Committee on Academic Planning and Budget  
Kit Chesla, RN, DNSc, FAAN, Chair

MINUTES  
Thursday, January 22, 2009


ABSENT:  S. Barclay, F. Brodsky, H. Lipton, R. Lopez, J. Showstack, M. Wadell

The Committee on Academic Planning and Budget (APB) was called to order by Chair Chesla on January 22, 2009 at 1:30 p.m. in room M 1486. A quorum was present. Bruce Spaulding is reducing his time at UCSF and will not be able to attend APB meetings. While not an ex officio member of APB by her administrative title, Lori Yamauchi, Assistant Vice Chancellor, Planning, will be attending APB from this point forward as resource for the Senior Vice Chancellor for University Advancement and Planning and she will be able to communicate Committee concerns back to her office.

The minutes of December 11, 2008 were approved.

Chair’s Report
Chair Chesla reported on the following topics:

- Report from the Academic Senate Executive and Coordinating Committee: topics included holding increases in undergraduate UC enrollment, budget cuts, sustainability recommendations, the ongoing Chancellor search, faculty appointments into the appropriate series per the Report from the Task Force on Faculty Recruitment and Retention, and the formation of a new task force to follow up on the recommendations of the original task force report.
- Warren Gold reported from the task force for uniform campus calendar that such has been developed and approved and will be going into effect in September.

Report from the Executive Budget Committee (EBC): Chair Chesla reviewed the membership of EBC and the Principles and Guidelines to Govern Budget Reductions, Cost Savings, and Revenue Enhancements (Attachment 1). Chair Chesla reviewed the charge from the Chancellor to review budget processes in detail and prepare a three-year budget plan, considering a possible 10% budget reduction in state funding each year. It is clear that these serious budget cuts cannot be handled in the same manner as smaller cuts in the past. The Chancellor charged EBC with forming and organizing specific workgroups. These workgroups and their Senate/APB representatives are as follows (Attachments 2, 3, and 4):

1. Revenue Generation and Innovation—APB representative: Steven Cheung
2. Administration and Business Efficiencies—APB representative: Warren Gold
3. Academic and Clinical Programs Review—Senate Chair David Gardner will co-chair

Chair Chesla had advocated for an APB representative on each work group, and appointments were made on the first two. The Committee recommended that Chair Chesla readdress the need for APB direct
faculties as well as evaluated the work group on Academic and Clinical Programs Review. General concern was expressed that all work groups have strong faculty representation. Advocacy for additional faculty representation on Work Group 2 was also recommended by the committee.

Report from the University Committee on Planning & Budget (UCPB)
N. Oppenheimer, the new Vice Chair of UCPB, summarized current activities of UCPB. Agendas and minutes are posted to the UCPB Web page. UCPB continued discussion of budget pains and plans, and that resources taken to fund one area will have to be taken from another (the budget as a “zero sum game”).

UCSF Ten-Year Capital Financial Plan
Lori Yamauchi, Assistant Vice Chancellor, Planning gave an information presentation regarding the UC Capital Process Redesign and the Campus Capital Financial Plan (Attachments 5 & 6, confidential and not posted electronically, and Attachment 7, presentation slides). UCSF plans to present their capital plans at the May meeting of the Regents. The long-range plans emanated from the strategic plan.

E. Fuentes-Afflick stressed the importance of sustainability as the long-range capital plans, which has also been stressed by the Chancellor. E. Foster suggested that “being a world leader” be stressed in conjunction with research/discovery as well as clinical services and clinical training. N. Oppenheimer suggested adding mention of the contribution of UCSF to the economy of California.

S. Marshall noted projects for parking at sites other than Parnassus. L. Yamauchi indicated that the new facility to replace UC Hall will be mixed-used and will include parking (part of the long-range development plan). She agreed to note this in writing in this proposed plan.

Chair Chesla requested that “Instruction” space be addressed separately from “Research,” as space dedicated to instructional is too often sacrificed in favor of research facilities. R. Greenblatt suggested that it might be beneficial to separate these two kinds of space for both planning and seeking development funds.

It was noted that when space is allocated for research purposes at UCSF, it is often considered to be for wet labs, even though there is a large amount of funding sent to this campus for clinical, translational, community or survey research. Such research space is less costly to build, and therefore seems to be given second priority, but is often overlooked and never allocated.

It was also noted that faculty office space at Mission Bay and in the proposal for the new hospital at Mission Bay is insufficient and needs to be addressed.

L. Yamauchi noted that this is a dynamic plan, although they hope to present it to the Regents at the May meeting, and that she and her office are eager for faculty and Senate contribution and feedback. With regards to classroom and instructional capital projects, Joe Castro (Assistant Vice Chancellor, Student Academic Affairs) is an excellent resource and advocate.

L. Yamauchi encouraged comments via e-mail to yamauchi@planning.ucsf.edu.

Continued Discussion of Campus and School Budget Planning and Budget Concerns
The Committee reviewed budget processes and ongoing budget planning in the schools.

Caroline Shiboski reported from an emergency faculty meeting called by the Dean of the School of Dentistry and engaged the faculty strategic budget planning.
E. Foster reported that Interim Dean Hawgood visited the School of Medicine Faculty Council and gave a detailed report of the budget, marking a high point in SOM transparency. State revenue to the School of medicine amounts to only 5% of their overall budget, 55% comes from research and 25% comes from clinical income. The SOM budget amounts to 42% of the overall UCSF campus budget. E. Foster will be participating on a special committee contributing to the SOM budget planning. There was a discussion of concerns regarding faculty representation, and whether faculty are outweighed in sheer numbers by administrative delegates to the budgeting process. E. Foster also noted that budget concerns and impact areas will be discussed at the upcoming SOM retreat.

L. Chafetz reported from the School of Nursing retreat. There is strong push from the Dean for as much transparency as possible. The faculty and the Faculty Council are involved in budget planning and processes. About a quarter of the SON funding if from 19900 funds and there is very little research funding. There has been a lot of discussion of ways to increase research funding, reorganizing clinical practices, and external funding opportunities. The Dean and the Faculty Council are forming “SWAT teams” to work on a 90-day time frame to address these concerns.

**Old Business**
None.

**New Business**
K. Top raised the discussion of untapped possibilities for cross-department and cross-school teaching, clinical education and service delivery. This lead to a discussion of how resources, including space, in one unit can benefit other areas, but cross-unit sharing is not the norm.

Chair Chesla adjourned the meeting at 3:35 p.m.

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