UCSF BUDGET AND RESOURCE MANAGEMENT

2018-19 ICR Benchmarking System Report

Summary

- For 2018-19, the campus average indirect cost recovery per assignable square foot (ICR/ASF), which the campus uses to evaluate research space productivity, was $188.
- All control points exceeded the static $120 productivity target and all four schools exhibited increased productivity, but results show variation at the department level.
- The 2018-19 results represent a 9.1% increase over the prior year ($172 ICR/ASF), due to ICR growth of $19.7 million (+7.7%) combined with the total research space envelope decreasing by 18,907 ASF (-1.3%).
- Space coded as "PI assignment pending" declined by 25,346 ASF. "PI assignment pending" space now represents 13.1% of the total space, down from 14.5% in the prior year.
- No new facilities opened over the last year. The slight reduction in research space was concentrated, primarily at the Laurel Heights, LPPI and Surge buildings.

2018-19 Results and Comparison to Prior Year

- ICR Core Academic Departments (departments within the Schools of Dentistry, Medicine, Nursing and Pharmacy; Proctor, Global Health, and QB3) generated $276.5 million of indirect costs (actual expenditures) in a total research envelope of 1.47 million ASF.
- The results for the School of Medicine continue to drive the overall results for the campus. The School of Medicine generated $242.8 million of indirect cost recovery (88% of total) over 1.25 million ASF of research space (85% of total).
- The School of Medicine continues to have the highest productivity measure, generating $194 of indirect cost recovery per assignable square foot.
- Notably, the School of Nursing generated $182 ICR/ASF in 2018-19. Relative to the current productivity target of $120, this result appears impressive. However, as nearly all of the School of Nursing space is Dry Lab, it should be noted that this result would not meet the new RASP targets that are under consideration for separating Wet and Dry Lab ICR/ASF metrics.
- The 9.1% increase in ICR/ASF over the prior year is due to ICR growth of $19.7 million (+8%) combined with a small decrease in the total research space envelope of 18,907 ASF (-1%).
- The ICR/ASF result for all four schools showed an improvement over the prior year, with the School of Medicine at the highest percentage year over year gain of 9.7%.
- Summary of 2018-19 results and comparison to prior year are shown in the following two tables:

2018-19 Results

University of California, San Francisco

Sponsored ICR & Space Benchmark Home View Report
Control Point Summary - PI Count
ICR Core Departments

Fund Source: All Sponsored Funds

CONTROL POINT	PI Count	ASF	MTDC	TDC	ICR	MTDC/ASF	TDC/ASF	ICR/ASF	ICR/MTDC	ICR/TDC
FY ending Jun 30, 2019										
D_School of Dentistry	91	**57,762**	$19,347,883	$22,231,558	**$9,472,427**	$335	$385	**$164**	49.0%	42.6%
M_School of Medicine	2,155	**1,250,352**	$856,763,293	$1,055,993,580	**$242,768,781**	$685	$845	**$194**	28.3%	23.0%
N_School of Nursing	109	**26,649**	$15,342,323	$19,006,791	**$4,860,508**	$576	$713	**$182**	31.7%	25.6%
P_School of Pharmacy	95	**124,032**	$53,038,448	$63,859,744	**$18,044,353**	$428	$515	**$145**	34.0%	28.3%
Z_Other Academic Units	19	**11,534**	$4,990,044	$7,097,322	**$1,317,728**	$433	$615	**$114**	26.4%	18.6%
Grand Total	2,469	**1,470,328**	$949,481,991	$1,168,188,996	**$276,463,797**	$646	$795	**$188**	29.1%	23.7%

Glossary:
ICR core departments: Departments within the Schools of Dentistry, Medicine, Nursing and Pharmacy; Proctor, Global Health, and QB3
Faculty PIs: Based on Office of Academic Personnel criteria
PI Home Department: Based on Employee Database (EDB) tables at Fiscal Year close
PI Count: A PI is assigned a count of 1 only in his/her Home Department regardless of which department owns the financial activity or space
ASF: Office space assigned to PIs with active sponsored financial activity and all laboratory space (wet, dry, and support space)

ASF and ICR by School/Unit – 2018-19 versus 2017-18

	2018-19 Results			2017-18 Results			Year over Year % Change		
CONTROL POINT	ASF	ICR	ICR/ASF	ASF	ICR	ICR/ASF	ASF	ICR	ICR/ASF
D_School of Dentistry	57,762	$9,472,427	$164	59,143	$9,031,541	$153	-2.3%	4.9%	7.4%
M_School of Medicine	1,250,352	$242,768,781	$194	1,265,817	224,096,511	177	-1.2%	8.3%	9.7%
N_School of Nursing	26,649	$4,860,508	$182	26,166	4,535,805	173	1.8%	7.2%	5.2%
P_School of Pharmacy	124,032	$18,044,353	$145	126,551	17,563,061	139	-2.0%	2.7%	4.8%
Z_Other Academic Units	11,534	$1,317,728	$114	11,558	1,515,938	131	-0.2%	-13.1%	-12.9%
Grand Total	1,470,328	$276,463,797	**$188**	1,489,235	$256,742,856	**$172**	-1.3%	7.7%	**9.1%**

Department-Level Results

- Among departments with more than 5,000 ASF, the Department of Epidemiology and Biostatistics had the highest metric, generating $1,033 ICR per ASF.
- All department and individual PI results are available with the ICR Benchmarking System.
- The following table displays the Home View ASF, ICR and ICR/ASF calculations for individual departments. Departments are sorted within each school based on 2018-19 ICR/ASF results.
- Attachment 1 provides a comparison of Home View versus Owner View ICR/ASF results for 2018-19 and 2017-18. Definitions of Home View and Owner View are provided in the Appendix, Report Types section.

School of Medicine

Control Point, Department	ASF by FY 2018-19	ASF by FY 2017-18	ICR by FY 2018-19	ICR by FY 2017-18	ICR/ASF by FY 2018-19	ICR/ASF by FY 2017-18	% change
M_School of Medicine							
M_Physical Therapy	227	387	$564,684	$441,932	$2,491	$1,143	118%
M_Epidemiology & Biostatistics	16,328	22,151	$16,866,887	$15,407,903	$1,033	$696	49%
M_Anthro, History, Social Med	614	709	$358,464	$389,375	$584	$549	6%
M_Neurology	80,024	79,303	$31,679,558	$26,465,774	$396	$334	19%
M_CTSI	296	2,041	$98,238	$32,035	$332	$16	2015%
M_Emergency Medicine	764	657	$245,260	$252,429	$321	$384	-16%
M_Radiation Oncology	6,906	6,476	$1,981,905	$1,433,498	$287	$221	30%
M_Otolaryngology	20,637	21,774	$5,759,695	$6,465,498	$279	$297	-6%
M_MEDICINE	237,780	228,953	$61,254,524	$58,374,687	$258	$255	1%
M_Family Community Medicine	10,121	9,998	$2,567,660	$2,137,404	$254	$214	19%
M_Diabetes Center	24,850	25,053	$6,040,093	$6,842,304	$243	$273	-11%
M_Urology	14,311	13,164	$3,466,281	$3,127,767	$242	$238	2%
M_Neurological Surgery	42,815	42,158	$10,354,487	$7,635,646	$242	$181	34%
M_Dermatology	12,545	12,870	$2,673,799	$2,537,811	$213	$197	8%
M_Radiology	45,740	43,951	$9,059,062	$7,880,805	$198	$179	10%
M_Pathology	28,364	27,158	$5,603,530	$5,108,722	$198	$188	5%
M_ObGyn, Reproductive Sciences	45,973	44,353	$8,493,655	$7,841,089	$185	$177	5%
M_Psychiatry	70,854	84,152	$12,844,041	$13,114,574	$181	$156	16%
M_Surgery	42,318	42,959	$7,063,162	$6,471,226	$167	$151	11%
M_PEDIATRICS	53,581	50,443	$8,399,961	$9,050,435	$157	$179	-13%
M_Laboratory Medicine	25,982	27,843	$3,890,257	$2,908,161	$150	$104	43%
M_IHPS (Health Policy Studies)	8,764	8,891	$1,224,541	$1,298,907	$140	$146	-4%
M_CMP (Cellular Molecular Pha)	46,693	47,139	$6,298,186	$5,623,858	$135	$119	13%
M_Orthopaedic Surgery	17,323	16,987	$2,245,544	$2,002,442	$130	$118	10%
M_Microbiology and Immunology	42,547	42,351	$5,397,626	$4,353,959	$127	$103	23%
M_Anatomy	30,756	30,734	$3,453,444	$3,082,946	$112	$100	12%
M_Biochemistry and Biophysics	70,960	73,224	$7,812,480	$7,469,295	$110	$102	8%
M_Anesthesia	19,988	21,021	$2,041,216	$2,454,489	$102	$117	-13%
M_Cardiovascular Research Inst	58,956	70,111	$4,855,801	$5,443,082	$82	$78	6%
M_Physiology	47,188	43,596	$3,776,874	$3,461,246	$80	$79	1%
M_Ophthalmology	26,090	23,881	$2,043,670	$1,521,537	$78	$64	23%
M_IND (Neurodegenerative Dis)	28,663	28,145	$2,042,666	$963,313	$71	$34	108%
M_HDF Comprehensive Cancer Ctr	35,304	34,669	$1,978,917	$2,105,392	$56	$61	-8%
M_Dean's Office	27,790	24,752	$324,478	$328,841	$12	$13	-12%
M_Regeneration Medicine	4,150	5,188	$8,519	$0	$2	$0	n/a
M_Osher Center	1,926	4,248	$296	$0	$0	$0	n/a
M_Bioengineering	69	0	$0	$46,951	$0	$0	n/a
M_Computational Health Scienc	0	0	-$678	$12,975	$0	$0	n/a
M_Ctr for Health & Community	513	513	$0	$1,508	$0	$3	-100%
M_Hooper Foundation	1,292	1,292	$0	$0	$0	$0	n/a
M_Human Genetics	350	2,523	$0	$6,696	$0	$3	-100%
M_School of Medicine Total	**1,250,352**	**1,265,817**	**$242,768,781**	**$224,096,511**	**$194**	**$177**	**9.7%**

School of Dentistry

Control Point, Department	ASF by FY 2018-19	ASF by FY 2017-18	ICR by FY 2018-19	ICR by FY 2017-18	ICR/ASF by FY 2018-19	ICR/ASF by FY 2017-18	% change
D_School of Dentistry							
D_Preventive & Restor Dent Sci	8,812	6,628	$2,380,071	$2,271,924	$270	$343	-21%
D_OMFS	2,609	1,344	$658,803	$697,361	$253	$519	-51%
D_Cell and Tissue Biology	29,740	22,767	$4,409,926	$3,963,916	$148	$174	-15%
D_OFS	16,127	12,907	$2,016,819	$2,098,340	$125	$163	-23%
D_Dean's Office	473	14,880	$6,808	$0	$14	$0	n/a
D_Predoctoral Clinics	0	617	$0	$0	$0	$0	n/a
D_School of Dentistry Total	**57,762**	**59,143**	**$9,472,427**	**$9,031,541**	**$164**	**$153**	**7.4%**

Schools of Nursing, Pharmacy, and Other Academic Units and Grand Totals

Control Point, Department	ASF by FY 2018-19	ASF by FY 2017-18	ICR by FY 2018-19	ICR by FY 2017-18	ICR/ASF by FY 2018-19	ICR/ASF by FY 2017-18	% change
N_School of Nursing							
N_Community Health Systems	2,918	2,068	$941,952	$778,277	$323	$376	-14%
N_Family Health Care Nursing	1,178	1,175	$379,823	$396,709	$323	$338	-4%
N_Physiological Nursing	6,653	6,140	$1,339,473	$1,314,236	$201	$214	-6%
N_Social Behavioral Sciences	4,714	4,690	$709,342	$708,067	$150	$151	0%
N_Institute for Health Aging	11,039	11,945	$1,489,917	$1,338,517	$135	$112	20%
N_Dean's Office	148	148	$0	$0	$0	$0	n/a
N_School of Nursing Total	**26,649**	**26,166**	**$4,860,508**	**$4,535,805**	**$182**	**$173**	**5.2%**
P_School of Pharmacy							
P_Clinical Pharmacy	3,954	3,771	$1,692,267	$1,737,291	$428	$461	-7%
P_Dean's Office	199	0	$35,385	$54,540	$178	$0	n/a
P_Bioengineering	49,095	49,881	$8,420,564	$8,215,051	$172	$165	4%
P_Pharmaceutical Chemistry	70,784	72,899	$7,896,136	$7,556,179	$112	$104	8%
P_School of Pharmacy Total	**124,032**	**126,551**	**$18,044,353**	**$17,563,061**	**$145**	**$139**	**4.8%**
Z_Other Academic Units							
H_Global Health Sciences	40	64	$91,419	$170,965	$2,285	$2,671	-14%
E_Proctor Foundation	8,100	8,100	$1,226,309	$878,468	$151	$108	40%
E_QB3 Quantitative Biosci	3,395	3,395	$0	$466,505	$0	$137	-100%
Z_Other Academic Units Total	**11,534**	**11,558**	**$1,317,728**	**$1,515,938**	**$114**	**$131**	**-12.9%**
Grand Total	**1,470,328**	**1,489,235**	**$276,463,797**	**$256,742,856**	**$ 188**	**$ 172**	**9.1%**

Space by Room Use

- The amount of total research space decreased by 18,907 ASF (-1.3%) in 2018-19. Declines by specific room type are shown in the following table:

Room Use (HEGIS code)	Research Space ASF 2018-19	Research Space ASF 2017-18	Year over Year Change ASF	Year over Year Change %
Research Lab (210)	559,904	564,763	(4,859)	-0.9%
Research Lab Service (225)	445,745	449,602	(3,856)	-0.9%
Wet Lab Subtotal	**1,005,649**	**1,014,365**	**(8,716)**	**-0.9%**
Research Office (211)	167,626	166,047	1,579	1.0%
Research Office Service (226)	43,778	46,171	(2,393)	-5.2%
Dry Lab Subtotal	**211,404**	**212,218**	**(814)**	**-0.4%**
Academic Office (310)	128,839	126,127	2,712	2.2%
Office Service (320)	19,881	21,410	(1,529)	-7.1%
Other Office (335)	104,555	115,116	(10,561)	-9.2%
Offices Subtotal	**253,275**	**262,653**	**(9,378)**	**-3.6%**
Grand Total	**1,470,328**	**1,489,235**	**(18,907)**	**-1.3%**

PI Assignment Pending by Control Point Owner of Space

- PI Assignment Pending space declined by 25,346 ASF year over year, as shown in the table below.
- Presumably, the decline can be attributed to reporting improvements with Archibus, coupled with increased visibility due to the proposed RASP space metrics. The School of Dentistry reduced their amount of PI Assignment Pending space by over 90% from the prior year (much thanks to Dr. Thomas Lang in the School of Dentistry for this improvement effort).
- The reduction in PI Assignment Pending does not affect the ICR/ASF metric at the school or department level – only at the PI detail level.

	Assignment Pending ASF		Year over Year Change	
Control Point	**2018-19**	**2017-18**	**ASF**	**%**
D_School of Dentistry	1,305	18,189	(16,885)	-92.8%
M_School of Medicine	170,670	179,850	(9,180)	-5.1%
N_School of Nursing	238	238	-	0.0%
P_School of Pharmacy	11,943	11,223	719	6.4%
Z_Other Academic Units	6,499	6,499	-	0.0%
Grand Total	**190,654**	**216,000**	**(25,346)**	**-11.7%**
%AP Space of Total	*13.0%*	*14.5%*		

Building ASF Comparison Year over Year

- The 18,906 ASF net reduction in research space occurred primarily at the following sites: Laurel Heights, LPPI and Surge space.
- The following table shows the buildings where the space changed +/- 10% from the prior year space snapshot:

	Building ASF		Year over Year Change	
Buliding Name	**2018-19**	**2017-18**	**ASF**	**%**
Increase of 10% year over year				
Hunterpt 830	2,777	1,891	886	46.9%
MtZ Bldg J	2,820	1,958	862	44.0%
MtZ Bldg A	3,956	2,888	1,069	37.0%
MtZ 1701 Div	1,167	939	228	24.2%
ZSFG Bldg 90	1,392	1,266	126	10.0%
Decrease of 10% year over year				
MtZ Bldg C	1,110	1,236	(126)	-10.2%
Laurel Hts	64,468	72,611	(8,143)	-11.2%
MtZ Bldg E	5,370	6,150	(781)	-12.7%
LPPI	18,071	21,019	(2,949)	-14.0%
350 PN Ave	530	877	(347)	-39.6%
270 Masonic	448	832	(384)	-46.2%
Surge		955	(955)	-100.0%

Caveats/Background

- The ICR Benchmarking System was developed to provide UCSF leadership and faculty with a standard approach for measuring performance of the space occupied by Principal Investigators (PIs) for research.
- The performance metric used to evaluate research space productivity is indirect cost recovery per assignable square foot (ICR/ASF). In 2014, the Campus Space Committee increased the research space productivity target in the Space Governance Policy from $90 to $120. This metric is not indexed to inflation or other factors and has remained at $120 for the 2018-19 fiscal year. Control points can also use the metric to evaluate the productivity of individual departments and organized research units.
- The ICR Benchmarking System looks specifically at academic space – space assigned or pending assignment to PIs in the four schools, the academic units within the EVCP organization (Proctor Foundation, and QB3) and Global Health Sciences. Beginning in 2015-16, space that is dedicated for use by a Campus Core, as defined by the Office of Research, Research Resource Program (RRP), is excluded from this calculation. Campus Cores provide services to the community at large beyond the immediate departments in which they are housed. Excluding Core space from department inventories more accurately reflects departmental ICR/ASF. For 2018-19, excluded research core space totaled 11,792 ASF, flat with the prior year total.
- Clinical trial ICR expenditures are included but clinical space utilized to conduct these trials is typically not included in the ICR Benchmarking System. For 2018-19, private clinical trials ICR totaled $11.5 million.
- A brief overview of the Benchmarking System is included in the appendix of this report, including report types available, sources of the data, and known limitations of the existing data.

Final Thoughts

- The results show continued year over year improvement in the ICR/ASF metric for the Campus, driven by Indirect Cost Recovery that continues to increase at a faster rate than our space. It is clear that the implementation of the ICR Benchmarking System has caused us to more closely examine the quality of the space data. We assume that the space data integrity will continue to improve going forward so that more detailed trend data and reporting can be developed, and used with further confidence. Additionally, we can assume that the recent growth in ICR/ASF will not continue at the same rate, as additional research space is brought on-line and is not fully occupied or used efficiently in the near-term.

For any questions regarding the ICR Benchmarking System, please contact Jerome Sak (jerome.sak@ucsf.edu), the Functional Owner of the system.

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Attachment 1 – Home View versus Owner View Results

		ICR/ASF			
		2018-19		2017-18	
CONTROL POINT	Department	Home	Owner	Home	Owner
D_School of Dentistry	D_Cell and Tissue Biology	$ 148	$ 213	$ 174	$ 186
	D_Dean's Office	$ 14	$ 1	$ -	$ 1
	D_Healthforce Center at UCSF	$ -	$ 71	$ -	$ 95
	D_OFS	$ 125	$ 275	$ 163	$ 297
	D_OMFS	$ 253	$ 630	$ 519	$ 519
	D_Preventive & Restor Dent Sci	$ 270	$ 368	$ 343	$ 343
D_School of Dentistry Total		**$ 164**	**$ 148**	**$ 153**	**$ 140**
M_School of Medicine	M_Anatomy	$ 112	$ 103	$ 100	$ 94
	M_Anesthesia	$ 102	$ 106	$ 117	$ 119
	M_Anthro, History, Social Med	$ 584	$ 584	$ 549	$ 549
	M_Biochemistry and Biophysics	$ 110	$ 113	$ 102	$ 104
	M_Bioengineering	$ -	$ 307	$ -	$ 294
	M_Cardiovascular Research Inst	$ 82	$ 79	$ 78	$ 79
	M_CMP (Cellular Molecular Pha)	$ 135	$ 104	$ 119	$ 110
	M_Computational Health Scienc	$ -	$ 1,810	$ -	$ 1,885
	M_Ctr for Health & Community	$ -	$ 1,121	$ 3	$ 939
	M_CTSI	$ 332	$ 478	$ 16	$ 467
	M_Dean's Office	$ 12	$ 8	$ 13	$ 10
	M_Dermatology	$ 213	$ 215	$ 197	$ 205
	M_Diabetes Center	$ 243	$ 344	$ 273	$ 338
	M_Emergency Medicine	$ 321	$ 321	$ 384	$ 472
	M_Epidemiology & Biostatistics	$ 1,033	$ 705	$ 696	$ 563
	M_Family Community Medicine	$ 254	$ 242	$ 214	$ 195
	M_HDF Comprehensive Cancer Ctr	$ 56	$ 141	$ 61	$ 111
	M_Hooper Foundation	$ -	$ 73	$ -	$ 61
	M_Human Genetics	$ -	$ 216	$ 3	$ 157
	M_IHPS (Health Policy Studies)	$ 140	$ 143	$ 146	$ 190
	M_IND (Neurodegenerative Dis)	$ 71	$ 202	$ 34	$ 168
	M_Laboratory Medicine	$ 150	$ 192	$ 104	$ 122
	M_MEDICINE	$ 258	$ 273	$ 255	$ 266
	M_Microbiology and Immunology	$ 127	$ 163	$ 103	$ 141
	M_Neurological Surgery	$ 242	$ 241	$ 181	$ 184
	M_Neurology	$ 396	$ 356	$ 334	$ 304
	M_ObGyn, Reproductive Sciences	$ 185	$ 163	$ 177	$ 151
	M_Ophthalmology	$ 78	$ 97	$ 64	$ 76
	M_Orthopaedic Surgery	$ 130	$ 131	$ 118	$ 119
	M_Osher Center	$ 0	$ 91	$ -	$ 94
	M_Otolaryngology	$ 279	$ 134	$ 297	$ 112
	M_Pathology	$ 198	$ 200	$ 188	$ 183
	M_PEDIATRICS	$ 157	$ 162	$ 179	$ 177
	M_Physical Therapy	$ 2,491	$ -	$ 1,143	$ -
	M_Physiology	$ 80	$ 77	$ 79	$ 81
	M_Psychiatry	$ 181	$ 176	$ 156	$ 147
	M_Radiation Oncology	$ 287	$ 297	$ 221	$ 216
	M_Radiology	$ 198	$ 190	$ 179	$ 169
	M_Regeneration Medicine	$ 2	$ 361	$ -	$ 267
	M_Surgery	$ 167	$ 172	$ 151	$ 161
	M_Urology	$ 242	$ 229	$ 238	$ 220
M_School of Medicine Total		**$ 194**	**$ 188**	**$ 177**	**$ 171**
N_School of Nursing	N_Community Health Systems	$ 323	$ 625	$ 376	$ 541
	N_Family Health Care Nursing	$ 323	$ 412	$ 338	$ 448
	N_Institute for Health Aging	$ 135	$ 122	$ 112	$ 110
	N_Physiological Nursing	$ 201	$ 220	$ 214	$ 233
	N_Social Behavioral Sciences	$ 150	$ 171	$ 151	$ 126
N_School of Nursing Total		**$ 182**	**$ 183**	**$ 173**	**$ 170**
P_School of Pharmacy	P_Bioengineering	$ 172	$ 124	$ 165	$ 121
	P_Clinical Pharmacy	$ 428	$ 494	$ 461	$ 469
	P_Dean's Office	$ 178	$ -	$ -	$ -
	P_Pharmaceutical Chemistry	$ 112	$ 118	$ 104	$ 111
P_School of Pharmacy Total		**$ 145**	**$ 141**	**$ 139**	**$ 131**
Z_Other Academic Units	E_Proctor Foundation	$ 151	$ 151	$ 108	$ 109
	E_QB3 Quantitative Biosci	$ -	$ 0	$ 137	$ 137
	H_Global Health Sciences	$ 2,285	$ 2,474	$ 2,671	$ 1,780
Z_Other Academic Units Total		**$ 114**	**$ 704**	**$ 131**	**$ 650**
Grand Total		**$ 188**	**$ 188**	**$ 172**	**$ 172**

APPENDIX

Additional Comments

- Research space that is undergoing renovation (and is coded as such in the Archibus Space System) is excluded from the totals. Research space that is no longer under the ownership of an academic unit (i.e. returned to the Chancellor) is not included in the ICR Benchmarking System.
- This summary report focused only on the Home View reports, primarily as the Campus Space Committee has chosen those reports as providing the most representative metric to be used on the Campus. Complete Owner View reports are also available with the ICR Benchmarking System – details that highlight the key difference between the two systems is shown below.
- Finally, it is important to note that these reports focus primarily on ASF and ICR. However, additional information is available in the ICR Benchmarking System for MTDC and TDC per ASF ratios, as well as PI counts.

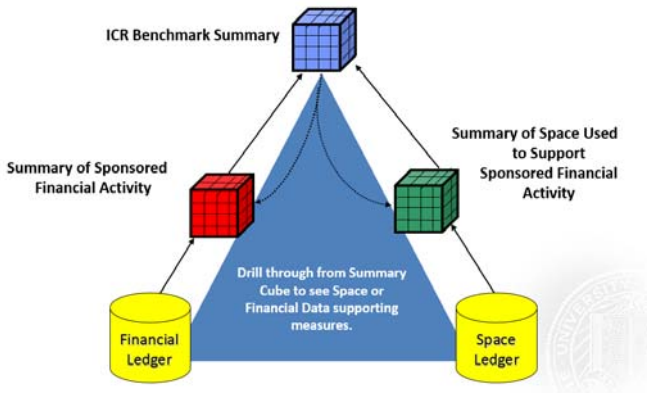
General Information about the ICR Benchmarking System

- The ICR Benchmarking System was developed to provide UCSF leadership and faculty with a standard approach for measuring performance of the space occupied by Principal Investigators (PI) for research. Conceptually, the model hinges on relating financial and space data at the department level. Understanding the measures is key to interpreting the resulting ratios.
- The model uses the following financial measures for sponsored agreements: Total Direct Costs (TDC); Modified Total Direct Costs (MTDC) and Indirect Cost Recovery (ICR).
- The measure for space used to support sponsored activity is Assignable Square Feet (ASF), includes all laboratory and laboratory support space and office space assigned to PIs that have sponsored activity.

Data Flow

- The following diagram highlights the two primary sources of data for the ICR Benchmarking System. Additional data is utilized from the Employee Database (EDB) tables.

ICR Benchmarking System Data Flow



Report Types

- The ICR Benchmarking System offers two different report types**.** Each type of report provides useful information and the totals for the two sets of reports are identical. The main difference is how the data is "sliced" and assigned to each PI or department.
- Home View reports are focused only on PIs whose "home" (primary appointment) is that department and shows all activity associated with those PIs. For example: If a PI with a primary appointment in Pediatrics has a grant/project owned by CVRI, those grant expenditures will track with CVRI in the Owner view, and with Pediatrics in the Home view. Home View data provides additional data clarity by showing Home Department activity and Other Department activity based on the Home Dept. of the Principal Investigator. For example, if you run a report for Anatomy, you will generate results only for those PIs whose Home Department is Anatomy. Important to note that a PI can have only one Home Department – and we obtain that Department from the Employee Database (EDB) tables at the end of each fiscal year.
- Owner View reports are focused on all activity associated with a specific department (Dept ID and project associated with the expenditures, and department that owns the space).

Definitions and Sources of Data:

Principal Investigators (PIs)

- Who Are They? PIs with sponsored financial activity and/or PIs with space used to support sponsored financial activity. Faculty and non-faculty status based on Office of Academic Personnel criteria at close of each fiscal year.
- Where Are They Counted? Principal Investigator (PI) is assigned a count of 1 only in his/her Home Department, regardless of which department owns the financial activity or space. PI Home Department: Based on Employee Database (EDB) tables at Fiscal Year close

Financial Data

- The campus general ledger (GL) is the source for financial data.
- Financial measures for sponsored activity are Total Direct Costs (TDC), Modified Total Direct Costs (MTDC) and Indirect Cost Recovery (ICR).
- ICR that is included in the ICR Benchmarking System is that in the core academic departments: Departments within the Schools of Dentistry, Medicine, Nursing and Pharmacy; Proctor, Global Health, and QB3.
- Sponsored financial activity is measured at year-end close for each fiscal year and categorized by sponsor group (Federal, Private, Local, State, etc.)
- PI assignment is based on the Project Manager in the GL Project table.

Space Data

- The source for space data is the campus planning space management system (Archibus).
- Space used to support sponsored financial activity is measured at the end of each fiscal year.
- PI assignment is based on PI Name field in the campus planning space system.

- Assignable Square Feet (ASF) includes office space assigned to PIs with active sponsored financial activity in the fiscal year and all rooms classified as laboratory research space (wet, dry, and support space).
- The following room types (based on HEGIS codes) are used to define sponsored space: 210 Research Lab; 211 Research Office; 225 Research Lab Service; 226 Research Office Service; 310 Academic Office; 320 Other Office; 335 Office Service. Codes 310, 320 and 335 are only counted as sponsored space if the PI assigned has sponsored award expenditures in the relevant fiscal year.

Known Limitations of Existing Data

- Data is a "snapshot" in time.
- Space data is dependent on input and annual updates by departments.
- Project Manager identification data is dependent on the accuracy of the Project table in the GL, which is populated during the award set-up.
- The current system cannot assign specific space to a specific sponsored award. Thus, a change in fund source does not change the amount of space assigned.
- Space and financial activity are not directly linked in all cases.
- HHMI space is included in the space management system, but HHMI financial data is not included in the general ledger.
- Clinical trial expenditures are included but clinical space utilized to conduct these trials is typically not included.
- Research expenditures shown are in current dollars and have not been adjusted for inflation.