Strategy Development (Phase III) will be completed through six “Design Teams” as proposed below. These design teams will be comprised of appropriate combinations of faculty, staff, students, residents, fellows, and post doctoral scholars. The teams will be charged with developing specific strategies and tactics within their respective theme that support the vision and goals defined for UCSF’s future. These goals and team themes are reflective of all of the strategic planning work completed to-date, including the planning interviews, the on-line survey, environmental assessment, and preliminary mission, vision and goals discussed at Board meetings.

Proposed team assignments, or “charges,” are presented on the following pages for each of the Design Teams. These charges are based on each of the UCSF goals that have been assigned to the six teams as part of their strategy development.

**PROPOSED STRATEGY DESIGN TEAMS**

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We are asking the Board to provide input on the following questions:

- **Do the proposed themes for the six teams reflect the priority areas identified through the strategic planning work completed to-date? Are there refinements you would recommend?**
- **Are there charges (assignment questions) that are missing or should be revised, given the strategic planning discussions to-date?**
- **What are your recommendations for membership for any of these strategy design teams (either Board or non-board members)?**

Please return your initial input to these three questions to Julie Kuznetsov (JKuznetsov@chanoff.ucsf.edu) by noon on September 11th so that we can summarize input for discussion at the September 14th Board meeting. At that meeting, Board members will also begin the process of assembling the teams. Thank you.
TEAM A: RECRUITMENT AND RETENTION

GOAL #1: Recruit, mentor and retain faculty, staff, students, resident, fellows, and post doctoral scholars of the highest caliber.

Team Charges to Address the Goal:

a. What are the factors that attract top recruits to UCSF? Are any of these factors deteriorating? What needs to be done to address deteriorating factors? How can we capitalize on existing strengths?

b. What are the factors that cause top candidates to choose another institution over UCSF? What can UCSF do strategically to overcome these obstacles?

c. What strategies should UCSF implement to recruit top:
   - Faculty?
   - Staff?
   - Students?
   - Residents?
   - Fellows?
   - Post doctoral scholars?

d. What strategies should UCSF implement to retain top:
   - Faculty?
   - Staff?
   - Students?
   - Residents?
   - Fellows?
   - Post doctoral scholars?

e. How can UCSF ensure that effective mentoring takes place for faculty, staff, students, residents, fellows and post-doctoral scholars? What programs and systems need to be established to reward good mentoring?

GOAL #2: Educate and employ a diverse workforce.

Team Charges to Address the Goal:

a. What methods for improving diversity have been successful at UCSF?

b. Are there specific obstacles at UCSF that inhibit recruitment and retention of a representative community?

c. What new strategies should be implemented to create a more diverse campus community? Differentiate between students, residents, fellows, post doctoral scholars, faculty and staff, as needed.
GOAL #3: Provide a supportive work environment that fosters communication and collaboration.*

Team Charges to Address the Goal (note that ALL teams will address this Goal):

a. What strategies should be employed to protect the culture of collaboration at UCSF?

b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?

c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF’s future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges)
TEAM B: RESEARCH DIRECTIONS

GOAL #4: Foster the UCSF research enterprise across multiple sites; determine priority research areas, as well as the criteria for defining priorities, for further development.

Team Charges to Address the Goal:

a. What criteria should be used to select priority research areas for the future? Rank the criteria in order of importance.

b. What research areas should be considered for further development?

c. How does each research area rate relative to each criteria recommended above under question a?

d. How best can the UCSF research enterprise be fostered across multiple campuses and schools in the short- and long-term?

GOAL #5: Build novel interdisciplinary and inter-school approaches towards education, research and health care that prepare UCSF for the future.*

Team Charges to Address the Goal:

a. Given the priority research areas identified for UCSF’s future (under Goal #4 charges above), what novel interdisciplinary and inter-school approaches should be developed to ensure success of the research enterprise?

b. What, if any, other resources (faculty, space, cores, etc.) are needed to ensure these approaches are successfully implemented?

GOAL #6: Develop innovative education and research programs across professional schools that support the vision for UCSF of promoting global health.*

Team Charges to Address the Goal:

a. What specific strategies are needed to advance innovative research in global health across professional schools at UCSF?

b. How can this best be accomplished across UCSF’s professional schools?

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.
GOAL #7: Strengthen relationships with other University of California campuses that provide collaborative opportunities with other science disciplines.

Team Charges to Address the Goal:

a. Given the priority research areas as well as the novel interdisciplinary and inter-school approaches identified above, what disciplines are not available at UCSF that will be needed in the future to advance the UCSF research agenda?

b. Which UC campuses have these disciplines as institutional strengths and represent potential collaborators?

c. What mechanisms and infrastructure are needed to facilitate these collaborations?

GOAL #8: Work in partnership with the community to reduce health disparities.*

Team Charges to Address the Goal:

a. How do we define “community” with respect to this goal?

b. In what ways, from a research perspective, is UCSF most likely to contribute to the reduction of health disparities?

c. Through which community partnerships can this goal be achieved? How can current community partnerships be strengthened to achieve this goal?

d. What are the objective measures to assess progress in meeting this goal?

GOAL #3: Provide a supportive work environment that fosters communication and collaboration.*

Team Charges to Address the Goal (note that ALL teams will address this Goal):

a. What strategies should be employed to protect the culture of collaboration at UCSF?

b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?

c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF’s future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges.)

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.
TEAM C: EDUCATION AND TRAINING FOR THE FUTURE

GOAL #5: Build novel interdisciplinary and inter-school approaches towards education, research and health care that prepare UCSF for the future.*

Team Charges to Address the Goal:

a. What are the educational needs of future students, residents, fellows, and post doctoral scholars?

b. Were interdisciplinary and inter-school educational programs and/or curricula identified as important pursuits for UCSF’s future in response to question a?

c. What, if any, are the obstacles at UCSF to enhancing interdisciplinary and inter-school education? How should these be addressed to enhance interdisciplinary and inter-school education at UCSF?

d. What other steps need to be taken to build new educational programs and approaches?

GOAL #6: Develop innovative education and research programs across professional schools that support the vision for UCSF of promoting global health.*

Team Charges to Address the Goal:

a. What types of educational programs are needed in global health and population sciences at UCSF and why are they needed?

b. What steps need to be taken to institute these programs at UCSF?

c. Are there strong models or examples of these programs elsewhere that UCSF may want to emulate?

GOAL #9: Enhance cross-training for faculty, students, residents, fellows and post-doctoral scholars that provides greater exposure to basic science training for clinicians and to clinical and health sciences training for researchers.

Team Charges to Address the Goal:

a. What strategies can UCSF implement to provide greater exposure to basic science training for clinicians?

b. What strategies can UCSF implement to provide greater exposure to clinical and health sciences for researchers?

c. How will success be measured in attaining this goal?

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.
GOAL #8: Work in partnership with the community to reduce health disparities.*

Team Charges to Address the Goal:

a. How do we define “community” with respect to this goal?

b. In what ways, from an educational perspective, is UCSF most likely to contribute to the reduction of health disparities?

c. Through which community partnerships can this goal be achieved? How can current community partnerships be strengthened to achieve this goal?

d. What are the objective measures to assess progress in meeting this goal?

GOAL #3: Provide a supportive work environment that fosters communication and collaboration.*

Team Charges to Address the Goal (note that ALL teams will address this Goal):

a. What strategies should be employed to protect the culture of collaboration at UCSF?

b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?

c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF’s future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges.)
TEAM D: CLINICAL CARE: QUALITY, SAFETY, ACCESS AND PATIENT SATISFACTION

GOAL #10: Develop systematic approaches that enhance health care quality and patient safety, access and satisfaction.

Team Charges to Address the Goal:

a. What mechanisms are in place at UCSF to monitor and manage each of these parameters?

b. What evidence do we have of success or failure in these domains?

c. What strategies should be implemented to enhance UCSF’s performance in health care quality and patient safety, access and satisfaction? Specifically consider both inpatient and outpatient care at all sites.

GOAL #5: Build novel interdisciplinary and inter-school approaches towards education, research and health care that prepare UCSF for the future.*

Team Charges to Address the Goal:

a. What interdisciplinary and inter-professional approaches towards health care are important pursuits for UCSF’s future?

b. What, if any, are the obstacles at UCSF to enhancing interdisciplinary and inter-professional health care? How should these be addressed to enhance interdisciplinary and inter-professional health care at UCSF?

c. What steps need to be taken to accomplish this Goal from a health care perspective? What resources may be required for successful implementation?

GOAL #8: Work in partnership with the community to reduce health disparities.*

Team Charges to Address the Goal:

a. How do we define “community” with respect to this goal?

b. In what ways, from a health care perspective, is UCSF most likely to contribute to the reduction of health disparities?

c. Through which community partnerships can this goal be achieved? How can current community partnerships be strengthened to achieve this goal?

d. What are the objective measures to assess progress in meeting this goal?

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.
**GOAL #3: Provide a supportive work environment that fosters communication and collaboration.***

*Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.*

**Team Charges to Address the Goal (note that ALL teams will address this Goal):**

a. What strategies should be employed to protect the culture of collaboration at UCSF?

b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?

c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF’s future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges.)
TEAM E: INFRASTRUCTURE AND RESOURCES

GOAL #11: Secure sustainable and diversified funding to carry out the vision.

Team Charges to Address the Goal:

a. Considering all of UCSF’s funding sources (EA pgs IV-2 and IV-3), what sources are the most likely targets for growth in the future?

b. What steps should UCSF take to secure those funds?

c. What alternatives should UCSF pursue in the event that these funds cannot be reliably secured?

d. How can UCSF foster its development efforts and increase endowments?

e. Should UCSF strengthen partnerships with private industry to diversify funding, and if so, how?

GOAL #12: Develop communication systems, including information technologies, that bridge missions, campuses, schools and departments, that allow all to operate efficiently, facilitate collaboration, and build community.

Team Charges to Address the Goal:

a. What systems are already in place at UCSF to facilitate communication, efficiency and collaboration? How can these systems be enhanced?

b. What duplicative systems are maintained by different schools, campuses and operating units that should be centralized?

c. Are there systems that are currently centrally administered that should be decentralized?

d. What new technology and/or infrastructure is needed to enhance efficiency, collaboration, and communication across campuses and schools?

GOAL #13: Increase recognition of UCSF’s contributions and status in the local community, the state, nation and the world.

Team Charges to Address the Goal:

a. What has UCSF already done well to improve its recognition and status?

b. What strategies can UCSF implement that would increase recognition of its contributions and status:
   • Locally?
   • State-wide?
   • Nationally?
   • Internationally?

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.
c. What additional steps are needed to enhance the stature of UCSF?

d. How will we know that UCSF’s recognition has improved?

e. How should UCSF address the following recommendations, which surfaced during the Strategic Planning interviews, if at all?

- Strengthen public relations and marketing to promote UCSF’s strengths and contributions to the Bay Area.
- Effectively utilize advisory groups, grateful patients and donors.
- Prepare an economic impact/community benefit analysis and statement.
- Improve communication and involvement with the Bay Area community and UCSF’s neighborhoods.

**GOAL #14**: Provide facilities and infrastructure that accommodate planned growth, academic strategic priorities and UCSF’s vision.

**Team Charges to Address the Goal:**

a. Given that UCSF has increased its total available square footage by 36 percent in the last five years, is more space needed? If so for what purpose and where should it be located?

b. Describe an optimal process for allocating space. How can space-related decisions be more transparent?

c. What types of infrastructure will be needed to ensure that top priority strategies (as recommended by each of the Strategy Design Teams) are successfully implemented at UCSF? What already exists or is planned for, what needs improvement and what would be new resource requirements?

d. Assuming that a multi-campus configuration is likely to exist for several more years, if not permanently, what steps should be taken to maintain unity and ease the difficulties caused by geographic dispersion?

**GOAL #15**: Streamline or enhance management practices to ensure accountability and transparency throughout UCSF.

**Team Charges to Address the Goal:**

a. What processes and practices at UCSF need to be streamlined or enhanced?

b. Does “streamlining” necessitate greater centralization or decentralization? If so, how will departments be convinced/compelled to relinquish control and perhaps customization and flexibility and/or accept additional responsibility and accountability? If not, what is the definition of streamline?

c. What principles and techniques should be employed to streamline or enhance processes identified in question a?
d. What is currently obscured that should be made more transparent? What techniques should be used to increase transparency?

**GOAL #3**: Provide a supportive work environment that fosters communication and collaboration.*

*Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.*

**Team Charges to Address the Goal (note that ALL teams will address this Goal):**

a. What strategies should be employed to protect the culture of collaboration at UCSF?

b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?

c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF’s future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges.)
TEAM F: LEADERSHIP AND GOVERNANCE

GOAL #16: Ensure top quality institutional leadership for UCSF to excel.

Team Charges to Address the Goal:


b. What strategies should UCSF implement to recruit and retain top executive leadership?

c. What mechanisms are in place to evaluate leadership performance? What process and criteria should be considered to evaluate leadership across UCSF? Should specific rewards or consequences be assigned to enhance accountability? If so, what are they?

d. How does the current organizational structure inhibit or encourage strong leadership and accountability? What changes are needed to enhance these?

e. How should UCSF go about sustainably grooming next generations of leadership?

f. How can UCSF generate and foster a culture of leadership?

GOAL #3: Provide a supportive work environment that fosters communication and collaboration.*

Team Charges to Address the Goal (note that ALL teams will address this Goal):

a. What strategies should be employed to protect the culture of collaboration at UCSF?

b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?

c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF’s future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges.)

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.
APPENDIX - PRELIMINARY UCSF GOALS

GOAL #1: Recruit, mentor and retain faculty, staff, students, resident, fellows, and post doctoral scholars of the highest caliber.

GOAL #2: Educate and employ a diverse workforce.

GOAL #3: Provide a supportive work environment that fosters communication and collaboration.*

GOAL #4: Foster the UCSF research enterprise across multiple sites; determine priority research areas, as well as the criteria for defining priorities, for further development.

GOAL #5: Build novel interdisciplinary and inter-school approaches towards education, research and health care that prepare UCSF for the future.*

GOAL #6: Develop innovative education and research programs across professional schools that support the vision for UCSF of promoting global health.*

GOAL #7: Strengthen relationships with other University of California campuses that provide collaborative opportunities with other science disciplines.

GOAL #8: Work in partnership with the community to reduce health disparities.*

GOAL #9: Enhance cross-training for faculty, students, residents, fellows and post-doctoral scholars that provides greater exposure to basic science training for clinicians and to clinical and health sciences training for researchers.

GOAL #10: Develop systematic approaches that enhance health care quality and patient safety, access and satisfaction.

GOAL #11: Secure sustainable and diversified funding to carry out the vision.

GOAL #12: Develop communication systems, including information technologies, that bridge missions, campuses, schools and departments, that allow all to operate efficiently, facilitate collaboration, and build community.

GOAL #13: Increase recognition of UCSF’s contributions and status in the local community, the state, nation and the world.

GOAL #14: Provide facilities and infrastructure that accommodate planned growth, academic strategic priorities and UCSF’s vision.

GOAL #15: Streamline or enhance management practices to ensure accountability and transparency throughout UCSF.

GOAL #16: Ensure top quality institutional leadership for UCSF to excel.

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.