COMMUNICATION FROM THE COMMITTEE ON ACADEMIC PLANNING AND BUDGET
Patricia Robertson, MD, Chair

July 7, 2006

Deborah Greenspan, DSc, BDS
Chair, UCSF Academic Senate
Office of the Academic Senate, Box 0764

RE: APB Review and Priority Ranking of FY 2006-07 Budget Issues

Dear Chair Greenspan:

On June 22 and 29, 2006, the Committee on Academic Planning and Budget (APB) reviewed the Chancellor’s Executive Budget Committee Summary of FY 2006-07 Budget requests. After hearing presentations on 11 of the 13 items, and after much Committee discussion, the Committee expresses the following priority ratings (1=Low and 5=High) and comments:

1. **Global Health Sciences Program**
   - Rating: 4
   - Recommendation: Partial Funding at 60% of Request for 2006-07

   The Committee recommends that:

   A. Funding be granted for only one year, at 60% of the requested $1.7 million ($1,020,000), and gives it a ranking of 4. During the next year the program may begin raising the $30-$40 million it needs for its endowment, as there is now a development officer assigned to the program. APB requests that prior to making a request for additional funds in 2007-08, that the program make a report to the campus regarding the grants and gifts it has gained, as well as a progress summary of its programs.

   B. The steering committee for Global Health Sciences Program be more inclusive of representatives from the Schools of Nursing, Pharmacy, and Dentistry.

   C. In 2006-07, the Global Health Sciences Program report on the status of the Program’s consideration related to the formation of a new School of Global Health.

   The Committee continues to be concerned about the lack of an umbrella organization for international programs at UCSF, which would eliminate confusion about the various programs in existence at UCSF and the potential for administrative and other cost savings to the campus.

2. **Administrative Systems Advisor Committee (ASAC) Strategic Plan**
   - Rating: 5
   - Recommendation: Funding at 100% of Requested Amount
3&4. Academic Information Technology - OAAIS
Rating: 5
Recommendation: Funding at 100% of Requested Amount

The Committee enthusiastically supported the multiple proposals to upgrade and improve technology and access to technology for faculty, students and staff as proposed. Additionally, the Committee supports the concept of combining information technology and telecommunications and Academic Information systems into a single campus unit for improved coordination, implementation and potential administrative cost savings.

5. Increase to Annual Budget of the Library
Rating: 5
Recommendation: Funding at 100% of Requested Amount to Permanent Budget

The Committee believes that a permanent allocation of $150,000 to the Library’s budget is essential to maintain journals, books and other online materials necessary to fulfill the academic mission of the University and strongly supports this proposal.

6. Academic Senate Service Support
Rating: 5
Recommendation: Funding at 100% of Requested Amount to Permanent Budget

These funds provide support for faculty members who serve in a leadership capacity in the Academic Senate, and for members of CAP, who devote a significant amount of time to the faculty promotion review process. While the funds serve as a token recognition to the faculty for the quantity and quality of their contributions to essential campus initiatives, it also serves to recognize the essential role faculty members play in the University’s system of shared governance.

Additionally, the Senate’s Committee on Committees reported that the ability to offer these small stipends has made a significant difference in the ability to recruit faculty to Senate Committees with high work loads (such as CAP) and to serve in leadership roles, which demand more time.

Prior to this year, UCSF was the only UC campus without some form of faculty support for Academic Senate service. The Committee recommends that $114,000 be made a permanent allocation to the Academic Senate Office for distribution to Academic Senate Officers, members of CAP and faculty in other leadership positions as determined by the Academic Senate Executive Committee in consultation with the Executive Vice Chancellor.

7. Faculty Fitness Facilities at SFGH and VAMC
Rating: 5
Recommendation: Funding at 100% of Requested Amount

The Committee is extremely supportive of these two initiatives, modeled after the facility that has been set up at Mt. Zion for faculty use. The Committee believes that these two new facilities will contribute to other efforts underway to address faculty stress and well-being.

Additionally, in light of the recent death of the UC Santa Cruz Chancellor, the Committee wishes to note that it offers enthusiastic support should the Chancellor’s Council on Faculty Life, submit a last-minute budget proposal or a budget request prior to next fiscal year, for a faculty wellbeing program at UCSF.
8. **Online Course Preparation, Review and Approval System**  
**Rating: 5**  
**Recommendation: Full Funding at 100% of Requested Amount**

The Academic Senate Committee on Courses of Instruction proposal to develop and model a UCSF Online Course System after the one developed by the UC Santa Barbara Academic Senate was enthusiastically endorsed by APB. In consultation with Jon Showstack and Randy Lopez, it was agreed that the oversight and development for this project would be managed by OAAIS and the total projected funding for FY 06-07 has been included as a line item in their budget request ($75,000 – Needs Assessment and Planning and $450,000 estimated over three years for development and implementation).

The Committee believes the development and implementation of an Online Course Preparation, Review and Approval System is essential to significantly improve efficiency and accuracy of the UCSF course system and to provide a time- and cost-savings to faculty, staff and administration. The Committee considers this item to be of high priority.

9. **University-Community Partnership Program**  
**Rating: 5**  
**Recommendation: Funding at 100% of Requested Amount**

The Committee notes the importance of this program and recommended support, with the understanding that the requested additional allocation of $175,400 for FY 06-07 will complete the start-up costs for this program.

The Committee expects that, in the future, this program’s budget requests will be integrated into the budget of the Vice Chancellor for University Planning and Advancement. The Committee also suggests that the Program continue to gather and coordinate information regarding other existing community and clinical outreach programs on campus.

10. **A-21/CAS Relief**  
**Rating: 5**  
**Recommendation: Full Funding at 100% of Requested Amount**

No additional comment.

11. **Mission Bay Operations**  
**Rating: 1**  
**Recommendation: Implement a Gift/STIP Tax on donations to Mission Bay to offset Operational Expenses**

The Committee believes that the Chancellor’s Discretionary Funds should be used to support faculty and other necessary campus programs but not buildings, and therefore provides a rating of 1.

The Committee recommends that in lieu of using such a large amount of limited funds for operational expenses for Mission Bay, that a gift/STIP tax be instituted on all donations to Mission Bay in order to offset operational expenses at that site.
12. State Utilities and OMP Funding Shortfall  
Rating: None  
**Recommendation:** Establish a Campus-Wide Task Force to Examine Alternative Energy Solutions and Ways to Decrease Energy Consumption at UCSF.

The Committee notes that this is a necessary expense, and as it is beyond the control or influence of the Faculty, the Committee does not express a rating for this item.

The Committee strongly recommends the establishment of a campus-wide Task Force to examine alternative energy solutions and methods of educating the campus community on means to decrease energy consumption. The Committee also recommends exploring an increase of indirect overhead to industry contracts/grants to assist in coverage of utility expenses.

13. Campus Core Research Facilities  
Rating: 4  
**Recommendation:** Partial Funding at 50% of Requested Amount

The Committee, after hearing a presentation from School of Medicine, Executive Vice Dean Keith Yamamoto and reviewing the proposal, believes that the proposed administrative cost component is excessive. The Committee believes that all of the administrative costs related to the Core facilities should be self-sustaining through the re-charge system, with limited expenses for personnel to do creative outreach and investigate new technologies.

The Committee on Academic Planning and Budget respectfully asks that you transmit our priority ratings, recommendations, and comments to the Chancellor for consideration. Thank you in advance for your support.

Yours sincerely,

Patricia Robertson, MD  
Chair, Committee on Academic Planning and Budget  
UCSF Academic Senate

enclosure/ Matrix Summary of FY 2006-07 Budget Issues with APB Comments

cc: Steve Barclay, Senior Vice Chancellor, Administration and Finance  
Members of the Committee on Academic Planning and Budget
# Chancellor’s Executive Budget Committee

## Summary of FY 2006-07 Budget Issues

**Ratings from the Academic Senate Committee on Academic Planning and Budget – 07/07/06**

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| 1. Global Health Sciences                        | Since FY 2003-04, $1,727,733 in Chancellor’s funding has been allocated for start-up support of the Global Health Sciences (GHS) program. The School of Medicine Dean’s Office has also provided $950,000 in support over the initial three year period. This support was intended to be seed funding while the program secured adequate extramural funding. | The program is now requesting that both the Chancellor and the School of Medicine Dean continue to support the growth of this new program for another three year period through FY 2008-09. The following Chancellor’s support is requested:  
- $1.7 million for FY 2006-07,  
- $1.6 million for FY 2007-08, and  
- $1.6 million for FY 2008-09.  
**$4.9 million – Three Year Total**  
The FY 2006-07 allocation is requested to partially fund the following:  
- 4.40 FTEs-existing positions,  
- 4.25 FTEs-new positions, and  
- related operating expenses.  
Other sources of support include the Medicine Dean’s Office, the Galante Professorship, extramural funding, and gifts/endowments. | 4                                                              | Partial Funding at 60% of Request for 2006-07  
The Committee recommends that:  
A. Funding be granted for only one year, at 60% of the requested $1.7 million ($1,020,000), and gives it a ranking of 4. During the next year the program may begin raising the $30-$40 million it needs for its endowment, as there is now a development officer assigned to the program. APB requests that prior to making a request for additional funds in 2007-08, that the program make a report to the campus regarding the grants and gifts it has gained, as well as a progress summary of its programs.  
B. The steering committee for Global Health Sciences Program be more inclusive of representatives from the Schools of Nursing, Pharmacy, and Dentistry.  
C. In 2006-07, the Global Health Sciences Program report on the status of the Program’s consideration related to the formation of a new School of Global Health.  
The Committee continues to be concerned about the lack of an umbrella organization for international programs at UCSF, which would eliminate confusion about the various programs in existence at UCSF and the potential for administrative and other cost savings to the campus. |
| 2. Administrative Systems Advisory Committee (ASAC) Strategic Plan FY 2006-2010 | The ASAC Strategic Plan for FY 2006-10 describes Phase II of campus-wide priority information systems projects that build on the successes of the Phase I plan. Funding for Procure-to-Pay, Research Administration Phase II, E-Workplace Portal, Effort Reporting, and Payroll Expense Transfers was approved last fiscal year. | In addition to the $15.6 million approved in FY 2005-06, ASAC is requesting an additional $3.7 - $4.1 million for implementing the Time and Attendance/Vacation Leave Accruals system. Work on this project is currently not scheduled to begin until FY 2008-09 which is when the funding will be required. | 5                                                              | No additional comment. |
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| 3. Academic Information Technology – OAAIS | Beginning in FY 2006-07, the campus’ academic and administrative IT organizations will become more closely aligned under the new Office of Academic and Administrative Information Systems (OAAIS) with the Academic IT Coordinator and the Associate Vice Chancellor for Administration jointly directing this new organization. | The following three year cost estimates have been identified for the following Academic projects/needs:  
- $1.4 million – Academic IT Staffing  
- $3.6 million – Research Data Infrastructure & Services (RDIS)  
- $1.5 million – Grants.Gov  
- $7.5 million – Academic Application Suite  
$14.0 million – Three Year Total | 5 | The Committee enthusiastically supported the multiple proposals to upgrade and improve technology and access to technology for faculty, students and staff as proposed. Additionally, the Committee supports the concept of combining information technology and telecommunications and Academic Information systems into a single campus unit for improved coordination, implementation and potential administrative cost savings. |
| 4. Administrative Information Technology – OAAIS | In FY 2005-06 under the previous CIO, ITS presented estimated one-time costs of projects that it considered its most important strategic initiatives through FY 2009-10. The majority of these five year cost estimates were for the following:  
- Next Generation Metropolitan Area Network (NGMAN) - $19 million, and  
- Improving enterprise information security - $4 million.  
These projects/initiatives are currently underway. | Better estimates for FY 2006-07 costs have now been identified as well as new initiatives. These are as follows:  
- $1.8 million – Network Services (Data, Voice, Wireless)  
- $2.3 million – Enterprise Information Security New Initiatives  
- $762,000 – Telephony  
- $2.6 million – Architecture  
$7.5 million – Total FY 2006-07 one-time & recurring costs | 5 | See above. |
| 5. Library Materials - Academic Senate | In FY 2005-06, the Academic Senate championed a permanent funding request from the Library to cover the cost of inflation for digital materials and to purchase a limited number of new journals and databases. $150,000 in one-time support was allocated. Continuation of the funding beyond FY 2005-06 would be evaluated as part of the spring 2006 annual budget planning and review process. | The Senate is again supporting the Library’s request for $150,000 in permanent funds to increase the Library’s materials and journal subscriptions budget. | 5 | The Committee believes that a permanent allocation of $150,000 to the Library’s budget is essential to maintain journals, books and other online materials necessary to fulfill the academic mission of the University and strongly supports this proposal. |
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<td>6. Committee Support – Academic Senate</td>
<td>In FY 2005-06, $114,000 in one-time support was allocated to the Office of the Academic Senate to reimburse departments for faculty who serve in leadership roles on the Senate committees. In addition, $6,000 in one-time support was allocated to the Office of Research to cover the Chair of the Conflict of Interest Advisory Committee.</td>
<td>The Senate and Office of Research are requesting that this support be made permanent beginning in FY 2006-07.</td>
<td>5</td>
<td>These funds provide support for faculty members who serve in a leadership capacity in the Academic Senate, and for members of CAP, who devote a significant amount of time to the faculty promotion review process. While the funds serve as a token recognition to the faculty for the quantity and quality of their contributions to essential campus initiatives, it also serves to recognize the essential role faculty members play in the University’s system of shared governance. Additionally, the Senate’s Committee on Committees reported that the ability to offer these small stipends has made a significant difference in the ability to recruit faculty to Senate Committees with high work loads (such as CAP) and to serve in leadership roles, which demand more time. Prior to this year, UCSF was the only UC campus without some form of faculty support for Academic Senate service. The Committee recommends that $114,000 be made a permanent allocation to the Academic Senate Office for distribution to Academic Senate Officers, members of CAP and faculty in other leadership positions as determined by the Academic Senate Executive Committee in consultation with the Executive Vice Chancellor.</td>
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<td>7. Faculty Fitness Facilities – Academic Senate</td>
<td>The 2004 report of the focus groups on stress among academics highlighted the need for recreational facilities to give faculty the opportunity to mitigate some of the stresses of their professional activities through physical exercise. The Chancellor’s Council on Faculty Life is requesting funding to create two exercise facilities for faculty at San Francisco General Hospital (SFGH) and the VA Hospital.</td>
<td>$20,000 in one-time funding per facility for a total of $40,000 is requested to purchase exercise equipment for SFGH and the VA. Appropriate space at each location will be identified to be used for this new purpose.</td>
<td>5</td>
<td>The Committee is extremely supportive of these two initiatives, modeled after the facility that has been set up at Mt. Zion for faculty use. The Committee believes that these two new facilities will contribute to other efforts underway to address faculty stress and well-being. Additionally, in light of the recent death of the UC Santa Cruz Chancellor, the Committee wishes to note that it offers enthusiastic support should the Chancellor’s Council on Faculty Life, submit a last-minute budget proposal or a budget request prior to next fiscal year, for a faculty wellbeing program at UCSF.</td>
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<td><strong>8. Online Course Preparation, Review, &amp; Approval System – Academic Senate</strong></td>
<td>The Academic Senate with the support of the Academic IT Coordinator is proposing that an online course preparation, review, and approval system be developed to automate what is currently a manual, paper forms-driven process. One key feature of this system will be an online course catalog benefiting both faculty and students. Significant faculty and administrative time savings are also anticipated as a result of this system.</td>
<td>$75,000 in one-time support is requested for the needs assessment and planning phase of the project. Total costs over three years are estimated to be $450,000. <em>(This request is also included under the Academic Information Technology – OAAIS request within the $7.5 million Academic Application Suite line item.)</em></td>
<td>5</td>
<td>The Academic Senate Committee on Courses of Instruction proposal to develop and model a UCSF Online Course System after the one developed by the UC Santa Barbara Academic Senate was enthusiastically endorsed by APB. In consultation with Jon Showstack and Randy Lopez, it was agreed that the oversight and development for this project would be managed by OASIS and the total projected funding for FY 06-07 has been included as a line item in their budget request ($75,000 – Needs Assessment and Planning and $450,000 estimated over three years for development and implementation). The Committee believes the development and implementation of an Online Course Preparation, Review and Approval System is essential to significantly improve efficiency and accuracy of the UCSF course system and to provide a time- and cost-savings to faculty, staff and administration. The Committee considers this item to be of high priority.</td>
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<td><strong>9. University-Community Partnerships Program</strong></td>
<td>In FY 2005-06 with the approval of the Chancellor’s Executive Committee, up to $305,700 in temporary support was allocated to the Community and Governmental Relations department to implement a University-Community Partnerships Program that would facilitate community partnerships, incubate new initiatives, and help to overcome institutional barriers impeding civic engagement.</td>
<td>The program is projecting that $241,000 will remain unexpended from the FY 2005-06 allocation. They are requesting that this savings be carried forward and that an additional $175,400 in temporary support be allocated for a total FY 2006-07 allocation request of $416,400. This amount will support full year costs of the program coordinator, an assistant, and related start-up and operating expenses.</td>
<td>5</td>
<td>The Committee notes the importance of this program and recommended support, with the understanding that the requested additional allocation of $175,400 for FY 06-07 will complete the start-up costs for this program. The Committee expects that, in the future, this program's budget requests will be integrated into the budget of the Vice Chancellor for University Planning and Advancement. The Committee also suggests that the Program continue to gather and coordinate information regarding other existing community and clinical outreach programs on campus.</td>
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<td><strong>10. A-21/CAS Relief</strong></td>
<td>The FY 2005-06 temporary and permanent indirect cost recovery (ICR) allocations to the Schools totaled $14,250,000 which was based on a new funding formula.</td>
<td>The proposed allocation for FY 2006-07 would be an increase of $1,530,000 for a total permanent and temporary allocation of $15,780,000, an 11% increase over FY 2005-06. This is the second year of a three-year funding model trial that provides incremental ICR according to a formula that incents off-campus research growth.</td>
<td>5</td>
<td>No additional comment.</td>
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<td>11. Mission Bay Operations &amp; Start-up</td>
<td>With the completion and occupancy of the Campus Community Center and the Housing Complex, the population at Mission Bay continues to increase. The Chancellor’s Mission Bay Operations and Services Committee continues to define service delivery concerns and issues. Service providers have submitted FY 2006-07 requests for funding that are currently under final review by Budget and Resource Management. The preliminary budget request for FY 2006-07 for Mission Bay services is $19,015,000. Of this total, $10,919,000 is for recharge and auxiliary services. The request for Chancellor’s permanent and temporary support is $8,096,000 of which $7,999,000 is permanent and $97,000 is temporary. These amounts exclude the purchased utilities and OMP shortfall for the Mission Bay buildings that are described below.</td>
<td>$19,015,000</td>
<td>1</td>
<td>The Committee believes that the Chancellor’s Discretionary Funds should be used to support faculty and other necessary campus programs but not buildings, and therefore provides a rating of “1”. The Committee recommends that in lieu of using such a large amount of limited funds for operational expenses for Mission Bay, that a gift/STIP tax be instituted on all donations to Mission Bay in order to offset operational expenses at that site.</td>
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<td>12. State Utilities and Operations and Maintenance of Plant (OMP) Funding Shortfall</td>
<td>UCSF’s State utilities budget continues to be substantially under funded. The situation worsened in FY 2005-06 from the effects of Hurricanes Katrina and Rita. Utilities costs are projected to continue to increase in FY 2006-07. At this point, OP has not committed to any additional funding to offset these increased costs. OP has not funded a substantial portion of the OMP costs for the Mission Bay facilities as well. Additionally, OMP funding has not been provided for the Parnassus Services Building (PSB) and OP has removed funding for UC Hall. There is no relief anticipated in the near future. Purchased utilities and other OMP budgets for FY 2006-07 are currently under review. For FY 2005-06, Chancellor’s funding for purchased utilities is expected to be $9.2 million and $7 million for other OMP costs. FY 2006-07 costs are expected to be higher.</td>
<td>Purchased utilities and other OMP budgets for FY 2006-07 are currently under review. For FY 2005-06, Chancellor’s funding for purchased utilities is expected to be $9.2 million and $7 million for other OMP costs. FY 2006-07 costs are expected to be higher.</td>
<td>No Rating</td>
<td>The Committee notes that this is a necessary expense, and as it is beyond the control or influence of the Faculty, the Committee does not express a rating for this item. The Committee strongly recommends the establishment of a campus-wide Task Force to examine alternative energy solutions and methods of educating the campus community on means to decrease energy consumption. The Committee also recommends exploring an increase of indirect overhead to industry contracts/grants to assist in coverage of utility expenses.</td>
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<td>13. Campus Core Research Facilities (CCRFs)</td>
<td>The proposed CCRFs will provide centralized instrumentation and specialized services to the UCSF research community. Currently, the absence of such centralized services has resulted in the development of redundant facilities at various campus venues, departments, ORUs, programs, and in clusters of two or more individual labs. Chancellor’s funding is requested over a three year period to develop core administrative services and the following initial CCRFs: Mass Spectroscopy, Biostatistical Analysis, and Genomics. The funding request is as follows: • $1.6 million - Year 1 • $1.4 million – Year 2 • $1.2 million – Year 3 $4.2 million – Three Year Total This funding will support a Core Operational Manager position, positions to staff the initially proposed CCRFs, and related operating and equipment costs.</td>
<td>$1.6 million - Year 1 $1.4 million – Year 2 $1.2 million – Year 3 $4.2 million – Three Year Total</td>
<td>4 Partial Funding at 50% of Requested Amount</td>
<td>The Committee, after hearing a presentation from School of Medicine, Executive Vice Dean Keith Yamamoto and reviewing the proposal, believes that the proposed administrative cost component is excessive. The Committee believes that all of the administrative costs related to the Core facilities should be self-sustaining through the recharge system, with limited expenses for personnel to do creative outreach and investigate new technologies.</td>
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