

Committee on Academic Planning & Budget

Chad Christine, MD, Chair

DRAFT MINUTES

Tuesday, April 26, 2016

PRESENT: Chad Christine (Chair), Russ Pieper (Vice Chair), Michelle Arkin, Hannah Glass, Stefan Habelitz, Sean Mong, Norm Oppenheimer, Meg Wallhagen, Lori Yamauchi

ABSENT: Jennifer Arnett, Joe Bengfort, Janine Cataldo, Michael Clune, Howard Fields, Sally Marshall, Mike McMaster, Howard Pinderhughes, Elliot Seeley, Paul Volberding

GUESTS: None

The Committee on Academic Planning and Budget (APB) was called to order by Chair Chad Christine on April 26, 2016 at 1:00 p.m. in room S-30. A quorum was present.

Approval of the March Minutes

Committee members reviewed and approved of the March minutes, with edits.

Chair's Report

Chair Christine reported on the following item:

- **Space Committee:** Chair Christine and member Paul Volberding recently attended a campus-wide space committee meeting. The agenda for this group included a review of the Mission Hall building and a discussion on how best to enact improvements. Most of the conversation focused on how Mission Hall huddle rooms could be converted into private offices. Workstations vacated by those moving to the private offices would be given back to the campus administration to redistribute. AVC Lori Yamauchi noted that a proposed plan is to find a way to re-organize Mission Hall so that all of the vacated workstations can be organized in one floor or neighborhood. This will allow for the possibility of new administrative and clinical units to move into the building. Member Meg Wallhagen asked how the private offices would be allocated? AVC Yamauchi noted that previous space committees, which included Academic Senate representatives, have agreed that departments should be allowed to allocate private offices to faculty and staff based on functional activities. The guidelines have been left very broad to allow for department members to make their own interpretations.
- **Neuroscience Building Gift:** UCSF recently received a very generous \$185 million dollar gift to support our neuroscience programs and build a new research building. Once constructed, the new facility will have room for 45 Principal Investigators.

UCPB Report

UCPB representative Russ Pieper reported on the following items:

- **New 2016 UCRP Tier:** In March, the Regents approved of the new 2016 UC Retirement Plan tier. Major changes include a cap of \$117,000 to UCRP covered compensation and a new 401K-style defined contribution plan. The new tier will be implemented on July 1, 2016.
- **Enrollment Increase:** UCPB has been working on the plans for adding 5,000 more students to the UC system. Major issues are with how to fit the additional students into the available courses. Committee members asked if UC would enroll more out of state students to compensate or the lack of state funding? Representative Pieper noted that these issues have been kept separate and have not been discussed by UCPB.

Potential UCSF Campaign Planning

The Academic Senate was informed in April that campus leadership has been considering the idea of engaging in a new fundraising campaign. To start the discussion on the focus of the potential campaign, the University Development and Alumni Relations (UDAR) department developed four potential themes. The idea is that these four themes would involve and benefit all UCSF schools and programs. Committee member Michelle Arkin lead the review of the UDAR slide deck and facilitated the APB member discussion. Member feedback on the themes included:

Theme 1: Precision Medicine and Precision Health

Criterion	Comments
Leverages UCSF's distinctive strengths to solve an issue of global concern	While the committee strongly values and supports the campus efforts to further precision medicine, members feel that the phrases "precision medicine" and "precision health" sound exclusive and restrictive. Members believe that the word "precision" makes the initiative sound like it will develop breakthroughs for wealthy populations who can afford the cost of expensive treatments and care.
Reinforces UCSF's leadership in advancing health worldwide.	The committee feels that with a name like "precision medicine," potential donors who are interested in wide-reaching health initiatives, such as global health, would be turned off by theme that sounds exclusive.
Requires philanthropy to advance innovation vs. support operations	Members feel that philanthropy will be required to advance "precision medicine" initiatives.
Contributes to the sustainability of a diverse, accessible public institution	Members feel that the use of the word "precision" does not example UCSF's commitment to being a diverse and accessible public institution.
Demands the contributions of a broad cross-section of people and programs	Members agree. A question was asked on how does precision medicine fit in with the educational mission?
Catalyzes partnerships with other organizations and institutions	Members feel that there are plenty of opportunities for partnerships. For example, UCSF could work with numerous departments at UC Berkeley and other UC campuses. Other organizations include the Sean Parker institute and the VA. Members were particularly intrigued with a potential of partnership with the VA since they have the ability to collect large datasets. In addition, the VA would be well suited to focus on aging. Initiatives to share data across the UC system is also a plus

Theme 2: Health Equity and Health Disparities

Criterion	Comments
Leverages UCSF's distinctive strengths to solve an issue of global concern	n/a
Reinforces UCSF's leadership in advancing health worldwide.	n/a
Requires philanthropy to advance innovation vs. support operations	n/a
Contributes to the sustainability of a diverse, accessible public institution	Members feel that a health equity and health disparities theme aligns very well with UCSF's public mission.
Demands the contributions of a broad cross-section of	The Committee members noted that they were not

people and programs	<p>clear on how a health equity and disparities theme could be truly crosscutting. While some programs align well, other programs do not. If UCSF is to pursue this theme, work needs to be done to inform each program/department/school/institute on how they align with this theme and how they can contribute.</p> <p>Members suggested that the cost of care and treatments should be included as part of the health equity theme. All UCSF faculty should be mindful of the potential cost of the care or treatments they provide/develop.</p>
Catalyzes partnerships with other organizations and institutions	<p>UCSF is also in the perfect position to advance this theme because we are affiliated with other local public health care organizations , such as SFGH and the VA. Other institutions, like Stanford, do not have these ties. This should be a talk point to mention with potential donors.</p>

Theme 3: The Next Generation of Leaders

Criterion	Comments
Leverages UCSF's distinctive strengths to solve an issue of global concern	n/a
Reinforces UCSF's leadership in advancing health worldwide.	n/a
Requires philanthropy to advance innovation vs. support operations	<p>Committee members believe that the next generation of scholars and care providers are at a disadvantage. With cuts in funding and resources, it has become very difficult for new researchers and clinicians to succeed. In order to make sure that our students, faculty and institution as a whole will be successful in the future, there needs to be investment into the people who are here now.</p> <p>Members also noted that there must be investment into student financial aid. Recruiting students to UCSF and the city of San Francisco is difficult and offers from competitor universities have gotten better. If this trend continues, UCSF will fall behind.</p>
Contributes to the sustainability of a diverse, accessible public institution	n/a
Demands the contributions of a broad cross-section of people and programs	n/a
Catalyzes partnerships with other organizations and institutions	n/a

Theme 4: Innovation/Grand Challenges

Criterion	Comments
Leverages UCSF's distinctive strengths to solve an issue of global concern	<p>Committee members noted that as a leading university, UCSF strength is in research and innovation. However, members noted that UCSF should be careful in using the word "innovation." Members feel that over the past several years, the word "innovation" has been tied to "monetization" and</p>

	“return on investment.” When approaching donors, we should emphasize how new research developments or treatments benefit society as a whole, rather than the university’s bottom-line or capital investors.
Reinforces UCSF’s leadership in advancing health worldwide.	Members noted that there are several grand challenges that we should consider. One example that was given is the cost of care and insurance. A member stated that in their clinic, their patients sometimes are not able to receive needed care because of insurance restrictions.
Requires philanthropy to advance innovation vs. support operations	Members noted concern with the current funding model for scientific research. As support for research funding has declined, the competition for grants has increased. If donors could help relieve these pressures, faculty could be more productive and innovative.
Contributes to the sustainability of a diverse, accessible public institution	n/a
Demands the contributions of a broad cross-section of people and programs	Committee members believe that UCSF should work to develop ideas that will help to treat the whole person. Members believe there are opportunities to bridge health professions to increase the quality of care of patients. For example, a patient that comes in for a dental exam could receive additional tests that might provide clinician and researchers with a complete picture of a patient’s health. Members dubbed this type of work as “Comprehensive Health Care.” A potential tag line could be “Reimaging Health Care.”
Catalyzes partnerships with other organizations and institutions	n/a

A communication summarizing the comments will be drafted and submitted to the Academic Division and UDAR office for review and consideration.

IT Subcommittee Discussion

On March 24, the APB Subcommittee on Information Technology (IT) met with Chief Information Officer Joe Bengfort and IT Security Director Patrick Phelan to discuss campus-wide IT issues. Subcommittee Chair Sean Mong reported on the meeting:

Meeting Attendance: The meeting was well attended. In total there were 12 faculty members who were present at the meeting.

- Relocation of Data Center to Dell Facility in Quincy, Washington
 - UC currently operates 30-40 data centers throughout state.
 - UCSF will be saving \$10-\$11 million by moving the data to Washington. Most of these savings will come as a result of less expensive power.
 - Medical record application has already moved. Additional applications will be moved at a later date.
 - Back up data center is at UCSD, and will be looking to establish a 2nd southern data center location
- IT Network Security: The campus continues to improve its IT security systems and protocols. UCSF in negotiations with FireEye. If the university reaches an agreement, the new system will implemented next year.
- IT Governance Committees: CIO Bengfort informed the subcommittee members that the IT office has a governance structure with numerous committees focused on particular topics. Several

Academic Senate appointed faculty serve on these groups. CIO Bengfort will follow up with the committee to find a way to link communication between the representatives and APB members.

- APEX Outage: CIO Bengfort informed the subcommittee that there were two recent outages with the APEX system. The first outage was the result of human error. The second outage came as a result of a glitch within the new APEX system. UCSF is one of the few medical centers that are running a new software version of APEX. Unfortunately, UCSF has experienced a lot of bugs with the new version. EPIC, the company that runs the software, is working to resolve these issues as quickly as possible. Committee members expressed displeasure with the outages and asked if there are any ways for EPIC to compensate UCSF if there are problems in the future. Subcommittee Chair Mong stated that does not think so, but will ask in the future.
- Quarterly Meetings: IT subcommittee members enjoyed the last meeting and have requested that quarterly meetings be established. APB members supported the idea.

Old Business

None

New Business

None

Chair Chad Christine adjourned the meeting at 3:00 p.m.

Academic Senate Staff:
Artemio Cardenas, Senate Analyst
Artemio.Cardenas@ucsf.edu (415) 476-4245