MINUTES
Monday September 13, 2010

PRESENT:
Elena Fuentes-Afflick (Division Chair)  Janice Lee (Dentistry Faculty Council Chair)
Robert Newcomer (Division Vice Chair)  Heather Fullerton (Medicine Faculty Council Chair)
Peter Loomer (Division Secretary)  Meg Wallhagen (Nursing Faculty Council Chair)
Jean Olson (Division Parliamentarian)  Norm Oppenheimer (Pharmacy Faculty Council Chair)
Russ Pieper (Academic Personnel Chair)  Farid Chehab (Assembly Delegate)
Steven Cheung (Acad Planning & Budget Chair)  David Gardner (Assembly Delegate)
Steven Pletcher (Clinical Affairs Chair)  Deborah Greenspan (Assembly Delegate)
Roland Henry (Comm on Committees Vice Chair)  Wendy Max (Assembly Delegate)
Michael Beattie (Graduate Council Chair)  David Gardner (Immediate Past Chair)
Lee Ann Baxter-Lowe (Library & Schol Com Chair)  Sally Marshall (Dean Provost, Academic Affairs)
Donna Albertson (Privilege & Tenure Chair)  Peter Taylor (Asst. Dean, Graduate Division)
Roland Henry (Research Chair)  Bonnie Halpern-Felsher (BOARS)
Anne Slavotinek (Rules & Jurisdiction Chair)  Ida Sim (UCCC)

ABSENT:
Robin Corelli (Academic Freedom Chair)  Sam Hawgood (Dean, Medicine)
Brian Dolan (Courses of Instruction Chair)  Kathleen Dracup (Dean, Nursing)
Peter Loomer (Educational Policy Chair)  Mary Anne Koda Kimble (Dean, Pharmacy)
Paula Braveman (Equal Opportunity Chair)  Errol Lobo (UCIE)
Grayson W. Marshall (Faculty Welfare Chair)  Sharon Kaufman (UC EDIT)
Erika Froelicher (Alternate Assembly Delegate)  Leslie Zimmerman (UCOPE)
Peter Sargent (Assoc Dean, Acad Aff, Dentistry)

GUESTS:
Jeff Bluestone, Executive Vice Chancellor and Provost
Michael Hindery, Vice Dean for Administration, School of Medicine

The Coordinating Committee was called to order by Chair Fuentes-Afflick on September 13, 2010 at 2:08 p.m. in room S 30. A quorum was present.

The minutes of July 19, 2010 were approved as amended.

Chair’s Report – Elena Fuentes-Afflick
Chair Fuentes-Afflick welcomed new and continuing members to the 2010-2011 academic year. She thanked those who participated in the September 11, 2010 Leadership Retreat.
E. Fuentes-Afflick described three issues of importance for the Coordinating Committee in 2010-2011: ongoing efforts to promote operational excellence at UCSF, the response to the proposed changes in UC post employment (retirement) benefits and the efforts to shape the future of the University of California.

**Director’s Update – Heather Alden**

Executive Director Alden encouraged committee members to attend the upcoming Faculty Research Lecture – Clinical Science to be given by Stephen Hulley, MD, MPH on Tuesday October 18, 2010, 3:30-5:00 pm in Cole Hall.

**Executive Vice Chancellor and Provost Update - Jeff Bluestone**

EVCP Bluestone greeted the committee, updated them on his efforts to date as the new EVCP and shared his vision for continuing to work with faculty and leadership to sustain a great UCSF. In his first months in office, his primary focus has been on operational excellence for central campus administration in information technology, research, finance and human resources/academic affairs infrastructures. These efforts will yield cost-savings and improved service for UCSF by consolidating service centers in these areas. J. Bluestone encouraged input from faculty and staff.

In addition to focusing on Operational Excellence, managing and organizing UCSF in an era of shrinking state and federal funding and continuing to create an environment at UCSF as a great place to work, J. Bluestone is also updating the UCSF Strategic Plan. Several areas will be emphasized:

1. Determining the implications of health care reform and how to position UCSF to adapt to the changes and continue to lead.
2. The future of Global Health at UCSF including the future of the HIV/AIDS efforts on campus.
3. Positioning UCSF to maintain and enhance its leadership in basic, translational and clinical research with a focus on human biology in patient-centered research.

J. Bluestone’s responses to committee members’ questions including the following:

- The future of health sciences professional education in the next 5-15 years will include building more interprofessional and interdisciplinary curricula.
- Ensuring high quality clinical care at UCSF includes hiring, retaining and rewarding excellent clinicians.
- To improve support for faculty engaged in basic and clinical research, J. Bluestone asked Assistant Vice Chancellor of Research Erik Lium to create a unit to work with large, interdisciplinary clinical research projects. UCSF and the Clinical and Translational Science Institute (CTSI) in particular is leading in a UC Systemwide effort to promote intercampus clinical efforts by sharing human subjects authorization for research procedures and other clinical efforts across the UC campuses.
- To improve core research facilities, J. Bluestone recently hired Julie Auger as Executive Director of the Research Resource Program (http://today.ucsf.edu/stories/hildebrand-zanki-and-auger-will-lead-initiatives-for-ucsf-office-of-researc/)

**Operational Excellence – Michael Hindery, Vice Dean, School of Medicine**

http://budget.ucsf.edu/categories/operational-excellence/

Vice Dean Hindery presented a detailed update of the Operational Excellence initiative. The effort was launched at the end of 2009 to make recommendations in time for budget cuts for fiscal year 2010-2011. Recommendations were due to the Chancellor by March 2010. The Operational Excellence effort initially sought to identify $28-40 million in savings for 2010-11. The final goal was revised to seek $60 million in savings over three years. Proposals for the campus will be made available in October-December 2010. The proposals will be revised in January-April 2011 based on feedback from all constituents. Initiatives will begin to be implemented in May 2011, with full implementation by July 2013. M. Hindery will ensure that the proposals are brought to the Coordinating Committee for review and response in the coming months.
Following his presentation of the slides, M. Hindery responded to committee member questions and concerns. They included the following:

- Concern that the Operational Excellence process does not include enough faculty voices, particularly Academic Senate faculty voices. Vice Chair R. Newcomer participates in meetings on behalf of the Academic Senate; however greater faculty participation is necessary for the success of the proposed changes.
- Funding structures for the proposed changes are not yet known.
- When Operational Excellence documents or communications are drafted, they should include refer to the UCSF campus, not to the School of Medicine.
- Include a glossary for terms and acronyms for the Frequently Asked Questions.

M. Hindery encouraged committee members to send additional feedback to operationalexcellence@ucsf.edu.

**Increased Faculty Involvement in Operational Excellence Planning**

Following M. Hindery’s presentation, committee members discussed faculty and Academic Senate participation in the Operational Excellence efforts. Committee members raised the following points:

- What are the philosophical bases, academic principles, organizational principles, etc. for the initiative? Faculty need to participate in the discussion about the real effect of the plans on the faculty experience at UCSF.
- Faculty need a clear pathway for participating in the Operational Excellence planning process. What is the best way to engage faculty? Via the Academic Senate? At the department level? Academic Senate participation links the process to the views of a greater number of faculty when representatives report back to and solicit feedback from Academic Senate committees.
- Via the Academic Information Systems Board (AISB), a group of engaged faculty already working on information technology at UCSF. Although this structure is outside the Senate AISB has been an effective source of faculty input.
- The Operational Excellence process continues to seem focused on the School of Medicine. How can it be more inclusive of all components of UCSF?
- Communication from the Operational Excellence initiative needs to be improved. Because faculty are not aware of the issues under consideration, they cannot ask the right questions.

**Committee on Research – Roland Henry, Chair**

R. Henry updated the committee on the ongoing efforts of the Committee on Research (COR).

- In their first meeting, Assistant Vice Chancellor for Research Erik Lium presented an update on Operational Excellence efforts for research.
- COR continues to work with the Resource Allocation Program (RAP) to create a single portal for faculty to apply for campus funding. The infrastructure of RAP is evolving with input from COR and other participating UCSF funders.
- COR recently approved holding three Faculty Research Lectures per year. The lectures have been renamed as the Faculty Research Lecture – Basic Science, the Faculty Research Lecture – Clinical Science and the Faculty Research Lecture – Translational Science.

**Committee on Library & Scholarly Communication – Lee Ann Baxter-Lowe, Chair**

L.A. Baxter-Lowe informed committee members that the UC’s negotiations with the Nature Publishing Group (NPG) are ongoing, but confidential. Participants are hopeful that the negotiations will go well, but UC faculty may still call for a boycott of participation in NPB activities including publications and peer review. NPG includes 67 journals costing about $65 million per year. UC seeks to negotiate favorable terms for carrying the journals. More information may be found on the UCSF Library website:

UCSF faculty member Richard Schneider is Chair of the UC Systemwide Committee on Library & Scholarly Communication (UCOLASC) and Vice Chair of the UCSF Committee on Scholarly Communication (COLASC). He and others are participating in the negotiations and will bring an update to the next Coordinating Committee meeting.
**Old Business**
None.

**New Business**
None.

**Adjournment**
There being no further business, Chair Fuentes-Afflick adjourned the meeting at 4:00 p.m.