Coordinating Committee
Farid Chehab, PhD, Chair

DRAFT MINUTES
January 6, 2014


ABSENT: Brian Alldredge, Renee Binder, Jyu-Lin Chen, Michele De Coteau, Ruth Greenblatt, Cynthia Leathers, Xiaojuan Li, Sri Nagarajan, Robert Newcomer, Susan Promes, George Rutherford, Sharon Youmans

GUESTS: Teresa Costantinidis, Associate Vice chancellor for Budget and Resource Management
Steve Pantilat, Clinical Sciences Building/UC Hall Planning Committee Member

The Coordinating Committee was called to order by Chair Farid Chehab on January 6, 2014 at 2:05 pm in room S 30. A quorum was present.

The minutes of December 2, 2013 were approved.

Chair’s Report – Farid Chehab
Chancellor’s Executive Cabinet (CEC) - December 17, 2013
Susan Desmond-Hellmann will leave UCSF on March 31, 2104. Sam Hawgood will serve as Interim Chancellor while continuing to serve as the Dean of the School of Medicine. Discussion at the CEC meeting on December 17 included confirming commitments to ongoing significant projects including fundraising.

S. Desmond-Hellmann and S. Hawgood will meet the faculty at the next Division Meeting on February 24, 2014, 11:00-1:00 pm in room HSW 301.

UCSF Chancellor Search
UC President Janet Napolitano will conduct the search for UCSF’s next Chancellor. The Committee on Committees is currently preparing a list of 10-12 UCSF faculty nominees for the UCSF Chancellor Search Advisory Committee, from which the Chancellor will select three UCSF faculty members to serve. The Search Advisory Committee will also include two faculty members from other UC campuses, as well as administrative and other appointees.

UCSF Climate Survey Data
UCOP carried out a Climate survey for all campuses. The report that pertains to UCSF has been submitted to Administration for review prior to wide distribution.

UCSF Space Policy Implementation

Academic Senate Staff:
Heather Alden, Executive Director
heather.alden@ucsf.edu (415) 476-8827
To ease pressure on faculty, Executive Vice Chancellor and Provost Jeff Bluestone sought the opinion of the CEC whether to delay implementation of the UCSF Space Policy, citing Faculty concerns. However, the School Deans wanted to proceed with implementation of the policy as planned. During the discussion about implementation timing for the UCSF Space Policy, F. Chehab reiterated that shared governance processes should proceed or be conducted in parallel with the creation and implementation of new policies rather than after the fact.

**UC Systemwide Update – UC President’s Initiatives**

In November, UC President Janet Napolitano announced seven President’s Initiatives, as follows (source: [http://www.universityofcalifornia.edu/news/article/30338](http://www.universityofcalifornia.edu/news/article/30338)):

- **New tuition policy**
  - President Napolitano has proposed a freeze on tuition levels for the 2014-15 academic year and will begin exploring a new UC tuition policy to reduce pricing volatility and provide students and their families with predictability in the cost of their education.
  - One option to be considered is “cohort tuition,” which ensures that tuition levels paid by students pay when they enter the university, will not dramatically increase during their undergraduate years. Other options will also be explored.
  - The President’s ultimate goal is to keep tuition as low and predictable as possible. This will require a close partnership with the state government, and ongoing analysis of both other revenue sources and cost avoidances.

- **Services for undocumented students ($5 million)**
  - UC welcomes all academically qualified students, whether documented or undocumented. Compared to other UC students, undocumented students are more likely to be from low-income families or the first in their families to attend college.
  - Undocumented students are also more likely to lack access to resources available to other students (such as federal loans or work-study). To help undocumented students overcome these obstacles, and improve their retention and graduation rates, the university will expand access to financial and student services support.
  - The university will provide new funding for student loans and work-study positions for students who demonstrate financial need and who qualify for in-state tuition and financial aid, but who are ineligible for federal loans or work-study. UC will explore a state-funded program, which could become revenue-neutral over time.
  - New funding also will focus on expanding student services for undocumented students, including staff and/or resource centers, coordination with community-based legal and financial resources and counseling. UC also will train campus staff who work with undocumented students, hold undocumented student advisory-group meetings and develop a resource website.

- **Community college transfers**
  - UC will explore increasing and streamlining the flow of California community college students into the university, focusing on improving the transfer rate and the success of these students.
  - Staff will make recommendations to the Board of Regents at the March meeting. These may include more outreach to community colleges with low-transfer rates or a high percentage of low-income students, ways to streamline the transfer process and expanding programs such as Summer Bridge.

- **Graduate student recruitment and diversity ($5 million)**
  - The University of California is committed to increasing support for its graduate student population and improving the diversity of this group. This initiative will build on current
efforts, including the UC-HBCU Initiative (Historically Black Colleges and Universities) and the Eugene Cota-Robles Fellowships.

- UC will fund fellowships for students from the UC-HBCU Initiative who are admitted to UC Ph.D. programs. Campuses will apply for the funds to attract specific candidates from the HBCU intern pool to their Ph.D. programs.
- Funding will also focus on increasing the number of Eugene Cota-Robles Fellowships. Currently, this money supports Ph.D. students who experience situations that impede their advancement to graduate study (such as a physical or learning disability, or having to work while attending school). Support is also given to students with research interests focused on cultural, societal or educational problems that affect the educationally disadvantaged, or to those who wish to use their degree to serve educationally underrepresented populations.

### Support for Presidential post-doc fellowships ($5 million)
- The President’s Postdoctoral Fellowship Program supports new scholars whose teaching, research and service contribute to UC’s mission to serve our increasingly diverse state, nation and world. The goal of this one-time initiative is to increase the hiring of five additional Presidential postdoctoral fellows (an on-going program that consists of awarding yearly 12 Presidential postdoctoral fellows) into the UC ladder-rank faculty and help them succeed. Funding will be dedicated to hiring incentives, mentoring and professional development.

### Research and tech transfer
- The university will explore new ways to speed the translation of ideas and inventions developed by UC researchers and students into products and services that benefit the world.
- This new effort will build on work already being done and enhance UC’s technology transfer productivity. This will include streamlining existing processes; supporting researchers by providing additional graduate students and world-class facilities, removing barriers that slow the pace of tech transfer and better investment in technology commercialization.

### Zero net energy consumption
- President Napolitano is calling for UC to become a zero net energy consumer by 2025. The goal is to generate as much energy as we use and for that energy to be clean energy. This effort to stop the overuse of natural resources and encourage more aggressive sustainability efforts will unite UC’s cutting-edge research and world-class scientists with the political goodwill of state leaders.

### Efficiency review
- As she has done in her previous roles in other organizations, President Napolitano is looking for ways UC can work better and reduce operating costs. She has asked staff to begin an efficiency review of the Office of the President and identify new savings and potential cost-avoidances.
- UC will also build on existing efforts to attract and expand new revenue sources, including grants, public-private partnerships, joint ventures and philanthropy.
- The goal is to maximize and become even better stewards of existing funding -- both from the state and other sources -- and continue to meet UC’s education and research missions.

**UC President chats with campuses**

UC President Janet Napolitano would like to host Google Hangout chats with constituencies from the UC campuses. F. Chehab will provide more information about this effort as it unfolds.
Moreno Report Response
A joint Academic Senate-Administration task force is reviewing the report on discrimination in faculty advancement and promotion processes at UCLA.

Question raised at Academic Council: Should UC release to the public a list of discrimination incidents? FC expressed concern about how granular the report should be. Academic Council members also discussed how to train department chairs to deal with discrimination issues.

Academic Senate Staff Update – Heather Alden
Faculty Research Lecture in Basic Science – Jonathan Weissman, PhD
March 6, 2014, 3:30-5:00 pm, Genentech Hall and via simulcast
http://weissmanlab.ucsf.edu/research/research.html

Course Review System updates to launch mid-January
The Committee on Courses of Instruction is collaborating the Office of the Registrar and campus course review stakeholders to launch a updates to the UCSF Course Review System, a system which resides within the Academic Senate Office.

Division Vote outcome
The three legislative changes voted on by UCSF faculty members in December all passed. They included revisions to Division Bylaw 110 regarding the Committee on Academic Personnel, Graduate Council Regulation V regarding participation on student graduate degree committees and Senate Regulation 785 regarding honors for courses. Additional information is available here: http://senate.ucsf.edu/index.html

Campus Space Planning Update (Attachment 2) – Steve Pantilat and Peter Sargent, CSB/UCH
Faculty Advisory Committee members

The CSB/UCH (Clinical Sciences Building/UC Hall) Faculty Advisory Committee last met on December 16, 2013. The Committee will recommend a hybrid space plan that will include both private offices and activity-based workspace. Offices will be 70 square feet. The first floor will have free access between buildings. The first floor will not have offices. The buildings will be grouped into two-floor “sandwiches”, with key card access to every floor or sandwich. Those without key-card access will be admitted via the first floor. The building will have 177 offices, 314 workstations (40 sq ft each); 57 focus rooms; 23 huddle rooms (4-6 people); every sandwich will have a breakout room. The first floor will have conference rooms and classrooms. For every 5 workstations, there is one three-person focus room.

Campus administrators may have hoped that the committee would determine rules for who would get what workspace in the new space. However, the Committee is not willing to address the issue or set policy, rather these decisions would likely be the purview of department chairs. Questions to be discussed would include: How much space would departments get? How would space be allocated within departments? What about space not yet allocated to schools, departments or individuals?

- F. Chehab: Will the offices be sound-insulated enough to have private conversations?
  S. Pantilat/P. Sargent: We will need to check with Lori Yamauchi or others about the materials that will be used for office walls.

- E. Foster: Is there a cost associated with using space? Could rich departments control large amounts of space? Would poorer departments have less space?
  S. Pantilat: Education-related committee members indicated that allocating space by clinical income or grant income would not be fair.

- E. Foster: Faculty members at UCSF should have the right to a suitable workspace to do the work that we need to do.
S. Pantilat: The workspace should reflect how people spend their time, including meeting with students, talking with patients, etc., rather than title or income, etc.

- F. Chehab: What about HIPAA compliance?
  S. Pantilat: That has been discussed and was a large component for recommending the hybrid plan that includes private offices.

- R. Pieper: What is the time frame? Could something be learned from the implementation of activity-based workspace at Mission Hall?
  F. Chehab: CSB needs to be vacated by mid-2015.
  S. Pantilat: The Campus Architect Michael Bade is working to implement a pre and post occupancy survey for Mission Hall.

- S. Pantilat: We should note that the implementation of the new workspace design may improve workspace for some people who have sub-optimal workspaces now.
- H. Rugo: anyone I’ve talked to who has gone to see the activity-based workspace does not think it will be an improvement.

- H. Pollick: What about replacement of the teaching space currently in C 701?
  P. Sargent: Lecture halls are planned for the ground floor of the Clinical Sciences Building.
  M. Hossaini: In a recent committee on educational space meeting, the plan was that large lecture halls at Parnassus will not be replaced.

- Q: How is growth being projected for the use of these spaces?
  S. Pantilat: The growth of faculty will come from clinical programs. Therefore, the projected growth for space planning is coming from the information generated by projected clinical program growth.

- E. Foster: What about faculty who have offices in Moffitt?
  F. Chehab: Some portions of Moffitt will be renovated and faculty in those spaces will need to move.
  S. Pantilat: Moffitt needs to be replaced by 2030 to comply with seismic safety regulations. It is expected that Moffitt will be replaced on the LPPI footprint. The Millberry Union building will revert back to student housing. Millberry administrative offices will go to Moffitt. Patients need to be moved out of Moffitt by 2030. UCH will have student housing.

- F. Chehab: What are the next steps?
  S. Pantilat: A report will go to the Chancellor including recommendations from the CSB/UCH committee. The committee will meet again in January.
  F. Chehab: We request that the report be shared with the Academic Senate before it is submitted to the Chancellor to ensure that Academic Senate committee feedback is incorporated into the recommendations.
  E. Foster: We should also include positive and/or creative recommendations for the report. Faculty should have input into how the space is allocated and planned.

**Space Planning Update – David Teitel (via email)**
Post-occupancy study call for proposals expected to be posted in early January 2014 by Michael Bade, Associate Vice Chancellor for Capital Projects and Campus Architect.

**Committee Updates (Attachment)**
Graduate Council review of proposed policy for Self Supporting Programs and Graduate Degree Programs (Attachments) – Youngho Seo, Graduate Council Chair
The current policy was established in 1996. Since that time, many self-supporting programs have emerged. Many state-supported programs want to convert to self-supporting programs. In 2010 policy changes were proposed. Proposed changes include: eliminate the concept that self-supporting programs are targeted primarily for “working adults”; to allow for more academic programs; and to allow for conversion of state-supporting programs to self-supporting programs.

- F. Chehab: How does UC define what constitutes a professional program? What about self-supported programs that are not professional programs? Many self-supporting programs can be non-professional.
  S. Majumdar: Our biomedical imaging program is not a professional program, nor is global health sciences.

- F. Chehab: What would happen to the state funds allocated for a program when it is converted to a self-supporting program?

- S. Dworkin: What about shared governance and faculty participation in self-supporting programs? For example in the School of Nursing, governance of self-supporting programs seems to be shifting away from Academic Senate structures. We need to make sure that this doesn’t happen.

  F. Chehab: Governance of programs should remain with the faculty, except for the fees, as specified in the existing and proposed policy language.

- F. Chehab: UC needs to address how state-supported program students would engage with self-supported program educational activities.
  Y. Seo: What about self-supported program students who want to participate in educational activities in self-supported programs?
  T. Le: We have a demand for professional programs in the School of Dentistry.

- F. Chehab: Will State funding of faculty who participate in self-supporting programs needs to be reduced proportionately? What about faculty not supported by state funds?

**UCSF Financial Update – Teresa Costatinidis, Associate Vice chancellor for Budget and Resource Management**  
T. Costantinidis presented an overview of the UCSF 10-year Plan. See the attached slides.

**UCSF 10-Year Financial Plan Overview**
- 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

**Old Business**
None.
New Business
None.

Adjournment
Chair Chehab adjourned the meeting at 4:03 pm.