Present: B. Drew (Chair), C. Portillo (Vice Chair), K. Chesla, K. Dracup, B. Miller, H. Pinderhughes, K. Puntillo, S. Robinson

Absent: C. Kelber, E. Scarr

Guests: Ginger Carriere-Kohlman, Chair of the Doctoral Program Council, Janice Humphreys, Chair of the Educational Policy Committee, and Zina Mirsky, Associate Dean, Administration

Vice Chair Portillo called the meeting of the School of Nursing Faculty Council to order on Friday, March 19, 2004 at 9:12AM in Room N319. A quorum was present.

Minutes
A motion to approve the minutes of February 27, 2004 was seconded and unanimously approved by the Faculty Council.

Budget Update – Report from Zina Mirsky, Associate Dean, Administration
Zina Mirsky, Associate Dean, handed out a document entitled, “UCSF Annual Budget & Planning Process: Process & Strategies for FY 04-05 – FY 06-07,” (Attachment 1). Decisions about the UCSF budget will be finalized sometime after the Legislature’s May budget revise. Systemwide, there still exists concern over the proposed increase in student fees, in particular among the health professions (public health is now included in this category). However, the State Legislature has exempted nursing students from fee increases because of the nationwide shortage of nurses.

The Chancellor’s Office has absorbed mid-year cuts for fiscal year 2003-4, allowing schools and the campus to plan for anticipated budget reductions more effectively. The School of Nursing is looking at a five-year plan of continued reductions and views the mandatory budget reductions as an opportunity to increase efficiencies across campus. In general, the more the School can reduce dependency on State support, i.e., mix its portfolio, the more safeguarded it is from the uncertainty of State funding.

The Chancellor is interested in fostering growth on campus, but has indicated that future planning will require the identification and budgeting of operating costs before development. An external consultant may be brought in to provide leadership and management of UCSF campus development; ideally, the consultant will already have a working knowledge of the campus.

Currently, the School of Nursing is the most reliant of the four schools on State funding, with 36% of its budget subsidized. There is concern that the suggestions that have come from the Governor’s office, which is that students should pay all costs of their education, conflicts with the State’s Master Plan for
University Enrollment\(^1\). Any increase to fees adds directly to the debt burden carried by students. Currently, a Masters graduate of the School of Nursing has an average debt of $25,000 whereas a graduate of the School of Medicine averages at $95,000 (i.e., $1200/month payments for 10 years). Originally, student fees were applied directly to school costs, 1/3 of which went to financial aid. As State funding was reduced, the University of California Office of the President (UCOP) began absorbing an increasingly larger share of these fees and passing less on to the schools. Currently, the School of Nursing assesses $2950 per year, while most other schools assess $5000. UCOP and/or the Chancellor can readjust the fee formula for any given year. Dean Dracup agreed to bring up the fee formula at the annual meeting of school deans with the Office of the President.

In other news, Mirsky reported that the first of two proposals to the Gordon and Betty Moore Foundation were accepted. The Foundation approved the accelerated degree program, which will fund approximately 60 additional PhD students over the next five years. A second proposal, which has been prepared by Nancy Donaldson, RN, DNSc, Associate Dean for Practice, is pending approval.

**Dean’s Report**
Dean Dracup encouraged faculty to take advantage of the upcoming visit by Patricia Grady, PhD, RN, FAAN, and Director of the National Institute of Nursing Research.

**Guiding Principles – Continued Discussion and Approval of Final Draft**
Chair Drew continued discussion on the final draft of the Guiding Principles for the School of Nursing Budget Cuts. The Council agreed to strike the first and third bullets under Principle No. 3 since there was contention about how to balance between masters and doctoral students while keeping within the overall enrollment target. The Council affirmed that every department services both categories of students, and that there should be an equitable distribution of labor across departments. That said, given the growth in the PhD program, the Masters Program cannot continue to operate in the same way.

The Faculty Council agreed that the principles are intended to help decision-makers make difficult budget cuts, but that these decisions are strictly the responsibility of the Administration and not faculty. As such, the Council agreed that there is no need for a follow-up process or implementation strategy. At the suggestion of the Council, Dean Dracup agreed to bring proposed cuts to the Faculty Council for review at a future meeting so that reaction to these decisions could be articulated before the budget becomes finalized.

**Report from the Doctoral Program Council Chair, Ginger Carrieri-Kohlman**
Carrieri-Kohlman reported that the Doctoral Program Council (DPC) was originally asked to look at ways to increase the number of doctoral students, as necessitated by the Moore grant proposal, but budget reductions have given the Council’s work a broader scope. The DPC is developing recommendations relating to curriculum, recruitment, criteria for screening candidates, and evaluation and advising of students.

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\(^1\) Donahoe Higher Education Act of 1960. UC is designated the State's primary academic research institution and is to provide undergraduate, graduate and professional education. UC is given exclusive jurisdiction in public higher education for doctoral degrees (with the exception that CSU can award joint doctorates) and for instruction in law, medicine, dentistry, and veterinary medicine (the original plan included architecture). UC was to select from among the top one-eighth (12.5\%) of the high school graduating class. Subsequent policy has modified the Master Plan to provide that all California residents in the top one-eighth or top one-third of the statewide high school graduating class who apply on time be offered a place somewhere in the UC or CSU system, respectively, though not necessarily at the campus or in the major of first choice.
**Report from the Education Policy Committee Chair, Janice Humphreys**

Humphreys made the case that a higher level of thinking is needed when cutting unpopular courses, and that low attendance should not be the sole criteria used when evaluating which courses to cut. Decision-makers will need to take into account teaching principles and weigh carefully the intended lessons of each course. Humphreys also reminded the Council that providing an increased number of doctoral students with real scholarly exchanges requires a corollary increase in resources, not just enrollment.

**School Committees – Continued Discussion of Committees to be Eliminated or Shelved**

The Faculty Council reviewed and approved language added to the draft revised bylaws that eliminates the Rules and Jurisdiction Committee and reassigns those duties to the Faculty Council. Furthermore, the Faculty Council unanimously agreed to eliminate the Education Policy Committee, and asked Senate Analyst Janet Whittick to update the bylaws accordingly. Changes will be resubmitted to the Council at its next meeting, and, if approved, will be submitted to the Full Faculty at May 14, 2004 meeting for final approval.

However, the Faculty Council decided that the Recruitment and Retention Committee should be kept intact. Comments made by departments indicate a high level of support for the retention of this committee, especially given the initiation of the accelerated doctoral program\(^2\) and the proposed fee increases. Judy Martin-Holland, Assistant Dean of Academic Services and Diversity Enhancement, also prefers retention of the committee since it allows her access to faculty. The Faculty Council agreed that the issues of recruitment and retention are too important not to have a faculty voice, and that the Committee should concentrate faculty attention on these issues.

The Faculty Council also agreed that appointing committee vice chairs a full year in advance is not practical since too many changes may occur (e.g., unanticipated leaves or changes in workload) over the interim. Instead, the Council will check-in with committees mid-year to see whether there are any candidates with an interest in assuming the chair the following term.

**Implementation of the Finalized Strategic Plan**

This item was postponed until the April 23, 2004 meeting. The Faculty Council asked that copies of the Strategic Plan addendum be distributed at the April meeting to inform the discussion.

There being no further business, Chair Drew adjourned the meeting at 11:15 AM.

**School of Nursing**

2003-04 Attendance—Faculty Council Meetings

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\(^2\) The Gordon and Betty Moore Foundation provide funds for half-time recruiting staff, although this goes to backfill current staff support.
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A = Absent
EX = Excused
X = Present

SENATE STAFF:
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