1. The cause and the case for budget reductions will be transparent and communicated clearly and systematically to the UCSF community.

2. Every aspect of the university’s revenue and expense profile will be examined in detail.

3. Uniform cost reductions will not be made across the board.

4. Units will develop well-defined permanent budget-reduction solutions.

5. Mission-critical teaching, research and clinical programs will receive the highest funding priority.

6. Wherever possible, staff reductions will be achieved through attrition; critical vacancies will be filled with internal candidates where practicable.

7. Administrative costs – from central administration to control point and departmental administration – will be a key focus for cost savings. At the same time, it is recognized that administrative support is essential to advancing our mission critical teaching, research and clinical activities, as well as maintaining our regulatory compliance capability.

8. Options for revenue enhancement will be fully explored and, where feasible, utilized to reduce the size of expense reductions. Additionally, strategic investments will be made if, over the next three years, they can generate new revenue, reduce future continuing costs and preserve or enhance services.

9. Budget reduction proposals, and the pace at which they are implemented, will require business cases that examine their full impact.

10. UCSF’s Strategic Plan will serve as a guideline in this review.