School of Medicine Faculty Council
Robert Nissenson, PhD, Chair

MINUTES
Thursday, June 21, 2012
Room CL 222

PRESENT:
Joseph Sullivan (Vice Chair), Marcelle Cedars, Cynthia Curry, Teresa De Marco, Phillip Rosenthal (CAC Rep), Joseph Speidel, Alma Martinez, Heather Nye, Ellen Weber

ABSENT:
Sam Hawgood (Dean), Robert Nissenson (Chair), Bobby Baron, Heather Fullerton, Harry Hollander, Celia Kaplan, Jeffrey Lotz, Catherine Reins Lucey

GUEST:
David Odato, Associate Vice Chancellor, HR and Susanne Hildebrand-Zanki, Associate Vice Chancellor, Research

The School of Medicine Faculty Council was called to order by Vice Chair Sullivan on April 19, 2012 at 3:34 pm in Room CL 222. A quorum was present.

Approval of the May 17, 2012 Meeting Minutes
The minutes of the May 17, 2012 meeting were approved (Attachment 1).

Chair’s Report
Chair Nissenson called a vote for proposed Council Vice Chair Ellen Weber. Council member Alma Martinez nominated, while Council member Kaplan seconded. Nominee Weber recused herself from the room. A unanimous vote approved member Weber as Council Vice Chair for 2012-2013.

Chair Nissenson continued discussion from last month on the status of the SOM Standing Committees and their relationship to the Faculty Council. Questions explored include:

- What does it mean to “appoint” someone v. nominate someone to a Standing Committee?
- What should the Council review of the Standing Committee’s work and their bylaws?

A Council subcommittee will examine this in July.

Analyst’s Report
None

Operational Excellence Human Resources Update – David Odato, Associate Vice Chancellor, HR
Guest D. Odato provided an update on OE changes to the HR structure at UCSF. There is an HR Advisory Board which assists with input on the budget and funding model, and to insure that changes made are aligned with overall UCSF goals. Plus, the Board assists in the moving of people and administrative files. Faculty member David Gardner sits on this Board as a representative for the Academic Senate.

Phase I training has been accomplished whereas Phase II is starting. The second phase is based off of what they’ve learned is missing during the first phase.
The Board's goals for 2012-2013 include:

1. **Cost Reduction**
   a. At the moment, cost savings is actually costing departments more. And, there has been a reduction in service.
   b. Technology is being explored, to have it replace some of the work currently handled by staff
      i. Council member Weber raised the difference between administrative efficiencies translating into additional burdens for faculty.

2. **Customer service**
   a. This includes honoring agreements, development of a case management system, plus better reporting (hires, departures, etc.)

3. **Accountability**
   a. As faculty members are paying for this new model, it is the Board’s intention to have both transparency and accountability.

4. **Timeliness/Time Reduction**
   a. Focused improvement in the functions areas of employment and recruitment, and learning and development.
   b. Compliance/Ethics in conjunction with the HR Department are defining still what a “learning and development area” should look like.
   c. Learning & development will include staff training in general and a management training program.

The Operational Excellence HR changes are being funded by both the EVCP and the SVC Office of Finance and Administration plus some of the departments. This last part is calculated by a formula. This leads to some departments having a lot of stability and some paying more; aggregate is overall departments paying less.

Vice Dean Lucey said if that is the case--some win, some lose--then there should be a re-distribution of that wealth to departments who are losing. Some of these "losing" departments are Basic Science groups which cannot afford to lose.

AVC S. Hildebrand-Zanki advised that is entirely at the discretion of the Schools how said disparities are re-distributed.

Vice Dean Lucey commented on the backlash from faculty on paying for HR cost for volunteer faculty. She requested HR determine a set date by when to examine "has this been a success?"

**OE Pre-award Changes - Susanne Hildebrand-Zanki, Associate Vice Chancellor, Research**

Associate Vice Chancellor Susanne Hildebrand-Zanki commented on progress to date. She is hoping UCSF can use the talent pre-existing at the campus to develop an evaluation/survey committee.

The current Pre-award model follows that of Indirect Cost Recovery however they're currently looking back at the "by proposal" model. This is then getting into what is the “value of a proposal” (i.e., a seasoned PI submitting an RO1 vs. a fellow submitting their first grant). Metrics is still being explored but in general there doesn’t seem to that much of a difference between one model or another.

The intention is to have the ongoing improvement satisfaction survey (measuring customer service and performance metrics) be conducted independently by UCSF researchers so that the survey doesn't appear to be self-serving. It is hoped that UCSF can use the talent pre-existing at the campus to develop an evaluation/survey committee.
The first group of pre-award analysts will sit for certification this fall---which will then allow them to have sign-off capability on proposals.

The goal is to have the RSCs be the "Nordstrom"s of academic grant proposal administration. The riskiest part of this endeavor is if the RSCs don't understand this.

SOM FC members commented that they think burn-out is the biggest issue they see. Some of the RSCs are sending emails out at odd hours, long after regular business hours. This raises questions of over-work leading to burn out and high turnover.

**Old Business**
None

**New Business**
None

**Adjournment**
Chair Nissenson adjourned the meeting at 5:00pm.

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