

**School of Nursing Faculty Council**  
**Catherine Waters, PhD, RN, FAAN, Chair**

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

**Primary Focus Points for the Year:**

- Chancellor's Fund
- Chancellor's Visit
- Clinical Placements
- Clinical Sciences Building Retrofit and Renovation Update
- Dean's Action Plan
- DIVA
- DNP Update
- Education Hub/Curriculum Project
- Faculty Diversity
- Faculty Engagement in the School Budget Process
- Faculty Practice and Credentialing Policy
- Faculty Remuneration Study and Faculty Salaries
- Future of Faculty Health Care Benefits
- IT Security Presentation
- School of Nursing White Paper
- SON Development
- UCSF Faculty Salary Equity Update
- Student Dismissal and Grievance Policy

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

- Clinical Sciences Building
- DNP
- Faculty Morale
- Faculty Succession Planning
- Faculty Onboarding Process
- Generalist Masters Degree
- Support DIVA
- Supporting Diversity Initiatives

---

**2014-2015 Members**

**Catherine Waters, Chair**  
**Janine Cataldo, Vice Chair**  
Rosalind De Lisser  
Brooke Hollister  
Xiao Hu  
Audrey Lyndon  
Naomi Schapiro  
Zachary Zimmer

**Ex-Officio Member**  
David Vlahov (Dean)

**Permanent Guests/Representatives**  
Lynda Jacobsen (Associate Dean of Administration  
Finance)  
Marge Suda (Student Representative)

---

**Number of Meetings: 13**

**Senate Analyst:** Artemio Cardenas

---

The School of Nursing Faculty Council took up the following Systemwide issues this year:

### **Faculty Remuneration Study and Faculty Salaries**

In November of 2014, the Office of the President released the results of a UC systemwide study, which showed the UC faculty salaries and benefits lag in comparison to eight other comparable national research universities. To address concerns about a 12% compensation lag, the President proposed, and the Regents approved, a plan to increase all faculty salaries over the next several years. It was explained that the funding for this proposal would come from tuition increases, potential state funding increases and cost efficiencies.

In December, the Faculty Council, campus-wide Academic Senate, and university administration all noted concern with the three proposed funding sources – tuition, state funding and cost efficiencies – as members felt none of the sources would provide enough money at UCSF to cover an increase in all faculty salaries. In January, the UCSF Senate sent a communication to the President detailing concerns ([Appendix 1](#)).

In May, it was announced that the faculty salary increase proposal had dwindled down to a one-year increase, with a multi-year plan only aspirational. A systemwide taskforce met and made the final decision to break apart the 3% increase into two portions; 1.5% will go to increasing the faculty salary scales and the other 1.5% will go to the Chancellor to address cases of salary inversion and inequity. Since this is an unfunded mandate, it will be up to the campus administration to determine what to do and how to administer it.

### **Future of Health Benefits**

In February, a letter was sent to all UC faculty by the Faculty Association outlining faculty concerns with a proposal that might limit health care provider options to UC faculty and staff - <http://cucfa.org/healthcare-options-petition/>. According to the Association's communication, changes to the benefits program would be made in order to encourage more members to join the UC Care plan. Council members acknowledged that they had received the letter and requested that Roberta Rehm be contacted for more information.

In April, Roberta Rehm, UCSF's representative to the UC Faculty Welfare Committee, attended the Council meeting to provide more information on UC's health care benefit planning. Representative Rehm introduced herself and informed the Council that there are several rumors that she has heard. The first is that UC will be cutting the Blue and Gold PPO and the Kaiser HMO. The theory is that these cuts would be made so that the number of enrollees in UC Care would increase. Representative Rehm confirmed that it is true that UCOP and the Regents are considering ending Health Net Blue and Gold coverage plans in hopes that more faculty and staff will enroll in UC Care. However, it is not true that OP is considering to eliminate Kaiser. In a recent UC Faculty Welfare meeting, faculty were informed that the university is currently in negotiations with Health Net to create a partnership with UC Care. In this potential model, Health Net would run a new UC Care HMO. While a decision is anticipated soon, it does not appear anything will change this year (2015).

The second issue is around health benefits in retirement. It has been rumored that UC is planning cuts to benefits for retirees that move out of California. Representative Rehm investigated the issue and found that there haven't been any relevant discussions on cuts. She detailed that a few years ago, when UC reformed benefits, it was announced that the university would be reducing contributions to retirement savings to 70% for out-of-state retirees. Under this system, a \$3000 grant would be given to out-of-state retirees to purchase a plan on a health exchange market. As far as representative Rehm has heard, there have not been any discussions about changing the \$3000 stipend.

### **UC Schools of Nursing White Paper**

In December, the Dean updated the Council on his work to improve faculty compensation. For the past several months, the Dean's Office has been collaborating with the other three UC SON Deans to make recommendations on how the Health Sciences Compensation Plan can be revised to benefit nursing faculty. To make the case, the Deans collaborated on a white paper document that would be submitted to the Office of the President. Dean Vlahov informed the Council that he had provided the draft white paper to Chancellor Hawgood for consultation. After review, the Chancellor stated that he supported the idea of moving the document forward to UC Office of the President. The Chancellor is actively thinking with the school leadership on solutions to improve faculty access to clinical appointments. In January, when meeting with the Council, Chancellor Hawgood acknowledged the issue, but pointed out it was a problem greater than UCSF and should be addressed at the systemwide level.

In April, the UC School of Nursing White Paper was submitted to Senior Vice President Jack Stobo at the Office of the President. The next step is to have the Provost and the Academic Affairs office review the document. The Deans remain optimistic that the Office of the President will support reforms. There are hopes for further discussions between the Deans and the CEOs of the Medical Centers regarding access to clinical positions.

In May, Council members were informed that Vice President for Academic Personnel Sue Carlson had received the document. In response, she informed the SON Deans that before the white paper can be considered systemwide, there must be letters of endorsement from the respective campus Provosts. The Dean noted that this should not be a problem. The main ask from the white paper is for a faculty salary survey. An implementation plan is now being drafted.

## **Divisional Business**

The School of Nursing Faculty Council took up the following Divisional issues this year:

### **Chancellor's 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 of 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 Nursing 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 resource for faculty development.

In March, the Council was informed that the Chairs of the Faculty Councils, Clinical Affairs and Academic Planning and Budget had all agreed to use the \$91,604 allocation of the Chancellor's 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, Dean Vlahov 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 18 proposals ranging from one-on-one trainings to department-wide development

initiatives. The \$45,802 available for the School of Nursing (\$22,901 from the Senate and \$22,901 from the Dean) was allocated to 10 awarded proposals. The remaining 8 proposals were not funded. In June, the committee on Equal Opportunity donated their funding to one of the SON proposals. The reallocation of funds helped to free up another \$10,000 for the unfunded proposals.

### **Clinical Sciences Retrofit and Renovation Update**

In November, Associate Vice Chancellor of Capital Programs Michael Bade and Associate Director of Capital Programs Patti Mitchell provided an overview of the planned changes to the Clinical Sciences Building and how it would have an effect on faculty, students, staff and visitors of the School of Nursing. Key changes included an improved entrance to Clinical Sciences and a path that will directly lead from Parnassus to Saunders Court. The projected timeline for the full retrofit and remodel of the Clinical Sciences building will be two years. Members provided feedback regarding disabled access and a request for better signage.

### **IT Security Presentation**

In November, 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 ([Appendix 2](#)). Director Phelan reported on the following issues:

- **Background and Context:** UCSF recently commissioned an 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 is ranked 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 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; and, 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 (DSCP):** 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 requires periodic password changes.
- **Actions Taken to Date:** Some of the changes that have already taken place in the new IT security policy are 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 to 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.

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

In February, Associate Dean Dworkin informed the faculty 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 gender difference. To investigate further, the schools have been asked to conduct school and department-level analyses to determine whether there are any inequities. If pay imbalances are found, school and departments must develop action plans to address the problem.

## **School Business**

The School of Nursing Faculty Council took up the following School issues this year:

### **Chancellor Sam Hawgood's Visit**

In January, Chancellor Sam Hawgood attended the Faculty Council meeting to listen to SON faculty comments and concerns. This meeting was part of the Chancellor's listening tour that he started when he officially became Chancellor. In the meeting, Council started the discussion by informing the Chancellor of the strengths of the school such as school rankings and faculty awards. The Council then focused the discussion on opportunities to build the school's vibrancy and competitiveness ([Appendix 3](#)). Members outlined the following challenges:

- Faculty recruitment and retention
- Faculty diversity
- Faculty salaries
- Clinical appointments to the Medical Center
- Student participation in the Medical Center
- Educational innovation investment

The Chancellor was receptive to the concerns and offered to work with the Dean's Office and faculty to mitigate the challenges.

### **Clinical Placements**

In June, Lynne Palazzolo, the new Clinical Placement Coordinator for the School of Nursing, attended the Council meeting to introduce herself and discuss plans for her position and clinical placements. The Council welcomed Lynne and informed her that they were looking forward to her arrival, as clinical placements have become a significant challenge for faculty. Lynne provided information about her background. She informed the Council that the experience that she gained from her previous positions will be of benefit to the School of Nursing.

In regards to clinical placements, she is working with contacts at the San Francisco and Oakland VA offices to determine whether there are opportunities for student placements. At this point there have only been a couple of meetings, but she has hope. She is also looking at developing relationships that do not currently exist with providers in the San Francisco Bay Area. One of the ideas she has is keeping a student at one location to reduce the difficulty of replacing them somewhere else. In response, student representative Marge Suda informed Lynne that she would recommend against keeping students at one location. The diversity of locations shows students how care is delivered differently at different clinics. Lynne accepted the idea and noted that she would consider it. The Council members then explained clinical placement issues within their specific departments. Lynne offered to meet with Council members individually to discuss more details.

## **Dean's 2014-2015 Action Plan**

In November, Dean Vlahov reviewed the recommended actions from the 2014 School of Nursing Faculty Retreat and reported on the initiatives the Dean's office has completed and will do in the future to address the recommendations:

- **Advancing Education:**

Recommendations:

- Leverage innovations in technology to create a more flexible core curriculum
- Create an integrated educational technology team
- Create a Chief Education Office role to advance teaching and learning.

Actions:

- The Dean created an Educational Innovation faculty champion role.
- Approved the recruitment for an instructional designer.
- Partnered with the School of Medicine Technology Enhanced Learning to advance technology and learning in the classroom.
- Another possible initiative to advance education is to explore the creation of Associate Dean for Educational Innovation role.

- **Driving Research:**

Recommendations:

- Expand pilot project funding for launching larger grants and increasing grant funding overall.
- Create a Center for Research and a Shared Research Resources Group.
- Support grant preparation through copy editing, content review, statistical methods, sample size calculations and non-science content.

Actions:

- Initiated succession planning for the Associate Dean of Research.

Potential Actions:

- Encourage further development of research themes to support focused recruitments and attract funding.
- Review current resources in the Center for Research.

- **Expanding Clinical Opportunities:**

Recommendations:

- Work collaboratively with other schools on clinical practice sites.
- Invest in and strengthen clinical sites and preceptor affiliations.

Actions:

- Supported and leveraged practice opportunities within UCSF SFVA and SFGH. The Dean's Office will continue to explore additional opportunities in this area going forward.

Potential Actions:

- Explore opportunity to participate in the UC systemwide student health after-hours nurse advice service.
- Support creative partnerships and agreements for faculty practice opportunities.

- **Supporting Faculty:**

Recommendations:

- Provide and facilitate opportunities for matching research interests of clinical and research faculty.
- More effectively leverage staff support for faculty; regularly evaluate distribution and assess current and future needs.
- Provide faculty development on adult learning.
- Develop new strategies for faculty recruitment and retention with a focus on faculty salaries and diversity .
- Fund limited faculty time for collaboration innovation activities.

Actions:

- The Dean and Chairs have continued to focus on philanthropy to support endowed chairs.

- The search for a Physiological Nursing department chair was initiated.

Potential Actions:

- Invest in Ladder Rank and In-Residence faculty.
- Review the existing department administrative support to identify ways to improve faculty support.

- **Supporting Students:**

Recommendations:

- Increase student knowledge regarding available services.
- Increase financial support for doctoral students.
- Dean's development efforts prioritize MS and PhD students.

Actions:

- Plans have been made to roll out a new web design with focus on providing information to prospective.
- Exploring new financial models for student support.
- Increased focus on philanthropy to support student financial aid.

- **Increasing SON Advocacy and Visibility:**

Recommendations:

- Boldly step forward to support Nursing Practice Act.
- Profile nurse on MUNI buses.
- Put a sign up for the school on Parnassus.

Actions:

- Moved forward with the hiring of a project coordinator to support Typhon users, IT business analyst to improve SON systems, and a Finance Director to focus on finance management and improved post-award support for faculty.

## **DIVA**

In February, DIVA Co-Chairs Erica Monasterio and Teresa Scherzer updated the faculty on the following items:

- DIVA Training Modules: Co-Chair Monasterio informed the faculty that DIVA has decided to offer all modules in one year. The reason is that the group feels it is important for faculty to receive the training in a sequential order.
- Lunch Time Event: DIVA will be holding a lunchtime event with faculty. While the committee understands that it is a challenge to get all faculty to participate on one day, they will be exploring how to make it work.
- Students: The student representatives have been fully integrated into the committee. Currently, the committee has the students coming every other meeting.
- Campus Visibility: Over the course of the past several months there has been a great interest in diversity. A lot of this was sparked after the student's White Coats for Black Lives event that occurred several months ago. In response, the other schools are reaching out to the School of Nursing to learn more about the diversity efforts and the training modules.
- DIVA Event: April 15 will be the committee's second event.

## **DNP Update**

In November, faculty member, Annette Carley provided an update on efforts to implement the multi-campus Doctorate in Nursing Practice (DNP) degree program. The program includes all of the UC Schools of Nursing, including UC Davis, UC Irvine, UCLA and UCSF. She informed the group that the degree proposal is currently working through the Academic Senate approval process. In the summer, the Systemwide Academic Senate requested that all four campuses involved must agree on a final proposal before anything can be submitted to them. UCSF project lead Carley noted that, with the requirement to engage all campuses at once, the Senate review and approval will take a significant amount of time. She projects that the program will be ready for enrollment in the 2016 academic year. One of the other factors

that will extend the process is that since most of the degree is online, WASC approval will be required as well. This additional WASC approval process could add another year to the process.

In December, lead Carley informed the Council that UCLA was going through the process of putting forward the degree proposal to its Graduate Council, and that the campus should approve by April or June 2015. With the approval process, the planned start date of the program has been moved back to the 2016-2017.

In June, the Schools of Nursing decided to demerge the systemwide effort and pursue individual DNP degree programs.

### **Education Hub/Curriculum Project**

In April, Education Technology and Innovation Lead and faculty member Annette Carley attended the Council meeting to review proposed plans for course management and course visioning. As noted by faculty at the Fall Retreat, members are in desperate need for instructional and educational technology support. To help resolve this issue, the school will be considering the development of a new curriculum and education hub. The idea to create a hub came from a review of how the other schools on campus organize their education resources. In order to form a new hub, a staff position will be created. The new person will be the main contact and project manager, and hands-on person to help also faculty with instructional and educational technology needs. The Council was then provided with an overview of the principles for the new structure and the metrics by which the new organization will be evaluated. After the review, Council members offered their support and thanked Lead Carley for all the work she has been doing to further the use of educational technology resources at the school.

### **Faculty Diversity Efforts**

In December, Recruitment and Retention Committee Chair Barbara Burgel and member Howard Pinderhuges attended the Council meeting to discuss the committee's work to increase faculty diversity. Member Pinderhuges informed the Council that over the past 10 years, faculty diversity at the school had not changed. To determine why this was the case, the committee reviewed the hiring practices and determined that they were not useful or effective in developing a diverse hiring pool. To address this problem, the committee, along with support from the Dean's Office is working to develop short-term and long-term plans. Some of the potential solutions being considered include creating additional endowed chair and faculty scholar positions that focus on diversity. Finally, on the retention side, the committee is trying to bring light to the fact that minority faculty are being asked to serve on committees more than their peers in addition to an already full workload. Council members stated that they will bring this up to the Chancellor when he visits.

In May, Co-Chair Barbara Burgel updated the Council on the school's recent efforts to promote faculty diversity.

- **Dean's Initiatives:** The Dean has been working with the department chairs on the importance of considering diversity in the faculty search process. In the short-term, there will be changes to the website to showcase that diversity is important at UCSF and within SON. While the school does not currently have a communications director, faculty and staff are working hard to have changes to the site up by July 15.
- **Guest Faculty Support Initiative:** Faculty have proposed, and the Dean supports, the idea of having underrepresented minority faculty come to UCSF and give guest lectures, or to teach. The Recruitment and Retention Committee feel that a guest faculty program could serve as a soft-recruitment strategy. With the Dean's financial support, the hope is to have 3 to 6 guest faculty members each year. Allocated funds will go to refreshments, a photographer, and meals.

In May, the Dean announced new funding to support diversity initiatives. The Dean noted that the School of Medicine has committed 8 million dollars to help promote diversity. While the School of Nursing does

not have similar resources as Medicine, he would like to announce \$200,000 of funding for the diversity initiatives in the School of Nursing.

In June, Vice Chancellor of Diversity and Outreach Renee Navarro attended the Council meeting to present on faculty diversity best practices. Her report covered the following points:

- Ways to Support Faculty Diversity
  - Outreach: Target national organizations with large minority and/or male membership
  - Search Process Improvement: Focus on advertisement, composition of committee, training, diversity of applicant pool, and recruitment funds
  - Nurture Internal Pipeline
  - Retention Strategies: Mentoring, professional development, research funding, climate
- Search Process
  - It is the responsibility of the dean and the department chair and all faculty to ensure that there is proper outreach, diverse search committee and that recruitment efforts are made.
- Unconscious Bias
  - What is unconscious bias?
    - Social stereotypes about certain groups of people that individuals form outside their own consciousness
    - Patterns based on small bits of information
    - Certain scenarios can activate unconscious stereotypes and attitudes
  - Compelling body of scientific evidence shows unconscious bias pervasively influences
    - Daily interactions
    - Hiring
    - Evaluation
    - Selection of leaders
    - Patient care
  - Ways to overcome unconscious bias
    - In the search process ensure a fair and thorough review of candidates and implement an effective interview process.
    - When evaluating candidates slow down and do not rank order immediately. Instead insist on evidence, no anecdotal stories .
    - Utilize a standardized evaluation form.
- Academic Values that Support Diversity
  - Have each candidate provide a diversity statement, indicating what work they have done that demonstrates their commitment to diversity, equity and inclusion.
- School of Nursing Faculty
  - According to faculty census data there have been little gains in faculty diversity over the past several years.
- Climate within the School of Nursing
  - According to the UC Climate Survey
    - 47% of SON Faculty feel comfortable with the UCSF Climate
    - 25% of URMs in the SON do not feel comfortable with the UCSF Climate
    - 33% of SON faculty feel there is exclusionary behavior

### **Faculty Engagement in the 2015-2016 Budget Planning Process**

In February, Associate Dean Lynda Jacobsen suggested that the Faculty Council develop a SON Academic Planning and Budget subcommittee. The idea was to form a group that could spend more time focusing on the School's budget and allow time for additional faculty consultation. To determine if faculty were interested in this new group, Chair Waters and the Council members surveyed the departments. Based on the responses, most faculty members did not show an interest. As a result, Chair Waters recommended that the Faculty Council devote more time on the School's budget. Council members and the Associate Dean agreed.

### **Faculty Practice and Credentials Policy**

In March, Co-chair of the Faculty Practice Committee, Gerri Collins-Bride, attended the Council meeting to discuss the new Faculty Practice and Credentialing Policy. Under the new policy, all faculty members with appointments greater than 51% and with clinical income will be required to be credentialed through the school. The reason for the policy is to ensure that all faculty members associated with the university have necessary credentialing for providing care to patients.

The implementation of the policy has been a challenge because it requires duplicate credentialing, as faculty members will now need to be credentialed through the clinic of practice and the school. To ensure compliance, the school has been working with faculty to ensure they are on track with the credentialing process. If the credentialing process has not started after numerous contacts, a message will be sent informing the faculty member that they can no longer practice at UCSF. Currently, the rate of faculty compliance to the program is at 80% and the goal is to have 100% compliance as soon as possible. Another concern with the policy is that there will be an increased amount of administrative burden to implement the program. The Faculty Practice Committee is investigating whether the work can be outsourced to the Medical Center, as they already have a unit dedicated to the function of credentialing. The Council members discussed the policy and voted to approve a motion that, when implementing the credentialing policy, there should be a focus on reducing the administrative burden on both faculty and staff.

### **School of Nursing Development Updates**

In October, Justin Marsh, Senior Director of Development, and Lynnette Teti, Director of Development, reviewed the Development Office services available to faculty and answered questions regarding the university's future development plans. Council members were informed of ways they could promote their research and what to do if they know of a potential donor. Senior Director Marsh also encouraged faculty to challenge themselves by developing a grand vision for their research. Members were informed that donors are not interested in meeting needs, but rather funding big visions.

Council members had questions regarding a potential capital campaign to improve the School of Nursing building. Several members noted that other schools around the country have spent a considerable amount of time and effort to develop facilities. Director Marsh informed the group that there are no plans right now for a capital campaign. However, if university leadership ever expresses interest in doing a capital campaign, there first needs to be a feasibility study to determine costs.

In February, SON Development Director Justin Marsh reported on the following items:

- **Alumni:** Director Marsh informed the faculty that compared to all of the other schools, the School of Nursing alumni are the most active in donating. Over 20% of alumni provided a donation to the school.
- **Priorities:** The priorities for the Dean and the development office are to raise funds for faculty endowments and student scholarships.
- **Faculty Support:** Director Marsh reminded the faculty that he and fellow Director Lynnette Teti are always available to assist faculty in development activities.

### **Student Dismissal and Grievance Policy**

In September, Chair Waters informed the Council that last year the Academic Senate passed a new policy for student grievances. As a result of the changes, the School of Nursing will need to update its student dismissal and grievance regulations to align with the campus-wide senate policy. To start the process, Chair Waters contacted Associate Dean Judy Martin-Holland and was informed that the Academic Jeopardy Committee is working on the revisions.

In November, Associate Dean of Academics and Diversity Judy Martin-Holland informed the faculty that as a campuswide changes, each school has been asked to make relevant changes to ensure alignment with the campus-wide policy. Associate Dean Martin-Holland reviewed all related student policies that the

school has on record, how the policies need to be changed, and what is the implementation timeline for the revisions of the policies.

In March, Associate Dean Martin-Holland informed the Council that the Student Affairs Office continues to work on these policies and that there is effort underway to help to ensure that student dismissal and professionalism policies are common across all of the schools. During the discussion, student representative Marge Suda asked whether students could participate in the review of any new policies. Associate Dean Martin-Holland informed Representative Suda that she should contact her office to schedule a meeting.

In May, the faculty was informed that the policy reform process was still ongoing and that the new policies should be made available in the next academic year.

## **Department Reports**

### **Community Health Systems**

- The department hired seven new faculty.
- Two searches are ongoing for a ladder rank faculty with expertise in psychiatric mental health nursing and a clinical faculty with expertise in psychiatric mental health nursing to serve at the VA or Langley Porter.
- Barbara Burch was hired as a clinical faculty in psychiatric mental health.
- Caroline Stevens received a grant for the implementation of a Quality Nursing Care Initiative.
- Sandra Weiss was awarded an NIH R01 grant to research infant stress.
- Suzan Stringari-Murray announced her retirement.

### **Family Health Care Nursing**

- A department retreat was held on September 17. The focus of the retreat was on faculty wellness and the vision for the future.
- Department Chair Linda Frank announced that she will step down as chair. The department had trouble filling vacant clinical faculty positions.
- Council member Audrey Lyndon was congratulated on her grant with Stanford. She is looking into design thinking to improve patient safety. She is also leading a project at UCSF to mitigate material degeneration.
- The department hired a new clinical faculty member at SFGH.
- Melissa Bender and Monica McLemore accepted tenure track positions.
- There is an ongoing search for another tenure track position.
- Kit Chesla was named as the Interim Department Chair.

### **Institute for Health and Aging**

- Three new faculty members were hired.
- Department faculty will be hosting a White House seminar on aging with a December target date.
- The department created a new fact sheet. Council members applauded the resource and suggested a similar document should be created for the other departments and the school.
- The department held an Advanced Care symposium to discuss end-of-life planning; 80 people registered for the symposium, with many community partners in attendance.
- The department released their first issue of the research policy series. This publication reviews recent faculty research. The first edition will feature Wendy Max's aging research.
- The department is working on planning a 30<sup>th</sup> anniversary celebration.

### **Physiological Nursing**

- Members are working to address faculty morale.
- An ongoing search is in progress a new department chair.

- Michele Pelter was hired to replace the tenured-track faculty position vacated by Barbara Drew.
- The department held a retreat in December. Faculty felt the retreat was effective in identifying the goals and needs of the department.
- The department is having trouble making offers to out of state students due to the high-cost of non-resident tuition.
- There is a planned renovation of the department conference room.
- Yoshimi Fukuoka accepted a tenure track position at the Associate Professor rank.
- Brad Aouizerat has announced that he will be moving to NYU.
- Glenna Dowling has announced her retirement.

### Social and Behavioral Sciences

- Faculty have anxiety regarding student funding. The department only has a handful of PhD students.
- Members of the department are working on faculty morale issues.
- Faculty are preparing for the move from Laurel Heights to a new location. Hopefully faculty can be located on the Parnassus campus, closer to the School of Nursing.
- Shari Dworkin moved to the Dean's Office haltime as the Associate Dean of Academic Affairs.
- In October, the sociology program completed its program review.
- The department is close to completing its admissions review cycle. Based on the applications received, the school was able to attract many exceptional and well-qualified individuals.
- Faculty members had discussions regarding the recommendations of the Quantitative Taskforce. One of the recommendations was to merge the school's two quantitative series. Any changes would require additional resources and some faculty were not sure if a merge would be the best solution.
- Ruth Malone announced that she will continue to serve as department chair.

### Student Report

Student representative Marge Suda reported on the following items over the course of the year.

- Clinical Placements: Students are concerned with the lack of available clinical placements. Many students have to wait to be placed and this delay can lead to a lot of personal and academic stress.
- Course Evaluations: In April, students provided feedback to administration and faculty on course and faculty evaluations. Student leaders pointed out that the evaluations take too long and there are too many evaluations to complete. While most students don't mind performing the evaluations, the process has become onerous. For example, one questionnaire, out of many, had 96 questions. Furthermore, students are asked to evaluate many instructors and guest lecturers that they often forget and may not provide accurate responses. After discussion, Council members and Student representative Marge Suda agreed that there should be real-time evaluations.
- TA-ships: Graduate students, in particular doctoral students, are concerned with the lack of TA positions
- Student Dismissal Policies: Students expressed interest in being involved in the review and revision of the student dismissal and handbook policies.

## Going Forward

Ongoing issues under review or actions that the School of Nursing Faculty Council will continue into 2015-2016:

- Clinical Sciences Building
- DNP
- Faculty Morale
- Faculty Succession Planning
- Faculty Onboarding the Process

- Generalist Masters Degree
- Support DIVA
- Supporting Diversity Initiatives

## Appendices

This Annual Report is posted on the [School of Nursing Faculty Council Web page](#) on the [Academic Senate Web site](#). Appendices are embedded into this PDF document.

[Appendix 1](#): Senate Recommendations for Faculty Salary Increase

[Appendix 2](#): IT Security Presentation

[Appendix 3](#): SON Talking Points for Meeting with Chancellor Hawgood

Senate Staff:  
Artemio Cardenas, Senate Analyst  
Artemio.Cardenas@ucsf.edu; 415/476-4245