

Meeting of the San Francisco Division Ruth Greenblatt, MD, Chair

Thursday, June 2, 2016

2:00 – 4:00 p.m.

HSW 301

[Video Link](#)

The spring meeting of the San Francisco Division was called to order by Chair Ruth Greenblatt on June 2, 2016 at 12:00 p.m. in HSW 301 at Parnassus. A quorum was present.

I. Consent Calendar and Special Orders

1. Approval of the Minutes of the January 28, 2015 Division Meeting (Attachment 1)
2. Approval of Revisions to Bylaw 130: Coordinating Committee (Attachment 2)
3. Approval of Revisions to Bylaw 112A.2: Academic Planning & Budget Committee (Attachment 3)
4. Approval of Revisions to Bylaw 145B: Committee on Courses of Instruction (Attachment 4)
5. Approval of Revisions to Bylaw 160A: Faculty Welfare Committee (Attachment 5)
6. Approval of the 2016-2017 Appointments to the Standing Committees of the Academic Senate (Attachment 6)

ACTION: Senate Members approved the consent calendar.

II. Chair's Report – *Academic Senate Chair Ruth Greenblatt*

Chair Greenblatt made the following announcements:

- **Space:** Senate faculty have been serving on various building workgroups; a Senate standing committee on space is being planned and will be brought to the fall Division meeting for a formal vote.
- **Faculty Compensation:** Increases in faculty compensation are largely unfunded mandates from the Office of the President (UCOP). In the new UCRP retirement tier, there is limited benefit to new faculty (for those hired over \$117K). In late fall 2016, the Senate will opine on the revision of Federal 5% rule, which lifts the requirement that Federal grant recipients receive a minimum of 5% support from non-Federal resources (e.g., for service and teaching).
- **Policies on Conduct & Discipline:** The Senate has weighed in on several systemwide policies sexual harassment and misconduct. A joint Administration and Senate task force is working on revisions to UC policy regarding these issues: 1) Tighter timelines for action; 2) expanding mandatory reporter status to all employees; and 3) increasing disclosure of the status of investigations and disciplinary actions. UCSF already obtains faculty recommendations for discipline from its three-member investigative committees, which is a supplemental recommendation from UC President Janet Napolitano.
- **Website Functionality:** The Senate is upgrading its website with new faculty communications and engagement functionality, which will include enhanced faculty profiles, articles on specific topics, etc.
- **Senate Funds for Faculty:** The Senate is responsible for the Chancellor's Fund (\$500K provided for faculty initiated programs and grants) and \$700K endowment in research funds administered via the campus RAP. The final report for the Chancellor's Fund will be distributed at the fall Division meeting.

III. Chancellor's Campus Update – *Chancellor Sam Hawgood*

Chancellor Hawgood reported that thus far in 2015-16 UCSF is on a good trajectory, which includes the following developments:

- Clinical Services: The Hospital at Mission Bay opened with the year-to-date outpatient visit volume up 13% over last year; the 15th floor of Moffitt Long is currently being renovated to accommodate extra bed capacity.
- Health Systems: The UCSF Strategic Plan is being implemented with various efficiency and leadership plans being put into place.
- Affiliations: A joint venture with John Muir has been put into place and will be called “Bay Health”. The aim is to create an accountable care organization (“Canopy Health”) to serve the larger Bay Area with new partners and affiliations being planned for. Towards that end, UCSF has applied for a limited Knox-Keene license.
- Education: Three out of the four Schools at UCSF are modifying their curriculum, with the School of Medicine launching its ‘Bridges’ curriculum in the coming month; the Schools of Pharmacy and Dentistry are currently in various stages of curricular reform.
- Research & Scholarly Output: UCSF is number one in NIH receipts this year; UCSF’s research budget ranges between \$1.2 to \$1.3B. The Federal blended cost recovery rate also continues to fall (the effective rate is approximately ~20+%).
- Community Service: The move from the old hospital to the new hospital was very successful. The Mayor is seeking new bond money to upgrade Building 5 for ambulatory clinics and administrative space. UCSF is in negotiations with the City of San Francisco to take a ground lease recommendation to the Regents for San Francisco General to build a seismically-sound research building at that site.
- Parnassus: A seismic renovation of the Clinical Sciences building is ongoing; UC Hall’s seismic retrofit will begin after next year after work is completed on Clinical Sciences.
- Mission Bay: There is now 4M square feet of space at Mission Bay; 800K is clinical space. UCSF has an entitlement to build out an additional 2M square feet. Four buildings are planned – Block 33, the Precision Cancer Medicine building, the Neurosciences building, and a Psychiatry building, which will replace Langley Porter. Residences are also being built at Mission Bay (between 550 to 600 new units). UCSF will also build about 1,000 units on the Hastings Law School campus (800 units will go to UCSF).
- Faculty Salaries: UCSF has received permission to increase the covered compensation portion of faculty salaries. However, there is no new money to do so.
- Philanthropy: UCSF set a record in philanthropy last year and was fourth nationwide in philanthropy last year. UCSF is in the early- to mid-stages of planning for a new capital campaign.
- Sexual Harassment and Sexual Violence: Chancellor Hawgood acknowledged that this is an issue at UCSF, and one that we must take leadership on. He emphasized that this is a zero tolerance issue.

DISCUSSION: One member asked about Chancellor Hawgood’s plans to continue the gender salary equity process. He responded that he has accepted all of the recommendations from the Gender Equity Task Force. Provost and Executive Vice President Daniel Lowenstein commented that last year all of the adjustments amounted to about \$1.8M and impacted 175 faculty members, all of whom were in the School of Medicine (in a handful of departments). The same process will be applied in current and future years. Another member asked about the willingness of UCSF’s neighbors to accommodate further building growth after the currently planned buildings are completed. Chancellor Hawgood responded that UCSF has an additional four “footprints” to build additional buildings; these are approved as part of UCSF’s long-range development plan. That said, there is significant concern in the Dogpatch and Portrero Hill neighborhoods with respect to further gentrification, which UCSF growth would contribute to. There is also a space ceiling on the Parnassus campus in place; additional residential units on the top floors of UC Hall will not count towards this ceiling however. At Parnassus, there is a strategy to get below the space ceiling by 2030.

IV. IT Planning & Cyber Security at UCSF – Joe Bengfort, Associate Vice Chancellor and Chief Information Officer

CIO Bengfort began his presentation by describing the IT ecosystem at UCSF, which includes ITS (enterprise applications, technology infrastructure, security, data/analytics, etc.), clinical systems (APeX, clinical analytics & communications, etc.), clinical department IT (very specialized applications and data), educational technology (registrar, library, ETS, etc.), and research IT (CTSI, ARS, centers, etc.). Educational IT is distributed among the Schools on the periphery to the shared systems in the center, which includes the SOM Library, the Library, ETS, the registrar and financial aid, and other shared services (e.g., UCSF Box). Governance over these systems is facilitated through the Committee on Educational Technology. A key part of ITS is balancing supply and demand – UCSF has gone from \$44M budget in 2011 to \$127M in 2016 on the clinical side alone. This kind of growth cannot be sustained. Succinctly stated, the goal of ITS is to slow the growth of IT spending through a multi-faceted approach, while improving quality of service, security, and customer experience. In part, costs have been controlled through a number of consolidations and bulk purchasing with other campuses. IT outsourcing represents another potential area for further efficiencies. CIO Bengfort clarified that future targets for outsourcings are commodity-oriented (e.g., readily available in the IT market), and not UCSF customer-oriented. Data centers across the UC health system are being consolidated to Quincy, Washington, which is a low-seismic zone, has lower energy costs, and uses sustainable hydro-power.

Patrick Phelan, Director of Security, provided an overview of a typical security breach at organization. He added that UCSF is about 1.5 years into a four-year data security plan with a number of different components (e.g., Big Fix, encryption, FireEye). In the next year, password resets will begin to be phased in in January; network access control; and the implementation of the outsourced 'FireEye' contract in December, which will provide much better protection against modern cyber-attacks that UCSF can do on its own. FireEye does not look at individual data, but at network activity patterns. Laurie Jacobson Jones, IT PMO Director, spoke next about Apex downtime preparedness. She summarized that the following components will be reviewed: policies and procedures, patient summary reports to downtime PCs, paper downtime forms, periodic practice, and downtime communications. Joe Hesse, Director of Innovation at the Memory and Aging Center finished the presentation by talking about high-performance computing (HPC) integration, which is important for predicting health outcomes. Historically, HPC has been siloed in individual departments, such as neurology. In consolidating HPE, a number of the benefits will be realized: single point of entry to HPC at UCSF; improved access to specialized configurations; eliminating the need for scientists to manage their own HPC resources; a reduction in the start-up time for new faculty and new projects; simplified data management and transfer; improved utilization of existing computer resources; increased value to funding agencies, as well as faculty and student recruits.

V. Faculty Panel on Information Technology Planning – Ronald Arenson, Chair, IT Governance Committee; Sean Mong, APB IT Subcommittee; Henry Sanchez, IT Committee on Educational Technology; and Miguel Hernandez Pampaloni, UCSF Senate Representative to the systemwide University Committee on Academic Computing and Communications

The Panel and IT Leadership addressed the following questions:

1. Is there any plan at UCSF to use a 'password manager'? Is there any data that demonstrates that changing passwords more often makes one more secure?

Director of Security Phelan responded that UCSF plans to buy LastPass for use by faculty, which is a popular password manager. At organizations that have very sophisticated (and expensive) fraud-protection, changing passwords is not as important. However, every password can be cracked with sufficient time. So there is utility in changing passwords on a regular basis.

2. Will UCSF establish a dual-pass system or two-factor authentication for email access?

There will not likely be wide-spread two-factor authentication, as it is not practical across UCSF. However, it is utilized in some specific units.

3. How does privacy at UCSF compare with the privacy safeguards at typical commercial vendors (e.g., Google, Apple)?

The rigor with which UCSF protects privacy is much higher (especially now with FireEye) than anything used at Google or Apple. Google essentially reads emails for commercial purposes.

4. How does UCSF secure student devices on the UCSF network?

ITS is currently compiling data on the kinds of devices that students are using in order to make recommendations on how to better secure these devices. Currently, students are required to download Big Fix and encrypt their computers (although compliance is not as high as ITS would like). That said, many students are using phones and tablets.

5. Where are computers being stolen and how can this be prevented?

Two-thirds of stolen devices are laptops and one-third of stolen devices are desktop computers. They are being taken from offices, cars, and other places (e.g., coffee shops).

6. There has been some news reporting that FireEye has been resistant to hackers testing their system.

CIO Bengfort clarified that UCSF is not completely handing over all security to FireEye. ITS will retain a critical role in securing UCSF's networks, which includes encryption, specific network monitoring, etc. He is not familiar with the news reporting on this issue with FireEye however, but will look into it.

7. One member commented that UCSF's current clinical communications is unreliable and complicated (e.g., use of pagers).

CIO Bengfort responded that cellphone coverage is one issue within certain buildings, which is a limiting factor in this area. ITS has just concluded some contracts on making improvements in cell coverage across buildings (especially the hospital at Mission Bay). However, this is a multi-year project.

VI. **Old Business**

None.

VII. **New Business**

None.

Chair Greenblatt adjourned the meeting at 2:10 p.m.

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