School of Medicine Faculty Council  
Elyse Foster, MD, Chair

ANNUAL REPORT  
2007-2008

Primary Focus Points for the Year:
• School of Medicine Leadership Transition  
• Pathways to Discovery Initiative  
• Faculty Compensation  
• Medical Center Strategic Planning

Task Forces, Special Committees, and Sub-Committees:
• Proposed Vendor Relations Guidelines (Daniel Bikle and Quinn Cheng)  
• Graduate Students in University Instruction (Nancy Byl)  
• Proposed Revisions to the Health Sciences Code of Conduct (Daniel Bikle)  
• Faculty Reimbursement of Grant Cost Overruns (Philip Rosenthal)  
• School of Medicine Dean Search Committee (Elyse Foster)

Issues for Next Year (2008-2009)
• School of Medicine budget planning  
• Faculty compensation, including review of faculty salary equity by gender  
• Faculty mentoring, including more effectively communicating career advancement, salary and benefits information to faculty at all stages in their careers  
• Clinical faculty  
  o Continue the dialogue with Medical Center Administration, Dean’s Office, and Department Chairs regarding the ambulatory clinics and clinical faculty.  
  o Continue to address the concerns of UCSF clinical faculty, in conjunction with the Clinical Affairs Committee.  
  o Improve efficiency in staff and space resource allocation in the clinics.  
  o Implementation of Medical Center Strategic Plan  
• Implementation of Pathways to Discovery Program  
  o Faculty commitments  
  o Faculty compensation  
• Ongoing participation in campus initiatives  
  o Strategic plan implementation  
  o Changes in UCRP contributions

2007-2008 Members

Elyse Foster, Chair  
Rebecca Jackson, Vice Chair  
Daniel Bikle  
H. Quinn Cheng  
Cynthia Curry  
Joan Etzell  
Heather Fullerton  
Thomas Novotny  
Aliya Qayyum  
William Schecter  
Youngho Seo

Ex-Officio Members
Bobby Baron, Associate Dean, Graduate Medical Education  
Donna Ferriero, Vice Dean, Academic Affairs  
Samuel Hawgood, Interim Dean  
Harry Hollander, Chair, Committee on Curriculum and Educational Policy  
David Irby, Vice Dean, Education

Number of Meetings: 9  
Senate Analyst: Heather Alden
Systemwide Business

Proposed Amendments to Academic Personnel Manual (APM) 710, 711, 080
The Faculty Council reviewed the proposed amendments to APM 710, 711 and 080 (Appendix 1).

UC Systemwide Reports on Diversity
The Systemwide Reports on Diversity was distributed to the Faculty Council for information (Appendix 2).

Please refer to Task Forces, Special Committees and Subcommittees for other Systemwide issues considered by the Faculty Council in 2007-08.

Divisional Business

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

UCSF Strategic Plan
On March 20, 2008, Eugene Washington, Executive Vice Chancellor and Provost updated the Faculty Council on the campus’ progress on the issues outlined in the UCSF Strategic Plan. He highlighted the following points:
• The UCSF Strategic Plan website is continually updated with new information, including progress toward achieving strategic directions outlined in the Strategic Plan.
• The UCSF Strategic Plan is a baseline for the campus. Building on the campus-wide strategic plan, each School, the Graduate Division and the Medical Center should establish their highest priorities to establish the UCSF Academic Goals.

UCSF Clinical Enterprise Strategic Planning
On March 20, 2008, Nancy Milliken, Vice Dean, School of Medicine and Jay Harris, Chief Strategy and Business Development Officer, UCSF Medical Center presented “Clinical Enterprise Strategic Planning Update” (Appendix 3) to the Faculty Council, reporting on the results of the February 9, 2008 UCSF Clinical Enterprise Strategic Planning Retreat. The Medical Center Strategic Planning process is intended to generate consensus about overarching priorities and to determine strategies for achieving those priorities. Development of specific tactics for addressing the priorities will carry beyond the Strategic Planning process, and will likely be carried out by departments and the Medical Center. Key issues raised by the Faculty Council for the Medical Center Strategic Planning included under-compensation of faculty for clinical work, particularly in the ambulatory care setting, and determining the UCSF patient mix, including questions about payer mix, geographic area and addressing the needs of the teaching and research missions.

Chancellor’s Advisory Committee on the Status of Women (CACSW)
On June 19, 2008, Elizabeth Ozer, 2008-2009 CACSW Chair updated the Faculty Council on the CACSW’s structure and the issues it considered during 2007-08. CACSW typically includes about 25 people from UCSF. People usually serve a two to three-year term on the committee.
• Currently CACSW includes four working subcommittees: Mentoring, Family-Work-Life, Faculty and Staff Career Advancement/Salary Equity, and Communicating with the Campus Community.
• CACSW is working on an online database for mentoring resources, with an emphasis on mentoring junior faculty and finding ways to find ‘family friendly’ policies, particularly to support parenting and childcare issues.
• To help build a community among junior faculty, CACSW hosted a conference last year on career advancement.
• CACSW advocates for family-friendly policies and infrastructure at UCSF
  o Improving the affordability and accessibility of childcare for the campus community, particularly for postdoctoral scholars, including sick care for children.
• Improving transparency and availability of information about pregnancy & maternity leave policies especially for postdoctoral scholars and fellows.
• Scheduling faculty meetings and grand rounds during hours that do not interfere with family responsibilities.
• Revisiting 80% time or part time option for faculty.
• Examining staff salary equity.

Adjunct Faculty Equity at UCSF
On April 17, 2008, Youngho Seo presented statistical data on Adjunct faculty within UCSF (Appendix 4), in the UC system and perceptions of the Adjunct title from other universities, funding agencies and publishers. He noted that in clinical departments at UCSF, PhD faculty are disproportionately represented in the Adjunct series.

In the discussion following Youngho Seo’s presentation, the Faculty Council raised the following points:
• The Adjunct series is often used by departments to allow faculty time to determine which series they would like to enter. Subsequently, MD Assistant Adjunct faculty are usually promoted to Associate Clinical X or ladder-rank positions.
• Representation in the Academic Senate is an important factor. For example, Academic Senate faculty are separated from non-Senate faculty in cases of dismissal and the availability of faculty housing assistance.
• Adjunct faculty cannot supervise the theses of their students, although they can serve on their committees.
• One solution to address the perception of the Adjunct title outside the UC system is to not use the title qualifiers such as Adjunct or In Residence when submitting grant applications or materials for publication.

Faculty Mentoring Program
October 18, 2007 Mitchell Feldman, Director, Faculty Mentoring Program updated the Faculty Council on the UCSF Faculty Mentoring Program. The Mentoring program was developed in response to a 2002-03 faculty survey, in which the faculty requested improved welcoming and professional development. In this survey, one in eight faculty believed that UCSF provided adequate faculty mentoring. The Faculty Mentoring Program has been developed, along with other programs such as the CORO Leadership Program, to address stated needs. The Faculty Mentoring Program is under the auspices of the Chancellors Council on Faculty Life (CCFL) with oversight by Executive Vice Chancellor and Provost Eugene Washington and Vice Provost Sally Marshall.

Research in the field indicates that faculty who are mentored are happier and more successful in their careers. This is an important component of faculty recruitment and retention. The main targets of the mentoring program are junior faculty and new faculty. As of October, 2007, there are about 1800 potential mentees in the faculty mentoring program. Faculty whose major responsibilities are either clinical care or medical education were less likely to identify a mentor. Mentored faculty were likely to have higher self efficacy scores.

Mitchell Feldman and his colleagues are developing the UCSF Faculty Mentoring Program:
• Asking departments for a list of mentor-mentee pairings to verify that meetings are taking place.
• Working with Renee Navarro, Director of Academic Diversity to improve diversity on campus.
• Developing annual awards for outstanding mentoring, the first of which were given this year.
• Publishing pamphlets on mentoring.
• Training the trainers to develop mentors in the departments.
• Offering leadership and negotiation workshops.

In 2008-09, Mitchell Feldman will return to update the Faculty Council on the program’s progress.
This year, the School of Medicine Faculty Council took up the following issues related to the San Francisco Division:

**Leadership Transition in the School of Medicine Dean’s Office**
On December 20, 2007, Interim Dean Hawgood, Executive Vice Chancellor and Provost Washington and Executive Vice Dean Yamamoto discussed with the Faculty Council the December 14, 2007 leadership transition in the School of Medicine.

Faculty Council members expressed concerns about the way the process was communicated to faculty members and about the financial health of the School of Medicine. Interim Chair Hawgood stated that once he has reviewed all the relevant information, he will communicate more information to the faculty.

Executive Vice Chancellor and Provost Washington assured the Faculty Council that Chancellor Michael Bishop followed the required procedures. Faculty Council members requested that Chancellor Bishop communicate to the faculty that procedures were followed in the process.

Chair Foster thanked Interim Dean Hawgood, Executive Vice Chancellor and Provost Washington and Executive Vice Dean Yamamoto for attending the meeting and requested that they remain in communication with the Faculty Council.

The Faculty Council expressed their appreciation for the work David Kessler did for the School of Medicine and appreciation for Interim Chair Hawgood for taking on his new role.

**School of Medicine KPMG Financial Review**
On February 21, 2008 Interim Dean Hawgood presented an overview of the KPMG financial review for the Faculty Council. This review was the third in a series of financial reviews of the central medical school or Dean’s office finances. The most important outcome of the KPMG report is that there is no evidence of wrongdoing and that the Dean’s office has adequate reserves. They did recommend better documentation of how different financial schedules are developed from the General Ledger.

- The main difference between the KPMG audit and the audit conducted by the Executive Vice Chancellor’s office was the categorization of the Dean’s Discretionary Funds. The Executive Vice Chancellor’s audit took a more conservative view of monies categorized as Dean’s Discretionary Funds. Therefore the KPMG fiscal year-end balances were higher than those generated for the Executive Vice Chancellor’s report.
- For any given year in the 2001-2006 period audited, KPMG found no discrepancy greater than 5%, an acceptable variance for this kind of review.
- There were no large or unexplainable discrepancies, but KPMG made a strong recommendation to develop better documentation to be more clear and consistent about developing working documents for particular purposes that are easily traced by an outside reviewer.
- The reserves reported by KPMG do not take into account the encumbrances against the reserves. There have been 18 new department Chairs and ORU heads in the last four years, so as expected there are significant encumbrances against those reserves.
- Currently two groups have been engaged to consider the campus finances (Kaufman Hall and the Huron Group).
- Presenting these data is an important step toward increasing transparency in the School of Medicine.

**The Faculty Council’s Role in the School of Medicine Budgetary Process**
While Daniel Bikle was Chair of the Senate, the Academic Senates at other campuses had greater involvement in the school budgetary process. At other schools at UCSF, the Dean met with the faculty council to outline plans and priorities for the coming year. This would be presented to then-Vice Chancellor of Academic Affairs
Dorothy Bain who reviewed and compiled the information into a five year strategic plan for the campus that was subsequently forwarded to the campus for review.

In the Schools of Nursing and Pharmacy the Deans did meet with their faculty councils to review the budget. In the School of Nursing, there has always been a good relationship between the Dean and the Faculty Council. This has never been the case in the School of Medicine.

Prompted by the successful participation of faculty on the Academic Planning and Budget Committee in the creation of UCSF’s Mission Bay campus, Daniel Bikle and Stanton Glantz sought to gather information to propose a revision of the school budgetary review process at UCSF. To that end, S. Glantz interviewed the UCLA School of Medicine Faculty Council Chair and learned that the UCLA process includes a discussion between the Dean and the Faculty Council about the budget process including information about hiring, salaries, budget projections, etc. At UCLA, this is by agreement as part of shared governance.

Daniel Bikle and Stanton Glantz reviewed detailed information about the UCLA procedures and modified them for UCSF. At UCSF, the Deans felt that they did not want to provide specific information about hires or salary information for existing faculty or faculty who were receiving bridge funding from the Dean’s office (as was included in the UCLA review process). That was the major change that allowed the UCSF academic senate and the Deans to agree to a shared process. The agreement was drafted and signed (summarized in Appendix 5). With this agreement, budgetary issues were reviewed by the faculty councils and the Committee on Academic Planning and Budget, and the Academic Senate gained two seats on the Chancellor’s Executive Budget Committee. The advantage of this process for the school Deans was that with the review of their budgets by faculty, they were able to present stronger cases when negotiating budget issues one-on-one with the Chancellor.

In March each year, budget information should be distributed by the Deans to the Faculty Councils to be reviewed. In previous years, this process was implemented with mixed success for the School of Medicine. In the years when information was made available to the Faculty Council for review, Senior Vice Chancellor, Finance and Administration Steve Barclay was an important part of facilitating the process.

The most important outcome of this process is to increase transparency in the management of resources in the School of Medicine. Furthermore, faculty input into the process helps the Dean determine the budgetary priorities for the School, particularly for budgetary negotiations with the Chancellor. The Faculty Council can be an important resource for the Dean in this process. It is an important part of shared governance.

Although the School of Medicine Dean’s Office is only responsible for about ten percent of the School of Medicine budget, that ten percent funds projects outside and across departments, such as the stem cell research center.

As the Faculty Council continues to work with the Dean in this process, information should be gathered from and transmitted to the entire School of Medicine faculty regarding School budgetary issues. In the coming year, the Faculty Council will discuss further how to distribute information to and get input from faculty colleagues in the School on this and other issues. In working with the Dean on planning issues, it is important to align priorities with those in the UCSF and School of Medicine Strategic Plans.

**Proposed Department of Emergency Medicine**

On October 18, 2007 Michael Callaham, Chief, Division of Emergency Medicine, Department of Medicine and Alan Gelb, Chief, Division of Emergency Services, SFGH presented to the Faculty Council their proposal (Appendix 6) for a new Department of Emergency Medicine to be formed within the School of Medicine. Following their presentation and a discussion period, the Faculty Council recommended approval of the proposed department.

**Proposed Department of Bioengineering and Therapeutic Sciences**
Based on information presented on January 24, 2008 by Sarah Nelson, Chair, Program in Bioengineering and Keith Yamamoto, Executive Vice Dean, School of Medicine presented the proposal (Appendix 7) for the formation of the Department of Bioengineering and Therapeutic Sciences, the Faculty Council recommended approval of the proposed department.

**Proposed Department of Radiology Name Change**
The Faculty Council recommended approval of the proposed Department of Radiology name change to Department of Radiology and Biomedical Imaging. (Appendix 8)

**Pathways to Discovery Program**
On April 17, 2008, Josh Adler, Director, Pathways to Discovery, presented the history and evolution of the Pathways to Discovery Program to date. At that time, three pathways (Molecular Medicine, Health Professions Education, and Global Health) had been approved and the Clinical and Translational Sciences pathway was pending resolution of one issue prior to approval. A formal proposal is expected from the Health and Society pathway by the end of May. An important aspect of the program planning includes consideration of how to teach across the schools. To that end, Executive Vice Chancellor Eugene Washington convened a campus-wide committee to discuss the curricular calendars in each of the schools to look for ways to facilitate a cross-school curriculum.

Following his presentation, the Faculty Council raised the following issues:

- The impact of the new program on faculty will vary by discipline. Faculty who run well-funded research groups can easily bring students into their research groups to provide mentoring. For faculty who do not operate large research groups, incorporating students from the program will be more challenging.
- Currently, the amount of funding available from the School of Medicine does not cover the entire cost of the program. To grow, the program will need extramural support. The program is also considering limiting the number of students to increase the level of performance of those who participate.

**Faculty FTE Distribution by Department**
On November 8, 2007 Tom Novotny presented data to the Faculty Council regarding FTEs in the School of Medicine. The School of Medicine has 1800 FTEs, 304 of which are State-funded. In 2008-2009 Tom Novotny will research how much of the School of Medicine State-funded FTEs are dedicated to teaching. One member suggested requesting a sampling from the Committee on Academic Personnel to determine teaching responsibilities.

![Figure 1. Distribution of State-Funded FTEs in the School of Medicine](image)

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<th>Dept</th>
<th>Sum of Distribution %</th>
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<td>BIOCHEMISTRY &amp; BIOPHYSICS</td>
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<td>CARDIOVASCULAR RESEARCH INST</td>
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<td>DEAN'S OFFICE AFFILIATES</td>
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<td>EPIDEMIOLOGY &amp; BIOSTATISTICS</td>
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<td>LABORATORY MEDICINE</td>
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Pilot AAMC COACHE Survey on Faculty Climate
On January 24, 2008, Donna Ferriero, Vice Dean, Academic Affairs presented the summary of the Faculty Climate Survey (Appendix 9) to the Faculty Council. The key information highlighted by the survey include the perception that UCSF values teaching and community service, but that UCSF fails to address faculty needs for salaries, housing and tuition benefits. The most important perceived problem is the lack of transparency.

Faculty Council members concurred with the need for improved transparency in the School of Medicine. D. Ferriero sought feedback from the Faculty Council on ways to improve communication between the administration and faculty. Faculty Council members made the following suggestions:

- Focus on distributing information via department chairs and division chiefs, with goal of shifting the culture at the department and division levels. Include a mechanism of accountability for department chairs and division chiefs to facilitate a culture shift, perhaps including it as an aspect for review by the Dean.
- Specifically address the concerns of junior faculty including salaries, workplace equity, clearly defined goals and job descriptions, as well as other daily work-life issues. Important opportunities for communicating with faculty are just after hire and at career transition points such as promotion from Assistant to Associate titles.
- Continue to support the UCSF Faculty Mentoring program, as it may alleviate some of the faculty concerns described in the survey.

D. Ferriero noted that the UCSF Faculty Mentoring program was implemented to address many of these issues, and that faculty from troubled departments or divisions are invited to meet with the Dean to discuss their concerns (“Breakfast with the Dean”). D. Ferriero encouraged Faculty Council members to send questions and feedback about the survey and related issues to her.

Faculty Salary Equity Report
On February 21, 2008 Renee Binder, Associate Dean, Academic Affairs and Russell Fitzgerald, Assistant Director, Academic Affairs presented the results of the Report on Faculty Salary Equity to the Faculty Council
The report indicated differences in salary detected gender differences in faculty salaries in the School of Medicine, with discrepancy of about 12%. R. Binder and her colleagues will do further analyses and will present the data to the department chairs for further feedback. The Faculty Council suggested that the analyses use national AAMC (Association of American Medical Colleges) median salaries to compare specific subspecialty salaries at UCSF, that the data should be aggregated at the department level, and that a summary be provided to help department chairs analyze the issue.

**Supplemental Life and Disability Insurance**

Based on information presented on November 8, 2007 by Keith McNeil, McNeil Benefits Insurance Services (Appendix 11), the Faculty Council voted to recommend that the Long Term Disability waiting period be reduced to 90 days, that the life insurance benefit should be doubled and that the Survivor Income Benefit should be eliminated.

**Task Forces and Other Committee Service**

This year, members of the School of Medicine Faculty Council served on the following Academic Senate task forces or other campus committees as representatives of APB or the Academic Senate. Where possible, the reports from these task forces or committees are linked to or attached to this Annual Report.

- Liaison to the Clinical Affairs Committee (Quinn Cheng)
- Proposed Vendor Relations Guidelines (Daniel Bikle and Quinn Cheng) (Appendix 12)
- Graduate Students in University Instruction (Nancy Byl) (Appendix 13)
- Proposed Revisions to the Health Sciences Code of Conduct (Daniel Bikle) (Appendix 14)
- Faculty Reimbursement of Grant Cost Overruns (Philip Rosenthal) (Appendix 15)
- School of Medicine Dean Search Committee (Elyse Foster)

**Going Forward**

Ongoing issues under review or actions which the Faculty Council will continue into 2008-2009:

**Issues for 2008-09**

In 2008-09, the Faculty Council would like to consider the following issues:

- School of Medicine budget planning
- Faculty compensation, including review of faculty salary equity by gender
- Faculty mentoring, including more effectively communicating career advancement, salary and benefits information to faculty at all stages in their careers
- Clinical faculty
  - Continue the dialogue with Medical Center Administration, Dean’s Office, and Department Chairs regarding the ambulatory clinics and clinical faculty.
  - Continue to address the concerns of UCSF clinical faculty, in conjunction with the Clinical Affairs Committee.
  - Improve efficiency in staff and space resource allocation in the clinics.
  - Implementation of Medical Center Strategic Plan
- Implementation of Pathways to Discovery Program
  - Faculty commitments
  - Faculty compensation
- Ongoing participation in campus initiatives
  - Strategic plan implementation
  - Changes in UCRP contributions
**Appendices**

| Appendix 1: | Proposed Amendments to Academic Personnel Manual (APM) 710, 711 and 080 (December 3, 2007) |
| Appendix 2: | Regents’ Task Force on Diversity Reports (January 2, 2008) |
| Appendix 3: | Clinical Enterprise Strategic Planning Update for the School of Medicine Faculty Council (March 20, 2008) |
| Appendix 4: | Adjunct Faculty Equity (April 17, 2008) |
| Appendix 5: | Proposed Integration of the Academic Planning and Budget Committee into Campus Short- and Long-Range Planning and Budgeting (June 4, 2002) |
| Appendix 6: | Source Documents and Recommendations of the Task Force Reviewing the Proposal for a New Department of Emergency Medicine are indexed and available for download from this Web page (http://senate.ucsf.edu/2007-2008/divvote-deptemermed.html). |
| Appendix 7: | Source Documents and Recommendations of the Task Force Reviewing the Proposal for a New Department of Bioengineering and Therapeutic Sciences are indexed and available for download from this Web page (http://senate.ucsf.edu/0-taskforcesadhoc/v7-proposedbiotherasci.html). |
| Appendix 8: | Proposed Department of Radiology Name Change (March 19, 2008) |
| Appendix 9: | AAMC COACHE Medical Faculty Job Satisfaction Survey for UCSF |
| Appendix 10: | Faculty Salary Equity Report for School of Medicine Chairs and Directors (April 3, 2006) |
| Appendix 11: | UCSF School of Medicine Group Long Term Disability, Life and Survivor Income Benefit Review (January 8, 2008) |
| Appendix 12: | Recommendations for Divisional Response to the Revised Proposed Health Care Vendor Relations Policy (November 21, 2007) |
| Appendix 13: | Suggested Divisional Response to the Revised Proposal on the Role of Graduate Students in University Instruction (December 17, 2007) |
| Appendix 14: | Review of the Proposed Revisions of the Health Sciences Code of Conduct (May 5, 2008) |
| Appendix 15: | Task Force to Review Faculty Reimbursement of Grant Cost Overruns (February 25, 2008) |

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