



**Committee on Academic Planning and Budget**  
**Warren Gold, MD, Chair**

## ANNUAL REPORT 2009-2010

**Primary Focus Points for the Year:**

- Ongoing review and discussion of Systemwide and campus planning for the budget reductions
- Review of the recommendations from the UC Commission on the Future
- Cooperation with UCPB on budget discussions and the Choices Report
- Discussion of UCFW's progress and recommendations regarding post-retirement benefits
- Proposed changes to professional school fees
- Support for COLASC initiatives including library planning for Mission Bay and negotiations with the Nature Publishing Group

**Task Forces, Special Committees, and Sub-Committees:**

- Task Force Reviewing Recommendations from the UC Commission on the Future
- Task Force Reviewing Policies Related to Indirect Cost Recovery

**Issues for Next Year (2010-2011)**

- Continued Review and Comment to Proposed Budget Cuts
- Continued Review and Recommendation for Changes to the Development Office Funding Model
- Continued Review and Recommendation for Changes to the IT Funding Model

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**2009-2010 Members**

**Warren Gold, Chair**

**Steven Cheung, Vice Chair**

Frances Brodsky

Mary Engler

Barbara Gerbert

Mary Gray

Ruth Greenblatt

Nancy Hessol

Shelly Hwang

Peggy Leong

Wendy Max

Ida Sim

Michael Steinman

Jonathan Strober

Kimberly Topp

Candy Tsourounis

Marcia Wadell

Daniel Weiss

Elad Ziv

**Ex-Officio Members**

Elena Fuentes-Afflick, Senate Vice Chair

Randy Lopez, Interim VC Admin & Finance

Lori Yamauchi, for VC Advancement & Planning

Sally Marshall, Vice Provost Academic Personnel

**Permanent Guests**

Janice Lee, Dentistry FC Chair

Christine Kennedy, Nursing FC Chair

Elyse Foster, Medicine FC Chair

Helene Lipton, Pharmacy FC Chair

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**Number of Meetings: 10, two canceled due to furloughs**

**Senate Analyst:** Wilson Hardcastle

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## Systemwide Business

The Academic Senate Committee on Academic Planning and Budget took up the following Systemwide issues this year:

### **University Committee on Planning and Budget (UCPB)**

Warren Gold served as the UCSF and APB representative to the UCPB. Topics engaged by UCPB and discussed in APB focused almost exclusively on the state-wide and UC-wide budget cuts and related actions, including the review of materials coming from the [UC Commission on the Future](#).

Agendas, minutes, and reports from UCPB are available [online](#) at the Systemwide Academic Senate Web site.

Topics, Reports and other UCPB or Systemwide discussions included:

- Vice President for Budget Patrick Lenz's [report](#) on the budget shortfall and proposed strategies
- UCPB to campus APBs [informal poll](#) of worse-case scenario rankings of areas for budget cuts
- Discussion of Indirect Cost Recovery (IDC) Formulae and Practices, and participation on UCPB task force investigating the process.
- UCSF Representative to UCFW Jean Ann Seago, PhD, RN, FAAN gave an update regarding Systemwide discussions of changes to the University of California Retirement Plan (UCRP) and Post Employment Benefits (PEB). Materials disseminated at this meeting were considered confidential. The PEB Task Force web site is online at [http://www.universityofcalifornia.edu/news/ucrpfuture/emp\\_task.html](http://www.universityofcalifornia.edu/news/ucrpfuture/emp_task.html).
- Review and discussion of UCPB's [Choices Report](#).

## Divisional Business

This year, the Academic Senate Committee on Academic Planning and Budget took up the following issues related to the San Francisco Division:

### **Budget Investigations**

Each meeting included discussions of budget reductions and plans to address the financial crisis as raised in UCPB and in various venues across the campus. These were rarely, if ever, accompanied by any factual or hard proposals or written materials for review. Chair Gold initiated discussion on various points during his Chair's Report and communicated the opinions and recommendations of the Committee informally back to the Division Chair's Executive Committee, the Division's Coordinating Committee, and Systemwide UCPB.

### **Campus Planning for IT Infrastructure and Services**

At the onset of the year, the campus was searching for a Chief Information Officer. R. Lopez, the Chief Executive Officer, was also serving as the campus' Interim Vice Chancellor for Finance and Administration. In September 2010, the Committee discussed various exigencies of the IT system and potential funding structures. Jane Wong, Director of Application Services, who was also serving as the Interim Chief Operating Officer of OAAIS and was able to speak to some of the infrastructure challenges on this campus. In the spring of 2010 Elazar Harel was hired as the new CIO but has yet to be able to address the Committee on the reorganization of OAAIS back into ITS, and their expected mechanisms for funding.

The Committee also reviewed topics surrounding electronic medical records including the UCare (electronic medical record) system in the medical center. Larry Loterno, Chief Information Officer of the Medical Center joined the September meeting and provided a brief history of the development partnership with GE, and the Medical Center pull out from an unsatisfactory and untenable financial and working relationship with GE, which could not deliver a product in a useful or timely fashion (regarding pharmacy orders and Computerized Provider Order Entry, or CPOE). The Medical Center and the Ambulatory Care Center are now looking for other and better products/systems to implement at UCSF (rather than develop new ones in technology partnership). The leading vendors in this field which are being investigated by the Medical Center IT organization are [Epic](#), Siemens, [Eclipsys](#), and [Cerner](#).

Committee members raised many questions, including issues regarding transition, implementation logistics, billing, integration, and urgency. Additional concerns included the importance of addressing clinical research requirements and representation on the evaluation committee. L. Loterno shared the list of members on the evaluation committee and welcomes additional recommendations. This endeavor is not expected to remedy the issues of campus and Medical Center interoperability but that is being examined in cooperation with the office of the Executive Vice Chancellor.

### **Single-Payer Health Care Impact on UC Costs**

James Kahn, MD, MPH, Professor of Epidemiology & Health Policy, Philip R. Lee Institute for Health Policy Studies, presented a [draft faculty report](#) "Savings to the University of California with Adoption of Single Payer Health Care Financing in California." Discussion followed. There were many concerns regarding the reliability of the data and the dangers of perceived motivation for supporting a single-payer model should this draft become public in this form.

This report was generated by a study team of three faculty members from UCSF and UCB, with the assistance of others, to address a question raised among individual faculty. This report was brought to UCSF APB for review, comment and feedback to the study team for improvement and possible further action. Dr. Kahn stressed that this is a very preliminary draft and an attempt to investigate what the impact of a single-payer system could affect the UC system and welcomes comments either via this Committee or individually to [jgkahn@ucsf.edu](mailto:jgkahn@ucsf.edu). Committee members expressed support for a single-

payer system, but had significant issues with the assumptions made in this report, and an absence of other necessary relevant information on which to base other assumptions (expected population of faculty, population of retirees, time frames, trending data, geographic distribution etc). The Committee preferred a better context of the recommendation and a comparison to other states and systems who have undergone similar initiatives.

The Committee agreed that it was not interested in taking a role in moving this report through the system without further investigation and a follow up presentation of a revised report.

### **Refunding the University of California**

At the invitation of Chair Gold, Stan Glantz presented his working paper *Financial Options For Restoring Quality And Access To Public Higher Education In California*, online at <http://keepcaliforniaspromise.org/553>. Included in this plan is an analysis that it would cost the median taxpayer less \$32 to return UC to its proper funding level. While this has not gained enough attention in the press, the *New Yorker* did include an op-ed on this paper in its recent issue.

### **UCSF Capital Financial Plan (10-Year Plan)**

Michael Bade, Interim Assistant Vice Chancellor Capital Programs and Campus Architect; and Kevin Beauchamp, Director of Physical Planning gave an informational presentation regarding the UCSF ten-year capital plan. Slides from this presentation are archives on the Senate web site [here](#).

### **Review and Discussion: Proposed Changes to Professional School Fees**

The University Committee on Educational Policy is reviewing [draft proposals](#) to modify fees for the UC professional schools. As part of their review, they solicited comment from UCPB, which in turn asked its members to discuss this matter at their campuses and return to UCPB for informed discussion. This document was distributed to APB members and the faculty councils for review. Considering the time constraints this was not a formal call for comment and faculty members were asked to respond via e-mail directly to Chair Gold who could assimilate comments into his participation at the level of UCPB. Chair Gold reviewed the proposed changes with the Committee and asked for input from Committee members to take back to the discussion at UCPB. The Committee overall was against the increase in fees for professional schools and maintains that the University and the state should be supporting these programs. Many of the fee increases would make UC programs more costly than their private counterparts. Committee members also expressed their opposition to campus-specific fee structures, unless it were possible to split other financial structures such as the disproportional allocation of indirect cost recovery.

The philosophy of public versus private education was raised in relation to educational fees, and higher education as a public good. It was agreed that some programs will need to be exceptions and request an exception to raise fees, but it should not be codified system-wide and possible “open the flood gates” for increases across the system. The Committee agreed that exceptions should be allowed (and justified), but fee increases should not be universal. It was also noted that any fee increases should be tied to the specific program and not the campus or school.

### **Master Plan for Mission Bay Libraries from the Academic Senate Committee on Library and Scholarly Communication**

Rich Schneider, Chair, UCOLASC (Vice Chair, UCSF COLASC) and Karen Butter, University Librarian presented the [COLASC Master Plan for Mission Bay Libraries](#).

The Committee on Academic Planning and Budget unanimously voted in favor of sending a letter to the Committee Library and Scholarly Communication expressing support for their recommendations and the implementation of the Master Pan for Mission Bay Libraries. This communication is attached to this annual report as Appendix 1.

### **UCPB Position Paper on Differential Fees and Non-Resident Tuition**

The reviewed and discussed the [UCPB Position Paper on Differential Fees and Non-Resident Tuition](#). The Committee found the arguments to be thoughtful and convincing. The Committee on Academic Planning and Budget decided by consensus that it agreed with and supports the UCPB position paper, and Chair Gold communicated this support to UCPB.

### **Compendium Review**

The Committee was asked to review the extended system-wide revision of the UC Compendium and respond with any questions or concerns (Documents reviewed are online here as [1](#), [2](#) and [3](#)). The Committee discussed various aspects of the Compendium and academic planning and ultimately, by unanimous vote, recommended approval of this report.

### **TFIR Recommendation on Assuring Adequate Funding for UCRP**

The Committee reviewed the [documents provided](#) from the University Committee on Faculty Welfare regarding the Task Force on Investment and Retirement (TFIR) Recommendations for Assuring Adequate Funding for University of California Retirement Plan (UCRP). Chair Gold noted the importance of APB member participation in the town hall meeting prepared to present this information to the campus scheduled for April 23, 2010. Extended discussion followed.

The bulk of the Committees questions for the town halls centered around the bond proposals—assets proposed, assumptions of future returns etc. VPAA Sally Marshall offered that if the APB has a list of questions for the town hall, that list could be submitted to her and she would submit it to the presenters in advance so that they were sure to address them.

Questions suggested for the Town Hall included:

- In the bond proposals, what are the UC assets being put forth for security?
- What are the bases of the assumptions of future returns on the UCRP investment funds?
- Are there proposed terms of the bonds?
- Have any other public universities used bonds as a short-term remedy and have they been successful?
- How are UC investments managed and by whom?

### **Review and Discussion: Report from the Committee on Library and Scholarly Communication Regarding the Potential Boycott of the Nature Publishing Group**

Rich Schneider, Chair, University Committee on Library and Scholarly Communication, Vice Chair, UCSF Committee on Library and Scholarly Communication and Karen Butter, University Librarian presented the Committee with a summary of the history of price and license fee negotiations with the Nature Publishing Group. The exorbitant price increases and breakdown of negotiations have led UCOP and the CDL (California Digital Library) to propose a possible boycott of the Nature Publishing Group (NPG) in a letter from UCOPCDL to the UC Faculty.

Systemwide and UCSF Academic Senate members have been participating in these negotiations and discussions, and UCSF faculty have been leaders (notably Rich Schneider and Keith Yamamoto) in this effort to address the serials crisis for the health sciences and the NPG licensing fees in particular.

The issues at hand are clearly set out in the [letter](#) from UCOP, the California Digital Library and the (Academic Senate) University Committee on Library and Scholarly Communication to the UC Divisional Chairs and Members of the UC Faculty dated June 6, 2010, which opens with "UC Libraries are confronting an impending crisis in providing access to journals from the Nature Publishing Group (NPG). NPG has insisted on increasing the price of our license for Nature and its affiliated journals by 400 percent beginning in 2011, which would raise our cost for their 67 journals by well over \$1 million dollars per year."

While this letter was an internal communication from faculty leadership to the UC Faculty, the Nature Publishing Group (NPG) responded to this letter in a public statement ([PDF](#), [NPG website](#)) on the afternoon of June 9, 2010.

The University Committee on Library and Scholarly Communication issued a detailed response to this public letter the following morning, June 10, 2010, sending the communication "[Response from the University of California to the Public statement from Nature Publishing Group regarding subscription renewals at the California Digital Library](#)" to members of the UC Faculty.

These documents, and new documents as the issue progresses, are available via the Academic Senate website (<http://senate.ucsf.edu/>) under "Issues Under Review," "[Information on the Potential Boycott of the Nature Publishing Group](#)."

The Committee discussed the broader issues and ramifications of academic serials subscriptions and the Committee as a whole strongly supported the efforts of COLASC and UCOLASC and is interested in continuing to monitor the progress of the possible paradigm shift and continuing to support the undertaking.

All documents pertaining to this ongoing matter are presented under the "Issues Under Review" section of the Academic Senate website, under the heading "Information on the [Potential Boycott of the Nature Publishing Group](#)."

### Task Forces and Other Committee Service

This year, members of the Academic Senate Committee on Academic Planning and Budget served on the following Academic Senate task forces or other campus committees as representatives of APB or the Academic Senate.

- Task Force Reviewing the Recommendations of the UC Commission on the Future
- Task Force Reviewing the Policies and Practices Related to Indirect Cost Recovery

### Going Forward

Ongoing issues under review or actions which the Committee will continue into 2010-2011:

- Continued Review and Comment to Proposed Budget Cuts
- Continued Review and Recommendation for Changes to the Development Office Funding Model
- Continued Review and Recommendation for Changes to the IT Funding Model

## Appendices

This Annual Report is posted online and accessible via the [APB Web page](#) on the Academic Senate Web site.

[Appendix 1](#): Communication from the Committee on Academic Planning and Budget to the Committee on Library and Scholarly Communication expressing support for the proposed Master Plan for Mission Bay Libraries (03/22/10).

[Appendix 2](#): Communication from the Committee on Academic Planning and Budget to the Chair of the Division Regarding Review of Revision to the *TFIR Recommendation to Assure Adequate Funding for UCRP* (04/15/10)

[Appendix 3](#): Communication from the Committee on Academic Planning and Budget to the Chair of the Division Regarding Review of Revision to the *Compendium: Universitywide Review Processes for Academic Programs, Academic Units, & Research Units* (the Compendium) (04/15/10)

[Appendix 4](#): APB Attendance Record 2009-2010

University of California  
San Francisco



**Academic Senate**  
senate.ucsf.edu

**Communication from the Committee on  
Academic Planning and Budget  
Warren Gold, MD, Chair**

March 22, 2010

George Rutherford, MD, Chair  
Committee on Library and Scholarly Communication  
Office of the Academic Senate, Box 0764

Re: Recommendations of the Committee on Library and Scholarly Communication and the Master Plan for Mission Bay Libraries

Dear Chair Rutherford:

The Committee on Academic Planning and Budget is writing to express its support for the Committee on Library and Scholarly Communication (COLASC) Master Plan for Mission Bay Libraries dated January 2009 and the COLASC recommendations set forth in the communication to Divisional Chair Fuentes-Afflick dated February 11, 2010. The Committee strongly agrees that consideration of library space should be part of the Mission Bay campus planning process, as well as student study space and student safety as it pertains to access to Library space and services. Please let us know through Wilson Hardcastle, Senate Analyst for the Committee ([wilson.hardcastle@ucsf.edu](mailto:wilson.hardcastle@ucsf.edu)), if we can be of any assistance in furthering these recommendations.

Sincerely,

**Warren Gold, MD**  
Chair, Committee on Academic Planning and Budget





**Communication from the Committee on  
Academic Planning and Budget  
Warren Gold, MD, Chair**

April 15, 2010

Elena Fuentes-Afflick, MD, Chair  
UCSF Academic Senate  
Office of the Academic Senate, Box 0764

Re: Review of Revision to the *TFIR Recommendation to Assure Adequate Funding for UCRP*

Dear Chair Fuentes-Afflick:

The Committee on Academic Planning and Budget on April 15, 2010 reviewed the *TFIR Recommendation to Assure Adequate Funding for UCRP* (dated “May 13, 2009—Updated February 9, 2010”) as approved by the University Committee on faculty Welfare. While the entire situation is troublesome and concerning, the San Francisco Division Committee on Academic Planning and Budget finds this to be the best recommendations put forth so far and recommends divisional support of these recommendations.

The Committee will continue to monitor the progress and discussion on the future of the UC Retirement Plan, and hopes to gain more information during the “town hall” Post Employment Benefit discussions scheduled for April and May of 2010. Questions or concerns Committee members hope to be addressed include the following:

- Details regarding proposed bond measures, including security assets and terms
- Comparisons to other public universities who have used bonds in this way as a short term remedy and
- What are the base assumptions used to estimate future returns on the UCRP investment funds?

The Committee appreciates this opportunity for review and is available for further comment or discussion as needed.

Sincerely,

**The Committee on Academic Planning and Budget**

Warren Gold, MD, Chair  
Steven Cheung, MD, Vice Chair  
Frances Brodsky, PhD  
Mary Engler, PhD, RN, MS, FAHA  
Barbara Gerbert, PhD  
Mary Gray, MD  
Ruth Greenblatt, MD  
Nancy Hessol, MSPH  
Shelley Hwang, MD  
Peggy Leong, DMD, MBA  
Wendy Max, PhD  
Ida Sim, MD, PhD  
Michael Steinman, MD

Jonathan Strober, MD  
Kimberly Topp, PhD, PT  
Candy Tsourounis, PharmD  
Marcia Wadell, DDS, MS  
Ellen Weber, MD  
Daniel Weiss, PhD  
Elad Ziv, MD  
Robert Newcomer, PhD  
Sally Marshall, PhD  
Lori Yamauchi, MCRP

University of California  
San Francisco



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**Communication from the Chair of the Committee on  
Academic Planning and Budget  
Warren Gold, MD, Chair**

April 15, 2010

Elena Fuentes-Afflick, MD, Chair  
UCSF Academic Senate  
Office of the Academic Senate, Box 0764

Re: Review of Revision to the *Compendium: Universitywide Review Processes for Academic Programs, Academic Units, & Research Units* (the Compendium)

Dear Chair Fuentes-Afflick:

The Committee on Academic Planning and Budget on April 15, 2010 reviewed the *Final Report of the Joint Senate- Administrative Task Force on the Compendium* (March 2010) and its proposed revised Compendium. The San Francisco Division Committee on Academic Planning and Budget recommends approval of the update.

The Committee appreciates this opportunity for review and is available for further comment or discussion as needed.

Sincerely,

**Warren Gold, MD**  
Chair, Committee on Academic Planning and Budget



## Attendance Record 2009-2010 Committee on Academic Planning and Budget Warren Gold, MD, Chair

Members	09/17	10/15 10/22	12/03	01/21	02/18	03/18	04/15	05/20 Furlough	06/03 Canceled	06/17	06/24
Warren Gold (Chair)	X	X	X	X	X	X	X			X	
Steve Cheung (VC)	X	RSVP	RSVP	X	X	X	X			X	
Christian Apfel	Absent	Absent	X	Absent							
Frances Brodsky	Absent	Absent	Absent	X	Absent	Absent	Absent			X	
Mary Engler	RSVP	X	X	X	RSVP	X	X			X	
Barbara Gerbert	-	X	RSVP	X	X	X	X			RSVP	
Mary Gray	-	X	RSVP	Absent	X	Absent	X			X	
Ruth Greenblatt	Absent	X	X	Absent	Absent	Absent	X			RSVP	
Nancy Hessol (A)	X	X	X	RSVP	RSVP	Absent	X			X	
Shelly Hwang	Absent	Absent	X	X	RSVP	Absent	X			-	
Peggy Leong (C)	RSVP	X	X	X	X	X	Absent			-	
Wendy Max	X	X	X	RSVP	RSVP	Absent	RSVP			X	
Ida Sim	X	X	X	X	Absent	X	X			X	
Mike Steinmann					X	X	RSVP			RSVP	
Jonathan Strober	X	RSVP	RSVP	X	X	X	RSVP			X	
Kimberly Topp	X	X	X	X	X	X	X			X	
C. Tsourounis	X	X	Absent	X	X	RSVP	X			X	
Marcia Wadell (C)	Absent	X	X	X	X	X	X			RSVP	
Ellen Webber	X	X	X	X	X	X	RSVP			-	
Daniel Weiss	X	X	RSVP	X	X	X	RSVP			RSVP	
Elad Ziv	-	RSVP	X	X	X	Absent	X			-	
<b>Ex Officio</b>											
VCFA	Wong	-	-	-	-	RSVP	RSVP			X	
Robert Newcomer	RSVP	RSVP	X	X	X	X	RSVP			-	
Sally Marshall	RSVP	RSVP	X	X	Absent	RSVP	X			X	
Lori Yamauchi	X	X	RSVP	X	Absent	X	X			X	
<b>Guests</b>											
OAAIS	Wong		-	-	-	-	-			X	
Janice Lee (SOD)	X	X	Absent	RSVP	Absent	X	RSVP			X	
E. Foster (SOM)	X	X	X	X	Absent	X	X			H. Fullerton	
C. Kennedy (SON)	X	MW	RSVP	RSVP	RSVP	RSVP	RSVP			X	
H. Lipton (SOP)	X	Absent	Absent	T. James	T. James	X	Absent			RSVP	