

**School of Medicine Faculty Council**  
**Marcelle Cedars, MD, Chair**

**ANNUAL REPORT**  
**2014-2015**

**Primary Focus Points for the Year:**

- Bridges Curriculum Update
- Chancellors Fund
- Deans Search
- Educational Resources
- Human Resources Reform
- IT Security
- John Muir Partnership
- Non-academic career planning for graduate students and post-docs
- Race Matters
- Student Dismissal Regulations
- UC Faculty Salary Increase
- UCSF Faculty Salary Equity Report
- UCSF Ten-year Financial Plan
- University Development

**Issues for Next Year (2015-2016)**

- Bridges Curriculum
- Chancellors Fund
- Educational Resources
- Funds Flow
- UCSF Climate Survey Changes
- Student Dismissal Regulations
- Leadership Stewardship Reviews
- UCSF Climate Survey Results
- UC Faculty Salary Increases

---

**2014-2015 Members**

**Marcelle Cedars, Chair**

**Tim Kelly, Vice Chair**

Susannah Cornes  
Cynthia Curry  
Matthew Haight  
Judith Ford  
Ruth Goldstein  
Tim Kelly  
Dana Rohde  
Hope Rugo (Clinical Affairs  
Liaison)  
Ellen Weber (Post-Chair)  
Lydia Zablotska

**Ex-Officio Members**

Bobby Baron, Associate Dean, Graduate Medical Education  
Renee Binder, Associate Dean, Academic Affairs  
Bruce Wintroub, Interim Dean  
Catherine Lucey, Vice Dean, Education  
Jack Resneck Jr., Chair, Committee on Curriculum and Educational  
Policy

---

**Number of Meetings: 8**

**Senate Analyst:** Artemio Cardenas

---

## Divisional Business

This year, the School of Medicine Faculty Council took up the following issues related to the San Francisco Division:

### **Chancellors Fund**

In June of 2014, the Chancellor announced that he would be awarding the Academic Senate with a reoccurring annual \$500,000 fund for faculty life. The administration for the fund would be at the Senate's full discretion. In January, the Council discussed ideas for the use of the fund, but the group could not come to an agreement on an idea that would work for the School of Medicine as well as the other schools.

In early February, the UCSF Academic Senate formally adopted a plan to distribute the funds. Asked again for ideas, the Council discussed and commented that they supported the School of Dentistry's idea of creating a fund for faculty development.

In March, the Council was informed that the Chairs of the Faculty Councils, Clinical Affairs and Academic Planning and Budget have all agreed to use the \$91,604 allocation of the Chancellors Fund to develop a new Faculty and Learning Development Fund. Under this plan, the funds would be divided equally across the schools (\$22,901 per school) and would give all faculty members an opportunity to participate in a broad range of development activities. These include, but are not limited to, formal training courses to improve teaching or to develop new professional skills; leadership development programs; academic and training courses; leadership programs; and external professional development consultation. Preference would be given to applications that benefit other faculty and/or the school.

In April, the call for proposals went out to faculty. At the request of the Council, Interim Dean Bruce Wintroub provided matching funds of \$22,901.

In June, the application period for faculty to apply for Faculty Development Funds had ended. Overall, the Senate received 27 proposals ranging from one-on-one trainings to department-wide development initiatives. The \$45,802 available for the School of Medicine (\$22,901 from the Senate and \$22,901 from the Dean) was allocated to 14 awarded proposals. The remaining 13 proposals were not funded. The process was very competitive. Chair Cedars informed the Council that she would like the awardees to write a paragraph or come to a meeting to discuss how well their proposal worked.

### **IT Security**

In December, Director of IT Security Patrick Phelan provided a report on the status of IT security and what the campus leadership plans to do to address gaps in security. The following issues were covered:

- **Background and Context:** UCSF recently commissioned and assessment of UCSF-wide information security risk. The findings from the report indicated that UCSF's risk level is high and that there are risks throughout the organization. Adding to the risk level, UCSF is a popular target for hackers and others interested in obtaining information from the university. In a recent evaluation of access points to UCSF, the university found, that in a five-day period, there were several hundred thousand attempts to access open ports. Out of the access attempts, it was deemed that over 75 percent were malicious. It was also found that 90 percent of the connection attempts were coming from China. To address the situation, a Data Security Compliance Program is being developed.
- **Federal HIPPA Breach Data:** When it comes to data leaks, UCSF ranks second nationally in reported data breaches. With federal enforcement activities increasing over the past decade, there is a good chance UCSF could be hit with a fine.
- **Overall Campus Compliance:** While most of the campus is compliant, there is a lot of work to be done.

- What is the Driving the Risk Profile: Some of the main issues that are driving such a high risk profile include: highly variable work practices across control points; no IT security compliance oversight to drive progress across the control points; lack of security-related procedures and practices; lack of technical controls; an IT funding system that requires that individual departments make decisions about investing in security controls and the widespread use of personally owned devices for UCSF work.
- Data Security Compliance Program: The DSCP is an IT risk management program to secure UCSF's sensitive data. The goal of the program is foster collaboration between UCSF IT and the school control points and departments. To aid in the program administration, each control point has designated a champion.
- Changes to Expect: Director Phelan informed the group that changes should be expected. All organizations should be expected to adhere to standards of operation to improve security. These include more regulations on granting access to data, physical security of equipment, and consistent patching of management systems. There should also be technical controls such as enforcement of encryption on all computers. Director Phelan noted that one of the hot topics in regard to changes is the recommendation that UCSF require periodic password changes.
- Actions Taken to Date: Some of the changes that have already taken place in the a new IT security policy mandating encryption; mandatory annual online training and security; process for firewall security tightening; and the Data Security Compliance Program.
- Next Steps: The next steps to increase security include a plan resource the encryption rollout of the campus; identify and training control points DSCP champions; present at chairs committees, present quarterly updates to the IT Governance committee; and visit constituent groups.

#### **John Muir – UCSF Partnership**

In January, UCSF Medical Center CFO Jay Harris reported on the recent affiliation between the UCSF Medical Center and the John Muir Health Network. The Council was informed that the business partnership includes three pieces: First, the formation of plan to joint service lines; second, the development of an Accountability Care Organization that will include the UCSF and John Muir; and third, the creation of another medical group, outside of the faculty system, to bring in other primary care providers located in areas where UCSF and John Muir coverage is weak. The entire goal of the project is to have UCSF expand its population health model with the least amount of financial risk. The Regents have reviewed the plans and have approved.

#### **Non-Academic Career Planning for Graduate Students and Post-docs**

In response to an NIH report on postdocs and graduate student careers, Chair Cedars and several Council members expressed an interest in learning more about how the university is preparing graduate students and postdocs to prepare for non-academic careers. To provide more information Graduate Division Dean Elizabeth Watkins was invited to the March Council meeting to discuss the issue and provide details on what the Graduate Division is doing to address the situation.

Dean Watkins started the conversation by informing the Council that, while the shortage of academic positions is a national issue, it has not been a problem for UCSF graduate students and postdocs. Currently the vast majority of trainees at UCSF get top offers after their program completion. Dean Watkins added that a good placement record does not come without effort. Over the past couple of years the Graduate Division has been working hard to provide additional resources to students and postdocs to help prepare for and navigate their academic career. For example, more counselors have been hired to provide assistance and an alumni database has been establish to help connect student and post-docs with successful alums. In addition to these recent investments, the NIH has also provided funds to the university to implement a new program called MIND (Motivating INformed Decisions). MIND is an experimental career exploration program that will provide training and resources to UCSF students and postdocs, and will challenge the current perceptions of PhD training. The program brings together university community members with industry partners to discover positions outside the tenure track research positions. While the MIND program and efforts have been effective in preparing students, Dean

Watkins feels the Division must be cognizant that we do not discourage women from pursuing tenure-track positions. Currently, there are not enough women in science and Dean Watkins believes that we should be offering as much support as possible to have the student pursue an academic career.

### **UCSF Faculty Salary Equity Report**

In March, Chair Cedars informed the Council that the Academic Affairs Office released the results of a UCSF Faculty Salary Equity report - [http://academicaffairs.ucsf.edu/academic-personnel/other/fser/UCSF\\_FSER\\_Report\\_January\\_2015.pdf](http://academicaffairs.ucsf.edu/academic-personnel/other/fser/UCSF_FSER_Report_January_2015.pdf). The results showed that there was not any statistically significant difference in compensation for underrepresented minorities; however, they did find a significant difference between genders. Each school is now responsible to drill down to the results and draft an action plan.

### **UC Faculty Salary Increase**

In November, the Regents approved of a UC Systemwide Sustainability Plan. Included in this plan were faculty salary increases designed to make up for the 12% salary lag described in the 2014 Faculty Total Remuneration Study. The proposal is to increase the salaries of all faculty by 3%, for the next 3-5 years. A communication was sent out by the Office of the President to the campuses to determine how the increases would be implemented on each campus. For UCSF, this salary proposal is problematic as a large portion of the faculty population includes clinicians and/or researchers that generate their own salary support and receive no state funding.

In May, it was reported that a systemwide taskforce had decided to split the 3% into two portions. 1.5% will go to increasing faculty salary scales, and the other 1.5% will go to each chancellor to make up for cases of salary inversion and inequities. It has yet to be seen how the program will be implemented at UCSF. Regardless of the outcome, Academic Senate leadership believes it will be up to the deans and department chairs to provide additional compensation.

### **UCSF Human Resources Reform**

In December, HR Manager Jason Stout and HR Director Jenny Schreiber provided an update on HR reforms. The report included a review of the Chezey Partners Consultant recommendations, the annual HR Customer Survey results and the HR opportunities for transformation and preliminary timeline ([Appendix 1](#)). Council members discussed the following campus HR recommendations:

- Campus HR Recommendations
  - Consolidate the four service centers into a single HR shared services organization to further develop standard practices and improve efficiency. Assess the optimal workflow among transactional/administrative, professional/technical and policy/strategic aspects for best alignment with the two specialty centers and HR leadership.
  - Develop/expand new roles to provide strategic and tactical support to business leaders at UCSF.
  - Enhance technology to enable HR work, focusing on workflow and document management, case management and performance metrics, and integration of existing systems.
  - Develop and share performance measurements that include input, operational, and output performance indicators.
  - Continue to consider integrated solutions for campus and health system functions as appropriate, although this is not a recommendation to integrate campus and health system HR at this time.
- Report includes a potential future savings of up to 24 FTE
  - Feasibility depends on
    - Assumption of \$3.3 million in one-time implementation costs (project and technology)
    - UC Path services provided as planned

- New organization structure as recommended by Chazey – we need to understand what elements of Chazey’s recommendations are reasonable at UCSF

During the meeting, Chair Cedars requested further explanation on how HR services would improve for the faculty. She noted that the recommendations focus mainly on internal changes and leadership realignment, but less on customer service improvements. HR Manager Stout responded that customer services should improve with changes in technology and streamlined processes. Council members requested that the implementation of new technologies not be placed on to faculty.

To follow up on the Faculty Council concerns, HR Manager Stout request that Chair Cedars be appointed to the HR Advisory Committee. The Academic Senate agreed and appointed her for a three-year term.

**UCSF Ten-Year Financial Plan**

In February, Associate Vice Chancellor Teresa Costantinidis presented the ten-year financial plan ([Appendix 2](#)). Her report covered the following points:

- Review of the Finance Principles
  - Financing
  - Investments
  - Operations
- 10-Year Financial Plan Summary Points
  - UCSF financial performance exceeds projection for 2014
  - 10-year operating projections show near term deficits and recovery in later years
  - Strong balance sheet, yet we must watch out future debt capacity
  - Pressure on Core Financial Plan resources partially mitigated by I&O funding plan
- Review of the UCSF Enterprise Revenue
  - State funds account for 1% of total revenues
  - Tuition accounts for 1% of total revenues
  - Most funds come from the clinical and research enterprise
- Review of the UCSF Enterprise Expenses
  - Salaries and Benefits account for 64% of expenses
- Review of Core Revenues, Expenses and Income – Combined Enterprise
  - AVC Costantinidis informed the group that while UCSF is doing fine right now, income will decline as the costs associated with the new hospital are incurred. Once UCSF increases its patient base, we will slowly pull out from deficit.
- Review of Core Revenues, Expenses and Income – Campus
  - AVC Costantinidis reviewed the 10-year campus outlook and pointed out that without strategic contributions from the Medical Center to the campus, the campus would be running at a loss. Main cost drivers for the campus include increased UCRP contributions, UC Path Costs and capital improvements.
- Review of Campus Segment Capital Plan
  - Planned capital allocations are less than projected depreciation. Campus leadership will need to make decisions to correct this problem.
- Summary
  - Overall, UCSF is managing things well. However, if corrections are not made, UCSF could be in trouble in the long-term.

**University Development**

In January, Council member Lydia Zablotska reported on the work of the Academic Planning and Budget Committee’s subcommittee on development. This subcommittee was created to work with Development Office leadership on ideas for how to prioritize fundraising efforts. Member Zablotska informed the Council that the Development Office does not plan to pursue a large campaign at this time. Instead, the office is focusing on fundraising around innovative ideas that are likely to excite potential donors. To work on this

idea, the office is looking to engage faculty to gather ideas and help present the great stories of faculty research here at UCSF.

## School of Medicine Business

This year, the Faculty Council took up the following issues related to the School of Medicine:

### **Bridges Curriculum Updates**

In November, Associate Dean Susan Masters provided an update on the development of the Bridges Curriculum. Her presentation ([Appendix 3](#)) covered the following points:

- **Mission of the Bridges Curriculum:** The School of Medicine will educate its medical students to embrace the roles and responsibilities of the 21<sup>st</sup> century physician: a collaborative physician who is committed to providing the highest quality care for today's patients, and to advancing health care for future generations through inquiry, collaboration, and commitment to continuous improvement.
- **Updates to the Faculty Council:** The presentation provided today gives a review of the overall blueprint of the curriculum and summarized all of the work that has been done until this point. In February of 2015, the Council will receive an update on the Bridges Inquiry Element of the curriculum. Dan Lowenstein and Carrie Chen will provide this presentation. Finally, in May of 2015, the Council will receive a presentation on the Clinical Microsystem Clerkship and Pilots.
- **Foundational Strategies:** The three foundational strategies for the curriculum include:
  - Enrich the teaching of core scientific concepts
  - Imbed students in clinical settings
  - Challenge students to work collaboratively on important problems
- **Overview of the new F1 and F2 Science Blocks:** This new set of science blocks is integrated and consolidated. The goal of the new blocks are to:
  - Communicate Values
  - Reinforce New Strategies
  - Incorporate Advances in Science
  - Solve Existing Curriculum Problems
- **Overview of the Clinical Microsystems Clerkship:** The new curriculum will have a one year longitudinal immersion in a clinical site. The goal is to develop skills in direct patient care and in working within systems.
- **Building Inquiring Minds:** To develop inquiry skills, the new curriculum will present students with inquiry cases, inquiry immersion blocks, and have inquiry deep explore. The goals is to help students review health through several lenses including:
  - Population and Public Health
  - Biomedical
  - Education
  - Systems Engineering
  - Social and Behavior Sciences
  - Clinical and Translational Sciences
- **New Student Data Repository:** To assist in the implementation of the new curriculum, the school will be using iRocket, a new centralized data repository that can track individual student performance; identify student needing extra support; and compare groups of students. Associate Dean Masters reviewed the dashboard that is available to students.
- **Logistics:** To end the presentation, Associate Dean Masters reviewed the governance structure of the new curriculum and provided the implementation schedule for 2015.

In February, Dan Lowenstein, Executive Vice Chancellor and Provost, and Carrie Chen, Associate Clinical Professor and Director of Pediatric Clerkships, presented to the Council on the Inquiry Component of the new Bridges Curriculum ([Appendix 4](#)).

In May, Bridges Curriculum leader Anna Chang provided a presentation on the Clinical Microsystems Clerkship component of the new Bridges curriculum ([Appendix 5](#)). Her presentation reviewed the following topics:

- Overview:
  - The Problem: Health care and medical education systems and outcomes are inadequate for the 21<sup>st</sup> Century
  - Our Approach: Clinical Microsystems Clerkships, Bridges Curriculum: Redefining clinical skills for first and second year medical students.
  - Success stories from UCSF and SFGH
- The Problem: Health care and medical education systems and outcomes are inadequate for the 21<sup>st</sup> Century
  - Health Care Complexities Are Growing
  - Costs are Increasing
- Our Approach: Clinical Microsystems Clerkships, Bridges Curriculum: Redefining clinical skills for first and second year medical students.
  - UCSF Curriculum will leverage the power of education to advance health care today while preparing graduates for their roles in transformation 21<sup>st</sup> century physicians.
  - Guiding principles of the Clinical Microsystems Clerkship
    - Leverages the power of medical education
    - Improves health care today and trains future physicians who are:
      - Collaborative
      - Committed
      - Capable
  - What is the Clinical Microsystem Clerkship?
    - Longitudinal: First year students work with health care professionals
    - Immersive: Students spend one day a week for a year
    - Collaborative: Students are members of clinical teams
    - Authentic: Clinical microsystems at SFGH, Parnassus, Mt. Zion and the VA
- What Has Been Done
  - Dr. Chang shared stories from students and patients participating in the programs.

### **Dean Search**

In November, Chair Cedars informed the council that she had been appointed to represent the Faculty Council and the Academic Senate on the Dean Search Committee. At the first meeting, she was asked to provide a list of issues that are most important to faculty. Her list included issues with Mission Hall, the new Funds Flow model, lack of development support, and delays with Coverage Analysis.

In May, it was announced that Department of Medicine Chair Tallmadge King was named as the new Dean.

### **Educational Resources**

In December, Council member Dana Rohde informed the Council that she and several other faculty members are very concerned with a lack of instructional resources and educational administrative support. To bring attention to the issue, faculty drafted a summary document for the Council, and Vice Dean of Education Catherine Lucey was invited to comment. Faculty concerns listed in the document included:

- Funding for Electives
- Different Departments Host the SOM Courses
- Funding of Travel to Meetings

- Funding for Curriculum Development Projects
- Bridges Curriculum Reforms

Vice Dean Catherine Lucey thanked the Council member Rohde for drafting the document and for bringing the issue to the Council's attention. She informed the group that she is well aware of many of faculty concerns with educational resources. It was explained that with the implementation of the new Funds Flow model, department and faculty focus has shifted from away from education to more of an emphasis on clinical operations. Vice Dean Lucey believes that in order to ensure that the educational mission can thrive, there will need to be changes to the way that the school funds education. A proposal is to create new "Educational Funds Flow model" that will provide compensation to faculty to take on High Intensity Teaching (HIT) loads. HIT loads are concerned teaching obligations which take faculty away from significant clinical or research productivity. Under the proposed new model, education funding would be centrally pooled and allocated. It has been estimated that the cost of a new model would be 10 million dollars, with 8 million going to faculty and 2 million going to educational administration support. Council members supported the proposal and requested that Vice Dean Lucey continue to update the group over the next year on the progress of the proposal.

### **Race Matters Presentation**

In March, Chair Cedars provided the Council with a review of the Race Matters presentation that was recently provided to the SOM Chairs and Directors ([Appendix 6](#)). Highlights from the presentation included:

- Lessons Learned from the Dean's Retreat:
  - The UCSF White Coats for Black Lives event led the School of Medicine to change the focus of the Dean's Retreat to focus on diversity.
- Innovations Challenge
  - The School of Medicine was tasked to design and refine a series of actionable strategies for UCSF to take on, or partner with others to address inequities related to race and ethnicity.
  - Immediate Strategies Include:
    - Launched Food Security Program
    - Designed Curriculum Review process to eliminate micro-aggressions and stereotypes
    - Disseminating the lessons learned from the retreat
    - Launched the CD2 faculty diversity initiative
    - Launched the Resident Holistic Review Project
    - Redesigned the Pillars of UCSF 2.0 to include Diversity and Inclusion
    - Charged the leadership team to design and carry out leadership education on cultural humility
- Developing a Framework for Moving Forward
  - The School of Medicine will be evaluating long-term strategies
    - The development of a UCSF Strategic Vision
    - The development of metrics for success
    - Design the necessary infrastructure

### **Student Dismissal Policy**

In December, Vice Dean of Education Catherine Lucey provided an update on pending revisions to the school's Student Grievance policy. To provide background, she explained that, last year, the Academic Senate approved of a new campus-wide student grievance policy. This new policy clarifies and streamlines the grievance process for students, faculty and staff. Concerns with the old policy included unrealistic deadlines and ambiguous procedures. With the new policy enacted, each school is moving forward with the process of revising their regulations to be aligned with the campus procedures. For the School of Medicine regulation revisions have been drafted and the new policy is undergoing legal review. Once this review is complete, the revisions will go to the Faculty Council for approval.

## **Standing Committee Reports**

### **Academic Standards Committee and Screening and Promotions**

In May, Associate Dean of Student Affairs Maxine Papadakis reported on the work of the Academic Standards and Screening and Promotions Committee. She also introduced Associate Dean for Student Assessment and Professional Standards Karen Hauer as the new contact for the ASC and Screening Committees.

### **Admissions Committee**

In June, Associate Dean of Admissions David Wofsy provided the following admissions report.

- **Interview Panel Consolidation:** Before the admissions committee included four panels. A revision was made to bring everyone together into one group of 18 people. The change in structure has allowed the group to have a better context of the entire admitted class. There was an alignment of selection values within the school. Before there were philosophical differences in opinion. Overall, admissions committee members feel the change has been a success.
- **Overview of the New Class:** The following class statistics were reviewed:
  - 30% of admitted students will come from URM populations in medicine.
  - For the 10<sup>th</sup> year in a row, women admits will outnumber men.
  - Around 75% of admitted class will be from California
- **Financial Aid:** While UCSF remains one of the top magnets for the best students, increasing financial aid resources at competitor institutions is making it more difficult to recruit. Financial aid packages at Stanford, Harvard and now UCLA are a challenge for UCSF to match.

### **Committee on Curriculum and Educational Policy Report**

CCEP Chair Jack Resneck Jr. informed the Council that at the beginning of the year CCEP made a decision to change the format of the group. Previously, the group would spend most of its time receiving a series of subcommittee reports. In an effort to become more action oriented, it was decided to end the reports and have the committee pick strategic areas where changes could be made. Items identified included:

- Admissions and Scholarships
- Bridges Curriculum
- Faculty Development for Curricular Changes
- Student Dashboard
- Race Matters
- Teaching Space and Facilities
- Title IX Reporting
- Student Paid Work Policy

## **Going Forward**

Ongoing issues under review or actions, which the Faculty Council will continue into 2015-2016:

- Bridges Curriculum
- Chancellors Fund
- Educational Resources
- Funds Flow
- UCSF Climate Survey Changes
- Student Dismissal Regulations
- Leadership Stewardship Reviews

- UCSF Climate Survey Results
- UC Faculty Salary Increases

## Appendices

- [Appendix 1](#): HR Reforms Report
- [Appendix 2](#): UCSF Ten-year Financial Plan
- [Appendix 3](#): Susan Masters Bridges Curriculum Presentation
- [Appendix 4](#): Inquiry Presentation
- [Appendix 5](#): Clinical Microsystems Clerkship
- [Appendix 6](#): Race Matters Presentation

Senate Staff:  
Artemio Cardenas, Senate Analyst  
<http://senate.ucsf.edu>; 415/476-4245