MINUTES
Friday, November 21, 2014

The meeting of the School of Nursing Full Faculty was called to order by Faculty Council Chair Catherine Waters on November 21, 2014 at 1:00 p.m. in room HSW-300. A quorum was present.

Approval of the May Full Faculty Minutes
The faculty voted to approve the minutes of the May 16, 2014 Full Faculty meeting.

Consent Calendar
Faculty Council members reviewed and approved of the consent calendar.

Chair’s Report
Due to a full agenda, Chair Waters provided the following report via email. Main points included:

• Systemwide Update
  - UC Tuition Plan: The UC Regents recently voted to approve the President's five-year tuition plan. Details of the plan include the following: (a) an annual increase of 5% in Tuition and the Student Services Fee for undergraduate, graduate academic, and graduate professional students, (b) an annual increase of 4% in the state-funded portion of the university’s base budget, and (c) an annual increase of 5% in Nonresident Supplemental Tuition for undergraduate nonresident students. The plan would allow the University to enroll at least 5,000 additional California residents over the 5-year period. A portion of the new tuition and fee revenue generated each year would be set aside for financial aid.
  - Presidential Open Access Policy: The open access policy now extends to students and non-Senate appointees, as well as to Academic Senate members, the opportunity as authors to maintain legal control over their scholarly articles while making their work freely and widely available to the public by depositing a version of each article in a digital repository.
  - UC Innovation Council: UC President Napolitano created the Council to advise on big picture trends in the marketplace as well as changing business needs to support the university’s efforts in technology commercialization. The Council is an independent advisory group of a cross-section of private sector industry people, investment and business executives, venture capitalists, and technology experts.
  - UC Ventures: UC President Napolitano rescinded a policy that barred the university from investing directly in companies that commercialize technology, which has emerged through UC research. UC Ventures is an investment initiative that will allow the UC System to invest in companies by acquiring part of the company rather than paying an annual fee. Investment funds, estimated to be at $250 million, are rumored to be borrowed from the UC Retirement Plan.
  - Campus Initiatives Investment: UC President Napolitano has asked each campus Chancellor for initiatives in which she can invest. Each investment will be between $10 to $20 million; the pool from which investments are being pulled is $125 million. From UCSF, the Genome Initiative is one of the ideas being put forth.
Salary Equity Report: A President Yudof initiative, every campus has to do an analysis of gender and race/ethnicity disparities; however, there are no funds to achieve parity if there are disparities.

• UCSF Update
  • Faculty Morale/Faculty Attrition: Faculty morale is low across the UCSF campus. Academic Senate Chair Chehab has had discussions with Vice Provost (Academic Affairs) Alldredge on this topic. At present, the School of Medicine faculty turnover is 6%; this percentage is not broken down by faculty who retired or faculty who left for other career opportunities. No data are available for the other schools.
  • Gift and Endowment Assessment: Last year, the University Development Office proposed that the campus charge an extra 5% on gift and endowment spending. After push back from the Academic Senate, Administration agreed to grandfather previous gifts, phase in the increase, and provide the Academic Senate with an annual $500,000 for the betterment of faculty life.
  • Chancellor's Fund for Faculty: Upon recommendation of the Academic Senate, Chancellor Hawgood informed the Senate that $500,000 annually would be set aside for faculty and administered by the Academic Senate, which is currently developing a process for how the funds will be distributed as soon as possible.
  • Academic Senate Ideas for Chancellor's Campaign: Strategic UCSF-wide priorities; initiatives that cut across UCSF, not only on one department or program; build on distinctive UCSF strengths; integrate education, research, and clinical care; don't focus on money only, but on compelling ideas; don't emphasize the present, but concentrate on the future; draw ideas from UCSF 2.0.
  • Committee on Academic Personnel (CAP): Multiple sequential accelerations now require CAP review as an extra layer of oversight in addition to the school’s review, especially as it relates to gender parity.
  • Information Technology Changes: Chief Information Officer Bengfort presented a proposal to cover the $2.5 million encryption costs for the campus, rather than have costs be paid by departments. The encryption process should now take a few hours versus the previous time of a few days.
  • UCSF Medical Center-John Muir Partnership: The UCSF Medical Center is now affiliated with John Muir Health. The partnership is anticipated to attract more clients and expand the UCSF Medical Center’s geographic area, i.e., having healthcare providers in neighborhoods rather than having all of them at the UCSF Medical Center.
  • Space Planning: Space will be managed by schools and departments; however, there will be a central space management system that will allow units, programs and individual faculty to have clarity about who owns what and who is physically in what spaces. Guiding principles are being developed for populating the Clinical Sciences and UC Hall buildings.
  • Laurel Heights Campus: UCSF signed a 99-year lease with developers for the sale of Laurel Heights. The paperwork for this deal should be finalized by the end of the year. UCSF will lease the building for 5 years. Campus and all employees must leave after the lease has expired. There is no immediate impact on those who currently work at Laurel Heights.
  • Mission Bay Campus Block 33-34 Sale: This deal is complete. Two buildings and a garage are planned; one building is already in the budget. Administration is still determining what groups will occupy the buildings.
  • Clinical Sciences Building (CSB) Retrofit/Renovation: The redesign will cost $62 million and will be finalized by December 2014. The hybrid design was adopted, but none of the faculty on the committee voted for it. Construction will begin in May/June 2015 and will last for 2 years (2017). During the renovation, there will be no access to the CSB.
  • Operational Excellence: Campus leadership realizes that while the organizational change implemented may have been sound, it was initiated without an in-depth workflow analysis. This has caused unanticipated issues revealing workflow weaknesses, especially with pre- and post-award processes.
School of Nursing Update

- 2014-15 Faculty Council Priorities: Faculty morale; Diversity in Action group’s and Recruitment and Retention committee’s diversity initiatives; faculty succession planning; research funding and collaboration; development and philanthropy; compensation plan revisions; doctorate in nursing practice approval; Clinical Sciences Building design; educational technology; faculty onboarding process; generalist masters follow-up
- Shared Governance: Shared governance overview with web links to the Academic Senate’s shared governance documents were emailed to faculty and reviewed at the School’s retreat by Faculty Council Chair Waters.
- Faculty Morale: Faculty Council is exploring strategies to build a supportive climate that enables building relationships and creates a productive work environment (e.g., hosting the “Meet and Greet” activity before Full Faculty meetings). The Recruitment and Retention Committee is teasing out faculty leaving vs. natural turnover, reviewing the UCSF Faculty Association survey, the UCSF Faculty Climate survey, and consulting with the campus Council on Faculty Life committee.
- Faculty Hires: There have been a number of faculty hires in the School across departments.
- Student Dismissal and Grievance Policy: Academic Senate passed a new policy for student dismissal and grievance. As a result of the changes, the School will need to update its student dismissal and grievance regulations to align with the campus-wide senate policy. Associate Dean (Academic Programs) Martin-Holland is working on the revisions with the Academic Jeopardy Committee.
- Development and Philanthropy: Representatives from the School’s Development Office, Teti Lynnette and Justin Marsh, will give an update at each Full Faculty Meeting. They encourage faculty to speak with them about what they do. Their mantra, “Fundraise from vision, not from need.”
- Dean’s Initiatives: Faculty Council projects funded by Dean Vlahov have been completed and were reported on at the School’s retreat.
- Dean’s Funding Prioritization: Dean Vlahov will have faculty view the funding priorities for the School and then focus on what faculty would like to do first and about how to deploy resources to address priorities in the most efficient way.
- Clinical Practice: A memorandum of understanding (MOU) has been signed between the School and San Francisco General Hospital. A similar MOU is being sought with the San Francisco Veteran’s Affairs Medical Center.
- Administration: Associate Dean (Administration and Finance) Jacobsen is working on improving efficiencies and clarity in costs and quality improvement for the School and in services provided to faculty.
- Compensation Plan Revisions: In 2013, systemwide revisions were made to Academic Personnel Manual (APM) 670 that sets the Health Sciences Compensation Plan (HSCP). The revisions, referred to now as APM 671, require each school to update its Implementing Procedures for the HSCP. Associate Dean (Academic Personnel) Dworkin sent an email to faculty asking for feedback on the proposed procedures. APM 671 provides guidance to identify and manage HSCP faculty’s outside professional activities in order to avoid conflicts of commitment to the university.
- Student Report: UCSF students approved the creation (merger) of a new United Student Government. The Graduate Student Association and the Associated Students have been replaced by a new student body government called the Graduate and Professional Student Association. Students would like more teaching assistant positions.

50th Anniversary for Sigma Theta Tau International Honor Society of Nursing (STTI)
Zina Mirsky and Pat Sparacino from the UCSF Alpha Eta Chapter of STTI described the philanthropic efforts that are in progress. They encouraged faculty to renew their STTI membership and to consider a monetary gift to the Alpha Eta Nursing Research and Leadership Endowment to perpetuate its research and leadership awards, which many of the SON’s students and faculty have received. The goal is to raise $400,000; thus far, they have raised about $144,000.
Dean’s Report
Dean Vlahov reviewed the recommended actions from the 2014 School of Nursing Faculty Retreat and reported on the initiatives the Dean’s office has completed and will do in the future to address the recommendations:

- **Advancing Education:**
  - **Recommendations:**
    - Leverage innovations in technology to create a more flexible core curriculum
    - Create an integrated educational technology team
    - Create a Chief Education Office role to advance teaching and learning.
  - **Actions:**
    - The Dean created an Educational Innovation faculty champion role
    - Approved the recruitment for an instructional designer
    - Partnered with the School of Medicine Technology Enhanced Learning to advance technology and learning in the classroom.
    - Another possible initiative to advance education is to explore the creation of Associate Dean for Educational Innovation role.

- **Driving Research:**
  - **Recommendations:**
    - Expand pilot project funding for launching larger grants and increasing grant funding overall
    - Create a Center for Research and a Shared Research Resources Group
    - Support grant preparation through copy editing, content review, statistical methods, sample size calculations and non-science content.
  - **Actions:**
    - Initiated succession planning for the Associate Dean of Research.
  - **Potential Actions:**
    - Encourage further development of research themes to support focused recruitments and attract funding.
    - Review current resources in the Center for Research

- **Expanding Clinical Opportunities:**
  - **Recommendations:**
    - Work collaboratively with other schools on clinical practice sites
    - Invest in and strengthen clinical sites and preceptor affiliations.
  - **Actions:**
    - Supported and leveraged practice opportunities within UCSF SFVA and SFGH. The Dean's Office will continue to explore additional opportunities in this area going forward.
  - **Potential Actions:**
    - Explore opportunity to participate in the UC systemwide student health after-hours nurse advice service.
    - Support creative partnerships and agreements for faculty practice opportunities

- **Supporting Faculty:**
  - **Recommendations:**
    - Provide and facilitate opportunities for matching research interests of clinical and research faculty
    - More effectively leverage staff support for faculty; regularly evaluate distribution and assess current and future needs
    - Provide faculty development on adult learning
    - Develop new strategies for faculty recruitment and retention with a focus on faculty salaries and diversity
    - Fund limited faculty time for collaborative innovation activities
  - **Actions:**
    - The Dean and Chairs have continued to focus on philanthropy to support endowed chairs.
    - The search for a Physiological Nursing department chair was initiated
Potential Actions:
- Investment in Ladder Rank and In Residence faculty
- Review the existing department administrative support to identify ways to improve faculty support.

- Supporting Students:
  Recommendations:
  - Increase student knowledge regarding available services
  - Increase financial support for doctoral students
  - Dean’s development efforts prioritize MS and PhD students

  Actions:
  - Plans have been made to roll out a new web design with focus on providing information to prospective students
  - Exploring new financial models for student support
  - Increased focus on philanthropy to support student financial aid

- Increasing SON Advocacy and Visibility:
  Recommendations:
  - Boldly step forward to support Nursing Practice Act
  - Profile nurse on MUNI buses
  - Put a sign up for the school on Parnassus

  Actions:
  - Moved forward with the hiring of a project coordinator to support Typhon users, IT business analyst to improve SON systems, and a Finance Director to focus on finance management and improved post-award support for faculty.

Associate Dean’s Report – Administration and Finance
Associate Dean Lynda Jacobsen expanded on the Dean’s report by informing faculty that the survey that they responded to in the spring and the feedback collected at the retreat were all very helpful in developing the Dean’s initiatives.

Associate Dean’s Report – Academic Programs and Diversity Initiatives
Associate Dean Judy Martin-Holland provided an update on the work that has been done to update the student dismissal and grievance policy, and on the implementation of the comprehensive exam.

Student Dismissal Policy
In the spring of 2014, the Academic Senate passed a set of changes to the Appendix VII, the campus-wide policy addressing student grievances regarding dismissals. As a result of these changes, each school has been asked to make relevant changes to ensure alignment with the campus-wide policy. Associate Dean Martin-Holland reviewed all related student policies that the school has on record, how the policies need to be changed, and what is the implementation timeline for the revisions of the policies. The goal is to have all of the revisions complete by the Spring of 2015.

Comprehensive Exam
The new comprehensive exam is now in place and will be used starting this year. She thanked the members of the Master’s Program Council for their work on the exam over the past two years and she feels the results are exciting. The school is now working to prepare students and faculty for the new format. Comprehensive exam coordinators are now providing review presentations, and faculty are being sought to develop training modules that will provide instructions on how to grade the exams. She also noted that out of the four departments, three have developed guidelines for how to review the comp exams. The only department left is Social Behavioral Sciences. She will be following up with them to ensure this process is completed soon.

Associate Dean’s Report – Research
Associate Dean of Research Kathy Lee informed the faculty that she plans to step down from the position at the end of the academic year. She thanked the faculty for their support.
**Department Reports**
Department Chairs (CHS, PH, FHCN, and SBS) introduced new faculty. No report from the Institute for Health and Aging.

**Recruitment and Retention Committee**
Howard Pinderhughes discussed the committee’s work to increase faculty diversity. He reported over the past 10 years, faculty diversity at the school has not changed. To determine why this was the case, the committee reviewed the hiring practices and determined that they were not useful or effective in developing a diverse applicant pool. To address this problem, the committee, along with support from the Dean's Office, is working to develop short-term and long-term plans. Some of the potential solutions being considered include creating an endowed chair and faculty scholar positions that focus on diversity. On the retention side, the committee is trying to bring light to the fact that minority faculty are being asked serve on committees more than their peers in addition to an already full workload.

**DNP Update**
Clinical Professor Annette Carley provided an update of work to implement the multi-campus Doctorate in Nursing Practice (DNP) degree program, and on the piloting of core course revisions.

**DNP**
This program includes all of the UC Schools of Nursing, including UC Davis, UC Irvine, UCLA and UCSF. She informed the group that the degree proposal is currently working through the Academic Senate approval process. In the summer, the Systemwide Academic Senate requested that all four campuses involved must agree on a final proposal before anything can be submitted to them. Within the next couple of months, the Graduate Councils of UC Irvine and UC Davis will review. Clinical Professor Carley noted that, with the requirement to engage all campuses at once, the Senate review and approval will take a significant amount of time. She suspects that the program will be ready for enrollment in the 2016 academic year. One of the other factors that will extend the process is that since most of the degree is online; WASC approval will be required as well. This additional WASC approval process could add another year to the process.

**Piloting of Core Course Revisions**
In collaboration with the School of Medicine, the School of Nursing has had a couple of its courses undergo review of a SOM curriculum committee. This committee has provided assistance in the revision of the courses to include more online and hybrid content. If the pilot goes well, there will be revisions to other courses. At the moment, PhD courses are not included. Currently, the focus is only on the MS program courses.

**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 an 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 HIPAA 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; and, 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 (DSCP): 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 requires periodic password changes.

• Actions Taken to Date: Some of the changes that have already taken place in the new IT security policy are 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 to 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.

School of Nursing Development Office
Development Office representatives Justin Marsh and Lynnette Teti provided a review of the development office services that are available to School of Nursing faculty. Included in the presentation was a review of the trends in philanthropy across the country and at UCSF. Faculty were informed of the ways development office can be an asset by serving as a resource for faculty who have identified interested donors, or would like to reach out to potential donors. Faculty were directed to contact Justin Marsh or Lynnette Teti if they would like more information.

Clinical Sciences Retrofit and Renovation Update
Associate Vice Chancellor of Capital Programs Michael Bade and Associate Director of Capital Programs Patti Mitchell provided an overview of the planned changes to the Clinical Sciences Building and how it would have an effect on faculty, students, staff and visitors of the School of Nursing. Key changes included an improved entrance to Clinical Sciences and a path that will directly lead from Parnassus to Saunders Court. Members provided feedback regarding disabled access and a request for better signage.

Old Business
None

New Business
None

Chair Waters adjourned the meeting at 3:00 p.m.