



ACADEMIC SENATE

COORDINATING COMMITTEE

Daniel Bikle, M.D., Ph.D., Chair

MINUTES

Meeting of December 19, 2001

PRESENT: Chair D. Bikle, G. Armitage, P. Calarco (for Cliff Attkisson), D. Bainton, P. Benner, C. Bertolami, P. Den Besten, J. Cleaver, N. Cohen, M. Croughan, K. Dracup, N. Facione, J. Faucett, P. Fox, S. Glantz, B. Hoener, S. Janson, J. Kane, M. Kimble, J. Olson, N. Oppenheimer, L. Pitts, S. Rankin, N. Stotts, J. Wiener-Kronish, L. Zegans

ABSENT: H. Debas, L. Ferrell, D. Ferriero, D. Greenspan, J. Humphreys, B. Massie, W. Sadee, D. Teitel

GUEST: Eric Vermillion, Assistant Vice Chancellor Budget and Financial Analysis

The Minutes of the meeting of October 10, 2001 were unanimously approved.

Announcements from the Chair

- The first Distinguished Clinical lecture was given by Steve Cummings, MD, FACP on November 9, 2001 and was well-attended and well-received.
- The UC Committee of Research Policy is examining the contract with the U.S. Department of Energy (DOE) and UC Labs. Representatives are meeting with the Executive Committees of all Senate Divisions to ascertain, prior to extending the contract, if there are improvements or enhancements that are desirable. The Executive Committee met with representatives of UCORP on December 6, 2001; also in attendance was UCSF Committee on Research Chair, J. Cleaver, Warren Gold and John Featherstone.
- Eight of the UC campuses are involved in discussions of whether or not to use SAT 1 as part of the admission criteria. There will be a series of town hall meetings throughout the state; none will occur at UCSF because this is not a major issue for this campus.
- The Comprehensive Review for UC admissions policy has been approved and will go into effect next year if additional funds are allocated. This does not pertain to UCSF.
- The Task Forces on Conflict of Interest, Mentoring, Distance Learning and Faculty Recruitment, Retention and Promotion are organized and functioning.
- Warren Gold, Lawrence Pitts and Jaclyne Boyden represent UCSF on the Health Sciences Retirement Task Force, organized by the Office of the President. L. Pitts is drafting a letter to UCSF faculty outlining the issues and the direction the Task Force will take. Comments should be sent to L. Pitts and to N. Oppenheimer, Chair of the Faculty Welfare Committee.
- The statewide Senate is finalizing the policies on copyright issues. Comments made by UCSF through the Educational Policy Committee have been incorporated into the final draft.

- The Long Range Development Plan continues to go forward. It is still unclear whether there will be one or multiple sites for the medical center. The Academic Planning Subcommittee believes that the location of the hospital should depend on academic issues, as well as economic issues. Faculty members who have concerns about the location of the medical center should express them now.
- The Medical Center is developing a strategic plan for the next ten years. This document is currently unavailable for distribution.
- The Academic Planning and Budgeting Committee has agreed to identify a current Committee member or another faculty member to participate on each of the subcommittees on the LRDP. Chair S. Glantz asked that the Committee notify him of potential candidates. T. Maimon, Director of the Senate Office, will email the members of the Coordinating Committee a list of the subcommittees and their charges.

Presentation from Budget Office Relative to Hiring Freezes and Proposed Budget Cuts – Eric Vermillion

Mr. Vermillion distributed a presentation made to the Chancellor's Executive Budget Committee and provided the Committee with an overview of the State's fiscal challenges and the projected impacts on the University and UCSF.

Mr. Vermillion reported that the State formulates its budget based on the revenues it receives, which for the past two years have been somewhat artificially inflated due to temporary increases revenues derived from capital gains and stock options, which was four times higher than the revenue for the prior years. The revenue projections for this fiscal year have dropped \$12 billion below the \$78 billion budget approved this past July. Even if the economy recovers, the earliest availability of revenues would be in 2002-03 which would set the base for the for the 2003-04 fiscal year budget. Given that there will be financial problems that may result in reductions to UC's General Fund budget, the Office of the President has established some basic principles that include:

- Protecting the core mission-driven budget of the University.
- Targeting cuts in non-core or marginal areas.
- Increasing student fees.
- Delaying or stopping entirely year-round/summer session funding at undergraduate campuses.
- Ensuring that at least the minimal amount of salary control point funding is maintained for faculty merit cycles. This would ensure that UC's comparisons of faculty and staff do not fall further behind than the last estimate made against comparison institutions which showed UC behind in a range from 3 - 5%.

Mr. Vermillion outlined a number of risk factors that UCSF will have to deal with, recognizing that over the 1991-94 period, the campus took a \$34 million reduction in its general fund base. The reduction was only offset marginally in the Schools, which were allowed to charge a new professional student fee, which added back just over \$3 million. The potential risks UCSF faces include:

- UCSF received one-time funding from the State last year on utility cost overruns, but it is doubtful that the State will support this again. UCSF's utility costs are still running 25% higher than in 1999, the last normal basis for comparison. A \$3.5 to \$4 million shortfall in utility funds is being projected for UCSF, which it may have to fund from internal campus resources.
- Insurance costs such as annuitant health, general liability among others, were increasing before the incidents of September 11th and even greater increases are being anticipated.

- Security costs, as a result of the September 11th events, will probably increase. The Chancellor has created a Task Force on Bio-terrorism that will examine the security of campuses, laboratories, patients, and how UCSF might respond.
- Gifts pledged for Mission Bay may not materialize or may be significantly delayed. Three years remain to raise funds, but since September 11th, gifts have been coming more slowly. There is speculation that donors are being cautious because of the current economic conditions, but there is optimism that by later this year charitable giving would start again.
- Discretionary funds are reserved to backstop gifts if the capital campaign falters.
- There is the continued risk of cost overruns on capital projects. Fortunately the last two bids on major capital projects have come in on target.

Following are some risk factors Mr. Vermillion indicated might have a smaller chance of occurring:

- Potential reduction in growth of the NIH budget and failure to generate anticipated indirect cost return. While this is not anticipated, the NIH budget could be shifted to areas other than scientific research.
- Patent revenue is unpredictable.
- Possibility of reduced endowment dividends because of marketplace conditions.

Mr. Vermillion has met with the Deans, Vice Chancellors and Medical Center administrators to discuss the development of guiding principles and definitions about UCSF's core and non-core activities. Consideration must be given to what is legally required by state and federal regulations, Regents' policy, and for what the institution believes it should be doing as part of its institutional value-base. This set of guiding principles, along with planning assumptions, will be taken to the Executive Budget Committee in February 2002 for review and discussion. Mr. Vermillion welcomed ideas or suggestions from members of the Coordinating Committee.

Mr. Vermillion reported that negotiations for indirect costs for on-campus sponsored research were finalized at a four-point increase over the current rate starting November 1, 2001. The rate changed from 47.5 to 49 immediately; effective July 1, 2002 it will change to 50.5 and by July 2003 it will increase to 51.5 points.

Discussion Relative to Clinical Affairs Committee Interaction with Hospital Leadership – Susan Janson

S. Janson, Chair of the Clinical Affairs Committee (CAC), described the Committee's mission to identify changes in various areas of the medical center and clinical affairs and the academic impact of these changes. The CAC was formed during the UCSF Stanford merger to deal with issues connected with the merger. Dr. Janson questioned whether the Committee is still necessary since the termination of the merger and raised the following concerns:

- Whether there is still a need for the CAC as it is currently constituted.
- Whether the mission and goals of the CAC need to be changed.
- Whether the membership needs to be modified.
- How to identify the most effective ways to develop communication of information to the CAC.
- Whether the CAC is configured correctly to maximize the relationship with clinical practice and its effects on the academic mission.

Dr. Janson expressed concern that there is at least a partial overlap between the work of the CAC and the Senate Academic Planning and Budget Committee (APB). While a positive relationship between the two committees exists, it is difficult to establish boundaries. The administrators who

provide information to CAC are the same ones who are providing information to APB and the task forces. Dr. Janson proposed that the CAC members present issues to the Dean of the member's School and support that Dean toward a solution. The CAC believes it is a step in the right direction that the CEO of the Medical Center, Mark Laret, has agreed to attend or send a representative to all CAC meetings.

Over half of the faculty are clinical faculty members not in the Senate. The CAC is the one committee on which they should be well represented. Currently CAC is comprised of 50% clinical and 50% Senate faculty, all concerned with and affected by the same issues. CAC addresses hospital and clinical practice concerns, two issues very important to the academic program.

Dr. Janson also indicated that perhaps CAC should be suspended until LRDP has completed its work since many of the people who are working on the LRDP Amendment Committee and its academic subcommittees are the same members of the CAC.

Dr. Janson indicated that because UCSF is a teaching/medical center, it requires a clinical base for students to be exposed to real medicine and yet, as with most medical schools in the US, the clinical enterprise operates independently from the academic arena. This relationship poses challenges, and sometimes serious problems, with respect to priorities and factors in decision making. UCSF cannot allow the clinical enterprise to operate so independently that changes are made which have dire academic ramifications or consequences without the University's awareness and input. Dr. Janson expressed concern that the highest levels of administration and Academic Senate leadership need to be involved with the medical center.

Chair Bikle indicated that there is a definite need for the Clinical Affairs Committee to exist and asked the Committee to think how to make the CAC as efficient and effective as possible. He asked members to communicate their ideas to Dr. Janson, with hope that a plan will be in place by the next meeting.

Reports from Standing Committees

Academic Freedom – Patrick Fox

- The UC Committee on Academic Freedom (UCAF) raised concerns with evaluations of faculty performance by students. Such evaluations of faculty have included inappropriate comments such as racist or sexist remarks. While some UC campuses edit these types of comments, other campuses leave comments as the students wrote them. While this does not appear to be a major issue at UCSF, it is being discussed systemwide in the context of academic freedom for both students and faculty. The Committee will continue to monitor systemwide discussions.
- The Committee remains concerned about an issue that was raised in the Academic Senate report on the Future of Clinician Scientist related to the real or perceived requirement that in some UCSF departments, faculty must obtain RO1 grants or equivalent for faculty. The Committee is concerned that there is potential to view this requirement (either implicitly or explicitly) as a restriction to the kind of research that a faculty member might engage in because the sources of funding are not considered valuable enough to merit advancement. Recognizing that there can be variations among departments, the Committee is receiving information on the range of promotion policies and criteria within each department.
- There is a systemwide concern carried over from last year relative to the need to raise awareness of academic freedom issues on all UC campuses. The question was raised whether this effort should be initiated systemwide (through symposia on academic freedom across all campuses) or

by each of the campuses. CAF believes it should come from systemwide in order to provide a broad basis for discussion and individual issues should be addressed at the division level.

- The Burrill Seed Venture Fund–UCSF funding agreement has been withdrawn.

Academic Personnel – No Report

Academic Planning and Budgeting – Stanton Glantz

- The APB is moving forward with developing a more systematic involvement of the Senate in the planning process through the LRDP subcommittees. The APB's protocol for involvement in the budgeting process has been finalized.
- The APB and Graduate Council joint evaluation of the 5th school proposal should be completed in January 2002.
- The APB has completed its participation in the Senate Task Force created to prepare a response to a request for non-ORU status for the Center for Health and Community.

Clinical Affairs – Susan Janson

The Committee is working on a set of principles to be given to every clinical department administrator for consideration when planning a change: who needs to know about the proposed change, what is involved, who might be affected and other general questions to help guide the planning process.

Committee on Committees – John Kane

The systemwide Academic Senate is in the process of changing its bylaws. Chair Kane raised the issue of clinical faculty not having Senate membership and ascertained that the concept of the two-tiered faculty is becoming more pervasive, not just on the medical campuses. Berkeley is proposing a class of non-senate appointments, which would have the same relationship as UCSF's clinical faculty. The systemwide COC is addressing the issue of two-tiered faculty.

Courses of Instruction – Noreen Facione

The process of course evaluations and approvals has improved and is proceeding smoothly.

Educational Policy – Patricia Benner for David Teitel

The Committee is planning a symposium in May 2002 on cross-school and collaborative teaching issues. Representatives from each school will be invited. The Committee is currently seeking information on best practices from other campuses and would appreciate any additional information. The Committee would like to present various operational and strategic recommendations from administrators. With the forecasted budget cuts, this is a timely effort to examine consolidating teaching efforts and resources, particularly in areas such as research methods, statistics, and ethics.

Equal Opportunity – Betty Ann Hoener

- The Committee is working on updating the Faculty Handbook for Advancement.
- The proposed Ambassador Program was not funded. As a result, the Committee is formulating ways to identify whether women and minorities are represented on search committees, and

identify mechanisms for exploring why more women and minority candidates are not “short-listed.”

Faculty Welfare – Norman Oppenheimer

- The Committee is completing last year’s work on disability and compensation plans. It has implemented a uniform policy on disability leave and is following up on a survey of implementation.
- Systemwide Faculty Welfare Committee was asked to comment on a proposed whistleblower policy from the Privilege and Tenure Committee. The draft policy had no provisions or safeguards for the accused, especially with regard to malicious accusations. The draft was returned due to the serious deficiency.
- The Committee will review the report on transportation and parking at its January 2002 meeting.
- The inaccessibility of UC clinicians to UC faculty is a concern. UC clinicians have dropped out of the health care policies covering faculty members.
- The Committee will consider the report of the Chancellor’s Task Force on Housing in the spring of 2002. The housing at Mission Bay, which is very limited, will be mixed – for faculty, staff and students – and is being regarded as interim housing.

Graduate Council – Nancy Stotts

The Committee has two upcoming reviews, one scheduled and one in planning stages. The Postdoctoral Scholars report from last year is still in discussion.

Library

- Chair Bikle relayed a request from J. Humphreys, Chair of the Library Committee and the Distance Learning Task Force, for each school to send a representative to the Task Force. The School of Dentistry and School of Pharmacy are currently not represented. Chair Bikle asked Committee members to notify Dr. Humphreys of potential candidates interested in web-based learning.
- The UCSF library has contracted with Nature and “all of its children” to be available in electronic format.

Privilege and Tenure – Gary Armitage

P & T is very busy dealing with disputes, which are expected to increase as tension from budget cuts builds. The Committee is appointing 12 people (three from each of school) with previous committee experience to be available as advisors. Since informal resolution is preferable, most disputes are directed to the Conflict Resolution Center. Approximately three or four cases have been resolved this year before they reached a formal complaint level. In the past year, the Committee has received two formal grievances; one hearing is still in process.

Committee on Research – James Cleaver

- The COR has distributed grants to faculty with a two-thirds approval rate. There is a need to improve mentoring for unsuccessful candidates.
- The Distinguished Clinical Faculty Research Lectureship was very successful and will be continuing each year.

- Upcoming activities include awards of Shared Equipment Grants, the second round of Individual Investigator grants, and the selection of the 45th Annual Faculty Research Lecturer.
- The Committee will create a special call for grants for untapped of funds in eye research.
- The Committee is drafting a policy on faculty applications for new funds when unused funds were transferred to subsequent years.

Rules and Jurisdiction – Julia Faucett

The Committee is charged with reviewing the large number of revisions to the bylaws and updating the entire document this year. The process was begun last year and revisions are being compiled.

School of Dentistry Faculty Council – No Report

School of Medicine Faculty Council – No Report

School of Pharmacy Faculty Council – No Report

School of Nursing Faculty Council – Sally Rankin

SON had two well-attended meetings for faculty last week to discuss the budget cuts. Nursing faculty feel strongly that because of the acute nursing shortage in the State, as well as nationally and internationally, it would be very difficult for them to sustain a budget cut. They are developing other strategies.

Dean Dracup reported that a proposal was sent in conjunction with UCLA to Office of President. UCLA proposed adding 200 undergraduate students and UCSF proposed adding 120 students, which would include 96 students in the Masters-Entry into Professional Nursing (a program that accepts B.S. or B.A. graduates who then become registered nurses and obtain an M.S. degree) and 24 M.S. graduates with a specialty in Education. The proposal received unanimous support from the U.C. Health Sciences Committee. It was not forwarded to the legislature, however, because of the current budget crisis. This proposal is at the top of the list and as soon as there are any funds, it is expected to go forward.

New Business – None

The meeting was adjourned at 2:00 p.m.