COMMITTEE ON ACADEMIC PLANNING AND BUDGET
Patricia Robertson, MD, Chair

MINUTES
Thursday, June 22, 2006

PRESENT: P. Robertson (Chair), S. Sniderman (Vice-Chair), H. Bernstein, W. Finkbeiner, E. Foster, P. Green, P. Loomer, S. Marshall, B. Newcomer, J. Rodnick


GUESTS: Keith Yamamoto, Executive Vice Dean, School of Medicine; Angela Hawkins, Executive Director, Budget and Resource Management

The Committee on Academic Planning and Budget (APB) was called to order by Chair Robertson on June 22, 2006 at 1:07 PM in M-1486. A quorum was present.

Chair’s Report
No report.

Report from the University Committee on Planning & Budget (UCPB)
Vice Chair Susan Sniderman attended the June 6, 2006 meeting of UCPB in N. Oppenheimer’s stead and reported that UCPB discussions included the following:

- The use of philanthropy as a means to pay for administrative salaries. UCPB believes that the primary mission of the University of California is education and research and philanthropic funding should be used in support of faculty and research programs.
- Recent controversial activity regarding contracts, funding, and management of Los Alamos labs.
- The proposal to eliminate non-resident tuition for graduate students, which passed by 83%. It was noted that the legislature will not support this as the charge of UC is to educate Californians.
- Continued discussion of the retirement program.
- There will be a performance review of the Office of the President.
- The 2.5% increase in the budget systemwide for the health sciences to increase enrollment with limited support for expanded faculty.
**Presentation on Campus Core Research Facilities – Keith Yamamoto, Executive Vice Dean, School of Medicine**

K. Yamamoto, Executive Vice Dean of School of Medicine, gave an informational presentation to the Committee on Campus Core Research Facilities. The summarizing handout and budget for this presentation are attached as Attachments I and II.

Core Research Facilities are innovative and advanced technology facilities that provide instrumentation and specialized services that are beyond the reach of individual investigators due to limitations of expertise, or financial or logistic constraints. Core research facilities are distinct from facilities that provide routine service, such as cell culture or animal care. A Campus Core Research Facility (CCRF) provides instrumentation and specialized services that benefit a broad segment of the UCSF research community, and are available to the whole community.

K. Yamamoto described the different core research facilities on campus, and how many services overlap and do not have similar administrative systems. The primary goals of this proposal are to reduce redundancies, increase efficiency, and increase services offered by the campus core research facilities.

The proposed solution calls for a central CCRF Director and a steering committee composed of faculty. The steering committee would evaluate existing and proposed core facilities, as well as recommend potential addition or closure of others. This proposal calls for at least three central core facilities (Genomics, Mass Spectometry, and Biostatistics) and an administrative infrastructure. Other CCRFs are expected but would be limited in number. The three outlined in this proposal are considered essential and may bring together a variety of redundant resources.

The costs of ongoing operations of CCRFs would be covered by recharge income. Subsidies from extramural sources may reduce rates charged to some or all investigators. In general, newly established CCRFs would be expected to break even within three years of operation. A modest level of institutional support would be required for capital equipment acquisition, for updating instrumentation, and to allow professional core staff to develop new service capabilities, to establish expertise on new instruments, to discover novel technological approaches, and to educate users.

P. Green requested clarification regarding consolidation and space. K. Yamamoto noted that consolidation would be administrative and not geographic. Services of different CCRFs would no longer be redundant or in competition. Space limitations on this campus are well-known, and this proposal does not consider creating new physical facilities.

The Committee requested that a Senate Faculty member be included on the CCRF Steering Committee, to which K. Yamamoto replied enthusiastically.

**Review and Discussion of 2006-2007 Budget Matrix from the Office of the Senior Vice Chancellor of Administration and Finance**

The Committee reviewed the Budget Matrix from the Office of the Senior Vice Chancellor of Administration and Finance (Attachment III) and discussed each of the 13 line items. It has been noted that the Chancellor’s discretionary funds tend to fall between $1MM and $50MM. There are significant capital and maintenance expenses as well as unexpected expenses (e.g. roof repair in 2005-06) and it is not likely that there will be enough left over to fund all 13 proposed requests. The source of the discretionary funds is a % of the indirect costs from grants submitted by individual investigators (the majority to the federal government), sent from the Office of the President to the Chancellors.
Angela Hawkins Executive Director, Office of Budget and Resource Management, gave a brief explanatory presentation of cost recovery and A-21/CAS Relief (Attachment IV). This was set up in 2004-05 as a three-year trial period to review the success of the revised funding model. It was noted that the model was designed to give extra support to off-campus research, since the trade-offs may be increased resources needed for rent/leasing agreements, difficulty in accessing campus resources such as the library, etc. This year’s model proposes a $1,530,000 increase over the 2004-05 allocation for a total of $15,780,000 to the campus for Indirect Cost Recovery, to be returned to the Deans of the four schools, and at their discretion, a percentage returned to targeted departments.

The Committee continued discussion of each line item:

Global Health Sciences
It was noted that this program is largely a School of Medicine program and not a campus-wide program. The Committee again noted that the various International and Global Health initiatives on campus are disorganized and should be brought together. However such an initiative will not be underway before this funding request requires action. It was also noted that H. Debas has been working with global luminaries on this highly organized and carefully constructed program, and it is expected to be funded by philanthropy and grants in the coming years. The Committee decided it could not support this request without additional information and a presentation from H. Debas or someone in his group. As H. Debas cannot attend the next meeting of PB when final recommendations will be made on these items, a senior administrator will be requested to make a presentation at the next meeting.

Administrative Systems Advisory Committee (ASAC) Strategic Plan
This proposal is to implement a new Time and Attendance/Vacation Leave Accruals system. This will track information for both staff and faculty, and is expected to result in an increase in efficiencies and significant cost-savings for the University. The current system is antiquated and flawed. Process efficiency is estimated to bring an annual departmental workload savings of $1.5 to $1.8 million. The return on investment is expected within three to four years. Work on this project is scheduled to begin in FY 2008-09 when the funding will be required. The Committee decided to give this a high rating, 5.

Academic Information Technology and Administration Information Technology
The Committee noted that this is essential infrastructure for the University and should be given a high rating. Comments which will be returned to the Executive Budget Committee will include concerns that the expense for future training on new systems for faculty and staff should be covered by OAAIS and not be the burden of departments. There is also the concern that IT infrastructure support and installation is limited and the departments will bear costs for actual installation or integration. To address specific concerns, Randy Lopez of OAAIS will be asked to address additional question on this topic at the June 29 meeting of APB.

Increase to Annual Budget for the Library
The Committee noted that this allocation is absolutely necessary and is financially minimal compared to other requests. The Committee rated this item a 5.

Support for Academic Senate Service
This allocation is supported by the Committee and was given a rating of 5.

University Community Partnerships Program
The proposed organization will track and organize current community programs, identify active community services and identify areas for service. The funding request for this organization also includes line items for a Director, a Web site, infrastructure, services, grants, and more. This proposal represents an increased
emphasis of UCSF faculty and staff on community involvement and community commitment. The proposed request is for $175,400 to complete the start-up costs of the program, which will be added to the $241,000 remainder from last year for a total of $416,400 for 2006-07. The Committee recognized the importance of community programs to the mission of UCSF and discussed the appropriateness of funding sources for this program. The Committee assumes that in the future, this will be a budget item not from the discretionary funds, as this program should be integrated into the overall programs of University Advancement and Planning.

The Committee will ask Barbara French, Associate Vice Chancellor, University Advancement and Planning, to make a presentation on this topic at the June 29, 2006 meeting and will determine a rating at that time. Specific informational items include the composition of the newly formed board, as specific programs that have been identified that currently represent partnerships between UCSF and the community.

**Mission Bay Operations**

The Committee believes that this item will be funded regardless of its rating. The Committee also expressed the opinion that the Chancellor’s Discretionary Funds should be used to support faculty and necessary programs but not buildings, and so rated this item 1.

It was noted last year that there is no gift/STIP tax on donations to Mission Bay buildings. The Committee will note in its response that it recommends that this tax be instituted to offset operating expenses at that site.

**OMP Funding Shortfall**

Inflationary issues from the past years regarding utility costs remain and California is still feeling the effects of the Enron energy manipulations. There is a campus-wide shortfall for operations and maintenance. As this is a necessary expense, but beyond the control or influence of the Faculty, the Committee decided not to express a rating for this item.

In its comments, the Committee will suggest the establishment of a Task Force to examine alternative energy solutions and means of educating the campus community on means to decrease energy consumption. The Committee will also recommend exploring an increase of indirect overhead to industry contracts/grants to assist in coverage of utility expenses.

**Campus Core Research Facilities**

The Committee considered the goals of the proposal to be admirable, but expressed concern regarding the budgeted amount for administration. When the Genomics program was re-designed, the administrative re-organization came at a cost-savings, not an expense, which was redirected to pay for the administrative person for the campus core research facility. The Committee considers the proposed administrative component to be excessive. Also, there were questions regarding the necessity for a biostatistical core, as the current system of consultation and recharge seems to be working well, at least at the Parnassus campus, and no obvious expensive/large equipment is involved. The Committee considered supporting the proposal at 50% of the requested amount. Chair Robertson will discuss the administration component with K. Yamamoto and send an e-mail back to the Committee for discussion next week before a final rating is determined by the Committee.

**Old Business**

None.
New Business
None.

Chair Robertson adjourned the meeting at 3:10 P.M.
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