COMMUNICATION FROM THE SCHOOL OF MEDICINE FACULTY COUNCIL

Wade Smith, MD, PhD - Chair

October 15, 2004

Leonard S. Zegans, M.D.
Chair, Academic Senate

Dear Dr. Zegans,

You requested a formal response from the UCSF School of Medicine Faculty Council to help prioritize the implementation of recommendations made by the 2002 Academic Senate Task Force of Faculty Recruitment, Retention and Promotion. Members of the Council have reviewed the documents and offer the following suggestions.

In general, the Council is not in disagreement with any of the recommendations found in the report and applauds the efforts of those on the Task Force. The Council does recommend a few modifications to enhance the impact of the recommendations as detailed below.

A. Implementation of a Multifaceted Educational Program:

The Council endorses the formal implementation of the Committee on Academic Personnel (CAP) academic checklist in Appendix 9 and recommends that it be required as a first priority. We suggest amending that document to include a signature line from the applicant, so that it is clear this information was disclosed to new hires. The Council goes beyond the recommendation of the Task Force by recommending that the applicant be a target for education (along with Department Chairs, Mentors and search committee members). The Council recommends that a structure be created within the Academic Senate to ensure disclosure of this educational material to the applicant prior to their ultimate negotiation and initial appointment. In this way, applicants can be knowledgeable about what questions to ask so they best understand job expectations, and help determine which series best satisfies their needs.

By following the CAP checklist, and obtaining sign-off from the applicant, many of the stated proposals within this section will be implemented, especially if the applicant is empowered with knowledge about the UCSF system. One additional step suggested by the Council is to assign a faculty mentor at this stage and indicate on the checklist the name of the mentor.

B. Establishment of General Guidelines for New Appointments

The Council felt the highest priority would be to ensure that applicants are hired into the series most appropriate for their expected career plan. The Council does not agree with the process of recruiting to a generic series, then obtaining series change later, and concurs with the Task Force recommendation that this practice be discouraged.
By including the applicant in the process of series choice, Department Chairs and applicants would arrive jointly at the best series choice for the initial appointment, thus minimizing series changes. For this reason, it is the recommendation of the Council that applicants be educated about this process before final negotiations occur so informed decisions can be made, as discussed in section A above.

C. Systematic Review of Existing Faculty in the Adjunct and Clinical Series

The Council endorses the staged review of existing Adjunct and Clinical Series faculty at the merit and promotions stage, including review of current expectations of their job, to best determine if a series change to one with Academic Senate privileges is appropriate. CAP should also have this in mind when reviewing packets and should have the charter endorse migration into Academic Senate Series. An essential tool for following this process is the establishment of a reporting standard from department promotion committees indicating who was reviewed and if series change was recommended.

D. Identification by Campus Administration of Ways to Minimize the Financial Liability of Appointing Faculty to the In-Residence Series.

The Council is aware that this is likely to be one of the more difficult recommendations to implement. It is unclear how often departments are required to provide bridging funding. If this is an uncommon practice, and therefore does not warrant concern in choosing the academic series, chairs should be encouraged to appoint in-residence hires. However, the Council is concerned that the imposed movement of individuals from Adjunct and Clinical series to Academic Senate series will disproportionately build Clinical-X series because of this fear of financial obligation to in-residence faculty. Therefore, adequate diligence is essential not only to move appropriate faculty into the Academic Senate, but also to ensure that faculty are moved into the Academic Senate series appropriate for the career goals of the faculty member.

The School of Medicine Faculty Council appreciates your efforts to improve the workplace at UCSF for its faculty and agree that an important first step is ensuring that both applicant and department chair share a common vision of the future.

Respectfully,

Wade S. Smith, MD, PhD - Chair