Meeting of the San Francisco Division
Robert Newcomer, PhD, Chair

DRAFT MINUTES
May 13, 2013

The Meeting of the Division was called to order by Chair Newcomer on May 13, 2013 at 11:05 in room HSW 301. A quorum was present. The meeting was also available via video simulcast.

Special Orders
The minutes of June 21, 2012 meeting, the 2013-14 appointments to the standing committees (Attachment 1) and the creation of the new Sustainability Committee (Attachment 2) were approved via the consent calendar.

Announcements from the Division Chair – Robert Newcomer
Outgoing Committee Chairs and Special Recognition for Academic Senate Service
Chair Newcomer thanked outgoing committee Chairs for their service in 2013-14:
Mohana Amirtharajah (CAF)  Ruth Greenblatt (SOP FC)  Joseph Sullivan (SOM FC)
Tejal Desai (GRAD)  Janice Humphreys (COC)  Elizabeth Wilson (CEP)
Shari Dworkin (SON FC)  Tom Newman (Sustainability)  Torsten Wittmann (SOD FC)
Patrick Fox (CAP)  Rich Schneider (COLASC)

Chair Newcomer also recognized the following faculty members for their service to the Academic Senate in 2013-14, specifically mentioning the contributions of Paul Garcia, David Gardner, Paul Green, Rich Schneider, David Teitel and Alan Venook.
Farid Chehab (Division Vice Chair)  Susan Promes (Courses of Instruction)
Brad Hare (Division Secretary)  Sri Nagarajan (Research)
Anne Slavotinek (Division Secretary; Bylaw Review)  Rich Schneider (Library & Scholarly Communication)
Paul Garcia (Senate Membership)  David Teitel (Academic Planning & Budget)
Paul Green (Faculty Welfare; Senate Membership)  Alan Venook (Faculty Workspace)

Chancellor’s Remarks and Discussion – Susan Desmond-Hellmann
Chancellor Susan Desmond-Hellmann presented on the Future of UCSF project.

Future of UCSF project
- Governance
  - The Chancellor’s Executive Cabinet will meet quarterly plus two off-site meetings for budget review.
  - Focus on subcommittees:
    - Budget & Investment
    - Event Planning - collaboration and coordination of events
    - Ad Hoc committees
- The UCSF National Leadership Council has been formed. The first meeting will be held in July 2013. Members include:
  - William Brody
UCSF Foundation governance

- New UCSF Foundation Board Chair Bill Oberndorf will lead Board discussions on the following issues: term limits for board members; increased committee work; increased time to work on strategic issues; increased engagement with UCSF faculty and staff.

**Precision Medicine at UCSF**

Taxonomy project - "Towards Precision Medicine: Towards a New Taxonomy of Disease"

Following her initial remarks, Chancellor Desmond-Hellmann discussed the following topics with Division Meeting participants.

- UCSF is behind in some areas, including fundraising.
- Chancellor Desmond-Hellmann: UCSF has been relatively successful in fundraising. Challenges: our donor population has tended to be in San Francisco. We need a new generation of donors. In 2012, UCSF hired John Ford to lead the UCSF Office of University Development and Alumni Relations (UDAR). J. Ford is working on new tactics for fundraising. To date, UCSF has been successful at fundraising for bricks and mortar projects. We need to transition to funding programs and people, including faculty support, endowed chairs and student support.

- Are funds raised flexible or earmarked?
- Chancellor Desmond-Hellmann: Most funding raised is not flexible. One of the ambitions of the UCSF Foundation is to work on donor support for the University. Great institutions set up endowments to fund future planning.

- In an era of declining state support can we do anything to help the people of California to realize that we need state support as well as the value that we bring to the state?
- Chancellor Desmond-Hellmann: UCSF's state funding is at 4%. We are all ambassadors of the great work at UCSF for the public. I think UCSF's excellence is at risk. We need to become great at philanthropy.

- The Regents, the Governor and the Academic Senate have been preoccupied with productivity of the University. Those discussions have not addressed graduate education, basic science, research, etc. How will your new governance structure better address those issues?
- Chancellor Desmond-Hellmann: The new National Leadership Council will help make an impact among the Regents. We need strong leadership in the UC President. That person plays a key role in the interactions with the Regents, the legislature and the governor.

**Reports of Special Committees**

**Faculty Workspace Task Force** – David Teitel, Task Force Chair and Committee on Academic Planning & Budget Chair; Sam Hawgood, Member, Chancellor’s Executive Cabinet and Dean, School of Medicine

On May 7, 2013, the UCSF Academic Senate Faculty Workspace Task Force, led by Task Force Chair and Committee on Academic Planning & Budget Chair David Teitel, issued a White Paper on Faculty Workspace at UCSF. D. Teitel presented the White Paper, including the context and process for the Task Force’s deliberations, highlighting the following issues:

- Mission Hall Building parameters
  - Academic buildings have low occupancy density.
- Mission Hall is the first office building built at UCSF to be debt financed by the Medical Center and School of Medicine.
- $118.6 million budget for the building
- Programs to accommodate in Mission Hall: discussion started in 2008 - clinical departments going to Mission Bay Hospital, population science programs currently in leased space. 1,500 expected occupancy. Initial occupancy 1,200.
- Size constraints determined by entitlement 260,000 gross square feet for that site.
- Chancellor appointed a building committee in 2011.
- Individual offices for 1,500 people was estimated to require 60,000 gross square feet (gsf) over the space entitlement and would be $30 million over budget.
- June 2012 - group convened to help the architects take Mission Hall from concept to design.
- We generally expect UCSF buildings to last for 50 years or longer.

Preparing for activity-based workspaces
- Pilot initiatives are useful if they are possible - we looked at space in the basement of University Hall (~6,000 square feet). We had approval to build that out as a test space. That space would have been finalized by March 2014. Pilot was not feasible. Mission Hall could be a pilot.
- Training on the space is critical. Ideally initiated 3-4 months before occupancy, followed-up ~6 months after occupancy.
- Want to correct negativity about the building so that it will not influence evaluation of the space.

Responses to Task Force Recommendations – Sam Hawgood, Member, Chancellor’s Executive Council and Dean, School of Medicine
Dean Sam Hawgood presented campus leadership responses to the recommendations in the White Paper on Faculty Workspace at UCSF.
- Prepared to fund an academic study of the Mission Hall space. We could possibly use a group from UC Berkeley.
- Support the use of a survey. A detailed observational study would be better, but expensive.
- Working on increasing the design flexibility for Mission Hall, most significant has been auditory privacy.
- Communication strategy will likely web-based program using Chatter or other tools.
- HIPAA concerns - will prepare guidelines for Mission Hall.
- Moratorium on ABW designs would be inappropriate. Need to keep the full menu of choices available for future spaces. For example, Parnassus has a space ceiling issue. Moffitt does not meet 2030 seismic guidelines. Need to build a new Moffitt hospital at Parnassus. Need to meet legally binding 1976 space agreements. Need to provide dates-certain for retrofitting or vacating CSB.

Future UCSF space planning efforts will include:
- Parnassus Heights Steering Committee (a Chancellor’s Committee) for seismic projects
- HSIR Towers workspace
- CSB/UCH advisory committee to be created soon.

Dean Hawgood responded to points raised by Division Meeting participants:
- Is it correct that there is no assumption that the activity-based workspace plan is the way of the future?
  Dean Hawgood: That is correct. There is no one-size-fits all. We should not take any solutions off the table before we start.

- What is the difference between Mission Hall planning and other future space planning?
  Dean Hawgood: The users of space will be planning their designs.

- Wasn't the need for hospital office space anticipated when planning the new hospital?
Dean Hawgood: Why did we wait until December 2011 to address faculty office space?

Can the walls of the workspace planned for Mission Hall be raised?
Dean Hawgood: Of course, we could. Architects believe that when users do not make eye contact, noise levels go up.

Is the Mission Hall activity-based workspace an experiment? What are the alternative strategies?
Dean Hawgood: There is a slew of possible renditions we can implement.

Can we take into account the emotions related to this process and this space?
Dean Hawgood: How much of our values and culture should be reflected in a building? We need to think about our highest values.

UCSF Academic Senate Membership – Paul Garcia
UCSF Academic Senate Membership Task Force Chair Paul Garcia provided an update on Academic Senate Membership issues at UCSF:

- A survey conducted in January 2013 gathered 601 responses, which indicated strong support for greater inclusion of Adjunct and Health Sciences Clinical faculty colleagues in shared governance at UCSF. The report of the results may be found here.
- The next step will be to vote on a proposed Standing Rule. The Standing Rule would be a procedural rule by which faculty at UCSF would agree to recognize the votes of Adjunct and Health Sciences Clinical faculty colleagues in shared governance activities at UCSF.
- For more information about UCSF Academic Senate membership efforts to date, please visit: http://senate.ucsf.edu/2011-2012/academicsenatemembership.html

Reports of Standing Committees
None.

Petitions of Students
None.

Unfinished Business
None.

New Business
None.

Adjournment
Chair Newcomer adjourned the meeting at 1:05 p.m.