Committee on Academic Planning & Budget  
Sharmila Majumdar, PhD, Chair

MINUTES  
Tuesday, April 28, 2015

PRESENT: Sharmila Majumdar (Chair), Chad Christine (Vice Chair), Michelle Arkin, Marcelle Cedars, Ruth Greenblatt, Oi Saeng Hong, Sally Marshall, Norm Oppenheimer, Russ Pieper, Catherine Waters, Lori Yamauchi

ABSENT: Jennifer Arnett, Joe Bengfort, Teresa Costantinidis, Patrick Finley, Stefan Habelitz, Sneha Oberoi, Maria Orellana, John Plotts

GUESTS: Academic Senate Executive Director, Todd Giedt

The Committee on Academic Planning and Budget (APB) was called to order by Chair Sharmila Majumdar on April 28, 2015 at 1:00 p.m. in room BH-417. A quorum was present.

Approval of the February Minutes  
Committee members reviewed and approved of the February minutes, with revisions.

Chair’s Report  
Chair Sharmila Majumdar reported on the following items:

- Faculty Salary Increases: The debate on how to move forward with the salary increases continues. Last month a task force was created to review campus feedback and come up with a final recommendation. Both Senate faculty and administration serve on the task force.
- Vice Chancellor of Administration and Finance: The campus has started the process of searching candidates to fill the VC of Administration position. This position is currently held by John Plotts.
- APB Subcommittees: The Development, Campus Finance, and Campus Planning subcommittees have met over the past couple of months. The Administrative Initiatives subcommittee will be meeting later this week and a report will be given at the next APB meeting. The IT group will most likely not meet this year as the IT office has offered to appoint Senate faculty to their internal governance committees.
- Chancellors Fund Update: To date, the Academic Senate has received 15 applications for the Faculty Learning and Development Fund. Chair Majumdar requested that all committee members promote the fund within their respective schools.

UCPB Report  
UCPB representative Russ Pieper provided the following report:

- Committee of Two Update: President Napolitano’s Chief of Staff Nelson Peacock reported on the meetings between Governor Brown and President Napolitano. So far, the two officials have been inviting guests to comment on some of the university’s greatest challenges. Some of these issues include developing online education, easing transfer pathways, and reducing time-to-degree. The goal of the committee is to develop a four-year budget deal by May. UCOP is not backing down from their request that more state funding be provided to the university.

Campus Planning Subcommittee Report  
Vice Chair Chad Christine informed the committee that Associate Vice Chancellor of Campus Planning Lori Yamauchi met with subcommittee members to provide a report on campus planning on all major campus locations. Topics covered included: Expansion Plans for Mission Bay Campus; the future of
Laurel Heights SFGH Plans Parnassus Retrofit and Remodel Plans. Subcommittee feedback to APB included:

- A proposal that the university add private faculty office space into future building plans if the results of the post-occupancy study prove to show activity-based workspace hurts productivity and recruitment.
- A request that a permanent childcare center be built on the Mission Bay campus.

Overall, the subcommittee members appreciated the meeting and offered to assist APB in the future.

**Campus Planning Report**

Associate Vice Chancellor of Campus Planning Lori Yamauchi provided the following report:

- **July Regents Meeting:**
  - UCSF is scheduled to present the Regents with five new major building projects for approval. The projects include a new SFGH building, the UC Hall renovation, a new outpatient cancer center, a new building on Lot 33, and a new research center on Lot 23a.
  - **Mission Bay Parking:** With more building projects up for approval, Chair Majumdar asked if UCSF has plans for additional parking. AVC Yamauchi responded that Campus Planning has been working with the Transportation Office on the development of new parking spaces on the northwest part of campus, near the Rutter Center. Member Norm Oppenheimer noted that the proposed area was set to be an athletic field. AVC Yamauchi acknowledged the point and added that the development of an athletic facility is still in the plan. However at present time there is no funding for that use of the space.
  - **Childcare Center:** AVC Yamauchi noted the Campus Planning Subcommittee’s concerns with a long-term option for a Child Care Center on the Mission Bay campus. The current Center location is only temporary. The campus continues to look at alternatives that will work best for the campus community.

**Occupancy Study**

Chair Majumdar thanked the committee members for reviewing the Mission Hall Post-Occupancy study questions. After discussing the survey and the feedback gathered from the APB Campus Planning Subcommittee, members noted the following comments and recommendations for the Coordinating Committee to consider:

- **Reduction in the Survey Length:** If left in its current state, APB believes that the survey will undoubtedly be cumbersome and time-consuming for respondents wishing to participate. If not made shorter, committee members believe that faculty will not take or complete the survey and that this will lead to a low response rate and incomplete results. To help resolve this issue, APB wants the Senate agree upon several core objectives for the study and then evaluate the survey again to determine which questions are necessary. Overall, members believe the survey should take no more than 5 to 10 minutes to complete.
- **Address Concerns With Survey Oversight:** Although an independent research firm is conducting the Mission Hall survey, APB members are concerned with the fact that the chief campus architect is responsible for the final approval, implementation and evaluation of the survey. With significant future workspace design decisions resting on the results of evaluation, members feel that the campus architect cannot be unbiased in the implementation and evaluation of the study. APB recommends that the Senate consider a request that another member of the campus leadership be given oversight responsibilities for the study.
- **Ensure Meaningful and Useful Results:** APB members acknowledge that the proposed draft is a validated instrument that it is one of many tools commonly used to evaluate new workspace. Nevertheless, after review of the questions, members believe that the survey, as is, will not provide meaningful or useful results. Members believe there should be fewer questions evaluating office furnishings, temperature control, and personal location, and more questions that will help us
understand changes in faculty work behavior and productivity. Furthermore, questions should include rigorous metrics that can inform decisions.

- **Reaffirm Intended Purpose:** In 2013, when APB first asked that a Mission Hall survey be performed, members requested a study be conducted that would evaluate the efficacy of the activity-based workspace (ABW) in an academic health science environment. In addition, the study would inform the Senate and campus leadership on whether the ABW model compromised any parts of UCSF’s mission. Previously, no similar studies had been done, and our institution had a unique opportunity to add to the literature in the area of academic workspace. Based on the survey questions provided, members feel the evaluation has strayed too far away from the committee’s original intent. APB recommends that the Academic Senate determine core objectives for the survey that align with the committee’s original goals and that survey be designed in a way that can lead to actionable recommendations not only for the current Mission Hall workspace, but also for Clinical Sciences and future workspace designs.

A communication summarizing these points will be sent to Division Chair Farid Chehab.

**Finance Subcommittee Report**
Finance Subcommittee member Dan Vigneron reported on the group’s meeting with Associate Vice Chancellor of Budget and Resource Management Teresa Costantinidis to review the 10-year financial plan. Subcommittee members Vigneron informed APB members that members in attendance were mainly focused on the financial performance of the campus and medical center. In particular, subcommittee members were concerned with the conservative estimation of research and clinical revenues. Members felt that the campus has been performing well in acquiring grants and contracts and that the campus should anticipate more funding than what was budgeted. Finally, Dan added that subcommittee members were concerned with UC Path and the amount of money that UCSF and UC are contributing to this endeavor.

**Development Subcommittee Report**
Development Subcommittee Chair Michelle Arkin reported on the subcommittee’s last meeting. Based on responses from subcommittee members, Chair Arkin requested that the Development Office do an analysis of previous major fundraising campaigns to help faculty learn more about what fundraising techniques were successful, who donated, and what did the money fund. In response, the office provided her with details on the most recent campaigns and a list of best practices learned. The first major campaign took place from 1990 to 1996 under the oversight of Chancellor Martin. The goal was to raise 530 million. The result was a total of 554 million. Half of the funds went to department support and research support. The other half went to student support and instruction. The second, and most recent, major campaign took place from 1998 to 2005 under the oversight of Chancellor Bishop. The goal was to raise 1.4 billion. When complete, a total of 1.6 billion was raised. Out of the funds raised most went to capital projects and the development of the Mission Bay campus. The rest went to research and education. Based on the review, the Development Department believes that in order to be successful, UCSF must get away from aggregating needs and focus more on visionary ideas.

**Old Business**
None

**New Business**
Committee member Oppenheimer requested that the group discuss the plans for the new Warriors Stadium. There are a lot of questions around transportation and parking.

Chair Sharmila Majumdar adjourned the meeting at 3:00 p.m.