

>> Hi, everybody. And welcome to our admin essential series. My name is Becky Willis and I'm a brand-new program specialist at AUCD. So thank you everyone for joining us today. This event will be a round table discussion on the topic of moving offices. We hope our content experts can help solve some problems and challenges, share promising practices and collect resources during the course of this discussion. And based on this round table, I will create a tip sheet that is created and disseminated to the network.

A few logistical items, this round take is being recorded and will be available later on AUCD's website following the event. We ask people if they are able to turn on their cameras to encourage better discussion. Please mute yourself to prevent background noise. Feel free to use the chat box to engage in conversation but you can jump in if you have something to add. And there will also be a short evaluation survey at the close of this event. We invite you to provide any feedback you have on the round table and provide suggestions for future topics potentially for our admin essential series.

Aced

We invited Bruce Keisling from the University of Tennessee health science center p. And Amy Hewitt at the University of Minnesota to share their expertise and to support this conversation. So if you guys want to take a moment to introduce yourselves and give a little bit of background on your experience with moving offices maybe when your move took place and what was the motivation for your move and what kind of themes or takeaways you have from your move and we can move into our discussion. So, Bruce, I guess, first

>> Sure, I think Amy and I have made this comment once before but it bears repeating. We do not consider ourselves subject matter experts. I think we would say our scars have healed and so we are here to share a little bit about that process of moving across a university and a large bureaucracy for what it's worth.

Our move occurred a little over a year ago, March 2021. We had occupied the same building for 51 years on the medical school's campus. We were one of the original 19 centers that were built out by the Kennedy administration dollars. We had folks living in a spot for a very, very long time. So that was one context of the challenges that we faced.

The move was brought on by the university. Certainly the building was old and in need of repair, but as part of a campus master plan the building was demolished to create housing for students which was sorely needed and created the opportunity for us to move closer in the central part of campus and be collocated with other similar programs.

Some quick tips I would have that we can expound. For me it was managing faculty and staff's anxiety. The process of moving was -- occurred over five years and only in the last two years did that involve actually doing things. A lot of talking. A lot of variable time lines. Variable sources of communication and sort of a slow/fast, slow, slow, fast, slow, time line as competing interests and priorities would rise to the surface with regards to the university. Some of that was funding and some of that was just sort of the jigsaw puzzle of where do people go when other people are displaced. That sort of thing. I would say you can't start too early in planning. Spending time inventorying who you have and what you have and realize when you have been in a building for a long time, you will

discover things you didn't know you had that were lurking about. No one threw anything away. They pushed it into another room or closet. So kind of following that line of kind of looking at what you got and what your needs are going to be.

There are hidden costs in moving that we didn't anticipate. Things like changing your address with state licensure, marketing, print materials telephone and answering services if you have a clinic to take that into account and get the guarantees that you can on the front end with the University of Covering some of those costs. And then finally I had a list of players that I was involved in over the last couple of years. The most important being what we call space yiewtlization here and -- yiewtlization here -- outlization here. It's really important to develop a relationship where they understand who you are and what your mission is. They are really your advocate at the university level to get the best space possible that will meet your needs most efficiently. If they don't understand you well, this reconstantly reacting to the latest crisis and resource demands that are being placed upon them.

For us we needed relationships with folks like surplus. We got rid of over 1,000 items of furniture.

Destruction or migration of records. We ended up destroying 35,000 medical records that went back to 1964. That was many memos and consultations with legal and the state. But we simply weren't going to be able to move that bulk of paper in our new location.

IT, phones, website, marketing, and then two interesting ones we ran across is your university probably has some kind of department that deals with archival information and historical artifacts. We found quite a few in the process of sort of going through the building. And deciding how those were going to be dispensed whether they are stored, they were going to be returned to a family of origin that donated them at some point in time. And then keeping in mind your donors. Folks that have thrill anthropic efforts with your pro-- philanthropic efforts with your program. Keeping them advised the best possible with the process and finding a way to ensure that honoring their donations and their contributions to your program will still have a visible outward face in the new space is something we needed to work toward and frankly we are still doing that as we wait for a temporary clinic to become a permanent situation for us.

Those were some of the key points I had as takeaways from our own experience

>> I had the luck of the draw that we moved after Bruce did and so I could call him up and say, can you believe this? He was a support to me through the process. I'm Amy Hewitt from the University of Minnesota's Institute on Community Integration. Our story is very different from Bruce's. When I became the director of ICI about three and a half years ago, it was a huge priority of mine for us to find better space for our staff. We were in what is now the second oldest building on campus that was built in 1889. Had been in that building for 36 years. We were one of the latest UCED to be funded. We had out grown that building about 20 years ago, literally.

So my strategy first was to make those relationships that Bruce was talking about to find the people on campus who I felt strongly had a formula of how they used the built-in environment in allocated space per FTE. Someone had to have that on our campus. So I finally found my way to that person who came out and did a walk through with me. The first thing we were able to do was to get the basement condemned. Our basement would flood, water, foot, foot and a half at least two or three times a year.

There was black mold everywhere. Three-fourths or more of our staff were on antihistamines routinely. It was clear it was a bad place.

So she helped me do what needed to be done to get the basement condemned and we got it condemned and that meant a third of our staff had to move into a building that was already way, way too small for us.

Simultaneous to that programmatically we had been engaged in conversations about gearing towards applying for an IDDRC on our campus because our UCED is very community focused, always done or our work in our community. Had no formal connections to our med school or any of the clinics. We saw some advantage to coming together around clinical research.

So we moved in October of 2020. And it was a little over two years start to finish from concept to the university purchasing the old shiner's hospital which is on this beautiful 13 acres plot of land on the river. They gutted it and completely re-did it for our center to move in. We take up about half of the space. And then all of the neuro developmental disability clinics, all of the researchers that are in the neuro developmental disability arena came and so we are all -- some of our institute on child development folks are there, we are all going to come together in this new building.

The university just very quickly raised the money so there was good and bad in that. A good thing in that is that we had never been connected to our university foundation, never really had any focus on filling thrippic dollar -- philanthropic dollars coming into our institute. Those relationships have been built and we've gotten some pretty sizable gifts which was just luck of the draw.

Then the down side really is all of these new people in a building that we had to share and we never shared a building before. Not only the building and having to share the building, but extremely different organizational cultures on the medical side of our campus. We are in the College of Education and human development. So one of our biggest things is literally the project was so fast tracked that we -- these partners -- I mean, I spent more time talking about building, furniture. Just everything about where people were going to be sitting and how it was going to be constructed and colors and that by the time we got in that building we hadn't thought about all of the programmatic connections and we are finally there now but that was a big lesson learned for us.

Like Bruce, I don't think anything from ICI ever in its 36 year history was thrown away. We had very -- if you were lucky to have a closed door office, it was very big. We just had a ton of storage in people's actual offices that we didn't plan for in this new -- we planned for our storage closets but not for everything that had been stored in people's individual offices. So that was another lesson learned is how are we going to reduce the amount of storage because we knew we needed to do that but do that in a realistic way. That was another big piece.

Then we built this great new building but all of the designs and everything were in place. The ship had sailed before COVID and I'm pretty sure it might look a little different post COVID, but the university was -- it was once the ship sails, you are on this path to getting it done.

So we have just a really different building environment. It's designed to be shared collaborative space. There is new work kind of ethics and rules around how you respect people who -- many of our staff don't have permanent spaces any more. They have drop down spaces depending on when they come,

how many days a week they are in the office, or if they are in the office just periodically. People who have closed door spaces have very small offices with no windows. They are all the same size. The building is designed for us to be out and mingling amongst one another. That's taken a lot of time for people to get used to.

We didn't plan wisely enough -- well, even if you are a touch down person, you kind of want to hook your laptop to a big monitor. So we had all of these touchdown spaces and no capacity for people to have a screen in front of them, those kinds of things. That whole building anew and thinking about everything you have to plan for.

For us on the cost side, I don't understand it but it didn't cost me any money. Didn't cost me a penny for us to move. Just it became a university project and when it's a university project, like they pay for everything. So our move was paid for. Our -- all of our new furnishing were pay for. We were not allowed to bring anything with us. So you could have just bought a brand-new chair but it could not enter that new building. Those were -- it was great. It didn't -- I suspect that it's not a typical thing. And then the only other cultural piece I would say is our program is very life course. We were moving in with people who only study kids and/or only clinically treat kids. So it just feels like we are on this constant, constant messaging around this isn't just a building on campus that meets the needs of kids. We are life course.

I will stop there because I know we are interested in hearing your questions. And helping you think through what you are hoping for.

>> Hi, this is Nicole from Virginia. This is super interesting because we are in this process right now where we are in a little bit of a different situation because we are not on campus right now. We do not reside on Virginia Commonwealth University's campus. We are moving to another building. We were in a city building right now. What I was going to ask and I know, Amy, you said it didn't cost you anything to move which is amazing, but because we are not there, I was curious to see if anyone out there could share costs of moving. I know it's going to vary from state to state and size and things. I would like to get an idea. We are getting quotes right now but it's going to take awhile to get those.

>> We were similar to Amy. We are having to pay for some sort of unintended back costs in terms of setting up technology and that sort of thing. The front end was all done by the university as well. We were fortunate enough we now occupy what was once the College of Nursing space. They themselves got a brand-new building and marching orders to not move furniture which was a serious upgrade to our furniture which we then left behind. We pillaged several floors over the course of several weeks and thankfully got the better hand-me-downs as far as that one. I can't help you with the moving costs there.

>> And Nicole, I should clarify. Over that 36 years we certainly paid for our move in our indirect costs.

>> I do not doubt that at all. I do not doubt that at all.

I think we were in a little bit of a different situation because we are not on campus and we are not moving to campus because of indirect costs. I was curious about that. We definitely -- we here have already started cleaning stuff out and purging things and -- we were on the 11th and 10th floors and now on the first floor because someone bought our building and made all of the above floors

apartments. So we have been through one move about ten years ago and even with that we brought stuff from the 90s over with us so we aren't going to do that again.

>> Nicole, I would reach out to the director of the Arkansas UCED. They moved -- it's been a couple of years but more recently than that from a downtown spot by the Mississippi River to more of west Little Rock. I think that was a big cost savings on their part. They had to operate sort of several hours away from the main campus of which they are now housed.

>> We are moving from downtown which is very costly because downtown Richmond, the real estate is very expensive. Parking is a hassle, you know everything about being in a city and moving west, not as far as what they did two hours, but just west of campus and we have kind of an area that we need to stay within. So it is interesting. So that's a great -- that is a good idea for you. I know it's different with it not being on campus. Thank you for that idea to reach out to them.

>> Because and I sort of laughingly talked about all of the stuff that had to be purged. Thank goodness that we were under COVID restrictions because if we hadn't been under COVID restrictions, I'm not sure we planned far enough in advance for that purging. I don't think you can plan too far in advance. In fact, if moving isn't even on your radar, I would start purging now. And just have a couple of purge days to just start clearing stuff out.

I can't tell you how hard that was. The pickup, we had so much to purge we were overextending how much the pick up people could take. It extended the length of time because we didn't realize that there were restrictions on how much the university could pick up at any given time.

The other thing is we tried to give as much of it away to anybody which thought might want it. It was hard and takes a lot of time. I would build some incentives into your staff and some funny games. We did -- we would sort of who found the oldest thing or who found the weirdest thing that kind of stuff that kept people going.

>> It was definitely a family affair. A lot of weekend. We were rocking 31 shredded bins at a time. It was a massive amount of stuff. Of course, you have to have accounts set up through the university for that some of it is just getting the process to continually sort of re-load so you can keep things going and moving forward.

One thing we didn't do that I thought about after the fact would be if you think that you got a lot of that sort of stuff to go through or you also got interesting archival information, I thought about bringing together a group of retirees or alumni from the center to sort of help manage some of that. A lot of them have a stake in the center and a lot of them have a love for the center. Thinking about a way that a small group of them might help volunteer to be sort of an ambassadors to the university and help you navigate some of the going through of things and sorting those things out.

Yeah, we were amazed at what people would leave behind decades later, personal items, family Bibles, we would have to get on-line and find obituaries to see if people had passed or were still in the area. It's a function of size I guess how many moves you have had. Maybe to think about whether retirees might place some significant role in helping out and maybe have some institutional memory to connect dots and relationships for you all

>> We did do some of that, Bruce. All of the past directors, we saved some piles for. Although I

inherited a lot of stuff from them that they had gone through. But another thing about that purging is if you could come up with parameters or rules that everybody followed upfront. I will give you some examples.

Two things for us were if it's a book and you can get it in the library and you haven't used it in the last two years, you don't need to keep it it can be donated somewhere. If it was an article and it's on-line readily accessible to you, we paid people to sort of go through and just see if they could find stuff on-line and in libraries.

And then all of that was really at the discretion of the employee, but we did give them parameters and that pushed some -- there was one person that is surrounded by her boxes, floor to ceiling, in our new space but she didn't get any more space. And then there is me where I probably overpurged because I'm a purger. So something in the middle but that's reasonable and there are some parameters to it. The day I had to get rid of all of my journals was really hard for me. I did it. I persevered. That would just be a word of advice to at least have your leadership staff agree on some parameters.

>> For us it was more cost effective oftentimes to shred and destroy things but we did have a very nice sort of genetic repository of paper charts that division negotiated with the university digitizing everything and/or getting it to a secured off campus location. But that was at considerable expense. So some of it is thinking about what's the research value of some of the data and some of the materials that you have and trying to convince folks within the university system of kind of the cost benefit analysis of keeping retaining or transforming some of that data into something that can be kept. The other thing is that if you are fortunate to be on this call and 10, 15 years out I wished we had worked more philanthropically to create an opportunity to have a cash flow that we could have bank rolled this more ourselves. I think we would have had more control over where we ended up, what it looked like, building fund, something that you kind of have in terms of endowments that you can build upon. We were more at the mercy of available space and different configurations so that takes a long run rate. We weren't going to be able to avail ourselves of that. We might in the next generation that will outlive our work lives where the College of Medicine will have a build of series of buildings. To be at the table as soon as you can with that.

>> I was going to say I'm following Brenda, the director and he is not a saver. We are in pretty good shape. Even though we haven't moved. And I guess just a suggestion, we play office roulette a lot. I've been here 25 years and I've had ten different offices. And actually I've moved fewer times than many other folks have. When they have to move from this office to that office, they purge on their own a lot of times. So I think that's a good one.

Then somebody put in the chat about hiring students to scan documents. And we have done that. We used to have every grant that was ever written for the entire history of the center in binders along the shelf. And we hired student workers or other folks that could do the scanning and so we moved to a lot of electronic kinds of things.

Our problem -- and maybe one of the reasons that we are purging is because we are cramped into the tiniest space that we could possibly be in. We've actually started offering people the opportunity to work from home simply because we don't have enough office space. Our university probably like every

other university has little spaces squirreled away here and there and nobody wants to give up their space. And nobody in the administration will tell anybody they have to give up their space. And so we are right at the very beginning I think, Amy, is the process you talked about where we aren't going to condemn anything, we are definitely going to be fostering some of those relationships.

How do you suggest we plead our case and talk about being important and all of those kinds of things?

>> To me, what we did, one, I identified the total indirect that we provided to the university. That number is pretty powerful.

There is a formula somewhere there where you can say, okay, we have "X" number of FTE and this is how much-square-footage we have. And you are not following your own policy by not providing us with the same amount of square footage.

I also -- when you are in a building that was built in the late 1800s, no matter how hard you tried it's not accessible. I really used that because we have a number of people who use power chairs that work for us and one, it was destroying the beautiful woodwork in the building. And two, it just couldn't be made accessible. I used that argument quite a lot.

I can't think of any other tricks other than the whole community service component. You know, universities sometimes struggle to meet the community service in outreach aspects of their missions and university UCEDs are a place where that happens. That's all we do. I used that and the research as two of the arguments around university mission. That was helpful.

>> About the same here. We kind of reviewed the strategic plan at the university and the college and tried to demonstrate our alignment in how we sort of solve some of their needs in that regard. I will tell you after being in the same place for 51 years and kind of create the people and the -- of people squatting and living their lives, it's a little bit of a coal shock to the system to meet space yiewtlization and the actuarial they will put on people in terms of how much-square-footage you have, what do you do? How often are you here? Learning a little bit more about that and helping prepare your staff for that I think is key.

We are in sort of a conventional office space now that looks like an ice cube tray full of offices and a lot of white noise makers outside of them. The old culture was if you didn't like your neighbor, go find another hallway to live in. We have 85,000 square feet in this monstrously big building and that's all gone. Realizing and learning a little bit about how the university sort of does the math as Amy said, does the formula, I think you can kind of -- better for you to work and solve your own problems than for them to come in and do that for you as much as possible.

>> I wasn't very good at thinking about the motional side of the move for our staff. I've worked at ICI for 33 years and I couldn't wait to get out of there and I haven't missed that building for 30 seconds. Yet a lot of people feel very differently than me. I could have done a better job at gauging the range of those emotions and planning for the range of those emotions. It's not that I wasn't kind and empathetic and all of that, but it did come down to we are moving so you kinda gotta get on board with this. I thought in my head we might lose five employees over the move because there were so many people

who didn't want to move. We haven't lost anybody. Even though they were very adamant about it. Because we moved slightly off of campus. And we were in the heart of the campus. And you could walk to 20 different places for lunch. You had to park a half a mile away and walk in, but you could go grab lunch a lot of places. When things weren't happening on campus, you saw it happening. And we are maybe about a half a mile from where we were but we are off -- we were technically considered on campus, but we are off campus in the eyes of our staff.

Now that said, I park in a garage and I walk right into the building and in the middle of the winter I can wear Birkenstocks because we are so -- there are so many perks to the building. And then we are right on the river so people can exercise. There is a little canteen so if you forget to bring lunch you can buy a salad or whatever. It all worked out, but the buildup was just filled with intense anxiety and emotion.

>> Same for us. I would say we've lost some folks and that probably wasn't the only reason, but it certainly was a contributing factor to go from the edge of campus off by ourselves, our own parking lot that was free and a big space to now we pay for parking, we are in a large tower but we are central to campus.

As an administrator, frankly, I'm really happy with the move. We are closer together and to me that means greater accountability and visibility as well. So I have appreciated that. I've learned more about what my staff need and what their strengths are and who is doing what and when. But I agree. The anxiety around the move and the implications for it were huge. Unlike -- where you move regularly, and I know other units that have moved within this building complex five or six times in the last ten years of our folks were not used to that. Felt like I wanted to hand out the little children's book, country mouse city mouse where we were country mouse and now we are in the city and we had to sort of adjust, indoor voice and, yes, the chancellor could be walking through at any minute. There is the vice chancellor and chief of staff downstairs at Starbucks. It's sort of a different per suspect for folks and some have -- per September and some have thrived and some adjusting, I would say

>> The other thing I hadn't really totally anticipated with our staff was the amenities that -- we have a lot of amenities. We used to not have any amenities. But they have to share those amenities with other people now.

So the ways in which we used to address the person who is not cleaning the sink or their dishes out of the sink. We knew who they were but we don't necessarily know who they are now. Those strategies we are trying to figure out with our new building mates.

Another thing is how space was assigned. I don't know about where you work, but in all of those years at Patty hall, the last thing you wanted to be on was the space committee and nobody wanted to talk about space because it was a hot topic. And the way space was allocated was by program area. So then people became very territorial. These offices are education policy and services. And you can't touch them. And yet they might have fewer staff than community living and employment but there was just this turf around who owned the space.

I was very clear when we moved that we were not allocating space based on projects, based on program area. We were allocating space based on the person and the need. That's been a whole shift. It does sort of bust up some of that turf-y silo stuff that was a -- I'm trying to still bust it up. And space is

a good way to do that. So we kind of have newer rules of space allocation. There is a pool and here is the pool and whoever has the need at the time, gets the slot.

>> Amy, this is Nicole from Virginia again and sorry, but we are like knee deep in this process and my office mate, we are both heading up the space committee. You can imagine we could talk to you until 8:00 tonight. What we both want to know is in having said what you just said, like how the space was allocated and you are now doing it rather than program area but doing it like whatever the person needs. How has that really gone? We are looking at each other, like, oh, my gosh, did that work?

>> It's worked so far. I mean there is one crabby person who is going to be crabby no matter what, you know?

>> Got a few.

>> And it's just worked because you can say this is the rule. There is no -- and you know, in our programs you lose a big center, well, we aren't going to hold that space for all of the staff that left because that center is gone. >> True.

>> It just has to be based on where the need is.

>> Are you -- was it you or Bruce who said that all -- everybody who had a closed door office, you said the buildout was no -- the same size, no windows, that was in your center?

>> That's ours. No window. All of the natural light and amenities are out in these more open shared collaborative spaces.

>> And for us it's a mix. The exteriors all have windows. We have a lot of closed office space. The interiors don't. The medical division director and I basically assigned everybody. And we took our lumps but we tried to do that in a way that there were pros and cons. Do you want a little office with a view of the Mississippi River? Or do you want a big office that doesn't have windows. What were your needs? What are you bringing with you? For us in the age of COVID, the bigger spaces could you meet with students and staff? And it's still an evolving process. We lost all of our one way observation mirrors with our clinics. So some of that is seeing how we settle out and then it's going to be me paying to punch holes in walls and making observation space which then we lose office space as a result but it's important for us to have that clinical piece for supervision.

And this space that we are in now wasn't actually the original proposed space we would move into. It's two down the road. It keeps showing you about the evolving nature of it all that creates anxiety for folks. Much more pleased in this space than where they originally were going to put us. When you can't afford to pay for it outright, you have to go with the chief of staff and kind of the prevailing winds and just try to develop those relationships, keep re-iterating the mission and talking about what the needs are.

>> Thank you.

>> I know on our end it was kind of opposite as I said of Bruce's situation where we got to design this building. I mean, we truly did. I'm not sure I would ever want to do that again it was not fun for me. It was not fun to talk about all of those details about everything. I survived it.

I will say that that collaborative process we ended up with some really -- we have these beautiful teleoutreach labs now in our UCED center. We have a beautiful green room studio thing. The clinics

have -- the design is just really cool. Every clinic has those two-way observational windows. Our lend fellows have so many more clinical opportunities than they used to right there.

Then the research part of our building, the clinical research part of our building is -- I don't even understand it all. It's got MRI machines and all kinds of clinical research gadgetry, I would say. If anybody ever is interested in even a video tour of it, I'm sure we could share components of it somehow and get it to you somehow. This is some interesting -- when you get to design it and work with the designers, you end up with something different than if you are given, here is a building you can't tear down the walls and can't do anything with it.

>> Sort of related to that, we used it as an opportunity as well to re-double our efforts with our children's hospital. Since our clinic is in sort of a temporary state of affairs, what can we do to work together to create some additional opportunities for clinical experiences if the Children's Hospital and the surrounding outpatient clinics. Even when our clinic gets finalized, we aren't going to give those up. We use that as an opportunity to broker with the department and sort of the larger piece of us from which we spring to see what else can we do in this interim? Oh, look, it's been productive and it's a mutual win-win. Let's keep this going.

I thought I saa hand or a mic

>> I was going to comment on space and allocating space. And I've recently become the beneficiary of the title -- the space king. Not something that I wanted. What we have done, we are re-writing our whole space allocation -- our space policy. And rather than have it just everything on my shoulders, I've got representatives from our different groups from the research group, from the services group, from the TA group and then other key players. So they are all welcomed to come and participate as we formulated our policy to give their input so then when it comes time to making a decision, the actual people who allocate that space, they will go down through the check list and see what the needs are. See what is available and make a decision and hopefully because we had some buy-in up front with that policy, hopefully it will be a little less painful. That's the plan.

>> I just have a question for you. We don't know if we are moving yet, but it's likely that there will be a new medical campus built -- may break ground in late 2024 and we may very well get space in there. So there is a whole lot of unknowns at this point. So the information -- what you have been talking about should be really helpful. We will move from an off campus location to what would be a fucampus downtown.

What I'm wondering specifically if any of you experience a change of cost rate as a result of the move?

>> Which I feel really lucky there, too, David. Everything on the medical, it's almost like they are two different universities. The medical health side of the world and CEHD. But I don't remember the word for it -- and then the other piece of this is you've got the four -- the clinical -- you know how on campuses the medical school partners with the health care entity and -- ours is now called M health. It's a merger between the University of Minnesota health and fairview and now they call themselves M health. That's true clinics that are not teaching. They are not about teaching clinics necessarily. So there is really three entities, the College of Education, human development, the med school and then

M health. They all have different rules, different rates, all that stuff. There is a group. It's called AWAKA. That works out all of that financial stuff. So we aren't paying any more to anybody. All of the indirect stays in our college. Everything runs like through our college. And the rent, if you will was all agreed upon pre-move.

So we were on campus and staying on campus in a new building.

>> It is helpful. Sorry, go ahead.

>> Same for us as well. There is no change in indirect -- you know, I realized we housed two different not for profits in our building though and both of those have since re-located to the larger Memphis area. One of them I think kind of went in with an overinflated sense of entitlement with the university about we have been in this building almost as long as the center has and we are sort of due via a gentleman's agreement you will continue to house us at no expense and they were met with -- they were met with some fierce resistance and moved on.

If you do have partnerships where people sublease your space or that you work with, you want to sort of invite them into the process as much as it makes sense. Realize it's sort of a new negotiation when a move like that happens with regards to space.

>> Makes good sense.

The one other question I had was since it's for many folks typical that you end up with -- especially moving from a big old space that you have less space in the new area, how do you address planning for growth?

>> So David, we actually have way more space than we did because when you apply the university's formula, we ended up with way more-square-footage. That was good. It's just the actual allocated space is less-square-footage per person. So my office is probably half what it was in Patty hall, but it's all I need. It's very efficient. There is not all of this inefficient space. Every nook and cranny is very efficient. It's not like we lost space. We just moved into space that's configured differently.

And then we plan for the university had a formula for this, too. Depending on how many people you have, your growth in the last five years then they reasonably from that predict how much growth space you have and that gets allocated to you. So they couldn't move anybody else in when we got to a certain point because we reached out threshold which included a bit of growth space.

I will tell you in the midst of all of this, the university implemented their flex work program. And so that has opened up a ton of space because I told people early on, if you are not here, if you are not here 75% of the time in your office, you are not getting a closed door office. And very few people were getting those anyway. Even the managers and the leadership staff, if you are not here 75% time, you aren't getting a closed door office. And now with the nicer cubicles and the nicest offices are the shared offices that used to be hotel rooms for this hospital. Even those now we just have kind of rules. You can still have your assigned space, but if we grow and you are choosing to work mostly from home, your space is up for grabs. I've told people that. Everybody had to sign these agreements about their work from home stuff and in that whole process that is what we shared with people like you can choose to work from home, but once you agree to that, if we hire somebody who wants to work in the office, your space will be given to them.

>> That's helpful. Thank you.

>> And we definitely gone down to a much smaller space. We do use kind of hotel offices for part-time folks and I've had some discussion with retirees who work with us but have a full time office and will be transitioning those who hotel spaces as well.

I think for any substantial growth or new grants or projects, I just head back to space yiewtlization and it's another conversation of being able to demonstrate my need. The trick would be where would it be and how close would it be uld it be to us. The feasibility of putting everybody right next to each other just wasn't possible. We would have to go back and ask for more space. It's about building that relationship and having them sort of see that need. You are right with the new bill the politics will be probably pretty heavy.S

>> It's going to be interesting. It helps that we moved out of a department and are in a center within the school of medicine now. So our reporting is higher up and that's helpful. We will see how it works and will let you know in the next few years.

>> I would say 99% of our support for this move and the cost was borne by the chief of staff. And the vice chancellor and not my Department of Pediatrics and not my College of Medicine. It's actually finding the people that hold the purse strings and the decision makers which oftentimes aren't the people in our immediate factually spheres.

>> Our main support and the person I'm in regular contact with is the assistant dean for finance. The chief financial guy for the school of med. He knows these little pockets that I never would have thought of.

>> David, I do want to say here in Virginia one of the reasons why we are not on campus is because of the indirect costs. And that is the reason why we are not moving on to campus because the indirect costs go way through the roof. And we have never been on campus here at VCU. So it's something that we can't do. And the university has agreed that we -- they would like for us to move if with other centers but they don't have space for us. And it didn't work out. We looked at some places so we are staying off of campus for that specific reason. I did think it was interesting that you had asked that question and it's interesting for me to hear from UCEDs that are -- your indirect costs are way more than ours here but it does complicate things quite a bit. We were negotiating with real estate agents and landlords. So we do not have the benefit of our university providing space and kind of behind us on that. We have VCU real estate brokers who are dealing with who are very nice and wonderful to deal with. It's a lot of negotiating so it's very interesting.

I'm with you, we will let you know how it goes in a few years.

>> You know, Nicole, we started out that way. We started out looking at a number of rental properties but we have 140 employees so the amount of square footage we had to rent was huge. It didn't take the college that long to figure out how much it would cost for it. We never paid our own rent.

>> We pay it all. We pay it all.

>> They are indirect. Wherever we are going to be, they were going to pay it. But the rent was going to be so expensive that us being off campus wasn't going to be an option for them.

>> Thank you. It's interesting to see how it's done in different states.

>> Jen, did I see you unmute earlier? Did you have a question? Or am I making that up?

>> No, I had just -- my name is Jen Daniels. I'm from the University of New Hampshire. At the institute on disability. And we are kind of -- I'm listening to you guys and we are in a unique situation. We have the institute on disability that is on campus in our New Hampshire location and I work in a satellite office an hour away in the City of Concord. So we kind of have to pay our own rent over there but half of our office is still on campus and we are looking at having to move pretty good possibility in about a year and a half when our lease is up where we are at and we just moved in 2019. COVID kind of knocked us all for a loop. A lot of people didn't come back. With very 10,000 square feet with like six people in it and nobody wants to come back to the office and work. So now we are just kind of sitting and staring at the space and I think the thought of subletting some of that space came up. The main reason for the space is so that we have large areas for meetings because we meet often with state partners and stuff.

So now we are just kind of sitting thinking and I'm listening to y'all now and I'm like, uh-oh, this is going to be fun. So that was it. I kind of contrasting what you all were saying there. It's going to be great.

>> Once you are through it, it feels good. I used to -- it took me months literally because I have to walk by one of our -- we went from a space where we had one refrigerator and two microwaves and no place to sit and eat anywhere. To this building where -- these are huge kitchens. There are two kitchens. There are four refrigerators and four microwaves, an oven and room for 50 people to sit in each one of them. And beautifully decorated. My favorite colors. And I would just laugh every day when I came into the office because it just was funny to me that we had such nice space.

Anyway. It was worth the pain.

>> I think that one of the things that's going to happen is the space that we are in is -- we have a place next door to us that manufactures engines for race trucks and they test occasionally. We do a lot of webinars and a lot of trainings and things like that the office space isn't the greatest so I know that I really have a feeling we will wind up having to move and I kind of taken it with my director's permission taken it upon myself and started really purging stuff out and Facebook yard sailing stuff wherever I can get rid of all of the extra stuff because there is 30 years of stuff that's been moved probably three times now. So we've definitely started trying to kind of condense and get rid of stuff and turn a lot of things into electronic copies because the home base kind of office really has all of the paper copy stuff and we really don't need it necessarily. So that's been super helpful and this move I think will be easier than the last one.

>> I think I'm one and done. I won't have to do it again.

>> Good way to think about it. I feel the same way.

>> I think this has been a great discussion and super interesting. If anyone has any parting thoughts just before we head to our 5:00 time. Would love to hear them.

>> I was looking for a photograph but I won't find it in time. We used to have this gigantic medical records with the two winding staircase. As we were leaving the building we spray painted on the floor, Elvis has left the building and we did and it is now gone. It took one little backhoe three months to take down that gigantic building. Change is inevitable. Provokes anxiety but a lot can come of it that's good.

We've really enjoyed being collocated with OT, PT and the office of medical education just a floor or two away. Have a new relationship with the office of equity and diversity. They now participate in our lend training with content. Just the proximity has created these neat opportunities that didn't exist when we were off by ourselves at the end of campus. Good luck, everybody.

>> Good luck.

>> Thank you so much. I went ahead and put the final survey in the chat box so if you want to take a moment to fill that out, that would be great. This was recorded and so we will put that on the website and send it out in an archived e-mail. Anything I'm missing, Jamie?

>> Nope. That's great. And thank you again to Bruce and Amy for talking about their experiences. I think as we are seeing in the chat really helpful and really informative and interesting. Thank you again for taking the time to talk to people about your experiences. >> Yeah, thank you so much.

>> All of the best for grad school.

>> Thank you.

>> Thank you, everybody. Have a great