Minutes
Thursday, December 18, 2014

PRESENT: Marcelle Cedars (Chair), Tim Kelly (Vice Chair), Renee Binder, Susannah Cornes, Judith Ford, Ruth Goldstein, Catherine Lucey, Dana Rohde, Hope Rugo, Bruce Wintroub

ABSENT: Robert Baron, Cynthia Curry, Matthew Haight, Jack Resneck Jr., Lydia Zablotska

GUESTS: Sarah Paris, School of Medicine Director of Communications; Jenny Schreiber, HR Director; and Jason Stout, Manager of HR Strategy

Chair Marcelle Cedars called the Faculty Council meeting to order at 3:38 p.m. in room CL-221. A quorum was present.

Approval of the November 2014 Minutes
Council members reviewed and approved the minutes from the November meeting.

Approval of Standing Committee Rosters
Council members reviewed and approved the 2014-2015 rosters for the Admissions and Academic Standards committees.

Chair’s Report
Chair Cedars reported on the following:
  • Innovation Fund: Chair Cedars informed the Council members that UCSF is expanding its efforts to connect faculty with private funding opportunities. Examples of these partnerships include the UCSF-Samsung and UCSF-Tidepool partnerships. Council members noted interest in the initiative and asked for a representative to come to a meeting and provide more information.
  • Community Health: Dr. Nancy Adler recently gave a report on the wonderful work of UCSF fellows have done in the local community and around the country.

Student Dismissal Policy
Vice Dean of Education Catherine Lucey provided an update on pending revisions to the school’s Student Grievance policy. To provide background, she explained that, last year, the Academic Senate approved of a new campus-wide student grievance policy. This new policy clarifies and streamlines the grievance process for students, faculty and staff. Concerns with the old policy included unrealistic deadlines and ambiguous procedures. With the new policy enacted, each school is moving forward with the process of revising their regulations to be aligned with the campus procedures. For the School of Medicine regulation revisions have been drafted and the new policy is undergoing legal review. Once this review is complete, the revisions will go to the Faculty Council for approval.

Deans Search Update
Vice Dean Lucey provided the Council with an update on the search for a new dean. A search firm, Isaacson Miller was hired to perform the search and provide the SOM Dean Search Committee with a list
of qualified and interested candidates. So far, the committee is satisfied with the group of candidates that have been identified. All are very qualified and have expertise in the areas of the mission.

**IT Security Presentation**
Director of IT Security Patrick Phelan provided a report on the status of IT security and what the campus leadership plans to do to address gaps in security. Director Phelan reported on the following issues:

- **Background and Context:** UCSF recently commissioned and assessment of UCSF-wide information security risk. The findings from the report indicated that UCSF’s risk level is high and that there are risks throughout the organization. Adding to the risk level, UCSF is a popular target for hackers and others interested in obtaining information from the University. In a recent evaluation of access points to UCSF, the university found that in a five-day period, there were several hundred thousand attempts to access open ports. Out of the access attempts, it was deemed that over 75 percent were malicious. It was also found that 90 percent of the connection attempts were coming from China. To address the situation, a Data Security Compliance Program is being developed.

- **Federal HIPPA Breach Data:** When it comes to data leaks, UCSF is ranked second nationally in reported data breaches. With federal enforcement activities increasing over the past decade, there is a good chance UCSF could be hit with a fine.

- **Overall Campus Compliance:** While most of the campus is compliant, there is a lot of work to be done.

- **What is Driving the Risk Profile:** Some of the main issues that are driving such a high risk profile include: Highly variable work practices across control points; No IT security compliance oversight to drive progress across the control points; Lack of security-related procedures and practices; Lack of technical controls; An IT funding system that requires that individual departments make decisions about investing in security controls and the widespread use of personally owned devices for UCSF work.

- **Data Security Compliance Program:** The DSCP is an IT risk management program to secure UCSF’s sensitive data. The goal of the program is foster collaboration between UCSF IT and the school control points and departments. To aid in the program administration, each control point has designated a champion.

- **Changes to Expect:** Director Phelan informed the group that changes should be expected. All organizations should be expected to adhere to standards of operation to improve security. These include more regulations on granting access to data, physical security of equipment, and consistent patching of management systems. There should also be technical controls such as enforcement of encryption on all computers. Director Phelan noted that one of the hot topics in regard to changes is the recommendation that UCSF require periodic password changes.

- **Actions Taken to Date:** Some of the changes that have already taken place in the a new IT security policy mandating encryption; mandatory annual online training and security; process for firewall security tightening; and the Data Security Compliance Program.

- **Next Steps:** The next steps to increase security include a plan resource the encryption rollout of the campus; identify and training control points DSCP champions; present at chairs committees, present quarterly updates to the IT Governance committee; and visit constituent groups.

**UCSF HR Update to Stakeholders**
HR Manager Jason Stout and HR Director Jenny Schreiber provided an update on HR reforms. The report included a review of the Chezey Partners Consultant recommendations, the annual HR Customer Survey results and the HR opportunities for transformation and preliminary timeline. Council members discussed the following campus HR recommendations:

- **Campus HR Recommendations**
  - Consolidate the four service centers into a single HR shared services organization to further develop standard practices and improve efficiency. Assess the optimal workflow among transactional/administrative, professional/technical and policy/strategic aspects for best alignment with the two specialty centers and HR leadership.
  - Develop/expand new roles to provide strategic and tactical support to business leaders at UCSF.
• Enhance technology to enable HR work, focusing on workflow and document management, case management and performance metrics, and integration of existing systems.
• Develop and share performance measurements that include input, operational, and output performance indicators.
• Continue to consider integrated solutions for campus and health system functions as appropriate, although this is not a recommendation to integrate campus and health system HR at this time.

- Report includes a potential future savings of up to 24 FTE
  - Feasibility depends on
    - Assumption of $3.3 million in one-time implementation costs (project and technology)
    - UC Path services provided as planned
    - New organization structure as recommended by Chazey – we need to understand what elements of Chazey’s recommendations are reasonable at UCSF

Chair Cedars requested further explanation on how HR services would improve for the faculty. She noted that the recommendations focus mainly on internal changes and leadership realignment, but less on customer service improvements. HR Manger Stout responded that customer services should improve with changes in technology and streamlined processes. Council members requested that the implementation of new technologies not be placed on to faculty. After the presentation, Council members expressed their displeasure with the recent HR reforms and informed the HR leaders that they hope the changes will be an improvement. HR Manager Stout and Director Schreiber acknowledged the faculty concern and informed the Council that more information would be released in the coming months.

**Old Business**
None

**New Business**
None

Chair Cedars adjourned the committee at 5:00pm.

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