



Committee on Academic Planning and Budget

Annual Report 2003-2004

David Gardner, MD
Chair

During the 2003-04 academic year, the Committee on Academic Planning and Budget (APB) met as a Committee 13 times. The Committee, for the third year, actively participated in the review, evaluation and comment on the 2004-05 budget documents from all campus control points as well as the proposed uses of Chancellor discretionary funds. In addition, members of APB served on various UCSF committees related to budget, long range planning, hospital planning, and information technology and telecommunications, and also participated on Senate Task Forces related to program or other reviews involving more than one Senate Committee:

- Executive Budget Committee
- Contingency Planning Committee
- Information Technology Governance Committee
- Clinical and Research Planning Subcommittee of the Chancellor's Advisory Committee on the Long Range Development Plan Amendment
- Academic Senate Task Force on Hospital Planning
- Academic Senate Task Force on Review of Proposed UCSF Initiative For Global Health

E-mail discussions were also conducted when needed to facilitate review of proposed new Academic Personnel Manual sections or revisions to existing sections, or to obtain feedback from committee members on other issues.

Issues reviewed and acted on by the Committee included:

- APB Involvement in the UCSF Budget Process
- APB Involvement in the UCSF Planning Process
 - Long Range Development Plan
 - Hospital Planning
 - Information Technology and Telecommunications
- Graduate Student Support
- Indirect Costs
- Report of the Academic Senate Task Force on Faculty Recruitment, Retention and Promotion
- Five Year Perspective for New Academic Programs
- Proposed UCSF Institute for Global Health
- Allocation of New Faculty FTEs
- Conditions of UCSF Teaching Space
- Class Scheduling Coordination

- Proposal for Stipends for Academic Senate Leadership
- Subcommittees for Program and Other Reviews

Systemwide Issues

Stanton Glantz served as the University Committee on Planning and Budget (UCPB) representative to APB until his appointment to Vice Chair of UCPB in February 2003. APB Chair David Gardner was appointed by Committee on Committees to replace S. Glantz as the Division's representative to UCPB. The following issues were of particular interest to APB.

Resolution on Graduate Student Aid: UCPB unanimously passed a resolution to restructure the allocation of graduate student aid to treat tuition and fee remissions associated with teaching assistantships as expenses to be charged to instructional budgets along with the costs of the teaching assistantships. The resolution also proposed that return-to-aid allocations for graduate student aid across the campuses be based on equitable considerations made with due regard to graduate student enrollments. APB expressed its support for this resolution.

Indirect Costs. Indirect cost recovery and the use of indirect costs has continued to be an issue for UCPB and APB. UC faculty would like to retain more indirect costs to support the research infrastructure which generated them, and APB has continued to work toward increasing the percentage returned to the originating units at UCSF. Department of Epidemiology and Biostatistics S. Hulley attended a UCSF APB Committee meeting and provided a historical overview of the issue, including background on the committee he chaired in the '90s which recommended the University return 20% of indirect costs to the faculty. Vice Chancellor for Administration and Finance Steve Barclay also spoke to APB on the issue, and indicated that the approximately 10-11% of indirect costs currently returned to faculty are allocated to the schools, and that the individual deans determine the specific distribution. Increasing the percentage of indirect costs returned to originating units will continue to be an issue for UCPB and APB in 2004-2005.

California Institutes for Sciences and Innovation (CalISIs): UCPB sent a letter to Academic Council Chair Larry Pitts reasserting their questions about how the CalISIs relate to the academic mission of the campuses that house them and the University as a whole. They also requested a response on the proposed procedures submitted in 2003 for the integration of CalISIs into the campuses and the University with respect to academic and budgetary issues. ([Appendix 1.](#)) UCPB was informed that the new Provost would take up the issue in the fall of 2004.

- The CalISI affiliated with UCSF is the California Institute for Quantitative Biomedical Research (QB3), a cooperative effort among UCSF, UCB, UCSC and private industry to harness the quantitative sciences to integrate understanding of biological systems at all levels of complexity. (More information is available at: <http://www.qb3.org/>.)

Cost of Access to Online Journals. UCPB considered the increasingly high cost to the University to purchase licenses for access to online journals. Increasing use of UC publishing mechanisms was discussed at APB, as were mechanisms to foster increased resource sharing amongst the campuses. Though UC negotiations with publisher Elsevier were successful, and the University obtained access to all journals for \$7.3 million for the current contract period, discussions regarding costs for purchasing licenses will likely continue at UCPB and the University Committee on Library (UCOL) in 2004-2005.

UCSF Academic Planning & Budget Issues

The Committee worked on several issues at the Division level.

APB Involvement in the Campus Budget Process

In 2002, APB and the Chairs of the four Faculty Councils introduced a two-year pilot plan for integrating the Academic Senate into the campus budget and planning process. Two of the plans primary components were: (1) increased involvement of the Faculty Councils with their respective Deans in formulating the Schools' budget requests; and (2) APB's involvement in the budget process after the Schools have submitted their budget requests to the Chancellor. ([Appendix 2.](#)) APB also requested the opportunity to review the recommendations of the Vice Chancellor control points, as well as any requests for Chancellor's discretionary funds.

In both 2001-02 and 2002-03, APB received incomplete information and was unable to provide comprehensive recommendations to the Chancellor regarding the budget proposals of the schools and Vice Chancellors and the requests for Chancellor's discretionary funds.

On July 1, 2004, Vice Chancellor for Administration and Finance Steve Barclay attended APB and presented a number of requests for Chancellor's discretionary funds, requesting that APB provide comments to the Chancellor by the end of July. VC Barclay also informed the Committee that each Vice Chancellor and School had been given an across the board cut, and that all had indicated their intention to fund it through Dean's reserves, departmental reserves, or across-the-board cuts to departments and units. APB reviewed the material and submitted its recommendations to the Chancellor on July 30, 2004. ([Appendix 3.](#))

On July 12, 2004, Senate Chair Leonard Zegans sent a letter to VC Barclay and Vice Chancellor for Advancement and Planning Bruce Spaulding discussing written timeframes and actions for future Senate review of the campus budget process. The letter also identified additional areas with which APB believed should be established process for their involvement in the future. ([Appendix 4.](#))

APB Involvement in the Campus Planning Process

The major planning issue on campus for 2003-2004 centered around new hospital planning. VC Spaulding, who is a member of APB, provided regular updates on hospital planning related to potential acquisition of additional land at Mission Bay, status of current and planned buildings, as well as plans for future uses of space at Parnassus Heights and Mount Zion campuses.

Clinical and Research Planning Subcommittee. In 2002-2003, a Clinical and Research Planning Subcommittee was created as a central subcommittee of the Chancellor's Advisory Committee on the Long Range Development Plan Amendment (LRDPA Committee). The Subcommittee was co-chaired by Mark Laret, CEO of the UCSF Medical Center, and David Kessler, Dean of the School of Medicine, and its members included the deans of the schools, department chairs, vice chancellors and other faculty members. Academic Senate representatives were Senate Chair Leonard Zegans, Senate Vice Chair Deborah Greenspan, and APB Chair David Gardner. The Subcommittee was charged with making a recommendation for clinical and research programs for the Mission Bay, Parnassus and Mount Zion sites.

The Clinical and Research Planning Subcommittee, which met approximately monthly throughout 2003-2004, was facilitated by consultant group Kurt Salmon and Associates. At the same time, to ensure

faculty input into the planning process, the consultants worked with the Academic Senate to facilitate Town Hall meetings, school retreats and a series of faculty focus groups.

In order to obtain input from a broad range of new, junior, senior and mid-career faculty, the Academic Senate formed a Task Force on Hospital Planning chaired by APB Chair Gardner to coordinate focus groups on the proposed plans related to hospital planning. The Task Force, which included members from all four Faculty Councils, APB, the Committee on Clinical Affairs, Graduate Council, the Committee on Educational Policy and the Committee on Research, invited approximately 200 faculty members to participate in the focus groups. ([Appendix 5.](#))

For the approximately 60 who did participate, the Task Force developed questions to assist the faculty with identifying their concerns:

1. What is the impact of multiple sites, including Mission Bay, on your ability to provide teaching, clinical training, and patient care? (Include issues arising from geographic separation.)
2. What should be the balance between primary care and subspecialty care (tertiary care) at UCSF (Parnassus, Mount Zion, and Mission Bay)?
3. Should Mission Bay become the site of a specialty hospital? If so, for what specialties?

The major faculty concerns identified by the focus groups were as follows:

- Technology infrastructure
- Faculty access to records
- Faculty access to work space/student meeting space
- Location of clinical and translational researchers
- Services for women and children
- Development of a “research tower” at Mission Bay
- Ambulatory care practices
- Teaching facilities and space
- Parking and transportation
- Facilities/accommodations for out-of-area patients
- Library space

After completion of the focus groups, Senate Chair L. Zegans prepared a summary of faculty concerns with new hospital planning for Subcommittee Co-chairs Laret and Kessler. ([Appendix 6.](#))

Throughout the year, APB also relayed faculty perspectives and concerns regarding planning efforts and consultant recommendations to the Subcommittee through Chair Gardner, Senate Chair Zegans, and Senate Vice Chair Greenspan.

Subcommittee recommendations are anticipated to be released in the summer of 2004, and Subcommittee Co-Chairs Laret and Kessler have expressed their desire to present the recommendations to the Regents at their September 2004 meeting. Senate Chair Zegans has indicated that he will appoint a Task Force consisting of members of APB, the Committee on Education Policy and the Committee on Clinical Affairs to provide Senate feedback on the final recommendation.

Recommendations on the Report of the Academic Senate Task Force on Faculty Recruitment, Retention and Promotion

The Academic Senate Task Force on Faculty Recruitment, Retention and Promotion was formed in 2002 to continue studying factors that influence the success rate of clinician scientists and to address a general concern about the shift in the nature of appointments in the UCSF faculty away from Senate appointments (Ladder Rank, In-Residence, and Clinical X) to non-Senate appointments (Clinical and Adjunct). At the direction of the Task Force, Senate Office analysts interviewed a random sample of 100 Clinical and Adjunct faculty about the nature of their work and their responsibilities. After analyzing the results, the Task Force determined that approximately 40% of UCSF Clinical and Adjunct faculty are doing work indistinguishable from that of Senate series faculty. The Task Force's complete report is located at <http://www.ucsf.edu/senate/2002-2003/v2-FRRP-12-17-03-Report.pdf>.

The Task Force made recommendations to remedy this inequity, and APB was asked to comment on these recommendations from a budgetary prospective. APB's comments included a recommendation requiring that salaried, full-time faculty in the Adjunct or Clinical series at the Associate or Full Professor rank, at their request, be reviewed for possible shift to the in Residence or Ladder Rank (or Clinical X) track at their next scheduled merit/promotion review. APB recommended that this review be performed by senior faculty who are familiar with the requirements for appointment or promotion in the different Academic Senate series (e.g. CAP or former CAP members), and that as it would occur at a faculty member's next regular review, the process be limited to three years. During the three year period, the career review would take the place of a formal national search. Afterward, this process for entry into Senate series would not be continued, unless the Academic Senate recommended otherwise.

APB's recommendations have been forwarded to the Faculty Councils and Committee on Faculty Welfare for comment, and will then be forwarded to the Senate Chair. ([Appendix 7.](#))

Update to UCSF Five-Year Perspective

UCSF administration asked the Senate to review the draft update to the campus five-year perspective for new academic programs and provide any suggested edits or additions. The overall review was positive, but APB members did note that the expansion of the programs on informatics in the School of Pharmacy had been put on hold, and that there was not mention in the other schools or for the campus as a whole of an academic program in informatics. APB indicated that such a program and the infrastructure for such a program are needed on this campus, and that without this program and infrastructure, it will be difficult for UCSF to remain competitive in the 21st century. ([Appendix 8.](#))

Proposal for the UCSF Institute for Global Health

A joint Task Force comprised of representatives from APB, Graduate Council, and the Committee on Research participated in a coordinated Academic Senate review of the proposal for a new ORU, the UCSF Institute for Global Health (IGH). APB raised some potential concerns in regards to funding resources and potential overlap between the IGH and the Global Health Sciences program. After George Rutherford, Interim Director of the IGH, attended APB and illustrated the substantial differences between the programs, APB indicated its support for the proposal. ([Appendix 9.](#))

Allocation of New Faculty FTE

In 2001-2002, APB agreed that the Senate should be involved in all future FTE allocation decisions. In 2002-2003, 12 new FTE were allocated among the four schools by an advisory committee to the Chancellor,

which included the Chair of the Committee on Research, but did not include members of APB. In 2003-2004, APB has continued to work towards the goal of having programmatic FTE allocations come before the Committee, and in July 2004, APB once again made this request in a letter to VC Barclay and Spaulding. APB will continue to discuss the process for Senate input on future faculty FTE allocation decisions in 2004-2005. ([Appendix 4.](#))

Conditions of UCSF Teaching Space

APB received a request from the School of Medicine Faculty Council noting the wear and damage in UCSF's classrooms and lecture halls and requesting that APB place a high priority on classroom facilities improvement. Vice Chancellor for Academic Affairs Dorothy Bainton reported to APB that there is \$150,000 in the annual budget allotted to classroom maintenance and support, and that she, VC Barclay, and Dean C. Attkisson would do a walk-through of classroom space, particularly Cole Hall, to note specific needs.

Class Scheduling Coordination

Classroom Scheduling Advisory Committee (CSAC) Chair Mike Winter attended APB to provide updates on their work towards better coordination of class scheduling between schools. Currently, the schools are planning their curriculum and schedules independent of each other, with schools and faculty planning classes at their convenience with different start and stop dates. Thus courses in different quarters in different schools can overlap by a few weeks and both courses cannot use the same room, creating a classroom shortage. Additionally, students' ability to attend interdisciplinary classes is severely limited. CSAC has recommended purchase of a software program which would allow the schools to operate on a common calendar (aligning all four quarters). APB will continue to be involved with this process in 2004-2005.

Proposal for Stipends for Academic Senate Leadership

APB concurred with a communication from the Committee on Committees (COC) which proposed permanent additional funding to the Academic Senate Office to be used to award stipends to the Chair and Vice Chair of the Division, the Chair of APB, and the Chair of Committee on Academic Personnel (CAP), as well as a small stipend to the departments of all CAP members and all Committee chairs. ([Appendix 10.](#)) APB recommended that the COC recommendations be modified to reflect that instead of faculty receiving stipends directly, that the funds be made available to Department Chairs to offset the time or other resources consumed when faculty hold leadership roles on Senate Committees. Additionally, the Committee amended the original COC request to include an allocation of \$5,000 for the chair of the Committee on Research. APB included the proposal as a priority in the Committee's communication to the Chancellor regarding 2004-05 Chancellor discretionary funding allocations. ([Appendix 3.](#))

APB Subcommittees for Program and Other Reviews

In order to help streamline APB's process of reviewing proposed changes to the Academic Personnel Manual (APM), programs and other reviews in which APB participates during the academic year, APB named a series of subcommittees composed of two APB members each. The subcommittees shall be tasked with performing one or more of these reviews, as needed. ([Appendix 11.](#))

Issues for the 2004-2005 Academic Year

- **Review and recommend to Chancellor and Executive Budget Committee an adequate permanent budget for Senate Office operations, including consideration of designating the Academic Senate as its own control point.**
- Institute a specific annual timeline for Senate review of budget documents from all control points and the Chancellor's discretionary funds.
- Increase regular communication between the Contingency Planning Committee, Executive Budget Committee and APB.
- Actively participate in strategic budget planning efforts initiated by VC Barclay.
- Assist with increasing regular communication between the Faculty Councils and their respective Deans related to budget and planning.
- Increase communication between APB and APB liaisons serving on other task forces and committees.
- Continue to consider planning and budget implications of clinical and research plans for Mission Bay, Parnassus and Mount Zion. Recommend a task force to evaluate the impact of the Mission Bay clinical facilities on faculty quality of life.
- Identify ways to increase the Committee's focus on planning issues. Request inclusion of APB Chair on Long Range Development Plan Amendment Committee.
- Continue to discuss process for Senate input on future faculty FTE allocation decisions.
- Follow up on EVC Washington/VC Barclay action on classroom facilities improvement (specifically Cole Hall).
- Obtain input from the Faculty Councils on the report of the Task Force on Faculty Recruitment, Retention and Promotion, including APB's recommendations, and submit recommendations to the Senate Chair for further discussions with the Chancellor.
- Continue to discuss mechanisms for meeting the goal of 20% indirect cost return to faculty. Consider naming a Task Force to address this issue.
- Continue to monitor progress of the Classroom Scheduling Advisory Committee.
- Review transmittals from all standing Senate Committees and Senate Officers relating to policy or other recommendations with a potential fiscal impact.
- Issue Senate input on administrative budget recommendations for 2005-06.

Respectfully submitted,

Committee on Academic Planning and Budget

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APPENDICES

- [Appendix 1](#): Letter from UCPB to Academic Council Regarding CallISIs (4/21/04)
- [Appendix 2](#): Proposed APB Planning & Budget Integration (6/02/04)
- [Appendix 3](#): Letter from APB to L. Zegans Regarding 2004-05 Budget Recommendations (7/28/04)
- [Appendix 4](#): Letter from L. Zegans to VC Barclay and Spaulding Regarding APB Involvement in Campus Budget and Planning (7/12/04)
- [Appendix 5](#): E-mail Requesting Participation in Faculty Focus Groups on New Hospital Planning (12/28/03)
- [Appendix 6](#): Letter from Z. Zegans to D. Kessler and M. Laret Regarding Faculty Concerns Relating to New Hospital Planning (3/10/04)
- [Appendix 7](#): Letter from APB to L. Zegans Regarding Report of Task Force on Faculty Recruitment, Retention & Promotion (5/24/04)
- [Appendix 8](#): Letter from APB to L. Zegans on Campus Five Year Perspective (2/26/04)
- [Appendix 9](#): Letter from APB to L. Zegans on Institute for Global Health ORU Proposal (11/14/03)
- [Appendix 10](#): Letter from Committee on Committees to L. Zegans on Academic Senate Leadership Stipends (7/01/04)
- [Appendix 11](#): 2003-04 APB Subcommittee Assignments