2016-2017 ACADEMIC SENATE OFFICE REPORT

EXECUTIVE SUMMARY

The UC San Francisco Division of the Academic Senate at aims to be a full partner with both the faculty and the Administration, giving space for concerns, as well as comments and feedback on proposed policy changes, to be raised and vetted with open dialogue among all parties. At UCSF, this structure allows faculty to participate in the planning stages of initiatives with campus leadership. UC Regents Bylaw 40.2 (formerly Standing Order 105.2) established the Academic Senate in order to engage in shared governance at each campus (known as "Senate Divisions"), as well as at the systemwide level.

The respective Divisional Academic Senates share governance responsibilities with their respective campus leadership and administration(s), and partner with the UC Office of the President (UCOP) on systemwide issues. Academic Senate business is conducted through various standing committees and faculty councils that are focused on key subject matters.

The UC Board of Regents has long delegated to the faculty the authority and responsibility for key components of the University enterprise. Through the agency of the Academic Senate, [Regents Bylaw 40.2](http://senate.ucsf.edu) (formerly Standing Order 105.2) delegates the responsibility for determining for condition of admission for degree and certificate programs, authorizing and supervising all courses and curricula, and has the right to form committees to advise the Chancellor and/or President on the budget, as well as other issues pertaining to the governance of the University. In practice, this means that the governance of the University is in fact shared between the Academic Senate and the University administration, which acts through authorities specifically delegated to the President of the University and the Chancellors.

The past few years has seen a dramatic shift in how the office the UCSF Academic Senate pursues issues facing the faculty. As a professional services group, the Academic Senate Office is composed of career professionals with backgrounds in local and state government, law, journalism, and academic governance. We bring these backgrounds to bear in a measured, but proactive, approach in addressing faculty concerns, and the issues facing UCSF and the UC system at this time.

The following 2016-2017 report not only provides a broad overview on the Senate's major projects for this academic year, but also summarizes the task forces, activities by key standing committees, and changes in the office.

OFFICE CHANGES & COMMUNICATIONS STRATEGY

During 2016-2017 academic year, the Academic Senate Office hired a Communications Specialist. This role is new for the Senate in its history on this campus.

The Communications Specialist is funded through the Chancellor's Fund as a two-year contract employee. The Senate hired Kathryn Sill, a recent journalism college graduate to author website articles including: faculty profiles, Answer of the Month's (to the Senate's Question of the Month), as well as more in-depth articles on federal funding, the new systemwide policies on sexual harassment and sexual violence, and inter-professional education, to name only a few. Her articles were added to the Senate's new website which launched in January 2017.

The Senate office developed a strategic plan to leverage the skills of Communications Specialist Sill. The strategic plan included outreach to other communications' professionals on campus to build a network, assist in publicizing Senate events, as well as insuring that the Senate communications processes and approaches were in line with campus practices. Communications Specialist Sill further cultivated professional relationships with communications staff throughout UCSF, which enabled the Senate to be more targeted in its information distribution, thereby reducing email clutter.

Beginning in summer 2017, the Senate began to include videos with its faculty profile articles, which allows the Senate to showcase a more personal side of key faculty members. The Senate anticipates increasing the volume of written stories in the coming year, as well as expanding its social media presence through the creation of a YouTube channel to share faculty videos beyond the campus. Google Analytics were used starting in spring 2017 to measure success of the communications' strategy. Two articles that have received a high readership are the "Distinction in Mentoring Award" article (Twitter status= 1,847 impressions; Facebook status= 948 reach) and the "Interprofessional Education Faculty Feature" article (Twitter status= 276; Facebook status= 31 reach).

To read a full summary of this year's Communications' efforts, please review Appendix 1.

SELECTED COMMITTEE EFFORTS 2016-2017

In 2016-17, the Senate streamlined policy discussions at both the committee and task force levels. While in the past, sometimes issues would be discussed for upwards of a year, that discussion time was significantly reduced by to six months or less through proactive standing committee discussions and/or the creation of task forces:

Standing Committees

Committee on Privilege & Tenure

The duties of the Privilege and Tenure Committee (P&T) include conducting individual case hearings in accordance with procedures set forth in systemwide Senate Bylaws 334-337 and local Bylaw 141. P&T hears faculty grievance cases, disciplinary actions, and early termination cases.

The 2016-2017 academic year saw a significant increase in the volume of cases heard by P&T, requiring efforts on the part of the Senate's Senior Analyst staffing the committee—who is also a licensed attorney—and subsequent efforts by the Vice Provost of Academic Affairs, Brian Alldredge, PharmD. It also resulted in an increase in financial costs, which was largely borne by the Academic Affairs Office.

During the 2016-2017 Academic Year, P&T oversaw six individual cases, five of which had full hearings. From start to finish, on average a P&T case can take between 12-16 months, with one case taking as little as six months. The length of time required to complete a case is often due to the challenges of scheduling a pre-hearing conference and a multiple-day hearing that involves the participation of many people: the hearing committee, the legal advisory to P&T, the grievant, the grievant's attorney, the grievant's witnesses, the Chancellor's Designee, the Administration's attorney, and the Administration's witnesses.

If the past academic year's incidence of P&T cases proves to be a common pattern in future years, the Senate Office will hire a permanent Administrative Analyst to assist in managing such P&T efforts (among other duties). While the current office staffing is not conducive to this volume of cases being managed in a single year, the Senate recognizes the importance of P&T, and will ensure that it is staff and supported appropriately.

Committee on Research

In the 2016-2017 academic year, the Committee on Research (COR) awarded 29 RAP grants totaling $1,187,402 in funding. The Committee also awarded travel grants to 36 members of the faculty, distributing $16,702 of the $20,000 available for travel grants. Two COR members served on the Allowable Effort Task Force and one member served on the APB Helen Diller Fund Task Force. During the year, COR met with Winona Ward, Director of Research Management Services; Teresa Costantinidis, Vice Chancellor and Chief Financial Officer, Theresa O'Lonergan,

Associate Vice Chancellor, Chief Ethics and Compliance Office; and Brian Smith, Associate Vice Chancellor, Research Infrastructure and Operation. In significant business, the Committee assessed the process by which UCSF establishes ORUs and advised the Administration create written procedures that include Senate consultation as required by UC Administrative Policies and Procedures Concerning ORUs.

Clinical Affairs Committee

This past academic year saw a revitalization of this committee, in part because of the emerging strength of UC Health and the business model of developing clinical affiliations with smaller health systems throughout California and the Western United States because of the passage of the Affordable Care Act. The Clinical Affairs Committee (CAC) held a Town Hall at ZSFGH in February 2017 to address faculty at that location on Senate-related matters, and to facilitate Sue Carlisle, MD, PhD, Vice Dean, ZSFGH, to highlight changes and ongoing business at that institution. Future Town Halls at other affiliates including VAMC are planned for the upcoming academic year. Business within this committee gave rise to two Task Forces during the year, both focused on clinical affiliations.

Task Force on Clinical Affiliate Agreements and Quality of Care

This task force was created by the EC in response to faculty inquiries that followed the June 2016 announcement of a joint venture between St. Joseph Health and UCSF Benioff Children's Hospitals to enhance and expand neonatal and pediatric services. Of particular concern was the fact that Santa Rosa Memorial Hospital (SRMH) is governed by the Ethical and Religious Directives for Catholic Health Care Services (ERDs) A preliminary review of the issue indicated that there may be value in a Senate review of the process of affiliation and how it might impact both the quality and the range of clinical services offered, as well as the educational programs available at Santa Rosa Memorial.

After considerable study and consultation, this task force recommended the following:

- Early engagement with relevant faculty/department leadership during the process of any affiliation. UCSF faculty should be informed of clinical affiliations and what types of activities the affiliations might entail before public announcements are made.
- A process for clinical affiliations should be formalized for UCSF Health, which could serve as a guide for other health systems within the UC system. Accordingly, the Task Force recommended that the Executive Vice President and Provost (EVCP) convene a committee to review Policy 100-10 (see below).
- Public perception and timing of clinical affiliations are important, including perceptions among the UCSF philanthropic community whose missions and values may not be aligned with those of the affiliate. Communication to the public should be very clear as to the nature of the affiliate hospital and the affiliation itself, e.g., "a Catholic hospital affiliated with UCSF Health".
- A clinical affiliate being considered as an educational site needs to be evaluated for the effect that differences in practice may have on the learners' education.
- Faculty series appointments and promotions for clinicians based at affiliate sites should be commensurate with the respective faculty roles and responsibilities

See Appendix 2 for the full report from the Task Force on Clinical Affiliate Agreements and Quality of Care.

Allowable Effort Task Force

This task force, which was composed of faculty representatives from the Committee on Academic Personnel (CAP) and COR, examined the possibility and impact of creating a subgroup of faculty who would be on 100% sponsor-funded research. In establishing this task force, the Senate responded to a request from EVCP Lowenstein to increase the maximum amount of effort allowable on Federally-sponsored projects from 95% to 100%. The Task Force was led by Professor Shuvo Roy, PhD, Bioengineering (SOP). Members conducted research with colleagues

at UCSF—including using a Senate *Question of the Month* to gather faculty input—and reached out to three peer institutions who had initiated creation of a similar subgroup of faculty.

Task Force members ultimately determined that present campus regulations and compensation structures were in conflict with moving faculty to become 100% Federally sponsor-funded for research. And that in fact to do so would make it unfeasible for many faculty to honestly satisfy campus regulations. Members raised concerns in six areas:

- Advancement/Promotion
- Audits
- Department/Divisions' Support of Faculty

* Effort Reporting System
* Faculty Inequality
* Recruitment

The Task Force ultimately recommended *maintaining a maximum 95% allowable effort* on Federal sponsored projects, and encouraged the UCSF Administration to provide financial information to the Academic Senate, on the cost to support faculty that remaining 5%. This funding is currently quite variable, and facilitates both teaching and service activities. Towards that end, the Executive Council conducted a faculty-wide survey that asked: 1) UCSF should retain its current 95% maximum effort policy on federally funded projects, but mandate that all departments pay the remaining 5% to faculty on federally-funded projects. 2) UCSF should retain its current 95% maximum effort policy on federally funded projects, but that Schools/Departments/Divisions pay the remaining 5% to faculty whose primary support derives from federally-funded projects. And 3) that UCSF should allow its faculty move to a 100% allowable effort on federally-sponsored projects per 2013 changes in the Federal Uniform Guidance Rule. By a large margin, with 65% of the votes, faculty advocated for the retention of the current 95% maximum effort policy along with a mandate to Schools, departments, and divisions to pay the remaining 5%. EC Chair Greenblatt transmitted both the Task Force's report and EC's recommendation to EVCP Lowenstein in late February 2017. For the Senate's communication on this issue, along with the task force's report, please see Appendix 3.

Helen Diller Task Force

In January 2017, UCSF announced a grant of $500 million from the Helen Diller Foundation, of which $200 million will be targeted "create a significant stream of faculty support in perpetuity." The total gift is the largest ever received by UCSF, and one of the largest gifts provided to a health sciences institution. It is unique in that its specific applications are relatively unrestricted. In the present era of declining state and federal support, this gift is an enormously important contribution to the UCSF faculty. Since the intended use for the $200 million is to support faculty in perpetuity, the Academic Senate initiated a process to engage Senate leaders and the general faculty in thinking about and making recommendations regarding priorities for use of these funds. This activity included issuance of a "Question of the Month," an Academic Planning and Budget (APB) task force, and a faculty-wide survey. We now report the findings and recommendations produced by this Senate activity, formatted as an Executive Summary followed by the results of each of the data gathering efforts.

In its final report, the Senate made the final recommendations:

- The APB Task Force and faculty survey respondents favored time-limited funding of three to five years rather than career long or shorter periods of support. The Task Force recommended Distinguished Professorships that should be limited to five years in duration.

- The APB Task Force favored limiting support to a total of $450,000 per recipient. Subsequently, half of the survey respondents recommended annual awards of $50,000 or less, and the remaining faculty favored annual awards of $75,000 to $150,000.

- The Task Force noted that Diller endowment funds should not be used to offset any minimum contributions made by departments. Additionally, they recommended that at least 50% of the awards be made to existing faculty, rather than be used primarily to support recruitments.

- School of Medicine (SOM) faculty survey respondents favored distribution of funds according to the number of faculty in each School; conversely, faculty respondents from the other Schools were more likely to recommend that distribution of the funds be weighted to the smaller Schools (which have fewer existing endowment resources).

- Survey respondents were asked to rank priorities for funding. Overall, the highest ranked priorities for endowment funding were faculty who are receiving less than $50,000 per year of endowment funding and early career faculty. Targeting individuals who are unlikely to receive other targeted endowments and under-represented minority (URM) faculty were both ranked #1 by more than 10% of faculty. Targeting awards to women faculty was in the top four ranked priorities by 12% of faculty.

The results of the Senate assessments indicate that UCSF faculty prefer endowment awards of limited duration and amount. There is strong support for limiting Diller awards to faculty members who have not had significant endowment support, and those who are unlikely to receive targeted endowment funds. Additionally, there is broad interest in supporting early career and URM faculty. The final report is pending and will be added to a final version of this report.

Joint Senate-Administrative Review Committee on Campus Policy 100-10

Following the June 2016 announcement of a joint venture between St. Joseph Health and UCSF Benioff Children's Hospitals to enhance and expand neonatal and pediatric services at Santa Rosa Memorial Hospital (SRMH) without appropriate faculty consultation, and subsequent report to the faculty by the *Task Force on Clinical Affiliate Agreements and Quality of Care* (see above), UCSF Executive Vice Chancellor and Provost Dan Lowenstein formed the Joint Senate-Administrative Review Committee in January 2017. This task force was charged with reviewing Campus Administrative Policy 100-10, which governs clinical affiliations.

In examining this policy, the Joint Committee discovered that academic and clinical affiliation programs within and external to the Medical Center are initiated by department chairs. Some affiliations are strategic, and others are formed to provide referral services and improve quality of care. However, Policy 100-10 does not address affiliation agreements driven by ACOs, as this policy was developed before the Affordable Care Act (ACA).

In making its recommendations, the Joint Committee believes that affiliations should uphold or enhance UCSF's mission, standards and values. It further acknowledges that while current policy grants the Dean of each School the authority to initiate and enter into a training agreement, affiliation agreements often arise out of the Chancellor's office as part of a business need and to advance UCSF Health's strategic plan, including expansion of clinical programs. With this in mind, the Joint Committee made the following recommendations:

- Central Office: The Joint Committee felt that it is important to establish a centralized office, which would be responsible for local revision & implementation of campus policy 100-10, ensure compliance of campus policy 100-10, and Regental and UC systemwide policies & procedures. It would also provide for the oversight, tracking of all affiliations, alignment and the implementation of affiliation renewals.
- Review Committee: Central to appropriate faculty consultation is the establishment of a standing review that would include representation from UCSF Health strategy, Office of Associate Dean Neal Cohen in the School of Medicine, and clinical faculty representation from the Academic Senate.
- Campus policy 100-10: The Joint Committee opined that the policy should not delineate between affiliations driven by health systems, both internal and external to UCSF, and institutional affiliations made for other reasons. Business agreements and teaching affiliations should be separated in the policy revisions, as teaching affiliations should remain under the domain of each school's Dean. Guidelines or a statement on the "alignment of values" should be included to determine the affiliate's appropriate path at entry point.

One of the central concerns of the Joint Committee were training affiliations, as the curriculum falls under the direct authority of the Faculty and the Academic Senate. Policy 100-10 currently covers three distinct affiliations – domestic training affiliations, foreign and international training affiliations, and institutional affiliation agreements. Subsequently, the Joint Committee also recommends the following:

- Initiation of a training agreement may be initiated by Chancellor's Office. In such cases, the impacted departments must be involved directly throughout the process.
- Clarify the frequency of audits. This would be based on the presence of a centralized office and standing affiliation review committee to allow and facilitate regular audits.

The final report is pending and will be added to a final version of this report.

MAJOR PROJECTS 2016-2017

Faculty Intranet

Advocated for by the Rules & Jurisdiction Committee (RJC) and funded by the Chancellor's Fund, the Senate explored the faculty need, and operational feasibility over the past two years of creating an intranet for faculty. During the 2016-2017 academic year, the Senate hired an external IT consulting company, Kalamuna, to conduct a needs assessment for UCSF. This was initiated just prior to learning that University Relations had hired outside company, Edelman, to conduct a full campus media audit. The Academic Senate also conducted a campuswide faculty survey to determine the value and need for such an intranet; the survey was sent to 1,200 faculty and achieved a nearly 50% response yet. RJC combined its results with the Edelman audit to determine the next steps, which showed a definite need for such an Intranet. This project has since been transferred and UCSF Information Technology and University Relations.   (See Appendices 4-5.)

Green Challenge

Launched in 2015, the Academic Senate's Committee on Sustainability's "UCSF Green Challenge" Initiative, was a campus-wide competition open to all UC San Francisco faculty, students, staff, and trainees. Applicants were invited to apply individually or in groups by submitting quantifiable ideas that reduce waste, carbon pollution, production of toxic substances, and/or that improve efficient use of energy, water, and resource at UCSF. Applications were evaluated on three factors: innovation of idea, impact on environment, and impact on health and health care. A final recipient received a $5,000 prize and $25,000 for project costs.

The selected winner was Senate Analyst Artemio Cardenas, who received funding and administrative support to implement his proposal to add energy usage dashboards to the digital displays around campus as a way to educate building occupants on UCSF's energy usage. During 2015-2016 and 2016-2017, the Senate's Sustainability Committee oversaw collaboration between the winner, Campus Life Services, and the Office of Sustainability to implement the proposal. However, the project was delayed by technology constraints and other administrative issues. The dynamic energy project has now come to fruition in the form of a single dashboard, which was added to Mission Hall in May 2017. A final report on this project will be included in next year's Senate Office report.

PMAP

The Personalized Mentoring Advancement Promotion (PMAP) educational module is a three-year project with the Academic Affairs Office, the Associate Deans, and current and former members of the Committee on Academic Personnel (CAP). The module is personalized to a faculty member's MyAccess ID, and information within it will change as said faculty member advances and is promoted. The module utilizes relevant information from the Academic

Personnel Manual (APM) and the Academic Affairs website to educate faculty on the important elements needed for them to succeed in their advancement/promotion efforts. During the 2017-2018 academic year, members of the PMAP Advisory Council will speak at Department meetings, when invited, about the module and how faculty can use it to educate themselves. Launched in spring 2017, PMAP is found on the MyAccess single sign-on page.

Sexual Violence and Sexual Harassment Prevention Policy (SVSH) Implementation

The University of California revised its procedures for investigating and administering discipline in sexual violence and sexual harassment (SVSH) cases involving faculty. The new policy derived from changes in the Violence Against Women Reauthorization Act of 2013 (VAWA). While UC's core SVSH policies that remain intact, the process for investigating and disciplining SVSH cases involving faculty has changed. Most importantly, the respective timelines have been shortened, which not only applied more pressure on the Title IX Office, but also upon the Senate's Privilege and Tenure (P&T) committee. The Senate office participated in a working group that spent much of spring 2017 revising the local procedures for UCSF; this group was composed of representatives from the Office of Legal Affairs, Office of Vice Provost of Academic Affairs (VPAA), Office of Diversity and Outreach, and the Academic Senate.

The new process involves three phases – investigatory, disposition, and adjudication. In the investigatory phase, the Title IX now has 60 days to complete the investigation. The disposition phase, which significantly impacts the Senate, is now proscribed to last no longer than 40 days. During this time, the following will take place: 1) The Chancellor and/or Chancellor's Designee will determine whether to proceed with proposing discipline and/or early resolution; 2) a faculty Peer Review Committee (PRC) makes a recommendation to the Chancellor/Chancellor's Designee regarding discipline or early resolution; and 3) for faculty Respondents, the Chancellor shall decide on appropriate discipline or early resolution. PRC members are drawn from a pool of faculty members previously vetted by the Senate's Committee on Committees (CoC).

If the respondent and the Chancellor cannot agree upon appropriate discipline or an early resolution, the case will go to P&T, and is governed by systemwide Senate bylaw 336 (for faculty respondents) and APM 140 (for non-faculty respondents). P&T will now be responsible for keeping the complainant informed of the status of the case throughout the adjudication phase. In addition, all P&T members are now required to undergo special SVSH training, as are all PRC members.

By the end June 2017, the workgroup produced the *Discipline Process for Faculty and Other Non-Represented Academic Appointees in Cases Involving Sexual Violence, Sexual Harassment and Discrimination Based on a Protected Class*, which was vetted and approved by P&T. The Senate was pleased to be engaged in this process from start-to-finish, and felt that it could be used as a model for future changes to policy. For more information on the History and Background of the SVSH Policy, please see Appendix 6.

CHANCELLOR'S FUND BACKGROUND & SUMMARY

In summer 2014, Chancellor Hawgood provided $500K to the UCSF Academic Senate to use toward faculty life, which is generally known as the "Chancellor's Fund." These funds were derived from the Campus Core Fund and generated from a portion of assessments on gifts and endowments. They were intended to be renewed annually for the next decade and expended within the fiscal year in which they were awarded. The 2016-2017 Chancellor's Fund remained divided between funding into pre-existing campus units and individual faculty funding.

Three committees received one-time funding to develop new projects—Committee on Academic Personnel (CAP), the Clinical Affairs Committee (CAC), and the Equal Opportunity Committee (EQOP). Of the pre-existing mechanisms, Campus Life Services and the School of Pharmacy funded emergency childcare backup fund and supplemental bridge funding, respectively; the Library received funding for Open Access; and CTSI continued to receive funding to supplement under-represented faculty & senior fellows in clinical/translational research awards.

There were three Senate pathways this year–Faculty Enrichment, Faculty Learning and Development, and Travel Grants. The latter fund supported Education, and Research-focused travel to conferences. The Faculty Enrichment Fund supported work activities and services that enhance work-life or well-being. Working with the Schools (and receiving matching grants from three of the Schools), the Faculty Learning and Development Fund covered faculty costs for participating in a range of development activities. The Educational Technology Fund was eliminated this academic year.

ALLOCATING FUNDING / DETERMINING USES

The Academic Senate Leadership and Office advocates the following guiding principles for use of the Chancellor's Funds on an annual basis:

- Funds should benefit as many faculty members as possible, and in as many different series as possible, including Senate and the so-called "non-Senate faculty" (e.g., Adjunct, Health Sciences Clinical), as well as those faculty in the basic, clinical, social/behavioral, and translational sciences;
- Parity should be maintained;
- Inclusion of all Senate committee input into the decision-making process.

After additional discussion at a committee level, Senate leadership determined that funding should remain split into two models:

- Funding pre-established mechanisms;
- Funding that addressed faculty needs through several application pathways.

Role of the Executive Council

The Executive Council (EC) served as the subcommittee charged with approving funding decisions across the Senate standing committees and faculty councils, as its members are principally the chairs of the different standing committees and faculty councils, or are ex-officio members by virtue of administrative positions within a School or campus office. During fall 2016, the committees and faculty councils presented their respective funding priorities. By December 2016, EC members determined a final budget breakdown. (Appendices 7-9)

In addition to a number of funding priorities that were carried over from the previous year, the EC approved a two-year contract Internal Communications Analyst Position Internal Communications Analyst position to improve faculty outreach and communications; a professional development lecture series for clinical academics; and a clinical affiliate faculty engagement program, which is facilitated by $14K within the Chancellor's Fund.

Key Ideas

The following ideas (listed in alphabetical order) consistently appeared as the top topics to fund regardless of Senate standing committee or councils bylaws or overall charge:

- Child/Elder Emergency Backup Care
- Diversity Efforts
- Faculty Engagement
- Faculty Needs (varies by faculty)
- Mentoring Efforts
- Open Access Fund
- Supplementing Bridge Funding
- Travel Grants (education and research)

Established Funding Pathways

Four pre-established pathways received lump-sum funds for specific purposes:

- *Child/Elder Backup Emergency Care*: $20K was allocated to Campus Life Services, to bolster the emergency backup childcare/elder care plan, as it had lost funding;
- *Diversity Efforts*:
    1. $40K from the prior academic year (2015-2016) was used to partner with the Clinical & Translational Science Institute (CTSI) using the Under-Represented Faculty and Senior Fellows in Clinical and Translational Research Awards. One award was selected and funded in full during the Fall 2016 cycle.
    2. The Committee on Equal Opportunity (EQOP) subsidized participation ($9,600) with other UCSF groups to support faculty participation in the online National Center for Faculty Development and Diversity Faculty Success "Boot Camp." Other groups who partnered with EQOP included Academic Affairs, Office of Diversity & Outreach (ODO), Graduate Division, and UC Office of the President.
- *Open Access*: $95K was provided to the University Library to bolster open access funds.
- *Supplementing Bridge Funding*: The School of Pharmacy requested $25K to be put towards bridge funding for their faculty.

Newly-established Funding Pathways

The Academic Senate maintained three pathways this year:

- **Faculty Enrichment Fund:** supported work activities and services that enhance work-life or well-being. Examples include, but are not limited to, training in public speaking and/or participation in a new training program.
- **Faculty Learning and Development Fund:** covered faculty costs for participating in a broad range of development activities. By combining both Senate and School funds, faculty from each School had upwards of $40K to devote towards requested faculty needs. The School of Pharmacy declined to participate.
- **Travel Grant Fund:** This fund's aim is to defray costs for attending education-, or research-related conferences. This pathway continued to be oversubscribed in both categories.

Newly-established Non-call Pathways

Mentoring Project (PMAP)

CAP received $15K to fund stipends for faculty involved in developing this online module aimed at educating faculty as to the advancement and promotion expectations for each series. Launched in spring 2017, PMAP is found on the MyAccess sign-on page. See the above section on "Major Projects – Faculty Intranet" for more information.

Faculty Leadership EXpress (FLEX) Program

The Clinical Affairs Committee (CAC) received $40K to work with the Healthforce Center at UCSF to develop a three-day professional development program for clinical faculty. Aimed at faculty with at least a 50% appointment at one of UCSF's four Schools, it allows faculty to learn skills to effectively lead change and improve health. A pilot program will be launched in fall 2017, with faculty participants receiving clinic release by Department Chairs and/or Division Chiefs.

LAUNCHING THE CALL FOR APPLICATIONS

In January 2017, the Academic Senate launched its rebranded website, which was designed for ease of the user and facilitated a quick application process for faculty. The Senate launched a single campuswide *Call for Applications* for all pathways. It also worked with the respective Schools' Communications Offices to insure pathway information and deadlines were included in any applicable School-specific newsletter or website.

Faculty Enrichment Fund. The Committee on Faculty Welfare (CFW) reviewed and approved funding for 29% of all applications received. By contrast, last year 87% of all received applications were approved and funded, and CFW had funds remaining. This year, no funds remained and after CFW approved the applications, they went into an electronic lottery.

In the end, the Faculty Enrichment Fund received a total of 66 applications with 19 being funded. However, this year also saw a sharp increase in the average award amount given this year. Whereas in the inaugural year the average award was $3,375, this year the average award was $4,526.

Faculty Learning and Development Fund. Each School, except Pharmacy, supplemented this pathway with additional School matching funds ranging from $22,901 to $25,000. As was the case in prior years, applications for this fund fell into two general categories:

- Leadership Training: Many faculty members are assuming new roles within their Departments, Schools, or the new Mission Bay Hospital, and sought training to develop leadership skills.
- Trainings or Coursework for Teaching or Clinical Skills: Other faculty sought additional education to either remain current, or to expand their knowledge in a specific clinical course, and/or to assist in their teaching efforts.

Each Faculty Council reviewed applications and made funding decisions for its own faculty. A breakdown of funding by School shows the following:

- SOD: 19 applications received and 16 funded for a total of $47,493.31. No funds remained.
- SOM: 27 applications received. 18 applications were funded for a total of $49,995.72. No funds remained.
- SON: 11 applications received. Six applications were funded for a total of $50,000. No funds remained.

All Senate and School matching funds for this pathway were used this year, which is the first time this has occurred. Built into the award letters for this particular fund was a request that all faculty members share learned information with their colleagues in their respective Divisions and Departments.

Travel Grants. This pathway received more applications in both categories than it could fund. The Senate Office intends to increase the amount offered in it for the 2017-2018 academic year.

- Education Fund: Seven applications awarded for $11,107.72
- Research Fund: 11 applications awarded for $17,264.41

ADMINISTERING AWARDS

Of the individual faculty funding pathways, the Senate Office administered the transfer of funding to successful applicants and provided an award letter to faculty and finance analysts for their records. Those offices involved included:

1. Campus Life Services (Child/Elder Emergency Backup Care): Suzie Kirrane, Family Services Manager, Campus Life Services, partnered with the Senate to fund a single $20K transfer to bolster the emergency child/elder care fund.

2. National Center for Faculty Development and Diversity (NCFDD): EQOP partnered with the Office of Academic Affairs and the Office for Diversity and Outreach (ODE) to subsidize half of the cost of online enrollment ($1,600) for faculty members in NCFDD's Faculty Success Program. Faculty members in the boot camp will report to EQOP on their experience.

3. Research Development Office and Clinical Translational Science Institute (EQOP): EQOP continued to fund the CTSI Under-Represented Faculty & Senior Fellows in Clinical and Translational Research Awards grants funded through the Research Allocation Program (RAP) in the Research Development Office. The funds used this year were held-over from the prior funding year.

4. Library Services: The Committee on Library & Scholarly Communication (COLASC) received funds to bolster Open Access funding in the amount of $95K.

5. Supplemental Bridge Funding (SOP): The SOP Faculty Council requested supplemental bridge funding ($25K), they advised that receiving such funding made the difference between awarding one Bridge award or two. For the faculty receiving that second award, this was incredibly appreciated.

SUMMARY AND RECOMMENDATIONS FOR 2017-2018

The Senate continued to see an increase in larger department- or group-focused applications. This year also saw strong buy-in from several School Deans' Offices, resulting in a vast increase in faculty applications and a request from one School Council for funds received to be used by July 1, 2017. For the Senate Office, we appreciate being able to seed new projects. This past academic year was the first one in which we were able to see such programs launched.

Senate Office Staff Involvement

Staff time dedicated to the funding process varied depending upon the committee. For those committees that opted to use pre-existing funding streams, staff time was minimal and in line with what would be considered regular committee support. For other committees, analysts

shepherded specific campaigns and fielded queries regarding the application process. This amounted to an approximate 25% increase in the workload for each of those analysts.

2017-2018 Chancellor's Fund

While the Senate Office greatly improved the post-award process this past academic year, moving forward, the Office will continue to focus on streamlining the pre-award process. The intended launch of the Chancellor's Awards Call for Applications for 2017-2018 is December 2017/January 2018.

LOOKING TO THE FUTURE

Partnership with the Administration

The Academic Senate Office views itself as a professional services unit, and aimed in the 2016-2017 academic year to raise its own professional standards to match and continue to serve well the rapidly changing UCSF environment. This past year saw a change in the outreach of the Senate, through the creation of the Question/Answer of the Month, and the onboarding of the Communications Analyst who developed numerous faculty profiles (see above).

Use of Technology (Zoom and WebEx) – SPOT Award for one of ETS Team

During the past academic year, the Senate developed a model for its Division Meetings utilizing Zoom, which we will continue in the future. While the model was one the Senate had been trying to develop for several years, after our successful Spring 2017 Division meeting, we were informed by Education Technology Services (ETS) that they would be using it as a model for other department meetings in the future. In recognition of ETS's efforts, the Senate advocated that ETS Senior Technician Benjamin Wallen receive a UCSF SPOT Award for his efforts. For the upcoming academic year, our monthly EC meetings will be held live at Mission Bay but will use Zoom to allow faculty at Parnassus at videoconference into the meeting.

UCSF Academic Senate

http://senate.ucsf.edu

Communications Strategy
Kathryn Sill, Academic Senate Communications Specialist

ANNUAL REPORT
2016-2017

Primary Focus Points for the Year:
- Developing a strong and effective communications strategy
- Formulating articles: Answer of the Month, Day in the Life, Event Summaries, Faculty Profiles, and other writing assignments that don't fall into a specific category
- Raising awareness of news and articles

Partnership Developments With:
- Mike Billings, Managing Editor, Digital Communications
- Cristina Morrison, Manager Change Management and Facilities, School of Medicine's Dean Office
- UC Oracles Toastmasters

Issues for Next Year (2017-2018)
- An increase in written stories
- Expanding Social Media: Creation of YouTube account
- Video stories to accompany written faculty stories
- Video story on the Academic Senate
- Utilizing Tech Commons equipment for filming and editing video stories
- Forming contacts through conducting professional advice interviews
- In-progress or upcoming stories

Primary Focus Points for the Year

Developing a strong and effective communications strategy

This communications role is brand new to the UCSF Academic Senate, and functions mainly as an internal communications role. Through collaboration with the UCSF Senate's Chair, Executive Director, Associate director, and myself, we have begun working on developing a strong and effective communications strategy during my first six-eight months in this role.

My first few months in the role included several meetings to help me gain a better understanding of the University and the Academic Senate. First, I met with another communications specialist at the UC Davis Academic Senate branch to gather advice on the role. At present, UC Davis is the only other UC campus with a communications specialist for their Academic Senate. I met with other UCSF communication specialists and managers by attending communication meetings. I also attended Senate committee meetings to observe how they function.

When formulating stories my direct supervisor encouraged me to think about my audience as I wrote stories by asking myself three questions:

- Why is the Senate interested about this?
- Why are we writing this article?
- What is the Senate's goal in writing this article?

My stories appear on our Senate website and on our social media platforms, including Facebook and Twitter. A basic summary of the steps of formulating stories include: background research, outline creation, conducting interviews, rough draft formulation, editing, and gathering photos for stories. This process is very similar to what process future video stories will follow. During the first six-eight months in the role, I saw the role change and I believe it will continue to evolve.

Formulating Articles:

Answer of the Month

Every few months the Senate posts a "Question of the Month," where faculty members are queried on a topic that greatly impacts them. The question is open ended, faculty members can respond via MyAccess, and their answers post to the Academic Senate website. Faculty members have one month to respond and after the one-month mark, I wrote stories summarizing the answers, known as "Answer of the Month." During my first six-eight months in the role, I have written two Answer of the Month articles:

- January 2017: I wrote an article summarizing faculty responses to a question regarding the issue of eliminating or maintaining the requirement for at least 5% non-federal salary support.
- February 2017: I wrote an article summarizing faculty responses to a question regarding the allotment of the philanthropic gift from the Helen Diller Foundation.

Event Summaries

When we have major Academic Senate events for faculty, I write event summary articles after the event. By writing these event summaries it helps raise awareness for the event and also provides information for those who were not able to attend the event. So far, I have written event summaries on:

- The 2017 Faculty Research Lecture in Basic Science, featuring Arturo Alvarez-Buylla, PhD
- The 2017 Faculty Research Lecture in Translational Science, featuring Sarah Nelson, PhD
- The Academic Senate's Distinction in Mentoring Award Event (This story was a compare and contrast piece between the Office of Academic Affairs and Faculty Development and Advancement's Lifetime Mentoring Award. The awards are often confused, because of the similar names.)
- The ZSFGH Town Hall (This story was written, because it was the first faculty town hall that the Clinical Affairs Committee hosted.)

Faculty Profiles

Faculty profiles are one of our most popular articles, because they feature a specific faculty member while also highlighting a part of their work. The "Day in the Life" articles mentioned below are a branch of the faculty profiles. There have been three faculty profiles and two are in progress (see "Issues for Next Year" below). Those featured in faculty profiles include:

- [Steve Morin](), PhD, Emeritus Professor within the UCSF Department of Medicine, was the first faculty profile I wrote. The story highlighted his research, work surrounding the HIV/AIDS Epidemic, and a decade of service in Washington DC working for Nancy Pelosi on HIV treatment and prevention policy.
- [Rich Schneider](), PhD, Associate Professor in the Department of Orthopaedic Surgery, School of Medicine, was the second faculty profile. The story covered his service on the Committee on Library and Scholarly Communication (COLASC) Chair, his Open Access Policy efforts, and research.
- [Barbara Koenig](), PhD, RN, Director of the UCSF Bioethics Program, was the third faculty profile. She holds professor appointments in both the School of Nursing and the School of Medicine. This story highlighted the Bioethics Program and its ongoing improvements as well as Koenig's career accomplishments.

"Day in the Life" Faculty Profiles

Day in the Life stories were faculty profiles written to highlight various UCSF researchers. These were not the typical step-by-step articles, but rather dived deeper into the many responsibilities these researchers carried. The purpose of these articles is to show those in the California government the difficulty of being a researcher and the importance research funding (NIH grants). I have written two "Day in the Life" articles so far:

- The first featured [Ryan Hernandez](), PhD, Associate Professor in the School of Pharmacy's Department of Bioengineering and Therapeutic Sciences. Hernandez is a dry lab researcher whose research focuses on understanding how mutations present in a person's genome can lead to complex diseases or health.
- The second featured [Elena Flowers](), PhD, RN, Assistant Professor in Physiological Nursing, is mainly a dry lab researcher, but she also oversees the wet lab research of some students and staff. Flowers' research focuses on genomics involving precision medicine and risk factors for cardiovascular health and type 2 diabetes.

Both of these researchers carry a heavy workload by researching individually and in collaborations, teaching, serving on Academic Senate committees, participating in University service, and balancing a personal life. They are prime examples that research is both important and no easy feat.

"Interprofessional Education" Faculty Feature

I wrote a faculty feature on [Interprofessional Education]() (IPE), and while similar to faculty profiles, this story was named differently, because the purpose of it was to mainly highlight a program rather than a person. However, the story still did highlight a faculty member who has benefitted from IPE at UCSF.

Other Writing Assignments

I have written three other stories that do not fall into a specific category, but were written because the stories contained important information that directly affects faculty. These include:

- [Senate's Chancellor's Fund](): This story was written to encourage faculty to apply for the fund. The article featured mini articles on three past faculty recipients and an infographic accompanied the story.
- [Federal Funding in the New Administration](): This article was written to address concerns about the new administration cutting back federal funds for health research and care. It provided valuable resources for faculty.
- [New Online Module for Mentoring, Promotion, and Advancement Opens in April]() (PMAP): This story highlighted PMAP's history, a module overview, and module improvements.

Raising Awareness of News and Articles

- News to Know: News to Know is a monthly internal communication project for just the UCSF Academic Senate staff. At the end of every month, I send a concise list of ten news articles organized into three categories: federal government news, general news, and UCSF news.
- Social Media: In order to better interact with faculty (our audience), promote stories, and gather feedback, I have helped contribute to our social media accounts. This includes:

- o [Facebook](): sharing written stories
- o [Twitter](): sharing written stories, posting event pictures

Partnership Developments With

Mike Billings, Managing Editor, Digital Communications
Billings is the managing editor for UCSF's website and social media channels. He sends out weekly emails a week ahead of time listing the stories that will post on the UCSF.edu website. UCSF communication professionals can email Billings with stories they think are suitable for the UCSF website. I have been in contact with Billings occasionally by submitting stories or inquiring about story information.

Cristina Morrison, Manager, Change Management and Facilities, School of Medicine's Dean Office
I have been in the process of writing an article on Space since January. It is constantly in development and I have been in contact with Morrison on updates. Morrison added me to the recipients of the Mission Hall Newsletter and the Salesforce Chatter Communicators Network.

UC Oracles Toastmasters
In March, I joined UC Oracles, a UCSF branch of Toastmasters, as part of my professional development. As a recent college graduate, I am new to the professional world, and this club has helped me make the transition and gain confidence not just in public speaking, but confidence in other parts of my career. Additionally, it has helped me get to know other staff at UCSF who work in various departments.

Issues for Next Year (2017-2018)

- **An increase in written stories:** I plan to formulate a greater amount of written articles for our website and improve upon raising awareness of them.
- **Expanding Social Media:** One way I am seeking to expand our social media coverage is by creating an Academic Senate YouTube account that will display our video stories.
- **Video stories to accompany written faculty stories:** I am in the process of creating video stories to go along with our upcoming faculty profiles I think adding a multimedia aspect to the stories will be beneficial for our target audience.
- **Video story on the Academic Senate:** For months, I have been working on a story describing the role of the Academic Senate. I think it would be beneficial to add a video to the written story (see In-progress or upcoming stories section).
- **Utilizing Tech Commons equipment for filming and editing video stories**: The Tech Commons in the Library has become an incredible resource. I use it to check out camera equipment to film videos and to edit videos. The staff there has also been tremendously helpful to me with questions I have.
- **Forming contacts through conducting professional advice interviews:** At my three-month review, my supervisor recommended I conduct advice interviews with other communication professionals at UCSF. This is ongoing as a way to help me develop professionally and form working relationships. Thus far I have conducted interviews with:
  - o Terri Hunter-Davis, School of Dentistry Communications Manager
  - o Courtney Anderson, School of Nursing Communications Manager
  - o Brenda Gee, EVCP Administrative Director
  - o Stacy Kim, Surgical Innovations Program Coordinator
- **In-progress or upcoming stories:**
  - o Space at UCSF
  - o Sexual Violence, Sexual Harassment (SVSH)
  - o "What is the Senate?"
  - o Faculty Profile: Dr. Jing Cheng- written story with video component
  - o Faculty Profile: Dr. Hope S. Rugo- written story with video component

UCSF Academic Senate

Task Force on Clinical Affiliate Agreements and Quality of Care

Report to the Faculty

October 2016

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Acknowledgements

This report could not have been produced without the expertise of the following individuals. We'd like to acknowledge and thank them for contributing their knowledge that informed our work and helped shape this report.

Introduction

As UCSF Health moves forward on its mission to create a Bay Area-wide health care network called "Canopy Health," establishing new affiliations and expanding long-established affiliations are becoming ever more important. UCSF's long-standing affiliations with SFGH and the SFVAMC have augmented UCSF's ability fulfill and advance our triple missions of excellence in education, research and patient care.

The establishment of the Bay Area Accountable Care Network last year by UCSF Health and John Muir Health (now called Canopy Health), has brought UCSF fully into the current era of rapid growth in medical networks and affiliations. Canopy Health has added three new physician groups as both corporate shareholders and participating providers, creating a provider base of more than 4,000 physicians throughout the San Francisco Bay Area. These new shareholders include Hill Physicians Medical Group, representing physicians throughout Northern California; Muir Medical Group IPA, participating as part of the John Muir Physician Network, in Contra Costa, southern Solano and eastern Alameda counties; and Meritage Medical Network, with physicians in Marin, Sonoma and Napa counties. Canopy Health also has added seven hospitals to its network, in addition to its founding hospitals at UCSF Health and John Muir Health: San Ramon Regional Medical Center (a John Muir Health partner); Alameda Health System's Alameda, Highland and San Leandro hospitals; Washington Hospital Healthcare System; Marin General Hospital and Sonoma Valley Hospital.

It was against this backdrop that the Task Force on Clinical Affiliate Agreements and Quality of Care began its work. The Task Force was created by the UCSF Senate Executive Council in response to faculty inquiries that followed the June 2016 announcement of a joint venture between St. Joseph Health and UCSF Benioff Children's Hospitals to enhance and expand neonatal and pediatric services. The press release reported the extension of an existing UCSF collaboration with Santa Rosa Memorial Hospital (SRMH), which is managed by Providence St. Joseph Health.[1] That announcement noted that under this expanded affiliation, UCSF outpatient pediatric specialty practices would partner with Annadel Medical Group pediatricians to expand the availability of UCSF subspecialty care available at a clinic located in one of Santa Rosa Memorial Hospital's facilities. Services that could increase in availability include hematology (blood diseases), endocrinology and diabetes, gastroenterology, cardiology, neurology, organ transplantation support, nephrology (kidney care) and more. Providence St. Joseph Health would also expand obstetrical care at Santa Rosa Memorial Hospital.

In addition, the press release regarding this expanded affiliation also outlined several ways in which St. Joseph Health, Santa Rosa Memorial Hospital and UCSF Benioff Children's Hospitals will collaborate including:

- Developing telehealth consult services to further enhance access to pediatric physician specialists;
- Providing opportunities for UCSF medical students and residents to participate in clinical rotations at St. Joseph Health facilities including Santa Rosa Memorial and Petaluma Valley hospitals;
- Creating educational programs for physicians, nurses and support staff; and
- Continuing to grow the obstetrical, neonatal and pediatric service lines through program development.

As became apparent, the differences in clinical practice and policies must be anticipated and accounted for in any clinical affiliate agreement. Of particular concern was the fact that Santa Rosa Memorial is a

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[1] On July 6, 2016, Providence Health & Services and St. Joseph Health formally merged to create Providence St. Joseph Health.

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Catholic hospital and [Providence St. Joseph Health](#) is a Catholic healthcare organization. As a Catholic hospital, Santa Rosa Memorial is governed by the [Ethical and Religious Directives for Catholic Health Care Services](#) (ERDs), and the [press release](#) stated that the mission of St. Joseph Health was to "extend the healing ministry of Jesus in the tradition of the Sisters of St. Joseph of Orange by improving health and quality of life in the communities it serves." A preliminary review of the issue indicated that there may be value in a Senate review of the process of affiliation and how it might impact both the quality and the range of clinical services offered, as well as the educational programs available at Santa Rosa Memorial.

Process

On July 26, 2016, the UCSF Academic Senate Executive Council formed a Senate Task Force to assess and make recommendations regarding how UCSF approaches formation of affiliations between its Medical Center and other health care institutions. The Executive Council appointed Dr. Rena Fox, Chair of the Committee on Committees, to chair the Task Force. The Task Force members were appointed by the Committee on Committees and included a small group of UC Faculty and Staff Members (Appendix A).

The Task Force was charged with: 1) Reviewing the affiliation process and how it might impact clinical services and educational programs; and 2) Assessing any factors that might limit the quality of care offered by the affiliate, particularly circumstances where the care provided by the affiliate would substantially differ from that provided by UCSF Medical Center at its own facilities, and/or deviate from standards of practice. The Task Force was specifically asked to address the following questions through interviews with key UCSF Health leaders, UC faculty, UC staff, and others specific to this affiliation (from SRMH and outside agencies):

1. Was the process followed for the formation of affiliations (specifically between UCSF Health and Santa Rosa Memorial Hospital) and was it optimal in terms of a) making reasonable and appropriate consultations with faculty clinicians and departments that might be impacted by the affiliation; b) conducting an assessment of any factors that might limit the quality of care offered by the affiliate; and c) exploring strategies that might circumvent policies that restrict the quality of care by the affiliate?
2. Do patients who choose to receive care at a candidate affiliate have similar or different expectations from patients who choose care at current UCSF facilities?
3. Would the training experience of students and residents who rotate through the affiliate differ from that received at UCSF Medical Center, and how would this impact their ability to apply said training in their future career?
4. How should the process of evaluating possible affiliates, and negotiating the specifics of an affiliation agreement be changed in the future to improve the value of the affiliation for UCSF Health, affiliate patients and any trainees who might rotate through the affiliate?

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How the issue was investigated

The following individuals were identified as interviewees to learn about the process of affiliations generally, and about the affiliation between UCSF Health and the Santa Rosa Memorial Hospital specifically:

Individual	Role or Expertise
Mark Laret	CEO, UCSF Medical Center
Jay Harris	Vice President, Mergers, Acquisitions & Business Development, UCSFMC
Stephen Wilson, MD, PhD	Chief Medical Officer, UCSF Benioff Children's Hospital
Linda Giudice, MD, PhD, MSc	Chair and Professor of Obstetrics, Gynecology and Reproductive Sciences
Nancy Milliken, MD	Professor Emeritus, Obstetrics, Gynecology and Reproductive Sciences
Dixie Horning	Associate Chair, Obstetrics, Gynecology and Reproductive Sciences
Lori Freedman, PhD	Assistant Professor, Bixby Center (focus on institutional directives)
Daniel Grossman, MD, FACOG	Professor of Obstetrics, Gynecology and Reproductive Sciences, Director Bixby Center
David Nygren, PhD	Consultant for UCSFMC with regard to St. Joseph affiliation
Thomas R. Moore, MD	Dean of Clinical Affairs, UCSD
Thomas F. Kelly, MD	Professor of Reproductive Medicine, UCSD
Lydia Ikeda	Business Officer, UCSD Reproductive Medicine

Following its interview with Vice President Harris in late August 2016, the Task Force expanded their list of interviewees to include the following individuals:

Individual	Role or Expertise
Lela Emad, MD	Chair of Obstetrics and Gynecology, Santa Rosa Memorial Hospital
Lena Kim, MD	UCSF Maternal Fetal Medicine faculty at Prenatal Diagnostic Center, Santa Rosa Memorial Hospital
Mary Norton, MD	Interim Chief Division of Maternal Fetal Medicine, UCSF Director of Outreach for Maternal Fetal Medicine
Alan Shotkin, MD	UCSF Neonatology faculty at Santa Rosa Memorial Hospital
Naomi Stotland, MD	Co-Director, Medical Student Education UCSF Department of Obstetrics, Gynecology and Reproductive Sciences

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Background on the Affiliation between UCSF and Santa Rosa Memorial Hospital

UCSF Benioff Children's Hospital (formerly UCSF Children's Hospital), a part of UCSF Health, has had an affiliation with Santa Rosa Memorial Hospital (SRMH) since the 1990s. The previous relationship of UCSF and SRMH has consisted of the following services:

- **Neonatology at the SRMH Neonatal Intensive Care Unit (NICU):** For the most part, the existing affiliation focused on the provision of inpatient neonatal intensive care. This included a UCSF Pediatrics faculty member, who is a board-certified neonatologist on site (or on call), to provide Delivery Room services (neonatal resuscitation) and acute and chronic neonatal intensive care. The other physicians at the NICU are SRMH Pediatricians. This care includes stabilization of infants for transport (for infants that require a higher level of care, as provided at UCSF Benioff Children's Hospital San Francisco), acute interventions to improve status and allow for admission to the SRMH NICU, and less intensive stabilization for infants of lower acuity who otherwise meet criteria for admission to the SRMH NICU. The UCSF neonatologists have, for the most part, been hired to work primarily at SRMH, and, as such, they have participated fully in the medical staff at the hospital, and functioned as integral members of the team providing perinatal care.

- **Pediatric subspecialty outpatient clinics:** Other UCSF Pediatric faculty clinicians have provided clinical services in Santa Rosa, including several pediatric subspecialists staffing outpatient clinics. These clinics have not been on SRMH property. In recent years, these clinics were held as frequently as weekly, and as infrequently as monthly. These subspecialists have provided outpatient follow up for complex UCSF patients who live at a significant distance from San Francisco (but otherwise undergo surgical and non-surgical procedures in San Francisco and are admitted to SRMH, if necessary), and they have evaluated children referred for subspecialty consultation from non-UCSF primary care practices based in Santa Rosa and other locations remote from San Francisco.

- **Prenatal Diagnosis Center (PDC):** The PDC is an outpatient clinic focused on prenatal diagnosis and counseling staffed only by UCSF Obstetrics and Gynecology faculty in the subspecialty of Maternal and Fetal Medicine; SRMH physicians do not practice at the PDC. The other physicians at the PDC are SRMH OB/Gyn physicians. The PDC has been located in a separate building from SRMH.

- **Gynecologic Oncology:** UCSF Obstetrics and Gynecology faculty in the subspecialty of Gynecologic Oncology have at times attended a clinic focused on cancers of the female reproductive tract.

These services were all specialized services in which UCSF faculty had a role in providing care at the affiliate, which presumably is close to the patient's residence, and specialized consultation and on-site care for NICU and PDC. UCSF receives 180 transfers from SRMH annually of neonatal patients and other children, who would have to go elsewhere – most likely Packard Hospital – if UCSF did not continue this relationship. Such a scenario would place these patients much further from home, and the transfer to a much more distant facility would place them at a greater risk. However, under the previous affiliation, the role of UCSF Obstetrics and Gynecology faculty was limited to prenatal diagnostic testing and gynecologic oncology.

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Findings of the Task Force

The basis for the Senate's role in the UCMC affiliations process:

1. *[Administrative Policy 100-10](see Appendix B), within the Office of the Executive Vice President and Provost, establishes guidelines and responsibilities for entering into affiliation agreements between UCSF and other institutions or hospitals. Policy 100-10 states that "UCSF may enter into affiliation agreements when it has been determined that the benefits and contributions of such affiliations substantially enrich and expand the teaching, research, clinical care, or public service programs of the campus. Affiliated institutions must be committed to excellence and demonstrate a record of achievement in their field." It is unclear whether the University applied or followed this policy in this case.*

2. *Per conversations with UCSF leadership, UCSF's primary criteria for affiliating with either new institutions or expanding existing affiliations are: High quality institutions; existing good relationships with UCSF faculty; well-aligned with UCSF's existing network; and institutions that are financially viable.*

In our interviews with multiple individuals (see above), the Task Force has learned the following:

Development of the expanded affiliation

Within the last couple of years, a new and expanded affiliation was proposed in order to better equip SRMH to gain membership in UCSF's accountable care organization, Canopy Health. The goals of the expanded affiliation between UCSF and SRMH included the following:

1. UCSF would gain the membership of SRMH in Canopy Health, and provide coverage in the Santa Rosa area.
2. SRMH would gain increased prestige, visibility and market share in the Santa Rosa area.
3. SRMH would gain an increased obstetrical patient volume.
4. SRMH would increase access to UCSF's top notch specialists for consultation in neonatology, pediatric subspecialties, prenatal diagnosis, and obstetrics.
5. UCSF would increase patient transfers from SRMH; and SRMH would gain increased access to UCSF for care of complex patients.
6. SRMH physicians would work with UCSF faculty members to improve SRMH clinical protocols, especially in obstetrics, and thus would improve the quality of obstetrics care at SRMH.
7. UCSF faculty members would work with SRMH physicians to create mechanisms to help mitigate and find workable solutions to the clinical scenarios in which services prohibited by the ERDs.
8. UCSF pediatric subspecialty clinics currently in Santa Rosa would move closer to SRMH, thus expanding clinic sessions to increase access for patients (both on-site and via tele-health).
9. UCSF would continue to hire neonatologists to staff the NICU as needed (local providers hired by UCSF); these would be UCSF faculty members who could also possible provide instruction.
10. The UCSF pediatric subspecialty clinics would be part of UCSF Health.
    SRMH has the goal of relocating the PDC from off-site to a multi-specialty clinic building owned my SRMH. At this time, UCSF has not yet agreed to this item.
11. The PDC, and pediatric subspecialty units, would be considered part of "UCSF Health."

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Due to the needs of SRMH, the new affiliation process occurred rapidly and UCSFMC leaders indicated that they concluded it was not practical to involve faculty in it. Thus, the following conditions and events precipitated the June 2016 announcement of the expanded affiliation:

- If UCSF did not act quickly, there was a risk of losing the existing relationship.
- Many faculty, who are key leaders and clinicians in the relevant departments, were not aware of the changes being planned.
- The few faculty members in Obstetrics and Gynecology who were involved in the process reported that they were informed "after the 11th hour."

The formal announcement of the expanded UCSF-SRMH affiliation occurred via a [press release](#) that preceded formal information or communication to the UCSF Faculty, including the faculty in relevant departments. Some faculty members were not aware of the specifics of our previous agreement with SRMH and some were not familiar with SRMH and its philosophy of care. Many faculty members voiced concerns over being excluded from a process that directly affects their School/Departments/Division and one that involved provision of clinical services in which they are the UCSF experts. The content and timing of the press release created confusion, rumor and discontent among many faculty members. This included faculty from uninvolved departments who were concerned about what they perceived to be an odd announcement. The press release was made before certain faculty members were informed, and some leaders expressed regret that faculty members were not brought into the affiliation process earlier on.

Given the lack of communication around the affiliation, there were further concerns related to the changes in the structure of the affiliate, which appear to be not fully settled; i.e. merger of St. Joseph Health and Providence Health, to become Providence St. Joseph Health. Because the affiliate is part of a health ministry, and incorporates some special restrictions in the services it offers, faculty were concerned that the restriction might limit the scope of services offered such that the diverged from the standard of care. This concern was heightened by the incomplete restructuring process; the implications of these changes in terms of restrictions on medical services were unknown, as was how the affiliation with UCSF would be impacted by such restrictions in care. Although faculty members agree with the importance of the financial growth and stability of UCSF Health, many voiced concern that care should be taken with affiliations so UCSF physicians are placed in clinical settings where they are able to practice and teach evidence-based medicine that meets or exceeds the U.S. standard of care. It seemed possible that this specific affiliation risked placing faculty in a setting in which they would be asked to practice in a manner less than the standard of care, and one in which harm could come to some patients.

The SRMH affiliation as an example of the potential impact of spiritual doctrine

Although there was considerable speculation over how the expansion of an affiliation with a health ministry hospital would impact quality of care, the Task Force discovered the following facts regarding faith-affiliated hospitals in general, as well as the process for a secular institution to affiliate with a faith-based institution.

- Catholic hospitals practice under the [Ethical and Religious Directives for Catholic Health Care Services](#) (ERDs), which can be enforced by the local Bishop for the hospital. The ERDs dictate which types of medical services are prohibited from taking place on the grounds of the Catholic healthcare site. The medical services prohibited by an ERD are readily available on public sites on the internet.
- There are methods to help a Catholic and a secular hospital affiliate and thereby allow both systems to practice under their own standards.

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- A "discernment" process is done in which both parties review potential clinical scenarios that could present conflicts under the ERDs.
- Furthermore, a third party non-Catholic billing unit can be created for the payment of any procedures or services that would otherwise be prohibited by the ERD.
- These non-Catholic billing units allow Catholic hospitals to designate "carve-outs." These are pre-agreed upon medical services that are prohibited by the ERD but could be done if they were under a non-Catholic billing unit. This can then allow some services or procedures to be provided in a Catholic setting when it is pre-determined as a "carve-out" and can be billed to a non-Catholic corporation.
- There are plans for UCSF and SRMH to have a discernment process for the affiliation with obstetrics and gynecology, but thus far, the Neonatology (NICU), Prenatal Diagnosis or Pediatric sub-specialties were not planned for a discernment process.

Faculty concerns

Faculty members have identified several ***potentially problematic clinical areas[2]***:
- Prescribing contraception and counseling for adults and teens, including emergency contraception following sexual assault
- Tubal ligations including those performed at time of cesarean section (an area of active litigation within the State of California)
- Abortions, including in situations needed for the health of the mother.
- Approach to parent preferences regarding resuscitation efforts for neonates born in a periviable period (23-25 weeks gestation)
- Pediatric palliative care
- Neonatal palliative care
- Inclusive care for LGBT patients (both adult and teen), pediatric patients whose parents are in same-sex relationships, such as pre-exposure prophylaxis for the prevention of HIV transmission.
- Acceptance of the End of Life Option Act for adults in terminal states.

Faculty also voiced concerns over potential negative outcomes of the affiliation on the ***UCSF "name"***:
- That the UCSF name should represent cutting-edge medicine and the highest standard of care; adding the UCSF name to a system that restricts/prohibits certain aspects of medical care could contradict UCSF's mission to be a provider of top medical care.
- That the UCSF name should represent and welcome all demographic groups in a given population.
- That the national recognition of UCSF as a leader in healthcare might be jeopardized by adding the UCSF name to hospitals and medical practices that may not practice the same standard of care; such affiliations could jeopardize the reputation of UCSF Health.

Faculty stressed the importance of the University of California system to maintain its status as a role model in respect to its ***diversity*** and commitment to inclusiveness, with the hope that these values be reflected at all institutions with which UCSF affiliates.
- Some religious groups have longstanding objections and denouncements of homosexuality, gay marriage and sexual relationships outside of marriage, which could impact the experience of patients who seek care at medical facilities linked to these specific faiths.
- Although some faith leaders and institutions are more open to offering services to the general public and providing standard of care than others, UCSF faculty have concerns about being in a mutual

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[2] At present, only .4% of inpatient admissions at SRMH are impacted by ERDs.

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relationship with a hospital whose application of faith can limit clinical care to certain groups based on the ERDs.

The June 2016 press release mentioned that SRMH would be **training site** for UCSF medical students and residents. Given that the Regents have delegated authority of the curriculum to the Academic Senate, the Task Force made the following observations and voiced some concerns:

- The Task Force could not identify faculty members who were aware of this idea before the press release.
- Faculty members have concerns that if this were a stand-alone site for student training, then core aspects of clinical training would be missed, including contraceptive counseling and contraceptive procedures, abortions, and elective terminations based on results of prenatal diagnostic testing.
- The press release mentioned that SRMH would be a site for UCSF residents to rotate, but the Task Force could not identify any faculty members who were aware of specific plans in this area before the press release.
- It is crucial that the faculty, who are responsible for curriculum and experiential training, play the lead role in decisions about UCSF training opportunities at affiliate sites.

In line with its overall charge to consider the process(es) for **future affiliations at UCSF**, the Task Force voiced the following observations and concerns:

- Recognizing that affiliations are critical to the financial stability and growth of UCSF Health, faculty members believe that there must be the means for the provision of optimal care, including reproductive medicine, at affiliated sites.
- Many public academic medical centers affiliate with Catholic hospitals in some capacity, and it is expected that such affiliations will only continue to increase in number nationally.

Recommendations in Four Domains: Process, Standards of Care, Effects on Education and Training, and Public Perception

The Faculty of UCSF care deeply about excellence in patient care and education, the commitment to diversity and the reputation of their institution. The following recommendations are offered to assist in maintaining the integrity of our institution.

Process
- The Task Force understands the need for UCSF to make clinical affiliations that support UCSF's financial viability, thereby bolstering its mission of providing evidence-based, compassionate care.
- The Task Force believes that all affiliations should maintain or enhance the integrity of UCSF's mission, standards and values.
- The Task Force recommends that in the process of forming clinical affiliations, UCSF Health leadership should include all stakeholders early in the affiliation process, including Departmental leadership and key faculty clinicians.
- The Task Force recommends that the University of California devise a standardized process by which clinical affiliations are made, including outlining implications for clinical care and teaching. Towards that end, the Task Force recommends that the Executive Vice President and Provost convene a

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committee to review Policy 100-10 in order to bring it in-line with current business practices so that it can be utilized and applied in future affiliations and expanding existing affiliations. The Task Force recommends that the Senate provide members for this committee to provide expertise in clinical care and education.

- The Task Force recognizes that some decisions need to be made on a constrained timeline, though such constraints should not circumvent an established process or policy.
- The Task Force recommends that faculty should be made aware of affiliations prior to planned public announcements.
- The Task Force recommends that UCSF Health looks outside of California to learn from already-existing relationships between faith-based health systems and secular academic institutions.

Standards of care
- UCSF takes pride in providing evidence-based, compassionate care to a diverse population. The Task Force has concerns about the potential implications of restrictions on clinical care imposed by the religiously-based care edicts.
- While the Task Force acknowledges that faith-affiliated medical centers have historically provided important care to populations in underserved and impoverished areas, none-the-less there is a basis for concerns that these medical centers are restricted in being able to provide what is considered standard and contemporary care in several important clinical areas. The primary example concerns the limitations on medical care provided to women due to policies prohibiting many services in reproductive health (e.g., abortion, sterilization, contraception) and in end-of-life options.
- Further, Catholic institutions proscribe aspects of care to lesbian, gay, bisexual and transgender (LGBT) people. In affiliating with any institution, UCSF should involve faculty and key thought leaders in considering whether or how UCSF can create a beneficial relationship and still maintain its mission and values to promote diversity.
- The Task Force believes special care should be taken when UCSF is considering any new relationship with a faith-based institution.
- In all business decisions, UCSF should keep in mind the great value of its name and reputation for clinical excellence, and seek to avoid actions that might diminish this reputation or convey a false impression that the quality of care at an affiliate matches that are UCSF-owned facilities. This principle should also influence how UCSF associate status is applied to the clinical staff of affiliates.

Effects on education and training
- As a public University, UCSF plays an important role in education and clinical training. The Task Force recommends that affiliations specifically address the anticipated impact of the affiliation on trainees.
- To assure high-quality standards for educators, the Task Force recommends that focused attention be given to how faculty appointments at affiliates are made and maintained. Soliciting the opinions of the Committee on Academic Personnel will be valuable in this process.

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Public perception

- To avoid potential misperceptions in the public about what an affiliation with UCSF means, the Task Force recommends having a standard way to describe and name affiliations (e.g., "SRMH -- a Catholic hospital affiliated with UCSF").

- The Task Force recommends that materials be made available to patients that clearly describe any differences in the clinical services offered at the affiliate compared with those at UCSF. A consent process may be appropriate if and when significant differences in the scope or standard of care exist between the affiliate and UCSF-owned facilities.

- Advertisements for the affiliate should not mislead the public in terms of which services are provided by UCSF, as opposed to the local affiliate. For example, if the affiliation only includes provision of neonatal care by UCSF faculty, it should not be implied that the perinatal (obstetric) care will be provided by UCSF faculty or adhere to a UCSF standard of care.

- In this same vein, care needs to be taken in the content and timing of public announcements concerning affiliations since the public's familiarity with the affiliations may depend largely on these announcements.

- Public perception goes beyond patients, extending to those who may not understand the true nature of an affiliation. For example, members of the public, including potential and current donors, may be concerned about how a UCSF affiliation may be a tacit agreement with principles and doctrines held by religious institutions that may compromise the quality of care offered to certain groups (e.g., women, LGBT individuals). The Task Force recommends that clear statements to the public be made available that fully explain the nature of the affiliation.

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Conclusions and Final Recommendations

1. Recognizing that clinical affiliations are business decisions that require agility, it remains important that there is early engagement with relevant faculty/department leadership during the process of any affiliation.

2. A process for clinical affiliations should be formalized for UCSF Health, which could serve as a guide for other health systems within the UC system. Accordingly, the Task Force recommends that the Executive Vice President and Provost convene a committee to review Policy 100-10 in order to bring it in-line with current business practices so that it can be utilized and applied in future affiliations and expanding existing affiliations. The Task Force recommends that the Academic Senate provide faculty representatives to be included on this policy review committee for [Affiliation Agreements Policy 100-10](#).

3. UCSF faculty should be informed of clinical affiliations and what types of activities the affiliations might entail before public announcements are made.

4. Public perception and timing of clinical affiliations are important, including perceptions among the UCSF philanthropic community whose missions and values may not be aligned with those of the affiliate.

5. Commonalities and differences may coexist within the affiliates' clinical practices. For instance, there may be shared values in charity care, increasing access to high-quality care and addressing inequalities and disparities in health. Yet these may coexist with differences in the approach to reproductive health, end-of-life care, and inclusivity for some groups of patients (e.g., LGBT).

6. Communication to the public should be very clear as to the nature of the affiliate hospital and the affiliation itself, e.g., "a Catholic hospital affiliated with UCSF Health".

7. A clinical affiliate being considered as an educational site needs to be evaluated for the effect that differences in practice may have on the learners' education.

8. Faculty series appointments and promotions for clinicians based at affiliate sites should be commensurate with the respective faculty roles and responsibilities. After a thorough evaluation, an affiliation may require consideration of a new series if these faculty members do not have a sufficient role in education to meet criteria for advancement. Affiliate clinicians should wear UCSF identifiers only if their training and record of care is commiserate with a UCSF associate title.

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Appendix A: Membership of the Task Force on Clinical Affiliate Agreements and Quality of Care

Member	Role/Title
Rena K. Fox, MD	*Chair* Professor of Clinical Medicine, Division of General Internal Medicine, UCSF
Deborah Greenspan, DSc, BDS	*Member* Professor of Clinical Oral Medicine, Division of Orofacial Sciences, UCSF
Roberta L. Keller, MD	*Member* Professor of Clinical Pediatrics, Vice Chair, Clinical Translational Research Neonatal Services, Fetal Treatment Center, Neonatal ECMO Program, UCSF Benioff Children's Hospital, UCSF
Barbara Koenig, PhD, RN	*Member* Director, UCSF Bioethics Program, Institute for Health and Aging, UCSF
George F. Sawaya, MD	*Member* Professor of Obstetrics, Gynecology and Reproductive Sciences, Division of Epidemiology & Biostatistics, UCSF
Phyllis Tien, MD	*Member* Professor of Medicine and Clinical Pharmacy, Veteran's Administration Medical Center, Division of Infectious Disease, UCSF

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Appendix B: Administration Policy on Affiliation Agreements

Topic Academic Administration
Policy Number 100-10
Reviewed Date January 13, 2013
Responsible Office
- Office of the Executive Vice Chancellor and Provost

Purpose

UCSF may enter into affiliation agreements when it has been determined that the benefits and contributions of such affiliations substantially enrich and expand the teaching, research, clinical care, or public service programs of the campus. Affiliated institutions must be committed to excellence and demonstrate a record of achievement in their field. Agreements must articulate the commitments and responsibilities of each institution, and specify terms for reimbursement for all services provided by UCSF to an affiliated institution.

This policy establishes guidelines and responsibilities for entering into affiliation agreements between UCSF and other institutions or hospitals.

Definitions

- Domestic Training Affiliation Agreements: Written agreements initiated by a department or school for the training of UCSF students, postdocs or fellows, or the accommodation of UCSF faculty researchers or instructors at another domestic U.S. university or institution; and/or the training of students, postdocs or fellows, or the accommodation of faculty researchers or instructors, from other domestic U.S. universities or institutions, at UCSF.

- Foreign or International Training Affiliation Agreements: Written agreements initiated by a department, school or a Chancellor's program/unit for the training of UCSF students, or the accommodation of UCSF faculty researchers or instructors at a foreign or international university or institution; and/or the training of students and the accommodation of faculty researchers or instructors, from a foreign or international university or institution, at UCSF.

- Institutional Affiliation Agreements: Institutional Affiliation Agreements: Written agreements whereby the campus enters into affiliations for specific purposes, which may include, but are not limited to training. These agreements may cover the provision of faculty and staff for hospital and patient care services (e.g., San Francisco General Hospital, Veterans Affairs Medical Center), and/or research programs involving facilities, operational agreements, or personnel agreements (e.g., the Gladstone Institutes, the Howard Hughes Medical Institute, the Ernest Gallo Clinic and Research

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Center, the Northern California Institute for Research and Education). See Life Cycle of an Institutional Affiliation Agreement.

Policy

A. Domestic training affiliation agreements are initiated by a department or school, which is responsible for drafting a written proposal and submitting it to the appropriate dean for review and approval prior to negotiating an agreement with a proposed domestic affiliate. Approval from the department chair is required for all proposed domestic training affiliation agreements prior to submission to the appropriate dean's office. The dean of each school has been re-delegated authority by the Chancellor to enter into domestic training affiliation agreements.

    1. Agreements must clearly articulate the expectations, responsibilities and liabilities of each entity for research, teaching, public service and patient care activities. Affiliates must expressly agree to cover the full cost of services provided by UCSF, either through the reimbursement of indirect costs or by payment for specific services provided. All agreements must conform to all University policies and requirements including, but not limited to, those related to intellectual property (i.e., patents, licenses, copyright, etc.), publications, insurance, indemnification, personnel, and use of the University name.

    2. The originating department and/or school is responsible for obtaining required reviews and approvals, negotiating, and administering training affiliation agreements with domestic institutions.

    3. 3. Standardized templates approved by Campus Counsel are to be used, unless a request for exception is approved prior to execution by Campus Counsel.

    4. 4. UCSF reserves the right to audit any and all records of affiliates consistent with applicable laws and University policies.

B. Foreign or International Training Affiliation Agreements are initiated by a department, school or a Chancellor's program/unit, which is responsible for drafting a written proposal and obtaining any necessary approvals. Departments are responsible for submitting proposed agreements to the appropriate dean for review and approval before submission to the Office of the Executive Vice Chancellor. Individual departments developing proposals for foreign or international training affiliation agreements must notify the appropriate dean within each school early in the development process. In addition, consultation with UCSF Global Health Sciences prior to submission of a proposal to the Executive Vice Chancellor is recommended. Approval by the department chair and the appropriate dean is required for all proposed foreign or international training affiliation agreements submitted by a department or school to the Executive Vice Chancellor. However, agreements initiated by a Chancellor's program/unit will be submitted

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directly to the Executive Vice Chancellor. The Executive Vice Chancellor has been re-delegated authority by the Chancellor to enter into foreign or international training affiliation agreements.

1. Foreign or international training affiliation agreements will be evaluated through the Office of the Executive Vice Chancellor by an appropriate standing committee of the UCSF Global Health Sciences to assess proposals for potential contributions of academic merit and benefit to the University. The Senior Vice Chancellor – Finance and Administration will review and evaluate the proposed agreement as to business, financial, and legal matters.

2. Agreements must clearly articulate the expectations, responsibilities, and liabilities of each entity for research, teaching, public service, and patient care activities. Affiliates must expressly agree to cover the full cost of services provided by UCSF, either through the reimbursement of indirect costs or by payment for specific services provided. All agreements must conform to all University policies and requirements, including but not limited to those related to intellectual property (i.e., patents, licenses, copyright, etc.), publications, insurance, indemnification, personnel, and use of the University name.

3. UCSF reserves the right to audit any and all records of affiliates consistent with applicable laws and University policies.

C. Institutional Affiliation Agreements are initiated by a department or school, which is responsible for drafting a written proposal and submitting it to the appropriate dean for review and approval before submission to the Office of the Executive Vice Chancellor. Individual departments, when developing proposals for institutional affiliation agreements must notify the appropriate dean within each school early in the development process. Approval by the department chair and the appropriate dean is required for all proposed institutional affiliation agreements. The Executive Vice Chancellor is responsible for negotiating and administering all institutional affiliation agreements.

1. Institutional affiliation agreements will be evaluated by an ad hoc committee comprising members of the Academic Senate, as recommended by the Academic Senate Committee on Committees and appointed by the Executive Vice Chancellor, to assess proposals for potential contributions of academic merit and benefit to the University. The Senior Vice Chancellor – Finance and Administration will review and evaluate proposed agreements as to business, financial, and legal matters.

2. Agreements must clearly articulate the expectations, responsibilities, and liabilities of each entity for research, teaching, and patient care activities. Affiliates must expressly agree to cover the full cost of services provided by UCSF, either through the reimbursement of indirect costs or by payment for specific services provided.

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Agreements must specify service level commitments and method of reimbursement. All agreements must conform to all University policies and requirements, including but not limited to those related to intellectual property (i.e., patents, licenses, copyright, etc.), publications, insurance, indemnification, personnel, and use of the University name.

3. All Institutional Affiliation Agreements shall include language requiring formal, periodic reviews at no more than five-year intervals.

4. UCSF reserves the right to audit any and all records of affiliates consistent with applicable law and University policies.

Responsibilities

A. The appropriate vice chancellor or dean, or dean's designate, is responsible for ensuring that UCSF faculty and staff comply with the terms of affiliation agreements.

B. Approval Authority:

1. Authority to enter into domestic academic training agreements is delegated to the deans.

2. Authority to enter into foreign or international training affiliation agreements is delegated to the Executive Vice Chancellor.

3. Authority to enter into institutional affiliation agreements is delegated to the Executive Vice Chancellor and Senior Vice Chancellor – Finance and Administration. Institutional affiliation agreements may require additional review and approval by units including, but not limited to, the UC General Counsel and the Office of the President. These approvals will be sought by the Executive Vice Chancellor.

4. Agreements involving lease, rental, or commitments of space must be approved by the Office of Real Estate Services. Agreements that include services provided by campus units must be approved by the dean or vice chancellor responsible for the units providing services.

5. Agreements that require the provision of services and/or activities at the UCSF Medical Center must be approved by the Medical Center Chief Executive Officer or designee(s).

C. Annual Reports: Schools shall submit annual reports of all domestic training affiliation agreements executed in accordance with their delegated authority to the Office of the Executive Vice Chancellor by June 30 of each fiscal year.

D. Program Reviews: The Executive Vice Chancellor shall oversee the completion of a comprehensive review of all Affiliation Agreement elements (i.e., academic program, administration and finance) at a minimum of every five years.

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UCSF Academic Senate

http://senate.ucsf.edu

February 27, 2017

Daniel Lowenstein, MD
Executive Vice Chancellor & Provost
University of California, San Francisco
513 Parnassus Ave, Medical Sciences
San Francisco CA 94122

RE: Addendum to Allowable Effort Task Force Report

Dear Executive Vice Chancellor & Provost Lowenstein,

During fall 2016, the Academic Senate convened a task force to examine the issue of allowable effort at UCSF. They concluded meeting in December 2016 and submitted the attached Final Report. We also canvassed faculty in our November 2016 Question of the Month to find out whether they thought: the maximum faculty effort should remain capped at 95% with faculty finding the remaining five percent; or if it should remain capped with the University providing the additional five percent; or, if all faculty should have the option of becoming 100% sponsor-funded for research. Those responses were combined into our January Answer of the Month, which is also attached.

In addition, at a subsequent Academic Senate Executive Council meeting, members approved a formal ballot to send to faculty-at-large to inquire which of three options related to allowable effort they supported. Those ballot questions and results are as follows:

Ballot Questions	Responses	
UCSF should retain its current 95% maximum effort policy on federally funded projects, but mandate that Schools/Departments/Divisions pay the remaining 5% to faculty whose primary support derives from federally-funded projects	246	65%
UCSF should modify its current 95% maximum effort policy on federally funded projects and allow UCSF faculty move to a 100% allowable effort on federally-sponsored projects per 2013 changes in the Federal Uniform Guidance Rule.	82	22%
UCSF should retain its current 95% maximum effort policy on federally funded projects, but not mandate that all departments pay the remaining 5% to faculty on federally-funded projects. This option represents the status quo.	49	13%

These responses show overwhelmingly that faculty prefer to have their respective Schools, Departments, or Divisions contribute the remaining five percent, rather than hunt for it themselves. In combination with the attached Task Force Report, we support the maintaining of the faculty allowable effort to the current 95% level, with the remaining fiscal support being provided to faculty. Also included is a letter from the Committee on Faculty Welfare that supports the need for comprehensive support of the final five percent.

Thank you for taking the time to consider this. If you have any questions, please let me know.

Sincerely,

Ruth Greenblatt, MD, 2015-17 Chair
UCSF Academic Senate

Encl. (2)
CC: David Teitel, Vice Chair, UCSF Academic Senate
       Roberta Rehm, Chair, Committee on Faculty Welfare
       Shuvo Roy, Chair, Senate Task Force on Allowable Effort

Communication from the Faculty Welfare Committee
Roberta Rehm, RN, PhD, FAAN, Chair

February 9, 2017

TO: Ruth Greenblatt, Chair of the UCSF Academic Senate

FROM: Roberta S. Rehm, Chair of the Faculty Welfare Committee

CC: Todd Giedt, Executive Director of the UCSF Academic Senate Office

RE: Faculty Welfare Committee Review of Allowable Effort Task Force Report

Dear Chair Greenblatt:

On February 9, the members of the Faculty Welfare Committee (FWC) reviewed and discussed the Allowable Effort Task Force report. Overall, the committee supports the Task Force's final recommendation to maintain a maximum 95% allowable effort on Federal sponsored projects. Per the Academic Personnel Manual policy, all series of faculty are required to fulfill a broad range of activities in order to advance. These include activities not approved for NIH support, such as teaching, Academic Senate and departmental service, and writing new proposals. The committee believes that by maintaining the 5% rule, faculty have the necessary allowance to meet requirements for advancement and fully enact their faculty roles.

While members support the Task Force recommendation, they are concerned that some departments will not compensate their faculty for the remaining 5% of salary. Currently, there is a resource disparity across departments that requires some faculty to take a pay cut, or scramble to find the necessary funding to meet the 5% rule. To allow faculty to fulfill their requirements for advancement and address disparities, the Faculty Welfare Committee strongly recommends that if the 95% rule is maintained, the university must commit resources to supporting all faculty for the final 5% of salary.

If you have any questions about the committee comments, please contact me, or Academic Senate analyst Artemio Cardenas artemio.cardenas@ucsf.edu.

Sincerely,

Roberta S. Rehm, PhD, RN, FAAN
Chair of the Faculty Welfare Committee

January 13, 2017

Ruth Greenblatt, PhD, Chair
UCSF Academic Senate
500 Parnassus Avenue
San Francisco, CA 94143

RE: Recommendations of the Allowable Effort Task Force

Dear Chair Greenblatt

On November 7th, 2016 faculty members of the Allowable Effort Task Force met to discuss the UCSF administration proposal to increase the maximum amount of effort allowable on Federal sponsored projects from 95% to 100%.

Background

In spring 2016, the Administration released a joint white paper from Research Management Services and Contracts & Grants Accounting, which recommended that UCSF should modify its current 95% maximum effort policy on federally funded projects and move to a 100% sponsor funded faculty policy. The prior policy limiting such effort to 95% was enacted in 2011 after a 2010 UCSF internal audit indicated that the higher education industry faced a relatively high risk exposure by the Office of Inspector General. To date, UCSF still maintains an effort reporting guideline tolerance of 5% for accuracy between unique activities.

Federal regulations have always required institutions to have internal controls to support the distribution of the employee's compensation salary among specific activities, such as various Federal awards, non-Federal awards, indirect cost activity, or unallowable activity. (2 CFR §200.430 (i) (vii)) Further, Federal regulations have always defined the costs of preparing bids, proposals, or applications on potential Federal and non-Federal awards, including the development of supporting data, as indirect cost activity. (2 CFR §200.460) It is these regulations that drove institutions in the 1990's to adopt rules similar to UCSF's stating the maximum effort allowed on sponsored activity is 95%.

In 2013, changes to federal regulations were negotiated with the drafting and eventual issue of the Uniform Guidance Rule that allowed faculty to spend 100% time on sponsor-funded research. However, it did not specifically provide advice on how to assess non-research-related activities, such as teaching and service. It also recognized that these activities are often intermingled in academic settings, and stated that the precise accounting of these contributing cost factors are not always feasible, nor are they expected. (2 CFR §200.430 (i) (x))

Under the Uniform Guidance Rule, allowable charges to Federal awards may include delivering special lectures about specific aspects of the ongoing activity, writing reports and articles, developing and maintaining protocols (human, animals, etc.), managing substances and/or chemicals, managing and securing project-specific data, coordinating research subjects, participating in appropriate seminars, consulting with colleagues and graduate students, and attending meetings and conferences. (2 CFR §200.430 (h) (1) (i)). However neither clinical activities nor University or public service are covered by these changes.

It is also important to note that the Uniform Guidance no longer requires effort reporting as the required documentation support for salary charged to Federal awards.

Process

In September 2016 at the UCSF Academic Senate Leadership Retreat, a short-term task force was created to explore faculty opinion on the topic and to conduct due diligence on the topic within the campus and with other Universities nationally so as to make a final recommendation. The Task Force was comprised of faculty representatives from the Committees on Academic Personnel, Faculty Welfare, and two members from the Committee on Research. They met once in person and once via a conference call; they also presented this report in a draft format at the Senate's Executive Council in January 2017. Professor Shuvo Roy, PhD, Bioengineering and Therapeutic Sciences, served as Task Force Chair.

As part of the task force, Chair Roy spoke individually to the following universities who had established policies supporting 100% sponsor-funded faculty: University of Illinois Urbana-Champaign, University of Washington, and Oregon Health & Science University.

Separately, Task Force members asked faculty their opinion in the Academic Senate's November Question of the Month as well as asked Department Managers and Manager Services Officers (MSO).

Other Universities

Discussions with other universities that had instituted similar policies emphasized to task force members the uniqueness of UCSF. Most other universities had a large undergraduate program, with faculty on nine-month appointments and few on NIH or Federal funding for research. This naturally resulted in a much smaller faculty pool who would be eligible to become 100% sponsor-funded.

Regardless several of those universities that had instituted 100% sponsor-funded options had also eliminated their version of an effort reporting system, although they remained in internal compliance.

Of those faculty who did become 100% sponsor-funded, most applied to be considered and went through an internal review process, before becoming so for a short duration. In those cases, the faculty in question were younger, and even pushed back on the 100%. In addition, those faculty had summer salaries which accounted for two and a half months, so even in those cases they were not one hundred percent salary all the time.

The task force learned the following specific information from those universities it spoke with:

- University of Washington had few faculty who could qualify to become 100% sponsor-funded, and many exceptions as well.
    - Junior faculty in particular have pushed back on the 100% effort, citing potential inability to consistently acquire grants; campus Administration agreed to cover the five percent if they were unable to do so.
- Oregon Health & Science University examined developing a 100% sponsor-funded policy, but ultimately decided to keep the maximum allowable effort at 95%.
    - Junior faculty in the basic sciences at OHSU felt challenged by the 100% bar, and also determined it would be a recruiting issue.
- Several of the universities commented that faculty felt like being at 95% maximum allowable effort was equivalent to a 5% pay cut. Others wanted some fiscal investment by their respective Administrations in the faculty.

Task Force Discussion

UCSF has a unique administrative and compensation structure which must be considered when exploring these changes. Present campus regulations and requirements are in conflict with moving faculty to be 100% sponsor-funded research. In fact doing so would make it unfeasible for many faculty to satisfy them honestly.

Having faculty, in series other than Adjunct and possibly Health Sciences Clinical, receive 100% of their support via Federal grants would make them run afoul of the criteria for advancement and promotion from the Academic Personnel Manual. It could also cause faculty to file inaccurate effort reports on the UC Effort Reporting System (ERS) or possibly run afoul of Federal regulations by extending federally supported academic activities beyond those with a nexus to the supported projects. Adjunct and HS Clinical faculty can be out of balance, with a heavier research or clinical load than teaching, but University and public service are still required elements for advancement and promotion.

Twice a year, faculty must certify their effort in ERS, which documents their certification that their effort is apportioned in to the sources of their salary funding. So a faculty member who received one hundred percent of their funding from NIH would have to certify that all of their effort is devoted to those sponsored projects. While the Uniform Guidance no longer requires effort reporting, it's unclear if the UC ERS will be eliminated.

For faculty preparing for an Academic Affairs merit personnel action, they would need to document their teaching and service contributions, which would not, for the most part, be supported by Federal sources. Some mentoring activities, that have nexus to the Federally-funded project, are supported. But if they had accurately completed the ERS, then faculty wouldn't meet the criteria for advancement and promotion as per the APM.

This presents an ethical conundrum for UCSF faculty. And while the Uniform Guidance Rule no longer requires effort reporting, whether UC will eliminate that as well hasn't been communicated.

The existing requirement for five percent non-Federal funding creates a category of support under which many requisite academic contributions can be considered. However some departments don't cover the five percent and those faculty may have a difficult time finding a non-Federal sources to cover what is institutionally-mandated effort.

While the white paper states "[t]his policy change shifts the focus from a forced limitation on the funding to an accurate evaluation of the Faculty's efforts," it only cites "proposal activities" as something to be funded from non-sponsored funding sources. There are many other activities—from teaching to shared governance and University and public service—which fall within the current 5% other activities.

In addition, it's conceivable that a true evaluation of Faculty's efforts would yield far more than a 5% effort put towards non-sponsored or administrative activities. In those cases, if the Administration required the faculty member stop conducting some portion of business, would the burden fall to other non-research faculty to complete it? And if those faculty were heavily involved in clinical or teaching matters, how would they be expected to balance pre-existing expectations with new workload?

As currently presented by administration, faculty will still be expected to participate in these other activities despite receiving no support for their participation. This could disincentivize faculty from participation in non-research activities – an opinion shared by one of the Universities the task force spoke with. Faculty at other Universities who are100% sponsor-funded do not participate in non-sponsored activities and if they do it requires a plan to temporarily decrease percent effort.

Task force members also determined that administration and departments get more out of faculty doing 95% sponsor-funded effort than from faculty when they're at 100% sponsor-funded effort. If faculty are at 100%, then administration and departments won't have to contribute to the success or failure of such faculty. From a faculty point of view there needs to be some investment or support in faculty by the administration or department. Options imagined included either not participating in non-sponsored activities or request a 5% pay cut. The burden remains on the faculty to come up with the solution.

Overall it was determined that moving to 100% sponsor-funded faculty will not eliminate but add to the burden already placed on faculty in accomplishing non-grant funded activities like service, instruction, other proposal preparation, or non-sponsor-funded research. It will also add an administrative burden to staff involved in grants management within departments and divisions as they would need to adopt other workaround methods to insure compliance.

Task Force Concerns

In addition to the above the following concerns were raised by task force members:

a. *Advancement/Promotion:* How might moving to a 100% sponsor-funded faculty model impact advancement and promotion of faculty if they are still to be measured on systemwide Academic Personnel Manual guidelines for their relevant faculty series step and rank?

   Task Force members would recommend that Administration pursue creation of a waiver or a short-term research model, identifying such faculty as being 100% sponsor-funded for a limited period of time during any academic year. Such faculty would need to have their status identified as such within an AA personnel packet up for advancement or promotion, so as to explain any lapse in non-sponsor-funded activities.

b. *Audits:* If an outside agency audits UCSF, will there be a consistent way across the campuses on how faculty who are 100% sponsor-funded answer pertinent questions? Plus for those faculty, how would they be impacted in an audit? Instituting a uniformed Department or School support for the five percent non-sponsored effort would put the campus in a better position for an external audit.

c. *Departments/Divisions Support of Faculty:* How would Departments handle having faculty at 100% sponsor-funded faculty? A great deal of business at a Departmental-level is handled by faculty; would they be exempt from participation, or would it still be expected?

   1. If one hundred percent of the burden sits on faculty and a Department and the campus still expects participation in committee and public service, etc., there is no investment in faculty. There needs to be some way to hold such groups accountable to faculty members at a financial level.

   2. Alternately, if Departments and Schools intend to still require participation in non-sponsor funded research activities, they should provide the additional five percent in exchange for services. It's increasingly difficult for faculty who are on Federal funds to find non-Federal funds to cover that five percent.

d. *Effort Reporting System:* If faculty become 100% sponsor-funded, and yet are also expected to fulfill APM requirements for advancement and promotion, then they would be presented with an ethical issue when filling out ERS. If UCSF intends to follow the Uniform Guidance rule, then this may not be an issue moving forward, however that hasn't been clear as of yet.

e. *Recruitment:* It's already difficult to recruit faculty to UCSF. But with a 100% sponsor-funded faculty policy it will be that much more difficult, especially if the expectation to participate in non-sponsored activities remains. It suggests to some faculty that they had better go elsewhere to find campus support.

f. *Faculty Inequality:* Having a policy where some faculty are 100% Federally sponsor-funded and yet still expected to handle non-sponsor funded activities could set up different classes of faculty and lead to diminishment of worth. Plus what starts with In Residence or Adjunct faculty could eventually spread out to all faculty with an expectation of it remaining always at that 100% level of research focus, plus additional activities.

Recommendations:

The Task Force recommends **maintaining a maximum 95% allowable effort** on Federal sponsored projects. It further encourages the UCSF Administration to provide financial information to the Academic Senate, on the cost to support faculty that remaining 5%.

If UCSF opts to pursue allowing faculty 100% sponsor-funded faculty we recommend the following:

1. The establishment of guidelines for faculty who are 100% sponsor-funded, including an application, screening and review process for eligible faculty. UCSF should follow an option similar to other Universities where such faculty must justify being so.

2. Creation of a waiver which could be included in academic personnel files citing a start and end date for faculty who have become 100% sponsor-funded. This waiver would detail how such faculty would balance or not pursue other non-research activities such that they aren't penalized within the advancement and promotion process by violation of the Academic Personnel Manual guidelines for their respective faculty series.

3. The creation of a campuswide workgroup to provide clarification on how the one hundred percent classification would impact the myriad of areas highlighted in this brief report. Task Force members would also request the campus provide corrections for any unintended consequences.

   i. A campus representative from each of the above areas should be on the workgroup as should a Senate representative and/or a member of this Task Force. Members would also encourage a representative from the Academic Senate's Committee on Equal Opportunity serve on this campuswide workgroup.

While neither option will satisfy all faculty, task force members propose the creation of a manageable system for both faculty and Administration, rather than additional complications.

The Task Force and the Academic Senate is open to discussing these recommendations and concerns with Administration if it is so inclined.

Sincerely,

Task Force on Allowable Effort

Shuvo Roy, PhD, Chair   Marguerita Lightfoot, Ph
Wenhan Chang, PhD   Catherine Waters, PhD, RN, FAAN

Faculty Intranet

Purpose:
To create a Faculty-focused intranet to centralize key information relevant to faculty

Project History & Research
- UCSF has over 2,000 independent websites maintained by individual groups
- Email is the primary pathway for delivering information – and the easiest to ignore
- Faculty interviews (2015-2016) show a demand for easier access to pertinent information and support for creation of an intranet
- Initial discovery reveals numerous different intranet versions dependent on the role and location of faculty interviewed: i.e., basic, clinical, or translational
- Scope and size of project is huge; having a comprehensive and accurate roadmap will assist in developing the accurate model for UCSF faculty first time out.

Project Scope Statement
Develop a comprehensive roadmap and have expert site planning and architecture for creation of a faculty intranet.

Assumptions, Dependencies and Constraints
- Role-based site, open to all. Some information within it may be password-protected.
- Will be created using open source software and pre-existing internal resources.
- Centralized service will require feeder sites to have consistent tagging and indexing.
- Funding for year 1 and year 2 will be needed from outside the Senate.
- Currently seeking funding for year 1, commencing summer/fall 2017.

Organization and Governance
The new site will be housed in the central IT system, and managed and updated by a one-person staff sourced by multiple groups. The Academic Senate intends to contribute to this, but cannot fully fund due to limited financial resources and FTE employees.

Business Case
A consistent complaint heard from faculty is inability to stay atop of relevant deadlines, trainings, and that data about such matters is communicated in lengthy emails that are often missed when research, teaching, or clinical cases are more pressing. It is also normal for faculty to respond to Senate business at midnight or early a.m. This pace and use of email isn't sustainable for faculty, nor those that support them.

Proposed Investment:

Y1	Y2	Y3
$100,000	$150,000	unknown

Partner: John Kealy, Manager, Customer Communications, IT Website Development

Outcome:
This intranet will reduce email communication and allow faculty to find relevant information when needed, and meet deadlines.

UCSF Faculty Intranet

Discovery Highlights

Text

March 24, 2017

About Us

Kalamuna makes the Internet for community-oriented organizations driven to tinker, critique, and change the way things are. We specialize in design, strategy, user experience, and development.

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Let's Play.

Discovery Project Team

Crispin Bailey
Director of UX + Project Lead

Patricia Rodriguez
UX Researcher + Designer

Esther Vicent
Account Manager

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Overview

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The Goal

Provide the insights, data, and direction needed by the **UCSF Academic Senate** to develop an RFP or project brief required for an expanded discovery/design phase and eventual implementation project to build an Intranet for UCSF faculty.

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Updated List of Project Deliverables

1. **Discovery Presentation** highlighting the following findings:

   a. Stakeholder and Faculty/User insights from interviews
   b. Research resources
   c. Preliminary survey results
   d. Preliminary technical analysis
   e. Recommendations / Next steps

2. **Audio recordings and transcripts** from Stakeholder and Faculty/User interviews.

3. **A Faculty survey** / questionnaire to gather more data than the interviews alone were able to uncover. This survey will likely run beyond the terms of the current engagement.

   a. Survey will be created and managed using UCSF's Qualtrics system to allow UCSF to maintain it and run their own reports.

4. **Digital Resources Spreadsheet** (as part of an initial technical analysis) for UCSF to fill in and maintain as part of a bigger initiative to audit and create a map of all online sites and resources currently in use.

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Insights from Interviews

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Stakeholder and Audience Interview Objectives

- Highlight common recurring themes, challenges, and ideas

- Gain better understanding of the current state of online resources at UCSF, and identify Faculty needs, wishes, and any frustrations

- Understand the project scope for eventual implementation

- Determine what next steps may be needed

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Interview Methodology

All formal interviews were **recorded and transcribed**.

From these interviews we were able to extract **common challenges** and identify **potential opportunities**.

Note: *Both stakeholders and faculty members we interviewed were considered potential Intranet "users".*

Also Note: *Quotes in this presentation are not attributed to individuals to eliminate potential for bias.*

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Interview Subjects

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Interview Subjects

Formal interviews were conducted with 4 stakeholders:

- **Marek Brzezinski**, MD, PhD, Professor of Clinical Anesthesia, Dept of Anesthesia, School of Medicine

- **Mark Seielstad**, PhD, Professor, Dept of Laboratory Medicine, School of Medicine

- **Michael McManus**, PhD, Professor, Diabetes Center, School of Medicine

- **Dan Lowenstein**, MD, Executive Vice Chancellor & Provost

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Interview Subjects

Interviews were also conducted with 3 faculty members:

- Interviewee 1: PharmD, MPH, Health Science Clinical Professor of Clinical Pharmacy, Translational - **at UCSF for 16 years**
- Interviewee 2: PhD, Professor, Departments of Pharmaceutical Chemistry and Higher Therapeutics and Pharmaceutical Science (research focused) at the School of Pharmacy - **at UCSF for 44 years**
- Interviewee 3: Associate Professor, tenured, Anesthesia & Perioperative Care - **at UCSF for 15 years**

In addition to the formal interviews, information was also gathered from informal discussions and communications with:

- Alison Cleaver (Senior Analyst, Project PM at UCSF)
- John Kealy (Technical Lead at UCSF, Manager IT Services)

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Current State

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Current State: **What's Working**

"**We have granular web-based solutions that work well…** what's missing is something that ties it all together."

"**I think the IT org has done a pretty good job of moving tools to MyAccess** and if you take the time to learn and navigate those tools, they do a pretty good job."

"**I find that most of the resources I need are available if you know where to look.** But the places where one needs to look are not static, and thus the challenge is to stay up to date."

Additional insights:

- Google Search and other Google tools (e.g. Docs, Scholar, etc.) are relied upon by everyone we spoke to.
- Some faculty are creating their own tools, websites, and private networks to address their specific needs.

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Current State: Frustrations/Challenges – **Findability of Resources**

"Findability is the main challenge."

"I don't think faculty knows what tools are out there."

"Challenging to find info on policies, training…"

"Many helpful resources exist that people can't find or don't know about."

"A common issue is finding our core facilities at UCSF."

"I find that most of the resources I need are available if you know where to look. But the places where one needs to look are not static, and thus the challenge is to stay up to date."

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Current State: Frustrations/Challenges – **Trustworthy & Up-to-date Content**

"A lot of similar content in different places - don't know if it is up-to-date or correct - can't trust it."

"It's out of date and in various different places and may not say the same thing."

"The ones that are UCSF policy or resource related I find more difficult to find because you don't always know who wrote the policy, or where to find it. You might pull up 4 websites with different info so you don' t know which is the right one."

"When looking to submit for a grant, each school may have their own webpage with FAQ and it may be within one school give you one set of things and another school will say something else. **You don't always know which one (resource) to believe."**

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Current State: Frustrations/Challenges – **How to do vital things/protocol**

"For applying for NIH grants… **The difficulty is understanding what is needed.** The challenge is finding the right info… you have to ask around to find out who to go to for grant submissions."

"Advancement or promotion - everybody has to go through it but **for new faculty it's very confusing** - how to make the CV, how to submit the CV…"

"More specific for researchers, we have to navigate how to get post-docs or visiting scholars from other countries… **What kind of info is needed is a mystery to me.**"

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Current State: Frustrations/Challenges – **Communication and Community**

"A lot of collaboration happens via email, but there is **too much email.**"

"**... we rely on email and it's become an overwhelming burden...** would be good to have appropriate info sharing without being overwhelmed every day with 100+ actionable emails"

"A jungle of platforms is used for communications - but not used by everyone... Chatter didn't work out."

"I wish that we as a community could rely on the internet to become informed each day about what is happening here but I'm not sure if that's possible... different habits and practices and interests..."

"We're an urban campus, spread over 4 or 5 major sites - so there isn't a very strong sense of community."

"**Faculty at UCSF are too siloed: challenges with communication, collaboration, sense of community.**"

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Current State: Frustrations/Challenges – **Variety of Users with Different Needs**

"The bigger challenge is that we have people in different places… because often the policies and resources are different."

- Different schools have particular needs and characteristics that need to be met.

- Individuals have multiple roles and are diverse in their specific needs.

- Difficult to agree on a common platform.

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Current State: Frustrations/Challenges – **Calendar**

"A really good consolidated calendar"

- Currently there is no unified calendar to facilitate coordination between schools.

- There are "too many different calendars" between schools and departments, further hampering coordination and scheduling.

- There is interest seeing more interprofessional education across the professional schools - but they don't have the same academic calendar which creates challenges.

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Current State: Frustrations/Challenges – **Technical Realities**

"**Right now intranet and internet are siloed at UCSF. There needs to be a way to connect info from different silos.**"

- Even with MyAccess providing SSO functionality for many tools, multiple logins are still required.

- **Internet connectivity issues and firewalls at different locations hamper collaboration.**

- There are **over 1500 websites** hosted in the UCSF sphere, with more being created all the time.

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Wishes, Ideas, & Possibilities

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Wishes, Ideas, & Possibilities – **Better Findability**

"Easier linkages with research facilities and resources."

"Everything linked together in an easy intuitive way - not to replace what's there - but to make things more findable."

"I don't think creating a single "web portal" is the answer, since different individuals and sub-communities have different needs and there will never be a perfect "one size fits all" solution. A better approach is to make the existing resources easier to find using standard search engines."

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"Some kind of way to make sure that what you're looking at is the most recent thing."

"It would be nice if there was just one place to find the answer - rather than having to click through 10 different places and having to filter them all before getting to your answer…"

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Wishes, Dreams, and Possibilities – **Common Portal with Real Time Info**

"What's missing is we don't have a common front page to go to each day to stay informed."

"...a common portal and more universal usage of communication tools."

"...instead of 25 different landing pages you have 1 landing page that is up to date..."

"Have a website that brings everyone together and provides some culture and some social angle."

"Given variety of people, everyone has to be able to personalize it to themselves. Otherwise we will not make people happy."

"It will be a no brainer - they can open email, see the calendar, schedule work if they need to do it, they can read the paper, they have direct links to HR, research, grants, etc…. So depending on their role they can get what they need."

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Wishes, Dreams, and Possibilities – **Better Community & Collaboration**

"Foster scientific collaboration…"

"Better sense of community across campuses."

"Raising awareness of activities I wasn't aware of, or learning about people I didn't know about."

"To see where people of similar interests can come together. So first UCSF but then the wider UC community."

"Wish that we as a community could rely on the internet to become informed each day about what is happening here."

"Potential opportunity for collaboration… To break out of that (siloed) mould would benefit me and the discipline."

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"A really good consolidated calendar."

"Would like more interprofessional education across the professional schools - but they don't have the same academic calendar…"

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Wishes, Dreams, and Possibilities – **Many More Great Ideas…**

"Websites for other programs on campus, including grad student programs, so they could have internet capabilities. And create it in a way that there could be communication (like an intranet) of info that relates to students between different faculty and programs."

"There needs to be a portal that gives transparency for budgetary info - to track budgetary information between staff and faculty. And the interface should be really easy to use, link Mint."

"One (challenge) that's still ongoing is about resource sharing of assets in labs. It would be so easy to have people maintain catalogues online and have it shared. Every lab should be doing this. Then we can connect all the labs and save tons of money."

"If there was somebody you could actually talk to - a contact person - in each major area (HR, Research, Advancement or promotion) it would be much more helpful."

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Summary

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Summary of Interview Findings

1. There are many different types of users with different needs and challenges - but there are also clear commonalities in terms of of needs and wishes.

2. Faculty who've been at UCSF for many years have figured out how to do what they need to do, where to look, and who to ask… however, some have expressed that this is a challenge for new faculty members.

3. It's important to reach out to a wider variety of faculty/users, including recent hires, to gain a better understanding of faculty challenges and needs. The survey we sent out was designed to help with this.

4. There are a variety of online initiatives and needs for faculty that are related and need to be addressed. They likely cannot all be met with one solution.

5. There is a common feeling that both schools and even departments are siloed, and faculty feel isolated from each other.

6. "Intranet" means different things to different people.

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Summary of Interview Findings (cont.)

Top Needs:

1. Better findability of content and resources

2. Trustworthy up-to-date content

3. Better communication channel(s) (i.e. not email)

4. A sense of community

Solutions related to these needs (proposed by multiple people):

1. Make the existing resources easier to find using a common search engines (e.g. Google). This likely requires optimizing UCSF web pages/sites with metatag information and structured data to improve search outcomes.

2. A common customizable portal page w/ real time info (news and events feeds, email and calendar feeds, common links, etc.) to feel connected and have a starting place for daily activities.

3. Consolidated Academic Calendar (combining all Schools) to facilitate coordination and foster a greater sense of community.

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Resources

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Research Resources

Transcripts and recordings from Stakeholder and User/Faculty Interviews
Stakeholder interviews: https://drive.google.com/drive/folders/0BwGtWlBXs-2FX242UWxCZmllOGM
Faculty interviews: https://drive.google.com/drive/folders/0Bypgs-o9TXtLZUNoMHdiRE9vd2s

Additional Resources:

Previous Research
Marek Brzezinski
Info_PreviousResearch_Marek Brzezinski.docx
https://drive.google.com/open?id=0BwKIvbHEf-fKZW1qdS1pOGxta0U

**Organizing UCSF web infrastructures
to save time and money**
Michael T McManus – Professor
John Kealy – Web Hosting Manager
UCSF-IntranetMM.pptx
https://drive.google.com/open?id=0Bypgs-o9TXtLMEdncndhYzJjSmc

Faculty Intranet Development
John Kealy
Overview - faculty intranet revised.docx
https://drive.google.com/open?id=0Bypgs-o9TXtLZHJxT2RCVzByLXc

**Re: Rules and Jurisdiction Committee Request/Position on
Chancellor's/FAR Funds 2015-2016**
Rules and Jurisdiction Committee
4- RJC Final Communication to Senate Chair Greenblatt in re FAR Funds
20....docx
https://drive.google.com/open?id=0BwKIvbHEf-fKRFpIUDhpUC1KenM

Current Websites
cmdb_ci_web_site-Aug2016.xls
https://drive.google.com/open?id=0Bypgs-o9TXtLWk1BbmVBcFZxS0E

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Audience Research: Survey

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Survey Overview

- After conducting the initial stakeholder and faculty member interviews, we realized more broad coverage was needed to better understand the breadth of faculty needs and frustrations.

- A survey would allow us to gather qualitative and quantitative information from a variety of faculty/users.

- The survey was designed in such a way that if we only got a small sampling of respondents, representing a variety of users, the qualitative nature would still help inform next steps.

- The purpose of the survey was to provide data to inform personas and user stories.

- The survey used neutral language, and did not propose solutions.

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Survey Goals

- Understand who the users are (user-types), and what tools and resources they rely on.

- Learn about what's working well, and what's not.

- Give people a chance voice their views/suggestions and collect this insight.

- Find people interested in participating in follow-up research.*

*It's important to include users in the design process throughout the project - this will help ensure that whatever solution is developed will be both relevant and usable for the people who will use them.

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Survey Results (to date)

A few highlights:

- 560+ Responses (so far)

- Representation from all Schools and Campuses

- Wide range of experience at UCSF (from 6 months to 30+ years)

- >40 Respondents offered to assist with additional research

Q1 - Please select the position that best applies to you:

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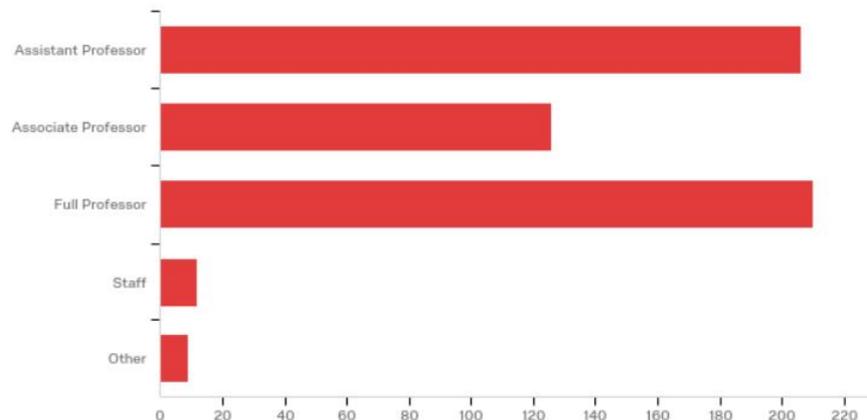
Survey Results (to date)

Q3 - Which School are you affiliated with? (Choose all that are applicable)

- School of Dentistry
- School of Nursing
- School of Medicine
- School of Pharmacy
- Other (i.e., Global Health Sciences, etc.)

0, 50, 100, 150, 200, 250, 300, 350, 400, 450
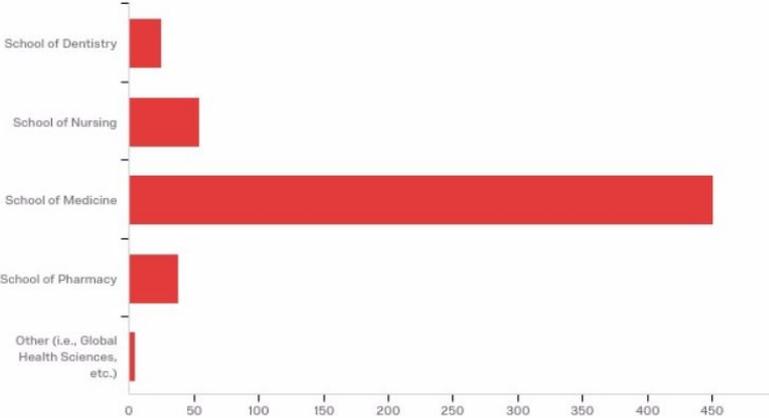
Q6 - Where do you conduct your work? (Choose all that are applicable)

- Parnassus campus
- Mission Bay (MB) campus
- Mt. Zion (MZ) campus
- ZSFGH (Zuckerberg SF General Hospital)
- SF VAMC (Veterans Affairs Medical Centre)
- UCSF Fresno
- Off-campus (i.e., SF Blood Bank, China Basin)
- Other/Affiliate

0, 50, 100, 150, 200, 250

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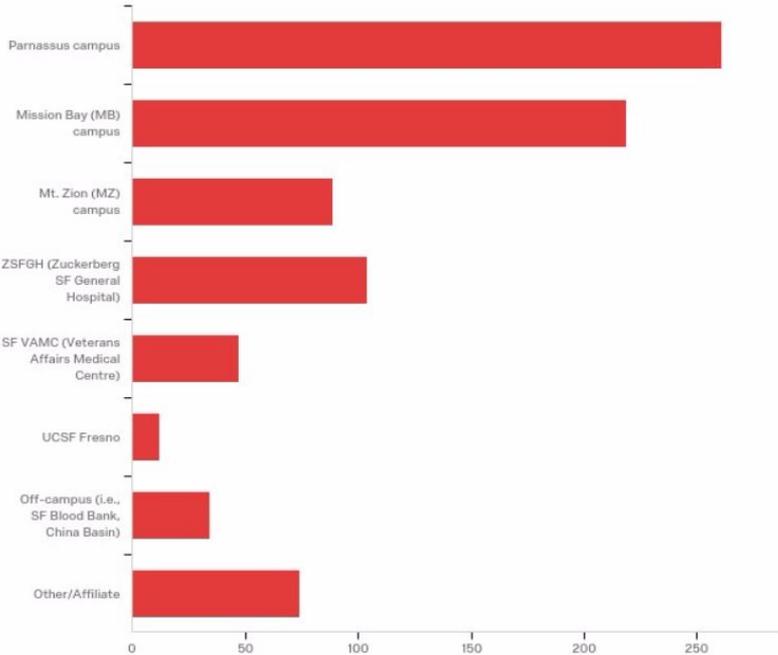
Survey Results (to date)

Q10 - Which of the following computing devices do you use to conduct your work? (Choose all that are applicable)

Desktop, Laptop, Tablet, Smartphone, Other
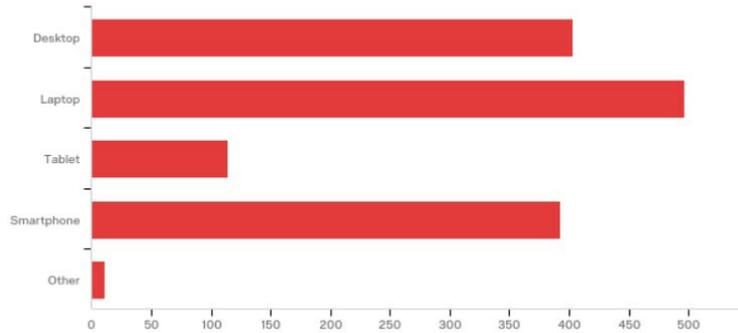
Q12 - Select the online collaboration tools you use to do your job: (Choose all that are applicable)

Email, UCSF Chatter, UCSF Box, UCSF Portfolio, UCSF Wiki/Confluence, UCSF Collaborative Learning Environment (CLE), Google Applications (Docs, Slides, Sheets, Hangouts etc.), Other

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Technical Analysis

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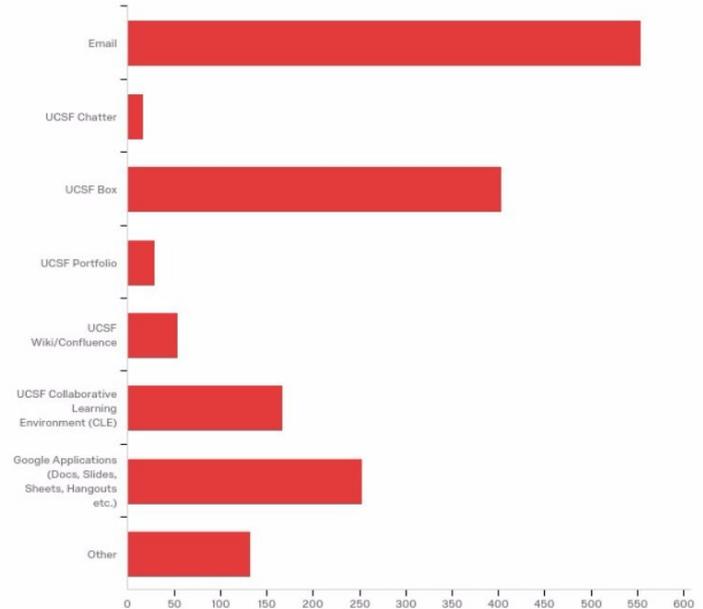
Preliminary Findings

- Faculty and Staff rely upon a variety of websites and online tools to conduct their work and connect with colleagues and peers.

- UCSF maintains over 1500 websites, on multiple platforms, maintained by many groups.

- MyAccess is a common entry point to a number of important UCSF online tools and services.

- MyAccess' Single Sign-On functionality is a crucial time-saving feature for users.

- An extensive audit of all online resources is required to identify opportunities for integration.

- Currently there is no unified "map" of all UCSF online resources.

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Recommended Approach

- A thorough technical analysis involves compiling info from the user research (survey and interviews) as well as current resources listed in the UCSF current websites spreadsheet (see previous Resources slide).

- We've created a spreadsheet to compile this data as it comes in.

- UCSF Academic Senate can input info from survey, with additional help from IT to fill in any gaps regarding technical resources or infrastructure.

- This will provide the basis for a comprehensive online content/resource map which will be a critical component for eventual implementation planning.

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Online Resources Audit – Spreadsheet Overview

Resource/Name	URL/Location	Internal or External Audience	Public or Private	Adoption Level	Purpose: Social	Purpose: Collaborative	Purpose: Information	Purpose: Services or Admin	Purpose: Details	Is it working well?	Does it need improvement?	Mobile-Friendly?
MyAccess	https://myaccess.ucsf.edu	internal	private	all faculty and staff	no	no	no	yes	Entrypoint to UCSF online resources and tools that support SSO	yes	yes	yes
UCSF Profiles	https://profiles.ucsf.edu/search/	internal	public	all faculty and staff	yes	no	yes	yes	Professional profiles/bios for all UCSF faculty	yes	yes	no
UCSF Library	https://www.library.ucsf.edu/	internal		all faculty and staff	no	no	yes	no	Main research library for UCSF			yes
UCSF Library - Publishing & Open Access	https://www.library.ucsf.edu/open-access/	internal	both	all faculty and staff	no	yes	yes	no	Info related to publishers and publishing			yes
UCSF Academic Senate	http://senate.ucsf.edu/	internal	public	all faculty and staff	yes	no	yes	yes	Online presence for the Academic Senate which represents all Faculty			yes
Academic Senate newsletter	http://senate.ucsf.edu/2010-2011/asp-02-01-1	internal	private	all faculty and staff	yes	no	yes	no	updates and news about Senate activities and members			no
UCSF CORES Search	http://cores.ucsf.edu/	internal	public	mainly for researchers	no	no	no	yes	equipment and services for researchers	yes	yes	yes

What is it?   Where is it?   Who uses it?   What is it for?   What state is it in?

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Next Steps

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Recommended Next Steps

1. Compile and Analyze Faculty Survey responses

    a. Identify and rank Audience Types and Needs (for Personas and User Stories)

    b. See if there are any wishes or ideas that reveal unexpected solutions/opportunities

    c. Identify additional tools and resources for the Audit Spreadsheet

    d. Compile list of faculty/users to participate in further studies

2. Conduct an audit of all UCSF Online Resources (websites and tools)

    a. Fill in the Online Resources Audit spreadsheet

    b. Expand upon the format as needed

3. Develop an RFP to find an external vendor and/or create a project plan to develop a solution internally

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Questions?

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Thank You!

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HISTORY OF THE SEXUAL VIOLENCE & SEXAUL HARRASSMENT POLICY

The new 2016 SVSH Policy derived from changes in the Violence Against Women Reauthorization Act of 2013 (VAWA). This is a policy signed by President Barack Obama requiring educational systems to adhere to specific guidelines when responding to domestic violence, dating violence, sexual assault, stalking and harassment incidences.

Other recommendations from reports and task forces specific to UC, also influenced the SVSH Policy revisions. Some of these include: the Moreno Report, a Proposed Revised Presidential Policy Review, and a President's Task Force on Preventing and Responding to Sexual Violence and Sexual Assault. The Moreno Report resulted from several faculty reports of racial bias and discrimination and the report recommended creating a new Chancellor's Policy to address the faculty accounts. Following that, a 30-day feedback review on a Proposed Revised Presidential Policy took place. Input was taken from all Senate divisions on ways to improve the policy. The main feedback was to provide clearer sanctions on reporting and prohibited behavior, and further policy review. Finally, a President's Task Force provided eight recommendations for policy improvements, some of which included: establishing a consistent response team, implementing a UC communication strategy, and establishing a confidential advocacy office. Each of these three steps played a vital role in leading to finalized SVSH Policy Revisions.

First, the Moreno Report came out in October 2013 on the University of California Los Angeles campus. Faculty concerns coupled with national news attention, led UCLA to hire former Supreme Court Justice Carlos Moreno to do a public, advisory report. The Moreno Report revealed that the current UCLA discrimination policy was not adequate nor properly communicated by leadership. Along with creating a new Chancellor's Policy, the Moreno Report recommended hiring a discrimination officer, hosting leadership training, and conducting further review. This report impacted other UC campuses as well. In January 2014, University of California Office of the President (UCOP) released a letter from Napolitano to all UC chancellors regarding the report. The letter voiced support for UC's commitment to creating a campus free of bias, discrimination, and harassment. In addition, five measures were given as recommendations from a working group comprised of Academic Senate members and the UC Provost, including: designating a discrimination officer, appointing an ombudsperson on each campus, creating a website that serves as a "one-stop shop" host for policies and procedures, continued advocacy by each campus Chancellor, and creating annual reports from every UC campus.

Second, a Proposed Revised Presidential Policy on Sexual Violence and Sexual Harassment was created in October 2015 and after this the 30-day feedback review from all ten Academic Senate divisions and seven systemwide committees began. The 30-day feedback found that the revised policy provided clearer definitions and guidelines on prohibited behavior, sexual conduct reporting guidelines, and adjudication processes for faculty and students, but other areas still needed improvement. Suggested improvements included: mandatory reporting responsibilities, graduate student protections, confidentiality and privacy provisions, discipline procedures, and due process procedures and protections. The review's recommendation to provide further review of the revised policy before releasing a permanent policy led to the forming of the President's Task Force.

Third, a President's Task Force on Preventing and Responding to Sexual Violence and Sexual Assault provided eight recommendations over the span of two milestones: Jan. 2015 and Aug. 2016. The eight recommendations included: establishing a consistent response team, implementing a communication

strategy, establishing a confidential advocacy office, establishing a website, adopting systemwide standards for the accused, developing an educational plan for informing campuses, developing a data collection system for analyzing progress, and providing impartial services to respondents. The eight recommendations were implemented systemwide, but that was not the final step of the task force. In addition, work groups, sub groups, and review bodies were created to monitor the effectiveness of the implementation and provide ongoing improvements.

Finally, the Moreno Report, the Proposed Revised Presidential Policy, and the Task Force, all made it evident that SVSH Policy Revisions needed to be created. The SVSH Policy reinforced the University of California's commitment to providing a safe community free of discrimination, exploitation, harassment, and intimidation by promptly responding to reports and taking disciplinary actions when necessary. Furthermore, the University forbids any form of sexual violence, sexual harassment, and other inappropriate conduct. The rest of the policy document further details and identifies specific prohibited conduct. These policy revisions are applicable on all UC campuses, centers, and laboratories for all University employees, students, and programs.

In conclusion, many factors played a role in the creation of the SVSH Policy Revisions. These task forces, reports, and feedback have also impacted the creation of the new implementation process. There are also resources that complainants or respondents can use for reporting or responding to allegations.

RESOURCES FOR COMPLAINANTS

Resources at UCSF are available to faculty members to use at their own discretion. There are three confidential resources available to faculty including: CARE Advocate, Faculty and Staff Assistance Program, and Office of the Ombuds. Then, there are two non-confidential resources at UCSF including: the Office for the Prevention of Harassment and Discrimination (OPHD) and the District Attorney Victim Services.

Claimants are free to share information with a coworker they trust, but should note that managers, supervisors, faculty, and principal investigators are deemed as mandated reporters, and are therefore required to report SVSH incidents to a Title IX officer. UCSF Police are also available from on-campus phones at 9-911 and off-campus phones at (415) 476-6911 for emergencies and (415) 476-1414 for non-emergencies.

CONFIDENTIAL RESOURCES

The first confidential resource, the CARE Advocate, provides free support for complainants by assessing their needs, providing emotional support, connecting them to further resources, educating them on rights, facilitating academic and employment arrangements, and providing other accommodations. This resource does not release information without written consent. CARE Advocate services extends to faculty, students, staff, post-doctoral fellows, and researchers of all genders reporting sexual assault, sexual harassment, stalking, or dating/intimate partner violence. Reporting an

incident doesn't require it to have taken place on campus or recently. Complaints can be filed in person, online, or anonymously. The CARE Advocate may be contacted at (415) 502-8802 or care@ucsf.edu, and their website lists additional information and resources.

The second confidential resource, the Faculty and Staff Assistance Program (FSAP), is a free Human Resources service for all faculty, staff, clinical fellows, postdoctoral students, and residents. This program has licensed psychologists and postdoctoral fellows that provide brief individual services and organizational consultation services. During individual services, counselors will assess and counsel on personal or work-related issues, including: short-term counseling, referrals for long-term providers, couples counseling, and coaching. The organizational consulting services aim to enhance employee and team performance by providing services, including: case management, critical incident debriefing, facilitated conversations, management consultations, psychological education, team-building retreats, and threat assessment and management. To find out more specifics on what situations are addressed by FSAP, the Program's Officer of the Day can be reached at (415) 476-8279 or fsap@ucsf.edu.

The third confidential resource, Office of the Ombuds, provides individual services, group mediation, and group trainings. They help complainants by listening and reviewing matters, listing options, making inquiries, making referrals, and offering solutions when appropriate. All conversations that take place at the Office of the Ombuds are off the record. This Office is not required to report incidences to the University or law enforcement, because according to the Clery Act they are independent from the campus administration or campus security authority. To ensure confidentiality, the Office of the Ombuds prefers to communicate with individuals in person or by phone at (415) 502-9600, and not by email.

NON-CONFIDENTIAL RESOURCES

The first non-confidential resource is OPHD, which is responsible for receiving and responding to reports of Title IX violations. If the Office of the Vice Provost of Academic Affairs receives an allegation, they will forward the allegation to OPHD. The OPHD website states that it "supports the University policy prohibiting discrimination, including harassment, on the basis of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition, ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services."

Nyoki Sacramento, JD, serves as the Acting Title IX Coordinator and Director of OPHD. Anytime a mandatory reporter receives a report that violates the University policy on discrimination and harassment, they must notify OPHD.

"Mandatory reporters are all faculty, managers, supervisors, and principal investigators," Sacramento said. "However, for reporting discrimination or harassment incidents that occurred to students, all employees hold the responsibility to report, not just supervisors."

The OPHD is also responsible for responding to reports of non-discrimination policy by gathering facts to determine if a case needs a formal investigation or if interim measures should be implemented. For more information, contact OPHD at (415) 502-3400 or OPHD@ucsf.edu.

The second non-confidential resource, the District Attorney Victim Services, is a service outside of the University, and their website states that their "goal is to ensure safety; help victims of crime mitigate the trauma of crime, navigate the criminal justice system and rebuild their lives." The San Francisco

Victim Services Divisions is made up of three units: Advocacy, Restitution, and Victims Compensation Claims. The Advocacy Unit divides into groups based on each specific crime in order to provide better support and each group is led by a Team Lead. The Restitution Unit helps victims recover financial losses from criminal offenders, assembles restitution orders, and provides assistance at restitution hearings. The Victims Compensation Claims Unit processes claims from the California Victim Compensation Program (CalVCP) through financial and advocacy team support. The District Attorney Victim Services can be contacted at (415) 553-9044.

FOR RESPONDENTS

On the occurrence that a faculty member is accused, UCSF also provides online resources for respondents. The SVSH Policy Revisions defines a respondent as "a person alleged to have engaged in Prohibited Conduct and about whom a report of sexual violence, sexual harassment, other prohibited behavior, or retaliation is made." Respondents can access a list of confidential and non-confidential contacts on the Sexual Harassment and Violence Prevention and Response (SHPR) website's "Get Help" section and "Frequently Asked Questions" (FAQ) section.

The Get Help section lists reporting option contacts for victims/survivors of sexual assault, stalking, and relationship violence, but these contacts can also be used by respondents. This section lists confidential UCSF resources, non-confidential UCSF resources, and community resources.

The FAQ section is organized into five categories: general, responsible employees who are required to report, education and training, if you have been accused, and investigation/adjudication model and sanctions. Further details on each category can be found on the SPHR'S FAQ web page.

Other resources for complainants and respondents are the UCSF Sexual Violence Prevention and Response website and UCSF's interim Title IX Director Nyoki Sacramento may be contacted with questions at Title9@ucsf.edu and (415) 502-3400.

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CHANCELLOR'S FUND 2016-17 BUDGET/AWARD ALLOCATIONS

Committees	2016-2017 Budget Item Ask	2016-2017 Budget Ask (FINAL)	2016-2017 Budget Actual (FINAL)	2016-2017 Budget Remainder
Academic Freedom	None	None	None	None
Academic Personnel	Programmer support to develop online advancement and promotion module	$15,000	$15,000	None
Academic Planning & Budget	Continue funding Learning & Development pathway		Defer to Faculty Councils	
Clinical Affairs	Development of FLEX Mini-CORO Leadership Program Clinical Affiliate Faculty Engagement Funds	$40,000 $7,300	$47,300	None
Committee on Committees		None	None	None
Courses on Instruction		None	None	None
Educational Policy	Education Travel Grants	$16,500	$15,500 $11, 500 (travel) $5K (AME grant)	None
Equal Opportunity	NFCDD online Bootcamp	$9,600	$9,600	None
Faculty Welfare	Divided between two projects: - Continue funding Enrichment pathway - Support Emergency Back-up Child/Elder Care Program	$106,000 $86,000 $20,000	$106,000	None
Graduate Council	None	None	None	None
Library & Scholarly Communication	Support of UCSF Open Access Fund	$95,000	$95,000	None

Committees	2016-2017 Budget Item Ask	2016-2017 Budget Ask (FINAL)	2016-2017 Budget Actual (FINAL)	2016-2017 Budget Remainder
Privilege & Tenure	None	None	None	None
Research	Travel grants	$16,500	$16,500	None
Rules & Jurisdiction	None	None	None	None
Senate Internal Comm Position	Internal Communications Analyst Position	$85,000	$85,000	None
Faculty Engagement	Funds to be put towards food, marketing of Division meetings	$14,000	$14,000	None
SOD Faculty Council	Continue support of Learning & Development pathway	$22,5000	$25,000	None
SOM Faculty Council	Continue support of Learning & Development pathway	$22,500	$25,000	None
SON Faculty Council	Continue support of Learning & Development pathway	$22,500	$25,000	None
SOP Faculty Council	Supplement bridge funding to School	$25K	$25K	None
Combined Total		$504,900	$504,900	None

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CHANCELLOR'S FUND 2016-17 OUTCOME DATA

Funding Opportunity	Amount Awarded	Average Amount of Award
Total grants awarded	78	$2,423
Total grants awarded to faculty members in the School of Dentistry	21	$3,254
Total grants awarded to faculty members in the School of Medicine	47	$2,844
Total grants awarded to faculty members in the School of Nursing	9	$5,950
Total grants awarded to faculty members in the School of Pharmacy	2	$2000
Total Faculty Learning and Development grants awarded	40	$3,687
Total Faculty Learning and Development grants awarded to faculty members in the School of Dentistry	16	$2,656
Total Faculty Learning and Development grants awarded to faculty members in the School of Medicine	18	$2,778
Total Faculty Learning and Development grants awarded to faculty members in the School of Nursing	6	$7,758
Total Faculty Learning and Development grants awarded to faculty members in the School of Pharmacy	0	0
Total Faculty Enrichment/Needs grants awarded	19	$4,526
Total Faculty Enrichment/Needs grants awarded to faculty members in the School of Dentistry	2	$7,500
Total Faculty Enrichment/Needs grants awarded to faculty members in the School of Medicine	16	$4197
Total Faculty Enrichment/Needs grants awarded to faculty members in the School of Nursing	1	$3000
Total Faculty Enrichment/Needs grants awarded to faculty members in the School of Pharmacy	0	$0
Total Travel Conference (Education) grants awarded	7	$1587
Total Travel Conference (Education) grants awarded to faculty members in the School of Dentistry	1	$2000
Total Travel Conference (Education) grants awarded to faculty members in the School of Medicine	4	$1277
Total Travel Conference (Education) grants awarded to faculty members in the School of Nursing	2	$2000
Total Travel Conference (Education) grants awarded to faculty members in the School of Pharmacy	1	$2000

Funding Opportunity	Amount Awarded	Average Amount of Award
Total Travel Conference (Research) for Faculty grants awarded	12	$1508
Total Travel Conference (Research) for Faculty grants awarded to faculty members in the School of Dentistry	2	$1925
Total Travel Conference (Research) for Faculty grants awarded to faculty members in the School of Medicine	9	$1361
Total Travel Conference (Research) for Faculty grants awarded to faculty members in the School of Nursing	0	$0
Total Travel Conference (Research) for Faculty grants awarded to faculty members in the School of Pharmacy	1	$2000

UCSF Academic Senate

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DISTRIBUTION OF FUNDED APPLICATIONS 2016-2017

Breakdown by Funded Applications or Direct Transfers

- PMAP - 3%
- CAC - FLEX - 8%
- CAC - Engagement - 1.5%
- Travel Grants - 6%
- CEP - AME - 1%
- EQOP - NCFDD - 2%
- Emergency Child/Elder Care - 4%
- Enrichment - 17%
- Open Access - 19%
- Faculty Engagement - 3%
- Communications Analyst - 17%
- Learning & Development Grants - 15%
- SOP - Bridge Funding - 5%