MINUTES
Friday, November 30, 2012

The meeting of the School of Nursing Full Faculty was called to order by Chair Shari Dworkin on November 30, 2012 at 1:09 p.m. in room N 225. A quorum was present.

Chair's Report
Chair Dworkin outlined the Faculty Council's five goals for the 2012-2013 Session and described what work the Council has done to accomplish each goal:

1. Moving the DNP Program Proposal Forward
   - Administering a school-wide vote to approve the development of a program proposal
   - Helping to form the DNP Working Group
   - Plans to advise and assist the Working Group throughout the process

2. Improving the Operational Excellence Initiatives
   - Addressing concerns with pre-award
   - Developing a faculty survey
   - Collaborating with SOD, SOM and SOP
   - Working with the APB OE Subcommittee

3. Improving the Relationship Between the Administration and Faculty
   - Faculty are now Represented on Dean's Council
   - Addressing Shared Governance
     - Leading a Hot Topic (Attachment 1)
     - Plans to survey the faculty and administration on thoughts and recommendations
     - Plans to do a joint Dean’s Council/Faculty Council meeting with third-party mediator to review discussions/findings and formulate solutions

4. Engage with Students
   - Suggested inclusion on the Educational Working Group
   - Plans to include students in the development process of the DNP proposal or provide feedback mechanisms during the process
   - Ensure that student representatives are invited to Full Faculty meetings as they are always welcome

5. Address Diversity
   - Bolster the relationship with DIVA and ensure that diversity is not an afterthought but is front and center in everything we do

Dean's Report
Dean Vlahov reported on the school’s financial health and the plans to ensure stability in the future. He started off by noting that the School of Nursing, the University and the State of California are experiencing a fiscal crisis not experienced in recent history. In order to deal with the challenges, the school’s administration and faculty must think differently.

To help plan for the next year and the future, the Chancellor has asked the Dean to develop a robust business plan which includes a budget and strategic plan. To develop the budget, Dean Vlahov, Associate Dean Lynda Jacobsen, and the Department Chairs are working together to collect the
necessary financial data. There is also an effort to cost education in the Masters’ programs. Once all the budget and cost data is collected, the information will be used to help inform future decisions.

In unison with the work on the budget, the school has also started the process of strategic planning and the prioritization of goals. The planning process started with the assembly of the Strategy Teams. The purpose of the teams was to bring together faculty and administration in a focused way to propose recommendations on specific topics. With the Strategy Teams’ tasks now complete, and strategic goals developed, the Dean will now focus on the prioritization of the groups’ recommendations.

Finally, the Dean addressed faculty concerns regarding the speed in which decisions are being made and the lack of data and information that is being used to make those decisions. The Dean acknowledged the faculty concerns and noted that with the current initiatives – the development of a budget and strategic plan – there will soon be more data to help drive decision-making. However, with the challenges at hand, the school’s leadership must make decisions now with the best information available. While this isn’t the ideal situation, the administration and faculty are doing the best with the resources available.

**Associate Dean’s Report – Administration and Finance**

Lynda Jacobsen, Associate Dean for Administration and Finance, reported the following items:

- The UC Office of the President is currently working to change the funds flow model to the campuses. The purpose of the exercise is to make the campus funding process more transparent.
- Information on Prop. 30 is still forthcoming. There is a possibility that with the passage of Prop. 30, more funds could be coming to UCSF.
- The school’s administration is currently working on development of a budget. They are working with the Department Chairs through this process.
- The financial health of the school is looking better for the current year. This is due in large part to a freeze in hiring and increased receipt of HRSA grants. This current stability in resources will probably not last because next year expenses continue to go up and we might see a decline in the number of state and federal grants. As a result, alternative solutions should be pursued.
- The administration is in the process of costing out education at the school. This is an ongoing process and data is still being collected. Working towards being able to make decisions on how to reduce the costs of programs. This information will not come to the school until early next year. As a result, the school will need to make decisions with limited information.

**Associate Dean’s Report – Academic Programs**

Judy L. Martin-Holland, Associate Dean for Academic Programs and Diversity Initiatives reported on the following items:

- The Center for Inter-professional Education has been established. Currently, there are discussions on how to increase student participation in curriculum development activities.
- There has been a recent push by the SON to develop and offer Massively Open Online Courses (MOOCs) on the Coursera platform. Two of the courses that UCSF will be offering will be produced by SON: Contraception: Choices, Culture and Consequences; and Nutrition for Health Promotion and Disease Prevention. There is a possibility that course completion certificates could be offered at a fee.
- A new HRSA call is out. The announcement will be coming soon. Chairs will be inviting faculty to apply.
- E-value is being investigated as a new mechanism to evaluate the didactic course. Evaluate could be an alternative to current course evaluations. The school is running a pilot. Updates to the faculty will be given.

**Associate Dean’s Report – Global Health**

Sally Rankin, Associate Dean for Global Health and International Programs, provided Chair Dworkin with the following report:
The SON Global Health minor continues to be very popular with more than 40 students signed up and enrolled in courses for it. Cathy Bain is keeping track of the students enrolled and any students wanting to enroll should be directed to her. Requirements for the elective are posted on the SON website on the Masters page: http://nursing.ucsf.edu/programs/minors/global-health-minor.

UCSF SON continues to receive many requests from international schools and programs for assistance, many of which can’t be fulfilled because of faculty workloads.

The International Programs and Global Health SON committee organized an abstract for a panel for submission to the Consortium of Universities in Global Health Meeting to be held in March in Washington, DC.

**Associate Dean’s Report - Research**

Kathy Lee, Associate Dean for Research, reported on the following items:

- The UCSF School of Nursing is now ranked #2 in NIH funding. In order to raise the ranking to #1, faculty will need resources to be competitive. A common concern is that faculty do not have enough time or space. To address faculty concerns, SON will now have additional space on the 7th floor. This space has enough room to facilitate three to four project facilitators and several Research Assistants.
- There is a new process for poster making. The school has contracted makesigns.com to produce conference posters. The service will be free to all faculty and doctoral students. For more information, faculty should review the R-Drive and look for a file titled “Printer Posters.”

**Department and Committee Reports**

**Social and Behavior Sciences**

The department is working to further develop their proposal for a self-sustaining Qualitative Methods Summer Institute. Also, a new faculty member has been hired, Rena Bliss, with a start date that is in the Spring of this academic year.

**Community Health Systems**

The department has hired two new faculty members: Adam Carrico and Laura Wagner.

**Family and Health Care Nursing**

Diabetes minor will soon be launched. A new program coordinator was hired.

**Physiological Nursing**

The department will have a faculty candidate visit on December 7.

**Consent Calendar**

Faculty members were asked to approve of the course changes for the 2012-2013 academic year. After discussion, the full faculty approved.

**Teaching and Learning Center**

JoAnne Saxe gave an informational presentation on the teaching and learning center. (Attachment 3)

**Rally Working Groups/Strategy Teams Report**

Representatives of the Rally Working Groups reported on the recommendations and goals developed by each group. Details on the strategic goals can be reviewed on the UCSF School of Nursing Goals for 2012-2013 document (Attachment 4)

**Research**

The research committee has made three recommendations:

1. Increase external funding and find new resources. Possibly call Emeritus faculty back to assist on grant proposals, collaborating with junior faculty
2. Increase the diversity of funding sources
3. Increase faculty participation on interdisciplinary teams

**Organizational Strategy**
The Organizational Strategy group developed four goals:

Goal #1: In conjunction with Faculty Council, clearly delineate processes of shared governance.
Goal #2: Create an overall academic structure with the capacity to support the UCSF School of Nursing Strategic Plan (Mission, Values, Vision, Overarching Goal).
Goal #3: Improve financial management and planning to inform decision-making.
Goal #4 Create an administrative organization that interfaces effectively with faculty and staff to sustain an outstanding and efficient work environment.

In the action of prioritizing goals, the Organizational Strategy group decided to hold off on Goal #2 until a later date.

Associate Dean Lynda Jacobsen introduced the newly hired consultant, Raj Kapur. Raj is a member of the Center for Project Management, a firm that has experience working with departments at UCSF and with UC systemwide administration. Raj and his firm have been hired to review administrative functions and to work to help prioritize and facilitate effective and efficient reforms.

**Education Working Group**
Update moved to the next Faculty Council meeting

**Practice Working Group**
Update moved to the December 14 Faculty Council meeting

**Service Working Group**
Update moved to the December 14 Faculty Council meeting

**DNP Working Group Update**
Working group update will be moved to the December 14 Faculty Council Meeting.

**Old Business**
None.

**New Business**
None.

Chair Dworkin adjourned the meeting at 3:04 p.m.

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School of Nursing Hot Topic Meeting – Faculty Governance
Shari L. Dworkin, PhD, MS, Chair of the Faculty Council

Meeting Notes
Wednesday, November 28, 2012
12:00 – 1:00pm, Room N 729

Goals for the Session

1. Openly define faculty governance processes at UCSF using academic senate documents.
2. Review mechanisms for communication and decision-making that exist at present and discuss faculty perceptions of faculty governance processes at UCSF School of Nursing (SON).
3. Discuss changes that the SON Faculty Council and the administration have instituted to honor faculty governance processes in the current year (and to institutionalize change in the coming years).
4. Brainstorm alternatives to current communication and faculty governance mechanisms in order to improve upon the process of shared governance.

Meeting Results and Next Steps

1. The Rally Working Groups document will be sent around to the faculty.
2. Faculty members want a clear explanation of the relationship between the Rally Working Groups and the existing Academic Senate Standing committees. Dean Vlahov will be asked to articulate this at the Full Faculty meeting in November.
3. Faculty would like to have better—and more frequent—communication with the Dean’s Office.
4. Faculty would also like to have more meaningful meetings together to discuss and distribute information across Departments. A possible solution is to have more frequent meetings, led by the Faculty Council in a town hall format. Participation from administration in these meetings is welcome. The Faculty Council will be consulted on these issues in December to determine if this is the best way to meet this need.
5. Faculty are overburdened with committee responsibilities and are finding it hard to do their research and other responsibilities; they would like to investigate ways to be more efficient with committee responsibilities.
6. Faculty would like to invite Senior Vice Chancellor of Finance John Plotts to visit a Full Faculty Meeting, or Hot Topics session, and give a presentation. In particular, Chair Dworkin would like...
SVC Plotts to present on revenue and expenditure projections for the Medical Center and non-Medical Center budgets.

7. Chair Dworkin will survey the faculty and administration in the months to come concerning their thoughts on shared governance processes at the school. Using the results, both faculty and administration can work to find solutions for common issues.

Meeting Notes

SON Faculty Council Chair Shari Dworkin reviewed all of the faculty responses to her request for faculty input on shared governance. Input was grouped into two categories: Communication and Decision-Making. The following table includes comments that were gathered from the emails and discussed at the meeting. All topics were presented on the classroom board.

<table>
<thead>
<tr>
<th>Communication</th>
<th>Decision-Making</th>
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</thead>
<tbody>
<tr>
<td>• The current mechanisms for communication and discussion are not working well given the need to be nimble and quick in challenging times.</td>
<td>• Faculty will agree to do something, but will then decide to undo it later.</td>
</tr>
<tr>
<td>• There is too much discussion, with too little action.</td>
<td>• Neither faculty nor administration has enough data to make decisions.</td>
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<tr>
<td>• Communication is slow from Faculty Council representatives to Departments and from Dean’s Council to Departments. New mechanisms to discuss issues and garner input more quickly—and across Departments—are needed.</td>
<td>• Sometimes faculty input is sought, but it is not incorporated into a final decision, or it is not clear whether this input was taken into account.</td>
</tr>
<tr>
<td>• Decisions are being made at the administrative level or elsewhere but these are not communicated to the faculty.</td>
<td>• Faculty members are being given too many responsibilities.</td>
</tr>
<tr>
<td>• Communication is not direct nor frequent enough from administration to faculty.</td>
<td>• There is faculty participation in decision-making, but sometimes it is not meaningful.</td>
</tr>
<tr>
<td>• Communication is vague from administration to faculty.</td>
<td>• In some instances faculty input is not sought.</td>
</tr>
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<td></td>
<td>• After a lot of talking, few decisions are made.</td>
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</tbody>
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Chair Dworkin informed the faculty that this Hot Topic discussion is the first part of an effort to meet the goals outlined by the Organization Strategy Working Group. Specifically Goal #1 which states: “In conjunction with the Faculty Council, clearly delineate process of share governance at all levels (UCSF SON Goals for 2012-2013).” After the Hot Topic meeting, the second step will be to have the Faculty Council work with the Organization Strategy group to survey the administration and the faculty on perceptions of current faculty governance structures, processes and outcomes, and to brainstorm alternatives to the available/current mechanisms. Finally, the last task will take place in Spring 2013 and will have a neutral party lead joint Dean’s Council/Faculty Council discussions to propose final alternatives to existing structures that will enhance communication. Some felt that there is a need to do all of this sooner. Chair Dworkin will discuss this with the Faculty Council in December to propose ideas.

Chair Dworkin then opened the floor to faculty comments and suggestions.
1) **Data for Decision-making is Not Available:** When faced with decisions, faculty don’t have the necessary data available to them to make informed choices. For example, the administration and faculty are looking to reduce the costs of the programs. The problem is that there is no data on costing. Without the proper information, how can faculty be aware of potential consequences before decisions are made.

2) **The School’s Business Model:** The educational business model for the university and the school does not appear to be fiscally viable anymore. Changes to federal and state funding have made it much more difficult to maintain the current levels of programs and services. There is a feeling that this burden to resolve the school’s problems is being unfairly placed on faculty. It is not transparent that changes are occurring elsewhere in the school. Faculty would like to hear more about the other work that is being done which is not faculty-led.

Chair Dworkin noted that, from her attendance of the Dean’s Council, changes are being made at the administrative level. The issue is that these changes are perhaps not being communicated to the faculty. Chair Dworkin and the faculty agreed that there should be more opportunities for the faculty to disseminate and discuss information within and across Departments.

3) **Commitment to Current Programs:** Faculty have concerns with the administration’s commitment to the programs that are currently supported. The programs of SON are what make the SON a top school in the country, so support of these programs should be a priority. Chair Dworkin noted that Dean Vlahov has worked to address these issues, and is also communicating about this to the Dean’s Council, but has perhaps not reported this to the faculty yet. Faculty members have concerns with the lack of the communication and would like more transparency. Faculty feel it is the Dean’s responsibility to report on particular issues, such as the budget.

Chair Dworkin agreed that transparency is important, but the faculty will have to wait for important information to be developed before it can be commented on or communicated. For example, the Dean’s Office is working on a budget for the school. This will take time. Once the budget is produced the faculty will be able to review the numbers and provide feedback.

4) **Viability of Self-Supporting Programs:** There are several self-supporting programs that are going forward: MS HAIL and the proposed DNP. There are other self-supporting proposals as well. The major concern for faculty is whether or not students will be willing to take the courses and enroll in the proposed programs. Will there be the sufficient demand? Faculty also have other questions regarding the self-supporting programs such as, who will be developing and teaching the courses? How do we evaluate and make these decisions in the future?

5) **Faculty Time and Feedback:** Faculty expressed that they genuinely think that they are spread too thin. Is there something faculty can do that will limit the amount of committee responsibilities? Are there areas the faculty could cut back on so that they can focus on research? With working groups, screening committees and senate committees, the faculty are having less time for other responsibilities. In addition, faculty are being asked to produce work items for the school with a tight timeline because the school is a state of flux. If faculty are going to be required to expedite work items, then they expect feedback to come quickly as well. This has not been the case over the past several months and they would like this to change.

6) **A Request for More Meetings Across Departments:** Some faculty members expressed that they would like more opportunities to talk and learn about what is going on in the school. Communication has been a success when all of the faculty come together. For example, Full Faculty meetings are effective in getting messages out and allowing faculty to discuss. Is it possible to have more frequent meetings?

Chair Dworkin suggested that the Faculty Council might lead additional town halls so that discussion and dissemination of information can occur across Departments at the School level. Or,
there may be other alternatives to be discussed at the Faculty Council meetings in the near future.

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