pace. This project will consolidate and better organize those who provide these central services in one central location to better support and provide resources to further campus growth.

- Since 2015, the total CU Anschutz campus population (students, faculty, staff/administration) has grown from 8,552 to 10,786—a 26% increase.
- In Academic Year (AY) 2019, over 5,000 faculty (a 76% increase since 2010) educated and trained 5,617 students, interns, residents, and researchers.
- In AY2019 approximately $553 million of sponsored research (a 213% increase since 2001) was conducted on campus.
- Research revenues are up 7% from 2018, while NIH funded research is up by a full 14%.
- In AY2019, more than 6,600 benefactors raised $324 million which is part of a dramatic increase in the number of gifts.

This significant growth has led to a corresponding increase in the number of administration personnel needed to manage the resources that are essential to maintaining a world-class health sciences campus.

Given the finite space resources of the university, further growth in these offices that recruit top-tier talent, ensure compliance with health, safety and financial regulations and further advance the institution will stretch its existing facilities.

Program

One of the goals of this project is to locate central services in newly renovated, state-of-the-art space near the center of campus. This effort will house 6 units on three floors of the Fitzsimons Building:

- Budget, Planning, and Analysis
- Business Strategy and Quality Control
- Finance
  - Office of Grants and Contracts
- Office of Regulatory Compliance
  - Colorado Multiple Institutional Review Board (COMIRB)
  - Clinical Research Administration Office (CRAO)
  - Institutional Animal Care and Use Committee (IACUC)
  - Research Information Technology (RIT)
  - UCHealth Research Administration
  - Environmental Health and Safety
- Office of Advancement
- Human Resources

As planned, the modernized spaces will include both shared and dedicated unit areas. All office areas will be designed based on the 2016 CU Anschutz Workplace Space Guidelines.

COVID-19

The CU Anschutz Workspace Guidelines are in fact well suited to accommodate current thoughts on social distancing. Our standard 7' by 7' workstations are right-sized for such measures. Large communal space such as conference rooms and break areas can be temporarily repurposed; allowing greater space availability and distancing between individuals. The occupational protocols for these spaces will include strategies to reduce physical personal contact and the potential spread of contagion, i.e. staggered arrival times, directed one-way foot traffic, spatial dividers between work areas as needed, etc.

The new air handling units, included as part of this project, will be capable of providing a greater quantity of fresh air changes along with enhanced air filtration. Enclosed shared spaces such as small and medium conference rooms may actually be opened up to the rest of the office in order to allow these rooms to breathe.
Building

The Fitzsimons Building, formerly known as Building 500, located in the center of campus, has been an essential, multi-purpose facility for the university since it began to occupy the former hospital in 1998. It was originally constructed in 1941 as the Fitzsimons Army Hospital. Prior to CU Anschutz occupancy, the university initiated critical environmental remediation, infrastructure rehabilitation, and targeted, modest renovations to convert some hospital wings into environments suitable for academic and administrative functions. However, the immediate need to house faculty, administration and staff necessitated occupying the building with only minor renovation work. The Fitzsimons Central Services Renovation Project will provide administrative units with functionally efficient, and adaptable environments suitable for a nationally ranked Academic Medical Center.

Space Quality

The proposed project areas encompass some of the few sections of the Fitzsimons Building that have never been renovated beyond paint and carpeting (1 West and 2 West). Many of the former hospital patient rooms were converted into offices to meet the immediate space needs of the university when it moved to the former Fitzsimons Army Medical Center. As the units have grown and matured, the division of space has hindered the collaboration and discussion that are critical to the success of centralized services for the campus.

Facility Condition Index

As of August 2019, the Fitzsimons Building has a Facility Condition Index (FCI) of 73% (12 percentage points below its 85% target). Renovations of other floors in the building have increased the FCI by 2 percentage points over the past four years with targeted repairs to building systems being included as part of each renovation. It is anticipated that the scope of work for this project will elevate the current FCI score in a similar fashion.

Space Guidelines

In 2016, the university implemented the CU Anschutz Workplace Space Guidelines. They were designed to promote more efficient use of physical space and provide academic and administrative departments quality work environments that support users and program operations, promote wellbeing and sustainability and reduce operational and maintenance costs. They were developed to assist the university with equitable, consistent, and efficient space planning parameters for all renovations and new construction. A copy of this document is provided in the appendix of this program plan.

Phase 1 and Phase 2 of the Fitzsimons Building Central Services Renovation will be planned in accordance with these guidelines. Private offices will realize a 33% decrease in size as compared to previous standards. Administrative and support staff will mostly be located in open office workstation environments to increase workspace efficiency. Each open office area will have increased access to natural light to further promote healthy work environments.

Shared amenity spaces, otherwise known as community space, will also be provided to support all operations. These include solution rooms, phone rooms, conference spaces, huddle spaces, and kitchen/break areas. These will help to create healthy, functional, and modern work environments.

Overall, the university expects that Phase 1 and Phase 2 of the Fitzsimons Building Central Services Renovation will, at a minimum, increase space utilization by 30% above current occupancy.
I. Executive Summary

Projected Need

The chart below lists the departments and sub-departments that are part of the Fitzsimons Building Central Services Renovation Phase 1 and Phase 2 efforts. Phase 1 includes groups that already occupy 1 West and the ground floor. They will temporarily move to the second floor of Building 406, on the west side of campus, during construction. This can occur prior to completion of the Anschutz Health Sciences Building in fall 2021.

2 West and G West construction will occur after the completion of the Anschutz Health Sciences Building in fall 2021, when the current UCHealth University of Colorado Hospital Psychiatric Clinic moves to the new building. The current Regulatory Compliance occupants on Ground W will temporarily move to the second floor of Building 406, after the 1 West renovations are complete.

Phase 2 G North can occur after the Human Resource suite on G North is vacated by Finance, Budget, Planning, and Analysis, and Business Strategy and Quality Control staff. See Phase 1 and Phase 2 diagrams on the following page.

Scope and Schedule

The renovation work in the Fitzsimons Building would begin once BOR spending authority is approved. The design phase of this effort, design and construction documentation, is projected to take 12 months.

Phase 1 Construction will begin in June 2021 and last for 5 months. Once completed, Phase 2 will begin in December 2021 and last for 8 months. Overall, from design to occupancy of Phase 2, the project will take a total of approximately 26 months.

| 6/2020 - 3/2021 | Design/Construction Documentation for Phase 1 and Phase 2 |
| 3/2021 - 6/2021 | CM/GC Bids/Hire |
| 6/2021 - 11/2021 | Construction Phase 1 |
| 11/2021 - 12/2021 | Occupancy Phase 1 |
| 12/2021 - 8/2022 | Construction Phase 2 |
| 8/2022 - 9/2022 | Occupancy Phase 2 |

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### PHASE 1

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PHASE 1

FITZSIMONS 1 WEST

10,434 GSF

RESTROOMS
(Will need to see
balances)

W1124
renovated into
open office in
2016
I. Executive Summary

PHASE 2

FITZSIMONS 2 WEST

13,944 GSF

PHASE 2

FITZSIMONS G WEST & G NORTH

4033 GSF

5361 GSF
II. PROGRAM INFORMATION

Goals and Objectives

The University of Colorado Anschutz Medical Campus is a world-class medical destination at the forefront of transformative science, science, medicine, education and healthcare. Since the establishment of the campus on the former Fitzsimons Army Medical Center (FAMC) in 2000, CU Anschutz has experienced a high and consistent rate of growth. As the university expanded, the resources needed to recruit top-tier talent, ensure compliance with health, safety and financial regulations and further advance the institution grew at a corresponding pace. This project will consolidate and better organize those who provide these central services in one central location to better support and provide resources to further campus growth.

Units

The units involved with this effort support the entire CU campus community. They are not divisions of the six schools and colleges on the CU Anschutz Medical Campus, and instead are services that support the administrative, finance and research enterprises across the campus.

BUDGET, PLANNING, AND ANALYSIS

Budget, Planning, and Analysis is managed by the Associate Vice Chancellor for Budget. It is committed to providing the support necessary for the campus community to make informed budgetary decisions, maintain oversight of their departmental budgets and efficiently allocate resources. It oversees CU Anschutz budgeting activities including budgeting unrestricted and auxiliary funds; tuition revenue analysis, annual compensation allocations, fiscal planning and data analysis, resource allocation budget modeling, preparation of department budget reports, and processing and approval of budget journals.

BUSINESS STRATEGY AND QUALITY CONTROL

Business Strategy and Quality Control is managed by the Associate Vice Chancellor for Business Strategy and Quality Control. It is committed to identifying strategies to support future university needs, and works with subject matter experts (Office of Institutional Research, Office of Information Technology, Human Resources, Schools, Colleges, etc.) to lead key initiatives around data and analytics.

Business Strategy and Quality Control focuses on building meaningful and accurate reports that can be used to make sound business decisions. These include new program/degree reviews, gift utilization reports, policy analysis, fiscal impacts of bills, President Office requests, and data integrity.

FINANCE

The Financial Services Office is overseen by the Associate Vice Chancellor for Financial Services and Controller. The Finance Office is responsible for all university accounting and financial functions. These duties include, but are not limited to: maintenance of financial systems, financial reporting, capital construction accounting, ledger reconciliations with accounting systems, accounting support for campus departments, and interpretation of and compliance with state, federal, and university fiscal rules.

Additionally, the Vice Chancellor for Financial Services and Controller serves as university controller and oversees the Office of Grants and Contracts (OGC) and the Office of the Bursar.

Office of Grants and Contracts

The Office of Grants and Contracts (OGC) provide services to principal investigators and administrators for the purpose of obtaining and administering extramural funds in compliance with university and sponsor guidelines. It assists faculty in their efforts to secure external financial support for their instructional, research, public service, and scholarly activities.
II. Program Information

through grants and/or contracts. After award, the office supports recipients by ensuring compliance with all non-technical requirements.

**OFFICE OF REGULATORY COMPLIANCE**

The Associate Vice Chancellor for Regulatory Compliance oversees the Office of Regulatory Compliance (ORC). In collaboration with the four affiliated hospitals of CU Anschutz - UC Health University of Colorado Hospital (UCH), Children’s Hospital Colorado (CHCO), the Veteran’s Affairs (VA) Eastern Colorado Health Care System and Denver Health and Hospital Authority – the office ensures that campus clinical and research activities comply with established Health Insurance Portability and Accountability Act (HIPAA), export control, research integrity and ethics, Environmental Health & Safety (EHS) and conflict of interest regulations. It also provides random quality assurance reviews of research involving human subjects conducted at the Anschutz Medical Campus, CU Denver, and at some affiliated hospitals.

As such, the ORC may also house individuals from the affiliated institutions as needed to ensure consistent compliance measures are in place throughout the entire Anschutz Medical Campus. The following four divisions of the ORC are specifically part of this effort.

**Colorado Multiple Institutional Review Board**

The Colorado Multiple Institutional Review Board (COMIRB) is an administrative body established to protect the rights and welfare of human research subjects recruited to participate in research activities conducted under the auspices of the University of Colorado Denver | Anschutz Medical Campus and its affiliates: Children’s Hospital Colorado, Denver Health and Hospital Authority, University of Colorado Hospital, and the VA Eastern Colorado Health Care System.

In the review and conduct of research, COMIRB is guided by the principles of respect for persons, beneficence, and justice set forth in the Ethical Principles and Guidelines for the Protection of Human Subjects of Research (often referred to as the Belmont Report). Reviews of research are performed in accordance with the Department of Health and Human Services (HHS) regulations at 45 CFR 46 (also known as the “Common Rule”) and the Food and Drug Administration (FDA) regulations at 21 CFR 50 and 21 CFR 56.

**Clinical Research Administration Office**

The Clinical Research Administration Office (CRAO) is responsible for the execution of all material transfer agreements (MTAs), confidentiality (non-disclosure - CDAs/NDAs), non-monetary research collaboration, certificates of confidentiality and dbGap/ genomic data sharing agreements on the Anschutz Medical Campus. These are submitted through a web-based portal and are reviewed, processed and negotiated by the Office prior to their execution to ensure consistency with all appropriate policies and procedures.

**Institutional Animal Care and Use Committee**

The Institutional Animal Care and Use Committee (IACUC) is a component of the OLAR responsible for the oversight and evaluation of the Institution’s animal care and use program, procedures and facilities, ensuring compliance with the recommendations in the Guide for the Care and Use of Laboratory Animals, Animal Welfare Act and Public Health Service (PHS) Policy.

**Research Information Technology**

The Research Information Technology (RIT) team directly supports, assists with or oversees the four main enterprise research systems used at CU Anschutz: InfoEd Electronic Research Administration (eRA), OnCore Clinical Trials Management System, eSirius and On Site EHS Assistant. They partner closely with the Office of Information Technology (OIT) and University Information Systems (UIS) to support the current operation of these systems, as well as working on initiatives to improve data management, data delivery and user experience.

**UCH Research Administration**

The UCH Research Administration is a centralized research office for UCHealth. It approves research studies in UCHealth facilities and manages research policies and procedures for the organization. As such, the office works closely with the CU Anschutz Office of Regulatory Compliance to ensure that UCHealth’s research policies align with, comply with and support those of CU Anschutz.
Environmental Health & Safety

Environmental Health & Safety (EHS) ensures university compliance with applicable state and federal biological safety, hazardous materials, occupational health, radiation safety and research safety and industrial hygiene regulations. It provides a wide range of services intended to promote the productivity, safety and good health of students, researchers, and all employees of the campus community. EHS works to protect the important training and research being undertaken at the university by providing information and consultation, monitoring regulatory compliance, and conducting training through its five divisions.

ADVANCEMENT

The Office of Advancement at the CU Anschutz Medical Campus is overseen by the Vice Chancellor of Advancement and collaborates with University of Colorado faculty, staff, benefactors, alumni and friends to raise private support for the university. It works with the School of Medicine, School of Dental Medicine, Skaggs School of Pharmacy and Pharmaceutical Sciences, College of Nursing and the Colorado School of Public Health (CSPH) to match the passions of benefactors with opportunities for impactful support on the campus. In close collaboration with university leadership and communications staff, the Office works to promote CU Anschutz as a national destination medical center with world-class talent on hand to educate, conduct research and heal.

HUMAN RESOURCES

The Associate Vice Chancellor for Human Resources serves as the Chief Human Resources Officer (CHRO) for CU Anschutz and CU Denver. With over 9,000 dedicated faculty and support staff employees, CU Anschutz is one of the largest employers in the Denver metro region and serves over 4,000 students annually. The mission of the Human Resources Office is to attract, retain and develop this workforce to support the goals and mission of the Anschutz Medical Campus and CU. It establishes campus-specific HR policies, programs and trainings, and partners with the schools and colleges at CU Anschutz on all aspects of talent management.
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III. PROPOSED PROJECT
Background and Assumptions

The Fitzsimons Building Central Services Renovation includes a total of 33,772 GSF across three floors of the Fitzsimons Building. Major renovation to 24,378 GSF of both 1 West and 2 West will create administrative open office space in existing clinic layouts. The units associated with these spaces - Finance, the Office of Grants and Contracts, and Regulatory Compliance - require quiet workspaces and access to solution rooms for private contract discussions. Both floors also require new air handling units and a shared file storage space.

An additional 9,394 GSF will receive minor renovations. These areas include G West and G North, spaces currently occupied by Regulatory Compliance, Human Resources, Budget, Planning, and Analysis, Business Strategy and Quality Control, and Finance. Both G West and G North were recently renovated (2016 and 2017), but require additional minor adjustments to accommodate planned occupants.

Each area will be planned using the CU Anschutz Workplace Space Guidelines. An office or workspace was assigned to each existing or known 2020 new hire. An additional 15% of space was allocated to accommodate future growth. After determining the amount of office and workspaces required, a 44% shared amenity factor was applied to the total office ASF to provide common amenities such as solution, huddle, conference, phone and break rooms. This multiple was derived from a study of recently completed CU Anschutz open office renovations, including Fitzsimons G West, 3W, 4W, 5E, 5W and the Campus Services Building (CSB). Finally the total ASF was multiplied by 1.39 to calculate the GSF required for each unit.

Based on the numerous aforementioned renovation projects undertaken in the Fitzsimons Building, the university anticipates a minimum increase in space utilization of 30% over current usage.

The university also expects to increase the Facility Condition Index (FCI), which as of August 2019 is 73%. Between April 2016 and August 2019, projects in Fitzsimons GW, 4W, 5E and 5W contributed to an increase of 2%. Items associated with the Fitzsimons Building Central Services Renovation, including central HVAC, space heating and cooling distribution, energy efficient lighting, and updated restroom facilities with water saving features will improve overall FCI. Modern building automation and controls will allow for better occupant comfort with targeted space temperature control and occupancy sensors to save energy, and outdated building infrastructure will be replaced thereby reducing deferred maintenance problems.
Project Description

Phase 1

Phase 1 of the Fitzsimons Building Central Services Renovation will include a 10,434 GSF renovation of 1 West for the following groups:

- Finance
- Finance, Office of Grants and Contracts
- Regulatory Compliance Administration
- Regulatory Compliance, Research Information Technology (RIT)

This project will begin prior to the fall 2021 opening of the Anschutz Health Sciences Building. The offices of Grants and Contracts and Regulatory Compliance already occupy 1 West and will temporarily relocate to the 2nd floor of Building 406 during construction. The Building 406 space is available for temporary occupancy during both phases of this project.

The existing offices on 1 West, which were formerly patient rooms, will be demolished to create a healthy, modern open office environment that will house 11 offices, 65 workstations, 8 landing zones and appropriate shared amenity spaces. A file storage room will also be provided that will be shared by the Offices of Regulatory Compliance and Grants and Contracts personnel to be located on 1 West and 2 West. The space will store files prior to digitization efforts by these groups and once this digitization effort is completed, the space can be used to provide additional work areas. This is noted as a unit-specific space on the plan below.
Phase 2

Phase 2 will include a 13,944 GSF full renovation of 2 West for the following Regulatory Compliance groups:

- Colorado Multiple Institutional Review Board (COMIRB)
- Clinical Research Administration (CRAO)
- Institutional Animal Care and Use Committee (IACUC)
- Regulatory Compliance Administration
- UCHealth Research Administration
- Environmental Health & Safety

Phase 2 cannot begin until the fall 2021 completion of the new Anschutz Health Sciences Building, when the UCHealth University of Colorado Hospital Psychiatric Clinic vacates 2 West. After Phase 1 completion, current G West Regulatory Compliance occupants will temporarily occupy the 2nd floor of Building 406.

2 West will be completely renovated into an open office environment that will house 8 offices, 8 shared offices, 92 workstations and 2 landing zones.

Similar to 1 West, it will also include shared amenity spaces like conference, solution, huddle, phone and break rooms. It will also utilize natural light, will offer acoustic treatments, and will respect building features.

The 2 West renovation will co-locate Regulatory Compliance units that currently occupy part of the second floor of Building 401, and G West and 3 North in the Fitzsimons Building. Occupancy of 2 West will vacate 5,481 GSF of 3 North, which can then be reused by academic units.
Once Regulatory Compliance moves to 2 West, G West will receive renovations to house Budget, Planning, and Analysis and Business Strategy and Quality Control offices and an expansion of the Office of Advancement. Advancement is currently located on G West, but also temporarily occupies small suites on 1 Central and G Central of the Fitzsimons Building. Both temporary suites will be vacated at this time for use by other units. Budget, Planning, and Analysis and Business Strategy and Quality Control will also vacate space in the current Human Resources suite on G North.
After Budget, Planning, and Analysis, Business Strategy and Quality Control, and Finance vacate the Human Resources suite on G North, it will receive renovations to create additional private offices. Human Resources deals with private information and thus has different work environment needs. This future renovation will accommodate future Human Resources growth and will provide space for staff moving from CU Denver to CU Anschutz campuses.

**Vacated Building Space**

The completion of Phase 2 will occur in August 2022. By this time, the following spaces will be vacated for other academic and/or administrative space needs; providing a total of 8,131 GSF for other units.

- 3 North - 5,481 GSF
- Temporary Suite on 1 Central - 839 GSF
- 2 Temporary Suites on G Central - 1,811 GSF
### Programmatic Summary

A programmatic summary of both phases is provided below.

#### PROPOSED OCCUPANCY & SPACE NEEDS

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| **PHASE 2 - 2 WEST**        |                |          |          |         |        |                |               |       |
| Regulatory Compliance       | Regulatory Compliance (GW) | 2 | 250 | 7,250 | 2,806 | 0 | 13,944 |
| Regulatory Compliance       | Regulatory Compliance (1W) | 8 | 1,128 |        |        |                | 9            |
| Regulatory Compliance       | COMIRB          | 28       | 6,944    | 2,664   | 1,173  | 0              | 5,361        |
| Regulatory Compliance       | CRAO            | 31       | 3,951    |         |        |                | 40           |
| Regulatory Compliance       | IACUC           | 7        | 820      |         |        |                | 7            |
| Regulatory Compliance       | UCHHealth Administration | 9 | 1,160 |        |        |                | 13           |
| Regulatory Compliance       | Environmental Health & Safety (B401) | 14 | 3,820 |        |        |                | 17           |

| **PHASE 2 - G WEST**        |                |          |          |         |        |                |               |       |
| Advancement                 | Advancement    | *64      | *7540    |         |        |                |               |       |
| Budget, Planning, and Analysis | Budget, Planning, and Analysis | 5 | 592 | 2,664 | 1,173 | 0 | 5,361 |
| Business Strategy and Quality Control | Business Strategy and Quality Control | 2 | 230 |        |        |                |               |

| **PHASE 2 - G NORTH**       |                |          |          |         |        |                |               |       |
| Human Resources             | Human Resources | 15 | 2,491 | 2,014 | 866 | 0 | 4,033 |

**Note:** Existing FTE does not include planned 2020 new hires. A small portion of COMIRB (8 FTE) will remain in existing space on the 3rd floor of the Fitzsimons Building in the future.

* Advancement will remain in their existing space on GW/GC (not part of renovation area). They will later expand into an adjacent part of GW, currently occupied by Regulatory Compliance. Thus, although they have a total of 64 existing FTE, only 30 of the future 74 FTE will occupy the future GW renovation.
IV. FACILITY INFORMATION

Existing Facilities

All of the units and personnel involved in this effort are currently located on various floors of the Fitzsimons Building. This project will reconfigure existing space to increase occupancy and space utilization by providing open office layouts that comply with 2016 CU Anschutz Workplace Space Guidelines. If these areas were repurposed based on existing floorplans, the units would not be able to provide the workstations, offices, and shared amenity spaces required to support all personnel, functions, and future growth.

The existing 1 West space in the Fitzsimons Building is currently occupied by the Office of Grants and Contracts (OGC) and a portion of the Office of Regulatory Compliance. This part of the building has not been significantly altered from its previous hospital use other than cosmetic paint, flooring, and VAV upgrades. The corridors are wide and are not carpeted as they were designed to transport patients on stretchers, and former patient rooms have been converted to offices.

The west portion of the 2nd floor of the Fitzsimons Building (2 West) is the only portion of this effort that will be reassigned to central services. It is currently occupied by the UCHealth University of Colorado Hospital Psychiatric Clinic. These outpatient services will move into the Anschutz Health Sciences Building when it is completed in the fall of 2021. This space will be renovated for CU purposes starting in December 2021 as part of Phase 2 of the Fitzsimons Building Central Services Renovation.
The Ground Floor North Human Resources suite is currently occupied by Human Resources, Budget, Planning, and Analysis, Business Strategy and Quality Control, and Finance. The Human Resources suite was renovated for office use in 2017. An expansion of their footprint is included as part of Phase 2.

As noted earlier, several units have personnel located throughout the Fitzsimons Building. When the offices are consolidated, portions of their existing space will be made available to other units in the building.

**Economic Impact**

In AY 2019, the total campus economic impact of the Anschutz Medical Campus was $7 billion, of which $3.3 billion was specific to the University of Colorado. As the campus continues to grow through additional research endeavors and educational programs, the university needs to ensure that the resources to support this growth are provided.

**Sustainability**

As this project will renovate one of the older buildings on campus, it provides an opportunity to improve the building’s operational efficiencies. Although LEED certification is not being pursued by this effort, several LEED criteria will be included in the program requirements to specifically improve stewardship of energy and environmental resources.

The measures that will be included will promote water use reduction, as well as energy, and lighting conservation. They will also improve the overall thermal, air quality, and acoustic performance of the modernized spaces. The project’s goal is to create a work environment that ensures the well-being of its occupants while conserving resources.
Consistency

Mission

The mission for the Anschutz Medical Campus is that:

the University of Colorado Anschutz Medical Campus is a world-class medical destination at the forefront of transformative education, science, medicine and healthcare.

In order to maintain and further expand this role, the university requires a dedicated workforce to procure the funds and personnel for its education, science and healthcare initiatives and to ensure all applicable regulations and procedures for these efforts are followed. By providing space to the Advancement, Budget, Planning, and Analysis, Business Strategy and Quality Control, Finance, Human Resources and Regulatory Compliance offices, this project directly supports the units working to consistently achieve the mission of CU Anschutz throughout the entire campus community.

Facilities Master Plan

While this project was not specifically called out in the Anschutz Medical Campus 2012 Facilities Master Plan, it was always anticipated as the backfill portion of work that would immediately follow the occupancy of the Anschutz Health Sciences Building. By reusing existing space, CU Anschutz will not need to lease or build new facilities to accommodate continuing growth in the units that support the entire campus community. This effort will also make additional improvements to the facility and further improve its FCI. The renovated portions of the building will improve the accessibility of the units to the campus community and better promote interaction and collaboration, which is one of the guiding principles of the 2012 Facilities Master Plan.
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V. IMPLEMENTATION

Project Cost Estimate
Based upon detailed projections and utilizing cost data from similar renovation projects, a comprehensive renovation of this size and the specific requirements identified by the users will have a total project cost of $9,979,505 for the full 33,772 GSF.

FY 2020-2021 Spending Authority
$9,979,505 CU Anschutz Capital Reserves.

Cost Effects of Project Delays
A delay in beginning this project will likely result in increased cost in the range of 5% to 8% per year.

Life Cycle Costs
The total interior renovation area of the project represents less than 7% of the 479,660 GSF of the Fitzsimons Building. Several life cycle cost analyses will be conducted throughout the design phase of this project to inform all technical and design decisions.

This project will not require any major changes to the existing facility’s structural and municipal services. Existing mechanical and lighting systems will be upgraded within the interior renovation area resulting in a reduction in energy usage and operating costs, repair costs and future controlled maintenance.

Project Schedule
The information below reflects the project implementation schedule for the design, construction documentation, construction, relocation of units and occupancy.

The project is assumed to be a 2 phase renovation having the potential for construction to overlap the design phase allowing for a faster delivery schedule than normal.

<table>
<thead>
<tr>
<th>Item</th>
<th>Start</th>
<th>Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Plan Submission</td>
<td>May 2020</td>
<td>N/A</td>
</tr>
<tr>
<td>Design, Construction Documentation</td>
<td>June 2020</td>
<td>March 2021</td>
</tr>
<tr>
<td>Construction Phase 1</td>
<td>June 2021</td>
<td>Nov. 2021</td>
</tr>
<tr>
<td>Occupancy Phase 1</td>
<td>Nov. 2021</td>
<td>Dec 2021</td>
</tr>
<tr>
<td>Construction Phase 2</td>
<td>Dec. 2021</td>
<td>August 2022</td>
</tr>
<tr>
<td>Occupancy Phase 2</td>
<td>August 2022</td>
<td>Sept. 2022</td>
</tr>
</tbody>
</table>
V. Implementation

Project Alternatives
By renovating the areas of the Fitzsimons Building noted in the scope of work for this project, we plan to achieve, at a minimum, a 30% increase in space utilization above current occupancy. Without these renovations, the building would not be able to accommodate the increase in administrative staff necessary to support the growth of our campus.

Alternate scenarios to this project would require the university to lease additional off-campus space which would not be sustainable long-term.

Third Party Review
Our ongoing interior renovation work in the Fitzsimons Building (5 East & West, 4 West, Ground Floor West, 7th Floor East) allows us to accurately estimate the scope and budget for this project. However, a third-party review will be prepared if deemed necessary by the Board of Regents.
<table>
<thead>
<tr>
<th><strong>SUMMARY</strong></th>
<th><strong>TOTAL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Cost</strong></td>
<td>$9,979,505</td>
</tr>
</tbody>
</table>

**B PROFESSIONAL SERVICES**

- Programming cost: $0 (Assume Programming Internal)
- A/E Service: $1,027,282
- LEED Registration and Consulting: $0
- Commissioning: $40,000
- Project Management: $214,761
- Code Review 3rd Party CCI: $35,500
- Asbestos Testing and IH for removal: $8,725
  
  Subtotal B: $1,326,269

**C CONSTRUCTION - BUILDING**

- Open Office Space: $5,575,047
- AHU Replace/heat exch/radiant removal: $1,000,000
- Paint & Patch Only: $164,430
- Hazardous Material abatement: $71,604
- Security: $44,566
  
  Subtotal C: $6,855,648

**D EQUIPMENT AND FURNISHINGS**

- A/V Equipment New Bldg: $421,227
- Furnishings new Bldg: $0
- Telecom/IS: $399,256
  
  Subtotal D: $820,483

**E MISCELLANEOUS**

- Public Art: $0
  
  Subtotal E: $69,878

**SUBTOTAL - B THROUGH E**

$9,072,277

**PROGRAM CONTINGENCY**

$907,228

**SUBTOTAL PROGRAM BUDGET**

$9,979,505

**Assumptions**

- Moves are into newly renovated space, no other moves included.
- Fitzsimons Building: 1st Floor West, 2nd Floor West, Ground West, and Ground North.
- New finished space priced as open office space.
- Used Fitz 4W and 5W unit prices and added inflation.
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**V1. APPENDICES**

**CU ANSCHUTZ Space Guidelines: Workplace**

**OVERVIEW**

Optimizing current and future space on the CU Anschutz Medical Campus ensures that these important physical resources are utilized efficiently and effectively. Accordingly, the following Workplace Space Guidelines (WSG) were developed to assist the university community in establishing equitable, consistent, efficient, and flexible planning and design parameters, and to support sound management decisions regarding space allocations for both new construction and renovations of existing facilities. Existing facility space that is not consistent with the guidelines is grandfathered in until significant renovation are required. However, it is also recognized that due to the age and internal configuration of many existing facilities, future renovations consistent with the space guidelines may not be achievable.

The WSG is not a university policy, nor do they guarantee any faculty, administrator, student or staff a particular space type and size. Instead, the space recommendations outlined in this document are intended to guide the assignment, planning, and design of university workplaces. As such, the guidelines define space typologies and assignable area maximums.

All university space, whether owned or leased, is a resource held by the Chancellor that s/he or their designee apportions to vice-chancellors and school/college deans to best meet campus-wide mission and strategic needs.

The Vice Chancellors, Provost, and Deans have the authority and responsibility to assign or re-assign existing apportioned unit space consistent with the original function/use of the space and the guidelines. However, unit space no longer needed to house its original assigned function (i.e., unit relocation) reverts to the Chancellor for reassignment.

Internal unit space issues should be addressed within the unit. The Campus Space Committee, chaired by the Senior VC of Administration and Finance, is a resource available to all units and, if requested, can serve in an advisory and dispute resolution role. Unit space disputes not resolved internally should be reviewed and resolved by the Chancellor, under the advisement of the CU Anschutz Executive Space Committee, co-chaired by the Provost and Senior Vice Chancellor for Administration and Finance.
OBJECTIVES

The university intends to provide academic and administrative departments with quality work environments that support users, and program operations preserve the value of space, promotes wellbeing and sustainability, and reduces operation and maintenance costs. The design of workplaces should sustain and improve productivity, collaboration, and communication. The space guidelines should be seen as a living document that is periodically updated to meet university needs and objectives. New facility construction and necessary renovations of existing facilities should address:

**Spatial Equity:** Across campus, all workspace is allocated, renovated or built in an equitable manner to meet functional needs of the users.

**Healthfulness:** Workspace located in a healthy environment with individual access to daylight, water and is free of harmful contaminants and excessive noise.

**Efficiency:** Workspace is allocated and planned to maximize utilization of facility resources.

**Flexibility:** Workspace planning incorporates flexibility to meet current needs and accommodate changing needs and functionality.

**Technology Connectivity:** Workspace allows easy communication between distributed co-workers while allowing simultaneous access to data.

All university OIP project directors and Facility project managers must refer to the guidelines when working with university units and external consultancies during the planning and design phases of all new building construction or renovation of university facilities.

SPACE PLANNING PROCESS

Any university unit proposing the development of new space or the physical modification of assigned existing space¹ must submit a completed Services Request Form, which is available in the Office of Institutional Planning (OIP) website². The service request will be reviewed for completeness of information and to ensure a funding source is identified. Once processed and approved by Senior VC Administration & Finance, OIP planners and architects will work with the requesting client group to develop initial space plan options to meet the needs of the proposed

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¹ Does not include decorative renovations such as patch and paint, new flooring, furniture and appliances, and IT/AV upgrades.

² [http://www.ucdenver.edu/about/departments/InstitutionalPlanning/servicesrequest/Pages/form.aspx](http://www.ucdenver.edu/about/departments/InstitutionalPlanning/servicesrequest/Pages/form.aspx)
users while ensuring the concepts are consistent with campus guidelines and norms. During the space planning phase, any request to exceed space guidelines must be reviewed and approved by the CU Anschutz Executive Space Committee, or the Chancellor.

Space planning efforts (>2M) cannot progress into project design development and implementation phase until the space plan is approved by the unit head and campus leadership, and has available adequate funding. Lastly, projects >2M require CU Board of Regents approval of a program plan and spending authority.

**OFFICE | WORKSTATION GUIDELINES**

The following guidelines describe the space typology, size and occupant capacity for various work environments and ancillary spaces used by CU Anschutz Medical Campus and developed with the understanding of the following considerations:

- Workplace design on the guiding principles and the assignment of an office should be based, in general, on the functions of employees, rather than job title.

- Preserving flexibility over time may require the application of a modular planning approach. For example, co-locating offices of similar sizes and furniture configurations can be very useful for controlling costs and addressing future needs and changes in academic and other programs.

- Placement of enclosed offices in the building core rather than along the exterior of the buildings provides efficiencies in heating and cooling and maximizes light penetration for all building occupants, as well as compliments the flexibility noted above.

- Units and individuals are encouraged to eliminate excess paper by sorting, purging and archiving their documents. Promote conversion to electronic data collection and retention whenever possible to reduce space pressures on and increase the utility of existing workspace.

- Schools/Colleges and administrative units are encouraged to review workspace allocation and update rosters regularly to make sure that current utilization is appropriate and required reallocations are accommodated and documented. Whenever space uses and physical configuration changes occur the designated reviewer of each school/college, and administrative unit should contact the university’s Office of Institutional Planning.

The guidelines address office, workspaces, and workplace-related accessory areas that are consistent with standards at other institutions, and represent the current approach to defining and
Applying workplace space by the university. The guidelines may be refined or expanded upon at the recommendation of the chancellor, or their designee, to address changing institutional needs, and advances in workplace design.

**Work Space Layouts**

Preferred designs that improve workspace quality, employee productivity, building efficiency, and decrease short and long-term costs are preferred. All workspace layouts should enhance user satisfaction and productivity by allowing natural light to be shared by more employees, increase visibility and view-lines, and promote teamwork and information sharing.

Numerous studies of active, open workplaces have found these environments to be the most effective spaces in bringing people together, removing barriers, and increasing collaboration, while also providing sufficient privacy for people to feel safe and not fear being overheard or interrupted. These workplaces positively affect the pattern of interactions and collaboration and increase informal communication.

However, studies have also shown that the open workplace layout does not guarantee overall increases in productivity, occupancy or NASF reductions, as designs must include a variety of common spaces, such as huddle, breakout, meeting, and private communication and teleconferencing rooms that would normally occur in a private, enclosed office.

**Space Allocation**

The type of work an individual performs, the level of responsibility, and their time appointment (full-time vs. part-time, seasonal vs. year-round) should be the basis for determining whether to allocate a private office, a shared office, an open workstation, or a landing zone. The university provides only one assigned office or workspace per person—including assignments in leased space and affiliated hospitals—unless authorized by the campus chancellor, or their designee. The following provides general descriptions, sizes and utilization standards for various types of workspaces at CU Anschutz.

**Executive Private Office**

Executive private offices are for the academic unit and senior administrative leadership with functions that require high levels of privacy (need for frequent confidential meetings and working with sensitive materials) and enough space to meet with 8 or more individuals. Typical assignments may include the chancellor, provost, vice chancellors, and deans.
Large Private Office
Large private offices are for academic unit and administrative leadership (1.0 FTE) with functions that require high levels of privacy and adequate space to meet with four to six individuals. The typical assignment may include department chairs, center and institute directors, and associate/assistant vice chancellors.

Private Office
Private offices are for faculty, as well as staff (1.0 FTE) that require high levels of privacy. The typical assignment may include faculty, division heads, department/office directors and academic administration.

Shared Office
Shared private offices are for staff and faculty below 0.5 FTE that require some level of privacy. The typical assignment may include adjunct faculty, emeritus faculty, visiting scholars, interns, graduate teaching/research assistants and professional staff managers.

Workstations
Workstations are recommended for all staff, students, and some faculty (1.0 FTE) whose functions do not require enclosed space and who can use breakout and conference rooms for discussions that require high levels of privacy. The typical assignment may include professional staff, academic professionals, and administrative assistant staff.

Shared Workstations
Shared open workstations are encouraged for all staff, students, and faculty below 0.5 FTE whose functions typically do not require privacy. The typical assignment may include professional staff, support/clerical staff, student employees, and interns.

Landing Zone
Assigned landing zones are workstations, either enclosed or open, for administration and faculty who work on multiple campuses, and have an office at their primary campus, and require a dedicated workspace on other campuses.

Unassigned landing zones are small open workstations available to administration, faculty, students, staff, and guests visiting a unit who need a short-term workspace.
WORKPLACE ACCESSORY SPACES

Work environments include a variety of additional associated spaces that are essential to everyday workplace functions and creating a work environment that promotes collaboration, and health and wellbeing. The appropriate planning and design of these accessory spaces are especially valuable in open workplace environments.

Conference Rooms

Conference Rooms are meeting spaces planned for six to twenty-eight people, with an area range of approximately 20 – 30 NASF per person. The general meeting space contains a conference table; guest chairs; audio/visual equipment; screen/monitor(s); and whiteboards. Medium and Large conference rooms usually have a greater NASF per person to accommodate a storage credenza/food service area and other conferencing needs as required. Smaller conference rooms rarely contain a storage credenza/food service area. However, all meeting rooms must be planned to accommodate ADA access throughout the space.

For these guidelines, three conference room sizes are proposed:
- **Small Conference Room**: Six to nine people at a range of 20 NASF per person.
- **Medium Conference Room**: 10 – 17 people at a range of 20 - 26 NASF per person.
- **Large Conference Room**: 18+ people at a range of 20 - 26 NASF per person.

The number and size of conference rooms provided within a given workplace will depend on the workspace typology—a predominantly private office or open workspace environment—and a demonstrated unit need by FTE. The following numbers serve as a framework for determining the number of conference rooms per FTE.

**Predominantly Private Office Layout:**
- One (1) conference room per 20 FTE

**Predominately Open Workspace Environment:**
- One (1) conference room per 10 FTE

The mix of conference room sizes is largely dependent on unit need, function, available area, and budget. However, many of the peer and aspirational research universities reviewed recommended the following mix: two-thirds (2/3) of conference spaces should be medium to large rooms, and one-third (1/3) small rooms. Alternately, some institutions allowed all conference rooms to be large, provided they were divisible into smaller rooms. The feasibility of doing this is dependent upon requirements for soundproofing, IT, and access. Many institutions also recommend including one large conference room per building floor.
Huddle | Breakout | Solution Rooms

Huddle, Breakout, and Solution rooms are an integral part of the open workplace environment. Solution rooms provide faculty and staff a quiet, informal area for private conversations, small group conference calls, quiet work, and focused teamwork. Solution rooms are not assigned or scheduled and are available to all employees at any time, when not already occupied. Solution rooms should contain a table and chairs, whiteboard, and data jacks for phone and network connections. These rooms should accommodate three to five people with a range of 16-20 NASF per person. All solution rooms should be ADA accessible.

Phone Rooms

Phone Rooms are small enclosed spaces provided as a shared amenity in predominantly open workspace environments for staff and faculty who might need a private, quiet space for a telephone conversation. Phone rooms should accommodate one to two people at 16 – 20 NASF per seat. All phone rooms should be ADA accessible.

Community Spaces

Community spaces include kitchens, break rooms, and lounge areas, and they are a valuable asset in any workplace environment. Since the construction of small kitchens and break rooms for every department is an inefficient use of space and resources, the guidelines recommend the development of centralized community spaces that provides equity across departments and ensures all employees have access to a kitchen and break area. The size of community spaces varies based on floor area, FTEs, and budget.
SPACE PLANNING GUIDELINE SUMMARY

Range of Square Footage

The guidelines establish a recommended range of space sizes (square footage) by type to allow flexibility in space assignment decisions. For example, a unit may assign a small office to a full-time faculty who is more likely to spend time working in a clinic or research lab, than in their office. Conversely, an individual may be assigned a workspace at the upper end of the range to accommodate the frequent meetings with multiple people required of their job.

Space-per-Person

All workspace is sized to meet a recommended maximum space per person based on space type, job function and requirements, and the occupant position/title. For example, the recommended maximum space per person for an administrative unit director is 120 NASF, while a full-time staff person is 60 NASF. Private versus share office assignment is primarily driven by office utilization, including factors such as; clinical activity, research load and type, FTE, and in some cases faculty rank. It is accepted that Professors and Associate Professors will have a private office. Assistant Professors would typically have private offices unless activity patterns or college/school and campus space considerations deem otherwise. Instructors and Senior Instructors would be assigned shared space but may have a single office contingent on space availability and activity patterns.

However, the guidelines define the maximum NASF an individual in a particular role or function should occupy, and do not guarantee that any employee or affiliate of the University will receive a specific workspace type or amount of square feet.
## CU ANSCHUTZ MEDICAL CAMPUS

### WORK SPACE GUIDELINES

<table>
<thead>
<tr>
<th>ROOM OCCUPANT by TYPE</th>
<th>RECOMMENDED SPACE TYPE</th>
<th>MAXIMUM RECOMMENDED NASF per PERSON*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXECUTIVE</strong></td>
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<td></td>
</tr>
<tr>
<td>Chancellor</td>
<td>Private Office</td>
<td>420</td>
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<tr>
<td>Provost, Vice Chancellors</td>
<td>Private Office</td>
<td>300</td>
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<tr>
<td><strong>ACADEMIC UNITS</strong></td>
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<tr>
<td>Dean</td>
<td>Private Office</td>
<td>240</td>
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<tr>
<td>Associate or Assistant Dean</td>
<td>Private Office</td>
<td>150</td>
</tr>
<tr>
<td>Department Chairperson</td>
<td>Private Office</td>
<td>150</td>
</tr>
<tr>
<td>Faculty, Tenure Track, Research, Clinical Practice Series</td>
<td>Private Office</td>
<td>120</td>
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<tr>
<td>Faculty, Clinical (≥50% In hospitals)</td>
<td>Private Office or Landing Office</td>
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</tr>
<tr>
<td>Unit Administrative Manager or Director</td>
<td>Shared Office or Private Office**</td>
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</tr>
<tr>
<td>Faculty, Non-Tenure Track, (e.g. Lecturer III &amp; IV)</td>
<td>Shared Office or Station*</td>
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<tr>
<td>Faculty, Visiting or Consulting</td>
<td>Shared Office or Station*</td>
<td>60</td>
</tr>
<tr>
<td>Faculty, Emeritus (Active)</td>
<td>Shared Office or Station*</td>
<td>60-90</td>
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<tr>
<td>Fellow, Lecturer I &amp; II, Visiting Scholar</td>
<td>Shared Office or Station*</td>
<td>60</td>
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<tr>
<td>Technician, Associate, or Specialist (PRA)</td>
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<tr>
<td>Research Fellow</td>
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<tr>
<td>Staff, Professional (Full Time)</td>
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<td>Staff, Administrative Support (Part Time)</td>
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<td>Graduate Student Instructor</td>
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<td>Graduate Student Research Assistant</td>
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<td>Temporary or Student Staff</td>
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<td><strong>ADMINISTRATIVE UNITS</strong></td>
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<tr>
<td>Associate or Assistant Vice Chancellor</td>
<td>Private Office</td>
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<tr>
<td>Director</td>
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<tr>
<td>Associate or Assistant Directors</td>
<td>Shared Office or Private Office**</td>
<td>90-120</td>
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<tr>
<td>Managers</td>
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<td>Staff, Professional (Full Time)</td>
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<tr>
<td>Staff, Administrative Support (Full Time)</td>
<td>Shared Office or Station*</td>
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<td>Staff, Administrative Support (Part Time)</td>
<td>Shared Office or Station*</td>
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</tr>
<tr>
<td>Temporary or Student Staff</td>
<td>Shared Office or Station*</td>
<td>30-60</td>
</tr>
<tr>
<td><strong>Space Type to be determined by Unit Leadership</strong></td>
<td></td>
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</tr>
</tbody>
</table>

* Based on a 30’ module
DEFINITIONS:

Net Assignable Square Feet (NASF): area of a building suitable for occupancy measured from the interior walls, including closets and small circulation corridors within assignable space. Excludes central corridors, bathrooms, and other non-assignable space.

Building: a roofed structure for the permanent or temporary shelter of persons, equipment, animals, plants, etc.

Facilities: any property, including buildings that are owned or controlled by CU Anschutz.

Office Facilities: are individual, multi-person or workstation spaces specifically assigned to academic, administrative, and service functions of the university.

Office: a space housing administrative, academic, staff, graduate and teaching assistants and students working at one or more desks or workstations. An office is assigned to one or more persons as a workstation or work area. It may be equipped with desks, chairs, tables, bookcases, filing cabinets, computer workstations, or other office equipment. NOTE: This does not include office service, conference room or conference services space.

Room: an interior building space defined by permanent walls, floor, ceiling, and doorway. Floor-to-ceiling height of an area may vary but cannot be less than 6’ to qualify as a room.

Space Guidelines: distinct categories of space criteria detailed in the Office of Institutional Planning website: http://www.ucdenver.edu/about/departments/InstitutionalPlanning/Pages/AboutUs.aspx

Unit: a unit is a subset of CU Anschutz, and it may be a school or college, office or other distinct operational activity/entity, such as a center or institute.