These minutes are intended to provide a summary of action & follow up items; a few discussion highlights are included.

RESEARCH ADVISORY GROUP (RAB)
March 4, 2014 8:00-9:30 a.m. S-30

Attendees: Diane Barber, Clarice Estrada, John Ellis, Susanne Hildebrand-Zanki, Jim Kiriakis, Gretchen Kiser, Larisa Kure, Steve Lazarus, Kathryn Lee, Georgina Lopez, Suzanne Murphy, Michael Nordberg, Marge O’Halloran, John Radkowski, Christine Razler, Bill Seaman

Via Phone: Jane Czech, Matt Springer


Coordinator: Jamie Antonazzo

Guests: Jeff Bluestone, Bruce Wintroub, Pat Phelan, Joe Bengfort

PRESENTATION: Space Update

Jeff Bluestone and Bruce Wintroub spoke to the group regarding space. The goal was to clarify the roles and responsibilities of the various space committees, as well as to provide an update on the progress and status of the current space plan.

The UCSF Space Committee (known colloquially as the über space committee), contains leaders from all four schools and from the hospital (http://space.ucsf.edu/ucsf-space-committee). This committee is chaired by Jeff Bluestone and Bruce Wintroub. It deals primarily with policy and with issues regarding large space allocations (>2000 square feet). The committee is in the process of looking at the data on space utilization which was gathered throughout 2013. There are many areas of missing or inaccurate data, largely due to issues with identifying administrative and dry lab space, and this has set the project behind schedule. The UCSF Space Committee set the current policies regarding allocation of space based on either square footage per person (for administration and administrative research) or amount of indirect costs recovered per square foot. (The current minimum for a school is $90 per square foot.)

At the next level, the allocation of space within schools are within the medical center is handled separately for each. The School of Medicine Space Governance Committee has representatives from each Department in the School (http://space.ucsf.edu/school-medicine-space-governance). This committee is chaired by Keith Yamamoto and Bruce Wintroub.

For new buildings or large migrations into current buildings, Building Oversight Committees are responsible for identifying occupants for the buildings during the planning, programming, and design phases – the UCSF Space Committee is not involved in this.

Bruce and Jeff also discussed some of the major building projects which are currently in progress:

- Clinical Science Building and UC Hall – Labs have begun to move out, and flexible lab spaces are being built that will last without significant renovations for the next 20-30 years. Once the labs have moved out, the space will be rebuilt to house academic offices/administration.
- Health Science Towers Renovation – renovation of two floors of this building has begun
- Mission Hall –1500 individuals will move in to this new building late this year

Discussion:

- If space needs arise around particular buildings, it is unclear whom to contact, especially in regards to Mission Hall. --Issues about specific buildings are handled by that building’s Building Committee, and should go through the Dean. For non-school related issues, John’s Plott’s group would the contact.
- The suggestion was made to add the space website (space.ucsf.edu) to the staff/faculty web page.
- Is there a plan/funding in place for the university to renovate returned space? --No, this would happen at the department level.
- The group expressed concern that this policy could lead to free space only being available for those departments with the money to renovate it, and suggested that the Space Committee consider restricting the type of space we allow to be returned, possibly by requiring minimal standards on quality.

Charge to the Research Advisory Group (RAB)

- To provide input to the Office of Research, and ultimately the EVC&P, about the needs of investigators and administrators in conducting research and administering extramural funds.
- To guide priority setting and critical assessment of quality improvement efforts in the Office of Research
- To work with the Office of Research staff to ensure the successful implementation of the current Quality Improvement Project
These minutes are intended to provide a summary of action & follow up items; a few discussion highlights are included.

- Under the space release policy, if a group is given new space, are they required to relinquish their old space, or do they get to keep it? The old space would count as released space. If it is more than 2000 square feet, it would go back to the Space Committee, unless the Dean of the School with the space made a compelling argument to the contrary.
- What is the status of the Research Building at SF GH? -- The plan is to build a new building with some research labs on land which is owned by city, and negotiations are currently taking place.
- Is there a policy for allowing older labs to move into the newly renovated space in the Health Science Towers? The plan is to give the renovated labs to the affected schools (SOM and SOD) and the schools will determine assignees.

**PRESENTATION: Encryption Rules**

Joe Bengfort and Pat Phelan spoke to the group about the new encryption requirements. They explained that security breaches are on the rise, and that there have been a number of recent internal incidents involving stolen laptops and other devices.

They reviewed what should be encrypted according to the UCSF policy, which includes:

- All phones and laptops used for UCSF Business
- All laptops used for UCSF Business, whether UCSF owned, or non-UCSF owned

They explained that many times even those individuals who do not believe they have Patient Health Information (PHI) stored on their devices put the university at risk due in large part to attachments to emails which may include imbedded spreadsheets, or other sensitive information, especially when sent over open wireless networks. Links to free software and tutorials on the installation process are available at: encryption.ucsf.edu

**Discussion:**

- The main concern the group had about these requirements is performance impact on laptops. Postdocs in labs, for example, who use their own computers, are hesitant to encrypt due to fear of much slower performance.
- The group discussed having some kind of exception for labs that only work with animal data. –Joe and Pat explained that while these individuals do not work with PHI, another aspect to consider is that these rules are in place to protect our workers as well. If, for example, a photo of an animal is taken on an individual’s phone and sent to another individual over the wireless network, that information could become compromised, and could put our animal care workers in danger.
- The group discussed the need to more clearly define what is meant in the policy by “university business”. There may be exceptions that could be made if a more clear definition of this term existed.
- The group emphasized that if these rules are expected to be enforced, then IT support must be made available to help with the process. Some individuals expressed concern that because their department has opted out of IT support, they would not be eligible for help, and Pat and Joe explained that this help is available for anyone, regardless of their level of IT support, and that there is no charge.
- The group also expressed the desire for the software provided for employees to be as user friendly as possible, otherwise it will be difficult to convince departments to comply.

**Next Steps:**

- The group agreed to have Pat and Joe return to a future meeting, specifically to further discuss the issue of requiring encrypted flash drives.
- Pat and Joe agreed to send additional information to the group via email, regarding the free encryption software available for UCSF employees, as well as details on how to get IT support with the process.

**NOTE:** Pat and Joe have since sent clarification regarding several issues. Among these is the policy, at least for now, that memory sticks will need to be encoded only if used to store sensitive information.

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UCSF Wide Space Policy and Implementation

Status Update

March 2014
Discussion with RAB

Space Update

UCSF Space Committee, including faculty, staff and administrative leaders across Schools, Administration, and Medical Center, formed and met to establish a UCSF wide space policy, effective as of January 2013

• Accomplishments:
  – Agreed on central themes and core philosophies
  – Developed tools, processes and methods to enable implementation of agreed upon principles

• Status:
  – Data on space utilization gathered throughout 2013, in process of being validated by Chancellor Direct Reports
  – Still areas of missing or inaccurate data. Expectation is to have complete space inventories by summer 2014
  – Simultaneously, planning in process for Mission Hall, CSB/UCH Decant and Laurel Heights
  – Building Oversight Committees identify occupants for new buildings during the planning, programming, and design phases; sometimes occupant list is not finalized until the construction phase or later. The UCSF Space Committee is not involved.
**Timeline for Space Policy Implementation**

<table>
<thead>
<tr>
<th>Late 2012</th>
<th>Mid 2013- Early 2014</th>
<th>Post 2014</th>
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<tbody>
<tr>
<td>• Space Principles and Policies Approved by CEC</td>
<td>• Distribution of Space Policy document to Chancellor Direct Reports</td>
<td>• UCSF-wide Space Committee reviews critical space decisions based on data received (e.g. need for reassignment, reallocation)</td>
</tr>
<tr>
<td>• Policy document finalized and policies communicated</td>
<td>• Distribution of existing data, by direct report, with definitions and questions</td>
<td>* (After the Pilot year is complete, we should have...*</td>
</tr>
<tr>
<td>• Identification by Campus Planning of specific space data available and gaps</td>
<td>• Chancellor Direct Reports to verify their space data with Campus Planning</td>
<td>• Established format and process for gathering data</td>
</tr>
<tr>
<td>(Mid 2013)</td>
<td>• Campus Planning updates and aggregates data for comprehensive reports to UCSF-wide Space Ctte in April 2014</td>
<td>• Identified open space and transparent, consistent method of allocating it</td>
</tr>
<tr>
<td>(Mid 2013)</td>
<td>• All open space to be identified</td>
<td>• Identification of any need to adjust/modify policy</td>
</tr>
</tbody>
</table>

**Space Policy Implementation: Assessment**

**Positives**
- Process for reporting and addressing Released/Relinquished Space
  - < 2000 asf goes to Subcommittee; does not require larger Committee involvement
  - Open space > 2000 asf is requested through an RFP process, lending transparency and consistency to the process
- UCSF-wide representation and buy-in on the general principles and policies

**Concerns**
- Data that is complete and accurate (multiple control points had not verified their data as of 1/14; resulting in almost a year delay on implementation
- Identifying assigned unused space, which is not always transparently identified
- Open Issue: All units met the $90/ASF metric in FY 2012 for research productivity.
  - Need for a discussion on increasing the metric to a more reasonable and accurate figure
  - Applying penalties to units who do not meet the metric
  - Ultimately, instituting a rent type approach or policy
Requests for Space in New Buildings

Building Oversight Committees identify occupants for new buildings during the planning, programming, and design phases

- EXAMPLES
  - Mission Hall (Block 25A) - departments slated to move to the building, and programs (UCSF and non-UCSF) who have not been assigned space there have requested space.
  - Clinical Sciences Building to be vacated and renovated for offices and classrooms; will be full once reoccupied with existing occupants from CSB and UCH, and new clinical faculty and staff hires. Other units have requested space.
  - Neurosciences Building (19A) assignments were made by the Building Committee, but the building has unoccupied space that is held by departments for future recruitments

UCSF Wide Core Space Principles

Principle 1: Accountability and Governance

- Individual programs & faculty space decisions are Chancellor Direct Reports’ responsibility for assigned space
- Chancellor Direct Reports are responsible for identifying opportunities for collaboration and ensuring Principles are adhered to across the enterprise
- Reports provided to UCSF-wide Space Cttee every 3 yrs.

Principle 2: Fairness, Consistency, Transparency, Sustainability, Strategic Prioritization

- Criteria for allocation and use assessment includes alignment with UCSF strategic plan, unit goals, and demonstration that space is being used optimally based on the metrics identified in document and practice
Principle 3: Non Permanence

- Space does not belong to individual entities (be that department or schools) in perpetuity - all assignments to be reviewed every 3 yrs. by the UCSF-wide Space Cttee
- Relinquished/released space > 2000 square feet must be reported to the UCSF-wide Space Cttee; which could choose to return it to the Direct Report or the Chancellor or use an RFP type reallocation process
- Chancellor retains 10% of the space to be used at his/her discretion

Principle 4: Operational Cost Responsibility

- All research (wet and dry) space will be expected to cover costs of an average of $90/square foot for each direct report’s total space in year 1 using credited IDC or other funds
- Admin. space performance determined based on density of personnel at 150 asf (or equivalent depending on type of space) per full time FTE
Encryption requirements at UCSF

What needs to be encrypted?

• **All phones and tablets** used for UCSF business
• **All laptops** used for UCSF business, whether UCSF-owned or non-UCSF-owned
• All **Medical Center desktop computers** (policy pending)
• All Campus desktop computers containing confidential data
• Newly deployed or reimaged campus desktops are encrypted, but this is not required by policy
How do these requirements relate to investigators?

- Encryption may be required by a regulatory agencies in non-clinical research.
- An exception process exists if you fall into one of the aforementioned categories where encryption is required.
  - Exceptions are discouraged; there are few instances where performance is an issue.
- The presence of PHI is not the only reason to use whole disk encryption.

Using a personally owned computer for UCSF business

- If you’re using a personally owned computer:
  - Use the UCSF-provided PGP solution, or…
  - Use something other than PGP (FileVault 2 on Macs, BitLocker on Windows) and submit an encryption variance request w/ approval signatures
- Why bother with the “encryption variance request?”
  - IT Support may be able to help you recover encrypted data if you have problems.
  - If your device is lost or stolen, we will have proof that PHI or other restricted data was not breached.
  - http://tiny.ucsf.edu/encryption_personal
How to encrypt your USB flash drive or hard drive

- **Use hardware-encrypted devices only!**
  - Recommended security products: [http://it.ucsf.edu/how_do/buy-recommended-security-products](http://it.ucsf.edu/how_do/buy-recommended-security-products)

- Software encryption on USB flash drives and external hard drives is complicated.
  - Requires set-up for each machine device is plugged into
  - Depending on the method, a drive may only be usable on one computer
  - Usually specific only to Mac or PC, not both!

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**Appendix: How is data classified?**

<table>
<thead>
<tr>
<th>Type of Data</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public:</strong></td>
<td>Brochures, news releases, pamphlets, web sites, marketing materials</td>
</tr>
<tr>
<td><strong>Internal:</strong></td>
<td>Routine correspondence, employee newsletters, internal phone directories, inter-office memoranda, internal policies &amp; procedures</td>
</tr>
<tr>
<td><strong>Protected:</strong></td>
<td>Intellectual property licensed and/or under development, contract research protocols, records, department financial data, records wherein the public interest served by not disclosing the record clearly outweighs the public interest served by disclosure of the record, system configurations, system logs, risk reports</td>
</tr>
<tr>
<td><strong>Confidential:</strong></td>
<td>Protected Health Information (PHI), Student Identifiable Information (SII), personally identifiable information (PII), personnel information, Social Security Numbers; intellectual property licensed and/or under development</td>
</tr>
</tbody>
</table>

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## Appendix: Which software do I use?

<table>
<thead>
<tr>
<th>Device type</th>
<th>Internal drive</th>
<th>USB/Flash Drive</th>
<th>External hard drive</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Windows XP</strong></td>
<td>Upgrade to Windows 7 or 8 as soon as possible</td>
<td><a href="http://it.ucsf.edu/services/pgp">PGP</a> or <a href="http://technet.microsoft.com/en-us/library/dd835565(v=WS.10).aspx">BitLocker*</a></td>
<td>Use hardware encryption</td>
</tr>
<tr>
<td><strong>Windows 7</strong></td>
<td><a href="http://it.ucsf.edu/services/pgp">PGP</a> or <a href="http://technet.microsoft.com/en-us/library/dd835565(v=WS.10).aspx">BitLocker*</a></td>
<td>Use hardware encryption</td>
<td><a href="http://tiny.ucsf.edu/SecureUSB">http://tiny.ucsf.edu/SecureUSB</a></td>
</tr>
<tr>
<td><strong>Windows 8+</strong></td>
<td><a href="http://it.ucsf.edu/services/pgp">PGP</a> or <a href="http://technet.microsoft.com/en-us/library/dd835565(v=WS.10).aspx">BitLocker*</a></td>
<td>Use hardware encryption</td>
<td><a href="http://tiny.ucsf.edu/SecureUSB">http://tiny.ucsf.edu/SecureUSB</a></td>
</tr>
<tr>
<td><strong>Mac OS X 10.9</strong></td>
<td><a href="https://support.apple.com/kb/HT4790">FileVault 2*</a></td>
<td>Use hardware encryption</td>
<td><a href="http://tiny.ucsf.edu/SecureUSB">http://tiny.ucsf.edu/SecureUSB</a></td>
</tr>
<tr>
<td><strong>Mac OS X 10.8</strong></td>
<td><a href="http://it.ucsf.edu/services/pgp/mac-pgp-install-guide">PGP</a> or <a href="https://support.apple.com/kb/HT4790">FileVault 2*</a></td>
<td>Use hardware encryption</td>
<td><a href="http://tiny.ucsf.edu/SecureUSB">http://tiny.ucsf.edu/SecureUSB</a></td>
</tr>
<tr>
<td><strong>iPhone</strong></td>
<td><a href="http://it.ucsf.edu/services/email-mobile-access/tutorial/iphone-email-configuration">ActiveSync</a></td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>iPad</strong></td>
<td><a href="http://it.ucsf.edu/services/email-mobile-access/tutorial/ipad-email-configuration">ActiveSync</a></td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Android</strong></td>
<td><a href="http://it.ucsf.edu/services/email-mobile">ActiveSync</a></td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Digital camera or microscope</strong></td>
<td>Remove images from storage cards as soon as possible; make sure camera or microscope is stored in a locked room or cabinet when left unattended.</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

* Please submit an encryption variance form so we have proof your device is encrypted: [http://it.ucsf.edu/services/oem-encryption](http://it.ucsf.edu/services/oem-encryption)