Committee on Academic Planning and Budget
David Teitel, MD, Chair

MINUTES
December 12, 2013

Present: David Teitel (Chair), Michelle Arkin, Joe Bengfort, Chad Christine, Teresa Costatinidis, Tom Ferrin, Stefan Habelitz, Mehran Hossaini, Sharmila Majumdar, Norm Oppenheimer, Russ Pieper*, Sandra Weiss, Lori Yamauchi
* by phone

Absent: Jennifer Arnett, Barbara Drew, Shari Dworkin, Ruth Greenblatt, Oi Saeng Hong, Sally Marshall, Sneha Oberoi, John Plotts, Joseph Sullivan, Ellen Weber, Jane Wong

Guests: Matt Springer, Member, Indirect Cost Waiver Task Force

Chair Teitel called the meeting to order at 1:06 pm in room CL 223

Approval of the Minutes
The minutes from October 24, 2013 were approved.

Chair’s Report – David Teitel
See reports on specific issues below.

University Committee on Planning & Budget (UCPB) Report – Sharmila Majumdar, UCPB Representative
- Discussion about impact of UC Care for UC campuses without medical centers.
- UC capital outlay budgets – not much coming to UCSF.
- UCSF participation in UC funding model – indirect costs, fees, etc. Everything except that pertaining to financial aid for students will remain on campuses. A tax will be paid to the UC Office of the President (UCOP). The tax is currently based on all expenditures. The new model will shift to an assessment based 1/3 on campus expenditures, 1/3 on campus enrollment and 1/3 on campus revenue. UCSF will pay $25 million to UCOP for the first. This will result in a $25 million reduction to overall tax. In the upcoming year, the new method for calculating taxes will be used, thus affecting the overall tax that UCSF pays.

Academic Senate Staff Report – Heather Alden
Faculty Research Lecture in Basic Science – Jonathan Weissman
March 6, 2013, 3:30-5:00 pm in Genentech Hall and via simulcast
http://weissmanlab.ucsf.edu/research/research.html

Subcommittee Reports
Campus Finances – Teresa Costatinidis provided an overview of the UCSF 10-year financial plan (see below).

Campus Planning
- Campus Planning website – David Teitel
UCSF has launched a new space planning website: [http://space.ucsf.edu/](http://space.ucsf.edu/) All feedback on the website is welcome. Please contact Cristina Morrison at cristina.morrison@ucsf.edu

- **Mission Hall – David Teitel**
  In May 2013, the Academic Senate requested an academic study for faculty space use related to those who would move to the Mission Hall building. The study will be led by Michael Bade, Associate Vice Chancellor for Capital Programs and Campus Architect. M. Bade was expected to release a Request for Proposals (RFP) by October. However, as of December 12, 2013, the RFP was still in draft form. David Teitel, Nancy Adler and others continue to work with M. Bade to finalize and post the RFP.

- **Parnassus Space including space to be renovated in the Clinical Sciences Building (CSB), UC Hall (UCH) and the Health Sciences Instruction & Research (HSIR) towers – Lori Yamauchi**
  - The CSB/UCH Faculty Advisory Committee recommends that the CSB/UCH 2nd-7th floors hybrid Activity-Based Workplace (ABW) (small private offices and workstations with focus/huddle rooms and conference rooms), first floor for educational space, conference rooms and some academic workspace. Some faculty will not have private offices. The CSB/UCH faculty advisory committee will next meet on December 16, 2013 to continue the discussions.
  - The HSIR Towers committee recommends that small private offices be provided for Principal Investigators (PIs). The current expectation is about 8 lab groups/8 PIs per floor. Labs currently housed in CSB/UCH will be relocated mostly to HSIR towers, four floors of which will be gutted and renovated.
  - Q: Will there be corridors between the buildings?
    LY: Public access between CSB and adjacent buildings will be via the first floor. On the 2nd floor and above, there will be no through passage from CSB to Med Sci or Nursing unless you have card key access, although the CSB elevator lobby will be open at all floors to adjacent buildings to use to get to the 1st floor. We also want to create a passageway from the Parnassus Avenue sidewalk to Saunders Court.
  - Q: could the second floor of CSB be open? It currently has classrooms and is at the level of Saunders Court.
    LY: That would erode the office count for that floor.
  - Q: what about loading space and transport of materials between buildings?
    LY: renovated UC Hall will have its own loading docks. We want to reconfigure the loading docks on the east side for better access.
  - Q: What’s driving the need to grow UCSF?
  - LY: the schools have projected about 200 additional people to be hired in the coming years to support the expanding clinical enterprise.

**Administrative Initiatives** - Shari Dworkin and Stefan Habelitz

No update.

**Development Office** - Sandra Weiss, Oi Saeng Hong, Sally Marshall, Sneha Oberoi, Norm Oppenheimer

No update.

**Information Technology (IT)** - Sneha Oberoi and David Teitel

No update.

At the next APB meeting, committee members would be interested in reviewing the current subcommittee structure and discussing whether to propose different or additional subcommittees, for example one with a focus on programmatic use of building space.

**Indirect Cost Waiver Task Force Report (Attachment 2) – Sharmila Majumdar, Matt Springer and Teresa Costantinidis**

S. Majumdar and M. Springer presented the proposed Indirect Cost Waiver recommendations. These recommendations have been prepared because UCSF currently has waiver policies, but they are not unified or transparent. One goal of the Task Force has been to recommend a unified, transparent policy.
The Task Force’s charge was to develop a UCSF-specific waiver policy, implementation, guidelines and procedures; develop methods for determining the level and source of institutional support for all large grants ensuring alignment of policy for grants and gifts. Without a unifying policy, these decisions are already being made at UCSF in an ad hoc manner.

- Q: What would “mission critical” research include? If it is too narrowly defined, could that discourage innovation? We need to make sure that the people who will make funding decisions will be well informed to make appropriate decisions.
  MS: When determining how indirect costs would be paid on a grant that will not pay them, department chairs and others will need to consider include whether a faculty member is early in their career, whether the research is not easily funded from other sources, etc. The Task Force was not able to specify those aspects, as it was outside the scope of our charge, although these issues remain important.
- SM: Providing a policy could help faculty members negotiate for indirect costs from funders.
- Q: How will communication of the policy be addressed?
  SM: The recommendations are being presented to Department Chairs, committees such as APB and the School Faculty Councils.
- SW: APB, and others, should follow up on the implementation of this policy in one year.

**UCSF Ten Year Plan (Attachment 3) – Teresa Costantinidis, Associate Vice Chancellor for Budget and Resource Management**

T. Costantinidis presented the UCSF 10-year financial plan using the attached slides. The primary audiences for this information include the Chancellor's Executive Cabinet and the UCSF Foundation Board. Her presentation followed this outline:

- **Strategic and Business Planning at UCSF**
- **2013 Actual Financial Results**
- **Operating Statement Projections**
  - Combined Enterprise
  - Campus Segment
  - Medical Center Segment
- **Balance Sheet Projections**
  - Cash
  - Capital
  - Debt
- **Core Financial Plan**
  - Fall 2013 Summary
- **Summary**

- Q: Will the School of Medicine funds flow model alter the projections?
  T. Costantinidis: Yes.

- Q: Why is cash on hand important for these projections?
  T. Costantinidis: Cash on hand is necessary when research projects are conducted and then the campus needs to claim funds for research completed. Cash on hand covers the gap.

**Old Business**
None.

**New Business**
None.

**Adjournment**
Chair Teitel adjourned the meeting at 3:00 pm.
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