



SCHOOL OF MEDICINE FACULTY COUNCIL

2002-2003 ANNUAL REPORT

Patricia Robertson, MD
Chair

During the 2002-2003 academic year, the School of Medicine Faculty Council had a productive year during which it met twelve times. Issues reviewed and/or acted on by the Council are summarized in this report.

Faculty Input for Program and Space Planning at Mission Bay and Other Sites: Factors Needed for Faculty Success

In November 2002, the Dentistry, Medicine, Nursing and Pharmacy Faculty Council Chairs were requested by Vice Chancellor Dorothy Bainton, Chair of the Academic Planning Sub-Committee of the Chancellor's Advisory Committee on the 2002 LRDP Amendment and Daniel Bikle, Chair of the Academic Senate to assist in their charge of "...preparing recommendations for the 2002 LRDP Amendment Committee on the optimal academic plan and space program for Parnassus Heights and Mission Bay considering each of the hospital replacement scenarios...." Specifically each Faculty Council was asked to consult with their faculty and assist with obtaining their visions of what configuration would best serve the UCSF academic mission as the campus looks toward the future. Each of the Faculty Councils surveyed their faculty related to their needs and visions in the context of UCSF long-range development planning - specifically regarding possible plans for the location of a new hospital at Mission Bay.

The School of Medicine Faculty Council surveyed all faculty salaried at 50% or more time (1384 faculty total) in the School of Medicine using a web-based survey. A total of 28% of the faculty responded. Following completion of this survey, six focus groups were held at all principal UCSF sites (Mt. Zion, VAMC, SFGH, Laurel Heights, Mission Bay and Parnassus, each led by a member of the Faculty Council, School of Medicine). These focus groups provided faculty with the opportunity to discuss the results of the survey and to provide more detailed input regarding their needs and thoughts on the future development of UCSF and proposed amendments to the Long Range Development Plan.

The summary below outlines the major highlights of the process and of the findings. The Faculty Council has made recommendations for long-, mid-, and short-term solutions; four findings were chosen to represent an overall summary. Further details of the survey and focus group discussions are included in the full report (Appendix 1).

School of Medicine Faculty Council efforts regarding this important issue were led by Vice-Chair Wade Smith. Focus groups were led by Drs. Helen Chen, Patricia Robertson, Dolores Shoback, Rebecca Smith-Bindman, and Robert Warren.

Primary Findings

- Most faculty support a single campus at Mission Bay and believe that UCSF should acquire additional land to accommodate this recommendation.
- It is strongly desired that SFGH should be integrated into the Mission Bay site to form a single campus
- An integrated electronic medical record for inpatient, as well as all outpatient locations is essential and needed immediately.

- There is a need to provide “swing space” for faculty who travel between various UCSF sites which would include at a minimum, phone, email and Internet access, as well as a space to work and/or meet with students while away from their home campus location.
- It is imperative that faculty be granted the ability to use **one** paid parking permit in order to access parking at **all** UCSF campus locations.

Long-Range (10-50 year) Suggestions

- Most faculty support the goal of a single campus where research, inpatient and outpatient care, and the medical school are located. Most faculty embrace the co-locating of researchers and clinicians and shun physical separation of the medical school from either group.
- There was strong support for locating San Francisco General Hospital at Mission Bay.
- The faculty generally support the plan to acquire as much land as possible at Mission Bay.
- Many faculty voiced concern that a clear vision of the “UCSF of the future” has not been articulated as indicated in the questions below:
 - will UCSF provide a comprehensive health care system with satellite outpatient clinics, an outstanding general hospital and an outstanding specialty center?
 - will UCSF be a tertiary care center and leave general and outpatient services to others?
 - will UCSF adopt a Mayo Clinic model where patient care can be streamlined and expedited to handle complex consultation for visitors?

NOTE: Faculty response indicated strong support for UCSF to continue to provide primary care, as well as tertiary care. The faculty felt that becoming a “referral” hospital alone would negatively impact the campus’ service to the community, threaten its training mission, and reduce our own faculty referrals. The faculty indicated it was essential to have a clear vision and statement of UCSF’s long-range vision in order to more meaningfully participate in long-range planning efforts.

UCSF must embark on a significant marketing effort locally, state-wide and nationally in order to convey the vision for the delivery of medical service on the UCSF campus

Mid-Range (10 year) Suggestions

- Creating a hospital at Mission Bay will allow basic science and clinical activities to be co-located. There was solid support recommending that organization of all hospital sites (Parnassus, Mission Bay and Mt. Zion) should occur along disease-specific lines, however this configuration would produce an obvious problem for making consultative services available at every site. However, outside of the desire for a goal of a single campus (as indicated in the response for long-range plans), the faculty agree there appear to be no reasonable alternatives.
- Given that it is highly likely that UCSF will continue to be located at multiple sites, the faculty felt strongly that all planning should focus on how to make a multi-site campus efficient for faculty on the move.
- The faculty list “swing space or satellite space”, virtual offices, cross-campus networking, mobile communication, parking, transportation, and child care as critical to the eventual success for faculty working at multiple sites. This should be a top priority and serious planning should be undertaken - faculty involvement early on in the planning efforts related to these concerns should be paramount.
- Specific attention should be paid to removing the “second-class citizen” phenomena that exist at many sites at UCSF. As we move forward, the Administration must give equal recognition and make equal resources available for all UCSF sites and not focus extraordinary attention at any one campus site (i.e. Mission Bay).
- The faculty voiced strong support for a standard electronic medical record system, across all sites in order to make all pertinent inpatient and outpatient information available (i.e. medical information, laboratory and radiology services). A universal record shared by sites peripheral to hospitals is one way to reduce the second class citizen problem.

- There was minimal support voiced for improved video conferencing capabilities at all campus sites because this tool, despite being available at most UCSF sites is not utilized by many faculty. Any major expenditure in this area should be a low priority.

Short Term / Immediate Suggestions

- Provide a formal system to inform and involve a broad base of faculty in LRDPA planning and recommendations.
- Place all LRDPA sub-committee minutes or summaries on a website and provide the Academic Senate with the link to the website.
- Begin an electronic medical record at Parnassus Heights as soon as possible including an order entry system; pursue this effort with the goal of providing these systems at Mt. Zion and Mission Bay in the future.
- Provide multi-site parking permits so that faculty who currently work at more than one hospital are not penalized by having to pay for additional parking costs.
- Improve shuttle services with shuttles that run more frequently and are better designed to prevent motion sickness (i.e. allow riders to see out).
- Develop protocols to allow the usage of cell phones within the hospital in order to facilitate communication. Validate the stated concern that cell phones interfere with hospital equipment.
- Make swing space available with phone, email and internet access to faculty who work at various UCSF sites.
- Broadcast grand rounds over the Internet utilizing existing infrastructure.

The faculty who responded indicated that their current usage of the library at Parnassus Heights was minimal. Because of this perception, many faculty indicated that the space occupied by the Library should be used for classroom or other space needs. An additional recommendation was that Library funds should be used to increase electronic subscriptions to journals.

The final report which included input from the focus groups from faculty in the School of Medicine, was presented at a Town Hall meeting for all faculty by Chair Robertson. Dan Bikle MD, PhD, Chair of the Academic Senate presented a summary of the reports from the four schools to the LDRPA Committee, and Chair Robertson was present and answered questions from Committee members about the School of Medicine report. Copies of the report were distributed to all Committee members at that meeting.

Faculty Recognition Initiatives

Council members Drs. Rebecca Smith-Bindman and Wade Smith worked extensively with Mark Laret, UCSF Medical Center CEO and Cindy Lima, Assistant Director of Hospital Administration, to identify ways in which clinical faculty working in the UCSF Medical Center can receive meaningful recognition for outstanding service. In response to this effort, the UCSF Medical Center established the Exceptional Physicians Awards. These awards proudly recognize outstanding physicians who demonstrate the Medical Center's values: Professionalism, Respect, Integrity, Diversity and Excellence. The first of these awards were presented to Raymond Thornton, MD (Radiology, Chief Resident), Lloyd Damon, MD (Hematology Oncology), Grace Cheng, MD (Pediatrics, Resident), and Carol Miller, MD (Pediatrics) at the 2nd Annual Honors and Awards Celebration held on May 13, 2003.

UCSF Academic Senate Mentoring Task Force

At the Council meeting of May 22, 2003, Mary Croughan, PhD presented an overview of the recent work of the Academic Senate Mentoring Task Force which is co-chaired by Mary Croughan and Vice Chancellor Dorothy Bainton. Principally, she highlighted the following:

The task force was charged with designing and implementing a faculty mentoring program for the UCSF campus to assist in career advancement. Other goals of the program were to:

- Enable UCSF to develop a reputation for excellent faculty mentoring as a means of recruiting and retaining the highest quality faculty
- Increase faculty satisfaction at UCSF

Details of the program which the task force will recommend to UCSF Chancellor J. Michael Bishop are highlighted in the Executive Summary and supporting documents (Appendix 2). The program will be available to all UCSF faculty in every series and at all levels. The program intends to focus first on assistant professors, new faculty members to UCSF, and faculty changing career directions.

The Council expressed broad support of the efforts of the Academic Senate Mentoring Task Force. There are plans to implement the mentoring program in fall 2003, with initial administrative support from Vice Chancellor Bainton's office.

Tobacco Industry Funding of Research

A petition for a UCSF Policy Not to Accept Tobacco Industry Research Funding was prepared and sponsored by the Tobacco Control Group of the UCSF Comprehensive Cancer Center and the UCSF Center for Tobacco Control Research and Education in 2002. At the request of Senate Chair Daniel Bikle, a joint Task Force of members of the Committees on Academic Freedom and Research in consultation with the Faculty Councils of each of the four schools reviewed the petition and made recommendations to hold a Town Hall Meeting of the UCSF faculty to consider the proposed policy.

In response to these recommendations, a Special Town Hall Meeting on Tobacco Industry Funding of Research was held on Wednesday, September 25, 2002 from 1:00 – 1:30 p.m. in Toland Hall. The purpose of the Town Hall meeting was to provide members of the campus community with an opportunity to fully discuss all issues related to the acceptance of tobacco industry funding for research at UCSF and its impact on the academic freedom of investigators. Dr. Phillip Gardner – Research Administrator - Social and Behavioral Sciences, Tobacco-Related Disease Research Program, University of California Office of the President - presented arguments against accepting tobacco industry funding for research. Supporting statements were provided by Drs. Neal Benowitz, Lisa Bero and Stanton Glantz. Dr. Sydney Brenner – Distinguished Professor, The Salk Institute – presented arguments in favor of accepting research funding from the tobacco industry. Academic Senate Chair Dr. Dan Bikle announced at this meeting that a vote of the faculty on the issue of tobacco industry funding of research would take place pending further discussion.

In November 2002, the Academic Senate Office released a ballot, posing the following question to all UCSF faculty with appointments at 50% or greater: "Should we, the faculty, at UCSF refuse to accept any funding from the tobacco industry, and the foundations it supports, an agreement that would be binding for all UCSF faculty?" As indicated at the Town Hall meeting, the results of the faculty vote were transmitted by the Chair to the Chancellor and to the Academic Council for information and consideration. The results of the faculty vote were as follows: 52% supported the position of not accepting funding from the tobacco industry for research purposes at UCSF, while 48% did not want to prohibit the acceptance of tobacco industry funding for research at UCSF. Further information is available at <http://www.ucsf.edu/senate/townhallmeeting/index.html>.

Health Sciences Task Force Report

The UC Health Sciences Task Force Report - Recommendations for Improving Retirement Benefits for UC Health Sciences Faculty was completed and released in February, 2003 following extensive work both at the statewide and divisional levels. The effort to research and contribute to this report at UCSF was led by Larry Pitts, MD – School of Medicine Faculty Council Member and Incoming Chair of the Statewide Academic Senate.

This important report was discussed extensively by Council members throughout the year and will continue to be circulated for further consideration. Full details of the report are available at <http://www.ucop.edu/acadv/acadpers/taskforce.html>.

Selection of the New Dean of the School of Medicine

Dean Haile Debas announced in June, 2002 his intention to resign as Dean of the School of Medicine and Vice-Chancellor of Medical Affairs in June 2003. In response to the announcement of his resignation, the Faculty Council took part in the search for a new Dean. The Council held a special breakfast meeting on September 26, 2002 to discuss important potential qualities to look for in a new Dean, and late in the month Chair Robertson and ex-Chair Linda Ferrell conveyed the thoughts of the Council to the selection committee, chaired by Vice-Dean Keith Yamamoto.

David A. Kessler, MD, Dean of Yale School of Medicine and former Commissioner of the US Food and Drug Administration was named as the new Dean of the School of Medicine and Vice-Chancellor for Medical Affairs on June 23, 2003 and will begin his appointment in September, 2003. Chair Robertson has been in contact with Dean Kessler in anticipation of his arrival, welcoming him to UCSF on behalf of all of the faculty at UCSF, and discussing with him the importance of attending the monthly Faculty Council Meetings as an ex-officio member. It is anticipated that Dean Kessler will meet with the Chair and Vice-Chair of the Faculty Council monthly in addition to the meetings of the Faculty Council.

Chancellor's Five-Year Stewardship Review

At the request of Academic Senate Chair Daniel Bikle, the Council provided input for the five-year stewardship review of UCSF Chancellor J. Michael Bishop. Chair Robertson conveyed this input and the support of the Council to Chair Bikle and to Statewide Academic Chair Gayle Binion in a confidential communication dated March 13, 2003.

School of Medicine Faculty Retreat

The School of Medicine Faculty Leadership Retreat took place over the weekend of January 4 and 5, 2003 and provided an important and valuable forum for debate and discussion. Ten members of the Faculty Council were able to attend and provided valuable contributions to the proceedings as well as having a breakfast meeting during the retreat to discuss issues. Roy Filly, MD represented the Faculty Council on the Retreat Planning Committee.

Following the Retreat, Council members emphasized the need for comprehensive follow-up to and suggested that participants be informed of actions arising from discussions at the retreat. One task force that was formed as a result of the retreat was on comprehensive care centers. Chair Robertson was appointed to serve on this task force for this coming academic year, which is chaired by Dr. Lee Goldman.

The Retreat focused in part on the need to support clinical activities while continuing to develop basic science at the new Mission Bay site. Council members discussed how this need might affect faculty recruitment and retention and discussed ways in which the important work performed by clinical and adjunct faculty is recognized at USCF.

Academic Senate 1st Annual Leadership Retreat

Chair Robertson attended the Academic Senate 1st Annual Leadership Retreat at the Tiburon Lodge Hotel on September 14, 2002. The Retreat provided a valuable opportunity for the chairs of the Academic Senate standing committees to meet and discuss issues of importance for the year ahead. Chairs also had the opportunity to meet Senate staff and to familiarize themselves with the structure and processes of the Senate.

Expansion of Eligibility Criteria of Academic Senate Travel Grants and Distinction in Teaching Awards

At its meeting of September 5, 2002, the Council unanimously approved a motion to request the Academic Senate to expand the eligibility criteria for the Academic Senate Travel Grants and the Distinction in Teaching Award. The Council's Motion requested that Travel Grants awarded through the Academic Senate be made available to all faculty upon whom University Policy confers PI status (those who are salaried at 50% or more of full time in the ladder-rank, in-residence, clinical X, adjunct, clinical or research series, and to appointees in the librarian series) who meet the existing criteria (i.e. travel to meetings of learned societies or to organized conferences that are sponsored by research agencies for the purposes of reporting important results of original research by way of oral or poster presentation). The motion further requested that the Distinction in Teaching Award be open to all faculty with appointments at assistant level or above in the ladder rank, in-residence, clinical X, other Senate, clinical or adjunct series. The Council voted unanimously to open both the travel grants and the teaching awards to all faculty.

Furthermore, the Council encouraged Senate staff to bring to its attention any other awards or funding opportunities limited in availability to Senate members so that similar motions may be passed to broaden the eligibility of all Academic Senate grants and awards.

Chair Robertson communicated this motion and vote to Academic Senate Chair Daniel Bikle for discussion and approval at the meeting of the Academic Senate Coordinating Committee held on Friday, October 11, 2002. The motion was approved and the eligibility of both the travel grants and Distinction in Teaching awards have been expanded.

The UC and UCSF Budgets / Interaction with the Committee on Academic Planning and Budget

The Council apprised itself of information regarding both the UC and UCSF budgets throughout the academic year and contributed to the discussion of budgetary issues through the participation of Chair Robertson in the monthly meetings of the Academic Senate Committee on Academic Planning and Budget (APB).

Interaction with APB

During the academic year 2001-2002, APB and the Chairs of the four Faculty Councils finalized a plan for integrating the Academic Senate input into the campus budget and planning process (Appendix 3). The budget portion of the plan has two components: increased involvement of the Faculty Councils with their respective Deans in formulating the Schools' budget requests; and APB's involvement in the budget process after the Schools have submitted their budget requests to the Chancellor. To achieve the goals of each of these components, the Faculty Council engaged in discussion of and was apprised of budgetary matters whenever possible. Chair Robertson attended the regular meetings of APB in order to provide input from the Faculty Council and to gather information regarding the budget and the budget process which she then conveyed to Council members. It is hoped that interaction between the Faculty Council and APB will increase in future years and that discussion of budgetary issues between the Dean and the Faculty Council will continue to be a priority.

Other Discussion

Eric Vermillion, Assistant Vice-Chancellor for Budget and Financial Analysis attended the March 20, 2003 meeting of the Council and presented an overview of developments in the UC Budget at that time.

Admissions to the School of Medicine

Associate Dean for Admissions, Peter Ralston, M.D., gave an overview of admissions to the UCSF School of Medicine at the Council's meeting of February 27, 2003. Details of this overview were summarized in distributed materials and further information is available at <http://medschool.ucsf.edu/admissions/>. During the overview and subsequent informal Council formal Council discussion, the following two issues were highlighted as being of particular interest and importance:

- Nationally, numbers of applications for entrance to medical school have declined. The quality of applicants to UCSF however, remains high and the number of applicants awarded interviews has increased.
- Medical schools continue to strive to attract applicants from underrepresented minorities, although the number of such applications is declining. The Council discussed at length the need to continue such efforts and considered how to attract applicants to the university, while acknowledging that financial incentives may be limited.

The Council will continue to apprise itself in the coming academic year of information relating to School of Medicine admissions and will continue discussion of important issues related to admissions at future meetings.

Racial Privacy Initiative

The Council extensively reviewed and discussed the proposed Racial Privacy Initiative (<http://www.universityofcalifornia.edu/senate/>) which was submitted to the Attorney General of California on September 28, 2001.

Council members expressed concern that the initiative, which would prohibit state classification of individuals by race, ethnicity, color, or national origin, is too restrictive and may limit scientific research. The Council's concerns regarding this initiative were informally conveyed to UCSF Academic Senate Chair, Daniel Bikle and discussion of this important issue is ongoing.

Review of Academic Personnel Manual Section 015

The Council reviewed proposed changes to the Academic Personnel Manual (APM) Section 015 at the request of Senate Chair Daniel Bikle. Following extensive discussion at the Council meeting of May 22, 2003, Chair Robertson conveyed the concerns and recommendations of the Council to Chair Bikle in a communication dated June 7, 2003 (Appendix 4).

In this communication, the Council emphasized the need for APM 015 (which addresses faculty-student relationships) but stressed that such a policy should provide guidance for faculty members engaged in relationships with students, and to this end, should be extensively clarified and coupled with ongoing efforts to educate both faculty and students.

Classroom Support Services at UCSF

School of Medicine Vice-Dean for Education Dr. David Irby informed the Council at its meeting of January 17, 2003 that management of classroom support services at UCSF remains an issue of concern. He noted that current classroom space is inadequate and that the process for reservation of classrooms is inefficient. Dr Irby appointed a School of Medicine Classroom Committee to review current practice and procedure related to classroom scheduling. This committee provided a draft report in December which received the support of the deans of each of the four professional schools, School of Medicine department chairs, and the School of Medicine Committee on Curriculum and Educational Policy (CCEP). The report will be more widely circulated among faculty within the schools of Dentistry, Pharmacy and Nursing to gain further input.

Council members approved the executive summary of the draft report (Appendix 5) and requested that the committee prioritize curricular needs in its continuing consideration of classroom use.

Faculty Council Elections

Three members of the Council will end their first term of service on August 31, 2003: Robert Warren, Roy Filly and Wade Smith. Lawrence Pitts announced his resignation from the Faculty Council due to his commitments at the statewide level in his role as incoming Chair of the University of California Academic Senate. Nominations to fill all four posts were solicited by email in May, 2003 by the Office of the Academic Senate and electronic ballots were distributed to all Senate series faculty in the School of Medicine. Elections were concluded in July, 2003 and the following candidates were elected as members of the Council to begin their terms on September 1, 2003:

Daniel Bikle, MD, PhD (Three Year Term)
Warren Gold, MD (Three Year Term)
Wade Smith, MD, PhD (Three Year Term)
Robert Warren, MD (One Year Term)

Committee on Curriculum and Educational Policy Reports

Sue Carlisle, MD, PhD – Chair, Committee on Curriculum and Educational Policy – and David Irby, PhD – School of Medicine Vice-Dean for Education - reported regularly to the Council on issues surrounding curriculum and educational policy. Principal issues covered included:

- The new School of Medicine curriculum and ongoing issues associated with its implementation.
- Performances by UCSF students on clinical practice examinations.
- Access to iRocket and ILIOS (web-based curriculum development and management tools).

The Council approved changes to the *UCSF School of Medicine Policy on Professionalism (Physicianship Skills) for Third and Fourth-Year Students* (Appendix 6) at its meeting of February 27, 2003.

Graduate Medical Education Reports

Susan Wall, MD – Senior Associate Dean for Graduate Medical Education in the School of Medicine – reported regularly to the Council on issues surrounding Graduate Medical Education. Principal issues covered included:

- Limits on Resident work hours outlined in the Patient and Physician Safety and Protection Act of 2002, which came into effect July 1, 2003.
- ACGME Accreditation

Respectfully Submitted,

The School of Medicine Faculty Council

Patricia Robertson, MD (Chair)
Wade Smith, MD, PhD (Vice-Chair)
Sue Carlisle, MD, PhD (*Ex Officio*)
Helen Chen, MD
Neal Cohen, MD (*Ex Officio*)
Haile Debas, MD (*Ex Officio*)
Roy Filly, MD
David Irby, PhD (*Ex Officio*)
Richard Jacobs, MD, PhD
Kryisia Lindan, MD, MSc
Larry Pitts, MD
Dolores Shoback, MD
Rebecca Smith-Bindman, MD
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APPENDICES

- [Appendix 1](#): Faculty Success at UCSF and the Long Range Development Plan: Report of the School of Medicine Faculty Council, May 2003
- [Appendix 2](#): Academic Senate Mentoring Task Force Executive Summary
- [Appendix 3](#): Proposed Integration of the Academic Planning and Budget Committee into Campus Short- and Long-Range Planning and Budgeting ñ June, 2003
- [Appendix 4](#): Communication from Council Chair Robertson to Senate Chair Bikle Regarding Proposed Changes to APM 015 ñ June, 2003
- [Appendix 5](#): Executive Summary of the Draft Report of the School of Medicine Classroom Committee ñ December, 2002
- [Appendix 6](#): UCSF School of Medicine Policy on Professionalism (Physicianship Skills) for Third and Fourth-Year Students ñ February, 2003