Meeting of the San Francisco Division  
Farid Chehab, PhD, Chair

Monday February 24, 2014  
11:30 – 1:00 p.m.  
HSW 301

Video link: http://lecture.ucsf.edu/ETS/Play/a28f32dff385464b8a57fc9d2204e8c71d

The Meeting of the Division was called to order by Chair Chehab on February 24, 2014 at 11:05am in room HSW-301. A quorum was present. The meeting was also available via video simulcast.

Special Orders
The minutes of the May 13, 2013 meeting (Attachment 1) and revisions to the Committee on Faculty Welfare bylaws (Attachment 2) were approved via the consent calendar.

Announcement from the Division Chair – Farid Chehab
Division Chair Chehab provided an update on various matters including:

Informational Items
- **Faculty Research Lecture in Basic Science** – Jonathan Weissman  
  March 6, 2013, 3:30-5:00 pm in Genentech Hall and via simulcast  
  [http://weissmanlab.ucsf.edu/research/research.html](http://weissmanlab.ucsf.edu/research/research.html)

- **Distinguished Faculty Award Event** – April 23, 2014, 3:30-5:00 pm, Lange Room  
  2014 Distinction in Teaching Awardees: Erick Hung and Alan Gelb  
  2014 Distinction in Mentoring Awardees: Michael Steinman and Craig Cohen

Committee Updates
**Library & Scholarly Communication (Attachment 3)** – Rich Schneider and Karen Butter  
Open Access Update - [http://osc.universityofcalifornia.edu](http://osc.universityofcalifornia.edu)
- UC Policy on Copyright Ownership: [http://policy.ucop.edu/doc/2100003/CopyrightOwnership](http://policy.ucop.edu/doc/2100003/CopyrightOwnership)
- UCSF Open Access Policy: [http://www.library.ucsf.edu/sites/all/files/ucsf_assets/ucsf_oa_policy.pdf](http://www.library.ucsf.edu/sites/all/files/ucsf_assets/ucsf_oa_policy.pdf)
- 90-second video about the policy: [http://osc.universityofcalifornia.edu](http://osc.universityofcalifornia.edu)

Nearly 97% of UCSF scholarship (~6,200 papers annually or 500 per month) is now being published open access. On average fourteen waivers are requested per month, mostly by the Nature Publishing Group.

The Committee on Library & Scholarly Communication is further exploring how to use this information in faculty advancement and promotion structure.

*Agenda items deemed noncontroversial by the Chair of the Divisional Senate, may be placed on a Consent Calendar under Special Orders. Approval of all business on the Consent Calendar requires a single unanimous vote. At the request of an Divisional Assembly member, any Consent Calendar item may be extracted for consideration under “New Business” later in the agenda.*
UCSF Leadership Transition – Chancellor Susan Desmond-Hellmann and Interim Chancellor/Dean Sam Hawgood

Exiting Chancellor Desmond-Hellmann provided an overview on the leadership transition at this time. Topics highlighted included:

- Fundraising. Chancellor Desmond-Hellmann is the Chief Fundraiser as well. Both 2011 and 2013 were UCSF’s most successful fundraising years ever. Interim Chancellor/Dean Hawgood will spend much of his time on fundraising.
- Clinical Enterprise. Its strategic plan remains critically important.
- Education. Part of UCSF’s excellence is curriculum development and curriculum reform. The intention is to maintain this
- Research. There remain ongoing challenges at NIH. UCSF faculty spend too much time writing grants rather than conducting research. This is an important subject for the new Chancellor. Faculty need more support and time to do research.
- Unfinished business:
  - Unrestricted funding is needed for planning programs and building people
  - Breaking down silos. The exiting Chancellor also acknowledged the difficulty in asking a faculty member to work on a UCSF-wide initiative without providing UCSF-based support.

SOM Dean Sam Hawgood has agreed to serve as interim chancellor. He has been at UCSF for thirty-two years. He acknowledged that serving as interim chancellor is not a time to pause, rather a time to build energy and momentum. Items of note included:

- Inevitable uncertainty about who UCSF’s new leader will be should be shifted to focus on those who are here now to give them a confidence in UCSF, a sense of continuity and a sense of momentum.
- A need to focus on retention and recruitment.
- A need to maintain relationships, including with the Office of the President, in Sacramento, in the San Francisco Mayor’s Office, with the volunteer community in San Francisco and the Bay Area, and with our donor base.

After initial remarks, both Chancellor Desmond-Hellmann and Interim Chancellor/Dean Hawgood discussed the following topics with Division Meeting participants:

1. Supporting faculty as relates to philanthropy. The campus strategic plan serves as both a plan for the campus and a “menu of options” for participation.
   a. Deeper education of donors about UCSF is happening. The Development office is focusing on having donors understand that although UCSF does receive state support, we have additional funding needs, i.e. 85% of our faculty are completely on soft funding.

2. How much do you think the cost of living is having on the UCSF community? Given that Silicon Valley workers are migrating to San Francisco, how much traction could we demonstrate to Silicon Valley community members that they are part of the challenge—and have the resources to be part of the solution, in particular as it impacts UCSF?
   a. This is an acute problem for students, faculty and staff. There is an opportunity with our Silicon Valley colleagues to realize that they need to do something to address San Francisco community concerns, particularly the affordability gap. We have talked with the Mayor of San Francisco about our students being considered low-income members of our community. UCSF leadership has also recently spoken with the UC President about allowing faculty to gain access to the Bay Area housing market – they are open to ideas.
3. Student concerns about their own careers and where they will go after UCSF?
   a. Innovative programs are in place to guide graduate students into careers within and beyond academia, including policy, venture capital, industry and beyond.
   b. On the professional student side, debt is influencing the choices students make after leaving UCSF. On average, the UCSF student debt profile is better than our peer institutions, however the impact is greatest on underrepresented students.

4. What about the increase in liabilities for faculty and its impact on self-funded faculty?
   a. We are seeking a balance between burden on faculty and long-term fiscal responsibility; this includes examining the pension and impact of changes on the faculty. UC President Napolitano is willing to look flexibly at pension options for faculty, particularly at UCSF faculty.

5. Growth and use of adjunct faculty at UC and at UCSF? Is this series and faculty within it being misused?
   a. At UCSF we have a culture of letting ideas come from below rather than putting restrictions from above. The Adjunct numbers have grown in the last years, but the greatest growth has been in the Health Sciences Clinical series. Flexibility at UCSF is high, which is a virtue. However, we need to be fair to individuals with relation to job security and other issues.

6. Is there any activity to assist the teaching faculty to be reimbursed or recognized for educational activities?
   a. In the School of Medicine we are gathering data about the time faculty spend on educational activities. First we needed to account for time spent teaching. We do reimburse course leaders. Some faculty are committed to small-group teaching but aren’t systematically funded for their efforts. It is a tough question that continues to be on our radar screen.

7. How can we communicate the cost of remaining number one in NIH funding? Could unrestricted funding go to support those who have RO1s?
   a. UCSF’s success in NIH funding excites our donors. We are being transparent with donors now. The graduate student Discovery Fellows program was a direct result of being more clear about the implications of receiving NIH funding. We were able to clearly hear from the faculty where their pressure points are, i.e. funding graduate students.

Adjournment
Chair Chehab adjourned the meeting at 1pm