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ACADEMIC PLANNING AND BUDGET COMMITTEE
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PROPOSED INTEGRATION OF THE
ACADEMIC PLANNING & BUDGET COMMITTEE INTO
CAMPUS SHORT- AND LONG-RANGE PLANNING AND BUDGETING

I. INTRODUCTION

The Academic Planning and Budget Committee proposes an integration that will allow the Committee to review and provide recommendations to the Chancellor and Deans, or their designees, to the Executive Budget Committee and to Senate agencies regarding long-range and strategic planning and budget issues. The mission behind this integration is to increase meaningful faculty participation in, and thereby broaden the faculty contribution to, UCSF's strategic planning and budget processes. Ultimately, this policy will institutionalize Academic Senate appraisal of all planning and budget issues that affect UCSF's academic mission, such as long-range planning, allocation of financial and personnel resources, and establishment of academic priorities. Committee members will specialize throughout their tenure on the Committee. The Committee believes that by reorganizing and integrating into the campus-wide planning and budget processes, it will better meet its mission and increase responsiveness to and participation of all UCSF faculty.

II. BACKGROUND

The Academic Planning and Budget Committee is working to enhance the Regents' policy of shared governance on behalf of the UCSF Division of the Academic Senate. The UC Regents have recognized the importance of this relationship by conferring upon the Senate an important role in the decision-making processes throughout the University. Shared governance, operating through the agency of the Academic Senate, is an integral and valued part of the University of California. The concept of shared governance underlies the consultative structure by which most decisions of significant consequence within the University of California are made. With regard to the UC planning and budget processes, this view is exemplified in the relevant Standing Order: "The Academic Senate is authorized to select a committee or committees to advise a Chancellor concerning a campus budget." *Standing Order of the Board of Regents*, 105.2(d).

Successful implementation of important policy initiatives involves, from the outset, the understanding, agreement and active participation of the faculty. As the body on which the Regents have conferred the formal faculty voice, the Academic Senate provides a vehicle for that participation. Too often, however, the Senate has become involved only in the later stages of policy planning and development. This situation has led many faculty to feel disengaged from the decision-making process,

which in turn often results in a withdrawal into their own personal professional interests to the detriment of UCSF's academic and campus life. The Senate and the Administration working together in true shared governance will foster an atmosphere of trust and communication, which is vital if the interests of UCSF are to flourish and succeed.

The Senate Academic Planning and Budget Committee is a critical link between the Administration and the Senate for some of these issues. It is in a position to analyze and advise regarding a broad range of policy decisions, planning issues, and budgetary matters that will affect the campus as a whole and to serve as a mechanism that engages other Senate committees in this process as appropriate. By restructuring, the APB Committee will add value to the campus-wide planning and budgetary processes and will, in turn, facilitate greater implementation of the Regents' charge for shared governance between the administration and faculty.

By appointing the Senate Chair and Vice Chair and the APB Chair to the Executive Budget Committee, the Chancellor has already taken positive steps toward increasing the Senate voice in UCSF planning and governing processes. The APB Committee proposes the following additional structures that will utilize faculty expertise to further integrate the Senate voice into these processes.

III. PLAN

A. Long-Range Planning Involvement

When the Chancellor or any of the Vice Chancellors plan to create a campus-level committee that could have an impact on the academic planning or budget at the campus level or of more than one school, they will notify the Senate Chair and offer APB the opportunity to have representation on the committee. The Senate Chair will notify the Chair of APB of the creation of the new committee. APB will nominate three members to join the new committee as the APB representative. These names will be transmitted to the Chancellor through the Senate Chair, and the Chancellor will select one of these individuals to serve as APB's representative. (In the event that APB does not feel such representation is necessary, it will so notify the Chancellor through the Senate Chair.) Where policy crosses into the domain of other Senate Committees, the APB Committee will form working relationships with those Committees as appropriate. (For example, hospital/clinical issues that have an academic impact should be part of the purview of the APB Committee working in conjunction with the Clinical Affairs Committee.) APB will work with those committees to ensure that APB reviews all proposals that use campus resources.

The Senate will add the Vice Chancellor for University Advancement and Planning as an *ex officio* member on APB.

B. Short-Range Budget and Planning Involvement¹

APB, the Faculty Councils and the Deans have agreed on the following structure for increased faculty involvement in the budget process.

1. SCHOOL-LEVEL BUDGET/SHORT-TERM PLANNING INVOLVEMENT

a. Who Will Be Involved

¹ Proposed as a two-year pilot program

- i. Faculty Councils: Faculty Councils themselves and/or through a Faculty Council Academic Planning and Budget subcommittee (optional) will be responsible for the development and review of budget issues at the individual School level.
 - ii. Senate Academic Planning and Budget Committee (APB): Senate APB Member(s) will participate in the Faculty Council budget development and review process for the School from which he or she is a faculty member.
 - iii. School Dean and Financial Officer: The Dean and School financial officer will meet with the Faculty Council during the development and review of the school budget.
- b. Information Requested For Faculty Council Review
- i. Dean's proposed strategic priorities for previous, current and proposed year without specific itemized dollar amounts.
 - ii. Description of the financial requirements for meeting the proposed strategic priorities.
 - iii. Analysis of School budget from School financial officer.
 - iv. Regular reporting to the Faculty Council from the Dean/School financial officer regarding issues presented at the Chancellor's Executive Budget Committee (EBC.)
 - v. Reporting from the Senate Clinical Affairs Committee to Faculty Council re: Medical Center budget issues affecting School.
 - vi. Notification of the Chancellor's final budget decisions as they affect the School after the budget review process is completed.
- c. What Feedback Is Given
- i. Faculty Council recommendations re: proposed strategic priorities will be recorded and discussed w/ Dean.
 - ii. Vice Chancellor of Administration and Finance discusses with Faculty Council representatives in conjunction with APB (see below) the rationale for the Chancellor's final budget decisions.

2. CAMPUS WIDE-LEVEL BUDGET PLANNING INVOLVEMENT

- a. Who Will Be Involved
- i. Senate Academic Planning & Budget Committee (APB)
 - ii. Faculty Councils - Chair or Designated Representative
 - iii. Vice Chancellor for Administration and Finance.
- b. Information Requested For Campus Wide Review
- i. List of Deans' strategic priorities with brief description/rationale (without specific itemized dollar amounts.)
 - ii. Analysis by the Office of Budget Resources and Management of the Deans' strategic priorities (without specific itemized dollar amounts.)
 - iii. Notification of the Chancellor's final budget decisions after the budget review process is completed.

- c. What Feedback Is Given
 - i. APB provides written recommendations to Deans, Faculty Councils and Chancellor regarding the campus-wide implications of the strategic priorities proposed by the schools.
 - ii. Vice Chancellor of Administration and Finance discusses with APB the rationale for the Chancellor's final budget decisions. This may be done in conjunction with the Faculty Councils.

IV. CONCLUSION

The Academic Planning and Budget Committee submits this integration plan with the belief that it will increase Senate and faculty contributions to shared governance and add value to the UCSF planning and budget processes. Increasing the Senate voice in the UCSF academic planning and budget processes, without disruption of critical schedules, honors the Regents' intent for shared governance. An increased Senate voice also utilizes the expertise of the faculty to assist UCSF's Administration in sustaining our national and international reputation as a leading Health Sciences institution. These activities will proceed incrementally toward full implementation as rapidly as feasible.