



Committee on Academic Planning and Budget

Annual Report 2006-2007

Patricia Robertson, MD
Chair

During the 2006-07 academic year, the Committee on Academic Planning and Budget (APB) met as a Committee 13 times. The Committee's primary foci this year were issues pertaining to proposed changes to the retirements plan, campus development and new construction/reconstruction, campus strategic planning reviewing and evaluating proposals to the Chancellor's Executive Budget Committee, and the annual review and recommendations regarding programs requesting Chancellor's discretionary funds. In addition, members of APB served on various UCSF committees and participated with members of other Academic Senate committees on Academic Senate task forces reviewing campus-wide or system-wide initiatives. Such external committees or task forces included:

- The Chancellor's Strategic Planning Board
- The Chancellor's Western Associate of Schools and Colleges (WASC) Accreditation Steering Committee
- The Academic Senate task force reviewing and recommending comment to the "Proposed Guiding Principles for Professional School Fees"
- The Academic Senate task force reviewing and recommending comment to the "Recommendations of the Joint Academic Senate/UCOP Workgroup on Recycling Multi-campus Research Unit Funds."
- The Academic Senate task force reviewing Systemwide proposed modifications to APM Section 620 regarding policy on off-scale salaries.
- The Academic Senate task force reviewing and recommending comment to the UCAP Documents "Synopsis of the Present Status of the UC Merit and Promotion System and Principles of and Policy Recommendations for UC Faculty Compensation" and "Proposed Modification to Academic Personnel Policies (APM) 220-18b, (4) {Advancement to Professor Step VI and Above Scale}."
- The Academic Senate task force reviewing and recommending comment to the Systemwide Proposal on the Role of Graduate Students In University Instruction
- The Academic Senate task force reviewing and recommending comment to Draft Proposal on the Relationships Between (Pharmaceutical) Vendors and Clinicians
- The Academic Senate task force reviewing and recommending comment to the Systemwide Report on Institutional Review Boards (IRB)
- The Academic Senate task force reviewing Proposed UCSF Institute For Human Genetics

The Committee benefited from a variety of informational presentations given throughout the year pertaining to academic planning, academic research programs, academic facilities, academic financial programs, and UCSF budget issues. These presentations included:

1. Ongoing updates and responses to the year-long development of the UCSF Strategic Plan
2. Updates regarding the progress of the Western Association of Schools and Colleges (WASC) Accreditation Steering Committee by Harold Bernstein, APB Representative ([Appendix 1](#))
3. Orientation to the University of California and UCSF Budget Process, by Eric Vermillion, Associate Vice Chancellor, Finance
4. Campus Demolition and (Re)Construction Projects, by Lori Yamauchi, Assistant Vice Chancellor, Campus Planning ([Appendix 2](#))
5. Campus Safety and the Parnassus Heights Security Workgroup Recommendations, by Pamela Roskowski, Chief of Police, UCSF ([Appendix 3](#))
6. CORO Faculty Leadership Initiative Update, by Sally Marshall, Vice Provost, Academic Affairs
7. Campus Transportation Services by Stella Hsu, Associate Vice Chancellor, Campus Life Services and Jonathan Gledhill, Director of Transportation Services ([Appendix 4](#))
8. Presentation from the Science and Health Education Partnership by Rebecca Smith, Co-Director of the Health and Science Education Initiative (SEP) ([Appendix 5](#))
9. Update Regarding Ongoing Activities and Budget Allocations for the Office of Academic and Administrative Information Systems by Jonathan Showstack, AVC and Co-CIO of OAAIS
10. Classroom Improvement Initiative by Joe Castro, Associate Vice Chancellor, Student Academic Affairs ([Appendix 6](#))
11. Campus Core Research Facilities by Teri Melese, Director, Research Technologies and Alliances, School of Medicine Dean's Office ([Appendix 7](#))

Issues reviewed and acted on by the Committee included:

1. Suggested Priorities for the Strategic Plan ([Appendix 8](#))
2. Review of the final allocations of Chancellor's Discretionary Funds for FY 2006-07
3. Panel Discussion of Faculty to Student Ratios at the UCSF Schools
4. Brainstorming of Possible Faculty Proposals for FY 2007-08 Chancellor's Discretionary Funds (February 2, 2007)
5. Faculty Housing and Child Care Services with Stella Hsu, Associate Vice Chancellor, Campus Life Services
6. Review and of the Proposed Masters Degree in Global Health Sciences ([Appendix 9](#))
7. Review and Evaluation of FY 2007-08 Budget Issues: Requests to Chancellor's Discretionary Funds ([Appendices 10 and 11](#))

Systemwide Issues

Norman Oppenheimer served as the UCSF APB representative to the systemwide University Committee on Planning and Budget (UCPB). N. Oppenheimer gave regular reports to UCSF APB regarding issues at the systemwide level. The following issues were of particular interest to APB.

1. The Futures Report, available from the UCOP Web site at the following [link](http://www.universityofcalifornia.edu/senate/reports/futures.report.0706.pdf) (PDF). (<http://www.universityofcalifornia.edu/senate/reports/futures.report.0706.pdf>)
2. Transparency and the [“Compensation at the University of California” Web Site](#)
3. Systemwide Proposed Principles for Professional School Fees

These items did not require or result in a formal action by the Committee.

UCSF Committee on Academic Planning and Budget

The Committee worked on many issues at the Division level:

Participation in the Strategic Planning Process

At the September 21, 2006 meeting Jack Rodnick, APB Representative to the Strategic Planning Board, gave a PowerPoint presentation regarding the progress of the Strategic Plan design. The Office of the Executive Vice Chancellor Eugene Washington distributed the document “UCSF – Strategic Planning Phase III, Strategy Development” to various points on campus for comment, including the Academic Senate. Academic Senate Chair Deborah Greenspan distributed this document to the Academic Senate Committees for comment to be included in a comprehensive response from the Academic Senate.

The Committee then discussed the evaluations of the smaller teams and discussed constructive criticism to be included in the Communication from the Committee to Division Chair Greenspan. The final Communication to Division Chair Greenspan summarizing the discussion and recommendations of the Committee is attached as [Appendix 8](#).

Panel Discussion on Faculty-to-Student Ratios of UCSF Schools

For the December 12, 2006 meeting, Chair Robertson invited representatives of all four schools to participate in a panel discussion regarding the issues of faculty-to-student ratios at the four UCSF schools. At the beginning of the meeting, the Committee reviewed issues they would like to discuss, including relationship to professional school fees, definitions of faculty included in these ratios, and historical determination of ratios. N. Oppenheimer provided a brief summary of the history of faculty ratios for programs of the School of Pharmacy, where ratios were set during the 1960s when there were only Masters programs, and only slightly altered in the 1970s. Jack Rodnick spoke of the School of Medicine, department limits, and residents-to-faculty FTE ratios in the 1970s and 1980s. It was also noted that post-docs and fellows do not count as students in faculty-to-student ratios.

The following faculty comprised the panel:

School of Pharmacy

Brian Alldredge, Associate Dean of Academic Affairs

Rob Duca, Associate Dean of Finance and Administration

School of Nursing

Dorrie Fontaine, Associate Dean of Academic Programs

School of Medicine

Maxine Papadakis, Associate Dean for Student Affairs

School of Dentistry

William Bird, Interim Chair, Department of Preventive and Restorative Dental Sciences

Carolyn Damsky, Associate Dean for Academic Affairs

Each School briefly spoke to their current situation and historical issues, then the floor was opened up to questions from the Committee. Topics addressed by the panel and the Committee included the following:

- For the School of Pharmacy, the question was asked if there is any way to calculate the student-to-faculty ratio for clinical components? The answer is that SOP is primarily clinically driven and has three departments, basic science, basic/translational science, and clinical science. Basic science student-to-faculty ratios and clinical science ratios would be very different. The burden of didactic teaching falls mostly to non-FTE/non-state-supported faculty. Additional problems have arisen as new FTEs are not necessarily allocated to newly mandated programs.
- The “faculty” in faculty-to-student ratios refers only to FTEs. UCOP is reluctant to address this issue as alleviating one school’s burdens will have a knock-on effect of all school’s soliciting funds from the chancellor. The Committee noted that UC needs a new approach to secure FTEs and additional funding. In the opinion of some Committee Members, the FTE system has not worked. Perhaps the model for educational funding should be based on number of students, not FTE.
- On the subject of enrollment, student-to-faculty ratios is also an issue with facilities. Finding rooms for small groups is difficult and fitting large classes into too-small lecture halls is also problematic. The Strategic Planning groups have spent some time focusing on educational space. What could the campus build to address and serve educational needs of all four schools? Small rooms? Lecture halls and auditorium? Clinical aspects? Simulation space?
- K. Chelsa suggested that APB could produce a list of principles that might aid the process to produce a more equitable situation for students-to-faculty ratios. For example, Clinical education should have a different student-to-faculty ratio than basic science. For UCSF, student-to-faculty ratios should be based on students being Health Science students, and provide/allocate student-to-faculty ratios based on number of years student expects to be enrolled, but by discipline. UC could build in similar principles for academic and administrative support. Programs need to be designed for student-to-faculty ratios as well as appropriate funding levels for support.

Discussion items raised after the panel was released:

- Clearly UCSF needs more money for clinical education, but without a binding agreement to make sure the money goes to such education, Deans and the Schools will continue to allocate resources to enhance their school as they see fit.
- It was noted that absent from this discussion has been the need/basis for securing administrative support necessary for the educational mission.

- Possible avenues to address these issues include challenging legislature to change how they approach graduate educational funding—but the legislature primarily seems interested in undergraduate education. Another avenue is to go to the Chancellor, but the feeling is that he does not want to assume this responsibility. Faculty could raise issues with their Schools and departments, but they not likely to fundamentally alter their standard and practices for the allocation of resources.
- Administration in the School of Pharmacy has been assuming additional responsibilities because there is not enough faculty to cover teaching responsibilities.
- Chair Robertson noted that it may be frustrating for the Committee, but APB needs to address the fact that the funding model of FTEs is outdated and no longer efficient nor effective, nor appropriate to the endeavor. There is a disconnect between actual teaching and how money is allotted. Vice Provost of Academic Affairs Sally Marshall noted that while APB may make recommendations or suggestions to the Chancellor, actionable recommendations may not be likely.
- Money is supposed to be allocated for teaching, but those in allocated FTEs are required to research and publish to an extent which is detrimental to the mission of teaching and education. If the FTE is to be intended for teaching, then it should be for teaching.

Discussion of Discussion of Faculty Housing and Child Care Services with Stella Hsu, Associate Vice Chancellor, Campus Life Services

Chair Robertson invited Stella Hsu, Associate Vice Chancellor, Campus Life Services, to attend the March 1, 2007 meeting of APB. S. Hsu gave an informal, informational presentation regarding the history, development, and current status of UCSF child care services, parking, and faculty housing.

Discussion points of the Committee included the following:

- While the child care services are about to meet the expansion goal set three years ago (goal set in 2004 for 2007), demand has doubled during the interim period, and currently there are almost 300 names on the waiting list.
- The possibility of reserving space on the child care wait list during the recruitment process.
- The University has researched partnerships in the city, but comparable services also have significant wait lists. The University has not researched partnerships or the idea of creating child care sites near where faculty live rather than where they work (i.e. creating facilities or partnering with centers in Marin or the East Bay).
- As a graduate campus, UCSF is not eligible for Pell grants, and as such is not eligible for other associated funding which might apply to child care services.
- The question was raised “Can UCSF partner with other parking services as the campus lots are full?” UCSF has in fact partnered with other parking facilities across the city, particularly the UC Extension lot at 55 Laguna near Oak, which has vacancies and is near a UCSF shuttle stop. UCSF has partnered with the Kezar lot near the Parnassus campus, but the allotted units are full. UCSF has also partnered with a lot at 17th Street & Folsom, also near a UCSF shuttle stop, which is near the

MCB site. For China Basin, UCSF is seeking partnerships with nearby lots, and faculty may park at the Mission Bay lot and take the shuttle to the China Basin site.

- S. Hsu will provide to the Committee information regarding parking at Mount Zion and reciprocity options with the Parnassus campus. There is also interest in parking reciprocity between Mount Zion or Parnassus and SFGH. Increased frequency of shuttle service may alleviate the need for faculty to drive between campuses during the day.
- Housing at Mission Bay has a set aside for faculty, and currently has 36 faculty-occupied units. More units will be coming online. In the past three years, Mission Bay housing has expanded from 15 faculty residential units to 55 faculty residential units.
- Expansion of the MOP loan program to non-Senate faculty. These mortgages are valuable on the mortgage investment market and benefit the University as well provide local housing opportunities for faculty. B. Spaulding, S. Hsu, and the Committee supported expanding the eligibility of MOP loans to faculty in non-Senate series. As this is a University-wide constraint, change would have to be made at the UCOP level. N. Oppenheimer will bring this up at UCPB. (It was also noted that this initiative may meet resistance similar to that encountered by UCSF's attempt to include additional series in the Academic Senate.)

The Committee also discussed issues of quality, location, and safety of local public and private schools and the impact on faculty recruitment and retention. There is a plot of land at the Mission Bay site which was parceled for potential SFUSD school use. Catellus ceded development authority to UCSF during development and UCSF's wishes for the public educational use for this site will supersede that of the SFUSD. In the past, the SFUSD has advocated postponing purposing this site until the demographics of the emerging neighborhood population indicate what sort of facility would be needed (elementary school, high school, science magnet school, etc).

Review of the Proposed Masters Degree Program Global Health Sciences

At the request of Academic Senate Chair Greenspan, a Subcommittee of the APB was formed to review in detail the lengthy proposal for a Masters Degree in Global Health Sciences. The subcommittee consisted of Chair Robertson, Vice Chair Rodnick, and UCPB Representative N. Oppenheimer. N. Oppenheimer provided the Committee with a brief review and summary of the program, and the concerns expressed by the Subcommittee. Ultimately, the Subcommittee recommended Academic Senate support for the proposed program and expressed the Subcommittee's primary concerns in a Communication to Academic Senate Chair Greenspan ([Appendix 9](#)).

Review and Evaluation of FY 2007-08 Budget Issues: Requests to Chancellor's Discretionary Funds

The Committee reviewed the matrix Summary of FY 2007-08 Budget Issues prepared by the Office of Budget and Resource Management ([Appendix 10](#)). These represent the requests for Chancellor's Discretionary Funds. The Committee reviewed each item and members ranked priorities on a scale from 1 to 5 (1 being low and 5 being high). Priority rankings were recorded and averaged, and summaries of the Committee's discussions and concerns were included in a Communication to the Chancellor expressing the recommendations of APB ([Appendix 11](#)).

Issues for the 2007-2008 Academic Year

1. Continued monitoring of system-wide changes to the retirement plans.
2. Continued monitoring of system-wide modifications to salary scales.
3. Review and Comment to FY 2008-07 Budget Issues.

Respectfully submitted,

Committee on Academic Planning and Budget

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APPENDICES

- [Appendix 1:](#) Notes from the Western Association of Schools and Colleges (WASC) Accreditation Steering Committee by Harold Bernstein, APB Representative.
- [Appendix 2:](#) PowerPoint Slides Regarding Campus Demolition and (Re)Construction Projects.
- [Appendix 3:](#) PowerPoint Slides Regarding Campus Safety and the Parnassus Heights Security Workgroup Recommendations.
- [Appendix 4:](#) PowerPoint Slides Regarding Campus Transportation Services.
- [Appendix 5:](#) PowerPoint Slides Regarding Science and Health Education Partnership (SEP).
- [Appendix 6:](#) PowerPoint Slides Regarding the Classroom Improvement Initiative.
- [Appendix 7:](#) PowerPoint Slides Regarding Campus Core Research Facilities.
- [Appendix 8:](#) Communication from the Committee on Academic Planning and Budget to Academic Senate Chair Greenspan Regarding Comments to UCSF Strategic Planning Phase III, Strategy Development (September 21, 2006).
- [Appendix 9:](#) Communication from the Subcommittee of Academic Planning and Budget to Academic Senate Chair Greenspan Regarding Comments to the Proposed Master's Degree in Global Health Sciences (April 3, 2007).
- [Appendix 10:](#) Summary of FY 2007-08 Budget Issues Matrix.
- [Appendix 11:](#) Communication from the Committee on Academic Planning and Budget to Chancellor Bishop Regarding APB Review and Priority Ranking of FY 2007-08 Budget Issues (June 16, 2007).