



COMMITTEE ON FACULTY WELFARE

Candy Tsourounis, PharmD, Chair

Annual Report 2006-2007

Committee on Faculty Welfare (FW) met as a Committee five times during the 2006-07 academic year. The Committee was represented on the University Committee on Academic Freedom (UCAF) by Miriam Kuppermann, Ph.D, M.P.H. The major issues reviewed and acted on by the Committee during 2006-2007 are summarized in this report.

- *UCSF Strategic Planning, Phase III – Strategy Development*
- *UCSF Child Care*
- *Proposed Changes to APM 620, Policy Regarding Off-Scale Salaries*
- *Voluntary Catastrophic Leave Sharing*
- *Health Sciences Compensation Plan – Retirees and Recall*

UCSF Strategic Planning, Phase III – Strategy Development

The Committee on Faculty Welfare reviewed the UCSF Strategic Planning Initiative as part of the UCSF community participating in an extensive environmental assessment of the history and future factors to be considered in shaping a plan for the future. ([Appendix 1](#))

Phase III, Strategy Development strategy design teams were tasked with developing recommended strategies and tactics in support of UCSF's vision. The teams completed their work in March 2007, with the Strategic Plan approved by the Board I April 2007.

Academic Senate Committees submitted a communication to Chair Greenspan and Vice-Chair David Gardner. A communication was submitted to Co-Chairs of the UCSF Strategic Planning Board, EVC and Provost A. Eugene Washington, MD and Professor Elizabeth Blackburn, PhD. ([Appendix 2](#))

UCSF Child Care

On December 4, 2006, the UCSF Academic Senate Faculty Welfare Committee invited Robert Frank, Director of Child Care Services at UCSF to speak to the Committee. The Committee had questions regarding the waiting period to get infants and toddlers enrolled in the day care centers and the parameters for placement; the issue of transparency in these transactions; the relationship of our child care centers to Marin Day/Bright Horizons with respect to funding and tuition. Mr. Frank presented a response to each of this issue. Robert also projected the long term goals (2007-2012) for UCSF including the implementation of affordable program model (tuition support) with the objective of increasing affordability & access for UCSF student families, operating campus youth and school age camps as an extended childcare option, as well as

increasing programming to include family options for students in the Mission Bay housing complex and expanded care at alternative locations.

Task Force Regarding Proposed Changes to APM 620, Policy Regarding Off-Scale Salaries

The Task Force regarding the proposed changes to APM 620 (off-scale salaries) was charged with making a recommendation to the President steps UC should take to continue to attract and retain faculty through a competitive and effective system of compensation, while also retaining the benefit of a rigorous and effective post-tenure review. The Task Force was comprised of four members: two Members of the Committee on Academic Personnel (CAP), one of whom served as Chair, one Member of the Committee on Faculty Welfare (FW), and one representative of the Committee on Academic Planning and Budget (APB)

The Task Force reviewed modifications and recommended divisional support for this proposal and submitted a communication to Chair Greenspan.

Chair Greenspan presented the Task Force's recommendation for a Divisional Response to the Proposed Modifications to APM 620, Policy Regarding Off-Scale Salaries ([Appendix 3](#)).

Voluntary Catastrophic Leave Sharing

The Committee on Academic Freedom was asked to review the UCSF policy that does not allow faculty members to donate sick or vacation time to staff members who may run out of leave time due to catastrophic illness. UCSF staff may donate leave time to other staff for catastrophic leave; faculty were excluded from the policy since, originally, faculty did not have a campus-wide vacation leave tracking policy. A leave tracking policy is currently in place.

UC policy allows for campuses to make their own policies regarding leave sharing and this matter may be decided locally without approval from Systemwide.

The Committee on Faculty Welfare drafted a Communication as a formal proposal for consideration by Academic Council to allow faculty to donate vacation time to staff and non-faculty academics. ([Appendix 4](#))

Health Sciences Compensation Plan – Retirees and Recall

The committee reviewed an issue brought to the attention of Faculty Welfare by a retired faculty member who was recalled to active service. The faculty member presented three specific issues that occurred in the School of Medicine for the committee to consider.

1. As part of the UC policy on recalled faculty, a faculty member can not be recalled for more than 46% time. This faculty member was appointed at 46% or less time and was then informed that he was required to contribute a percentage of his income to the Health Sciences Compensation Plan (HSCP). The HSCP applies to faculty who are employed at 50% or greater time (although it may be applied to others as approved by the Dean). The faculty member raised the question as to whether this was the best policy for retirees who are recalled.

2. The HSCP for retirees applies limitations to ALL outside income (even if the employee is contributing less than 46% time to the University). The question was whether all outside income for retirees be subject to the same HSCP rules (such as non-clinical consulting, business ventures even if medically related).

3. If a retired faculty member was recalled and chose not to remain part of the HSCP, the employee would be paid for their time at Scale 0. This would apply even if the employee is bringing in more than their salary cost. Since the maximum of 46% time at Scale 0 is far below a clinician's salary, there is a great disincentive for faculty to be recalled. Recalled faculty would essentially be generating a profit for their department. Recall is entirely voluntary, but if the Chair and the faculty member can't reach an agreement on the tasks and what they are worth, then the value of recall is diminished.

The Committee reviewed the current policy surrounding the Health Sciences Compensation Plan as it relates to retirees and recall. The Committee was not able to identify the history behind this policy.

A communication was sent to Chair Greenspan recommending that this policy be brought before the faculty for consideration and revision where necessary. ([Appendix 5](#))

Chair Greenspan suggested the formation of a task force including members from Clinical Affairs and Faculty Welfare. This task force will be charged with investigating the current practice and making a recommendation as to the method to address the issue.

Issues for 2007-2008

The Committee will continue to respond to issues brought to it by the University Committee on Faculty Welfare and by the Chair of the UCSF Academic Senate.

Respectfully submitted,

Academic Senate Committee on Faculty Welfare

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Appendices

[Appendix 1](#): UCSF – Strategic Planning Phase III, Strategy Development

[Appendix 2](#): Letter to Drs. Washington and Blackburn from Chair Greenspan and Vice Chair Gardner regarding the UCSF Strategic Plan.

[Appendix 3](#): UCSF to Systemwide – Off-scale Salaries

[Appendix 4](#): Letter from Faculty Welfare to Chair Greenspan regarding Catastrophic Leave Sharing

[Appendix 5](#): Letter from Faculty Welfare to Chair Greenspan regarding Health Sci Comp, Retirees Recall.

UCSF – STRATEGIC PLANNING PHASE III STRATEGY DEVELOPMENT

Strategy Development (Phase III) will be completed through six “Design Teams” as proposed below. These design teams will be comprised of appropriate combinations of faculty, staff, students, residents, fellows, and post doctoral scholars. The teams will be charged with developing specific strategies and tactics within their respective theme that support the vision and goals defined for UCSF’s future. These goals and team themes are reflective of all of the strategic planning work completed to-date, including the planning interviews, the on-line survey, environmental assessment, and preliminary mission, vision and goals discussed at Board meetings.

Proposed team assignments, or “charges,” are presented on the following pages for each of the Design Teams. These charges are based on each of the UCSF goals that have been assigned to the six teams as part of their strategy development.

PROPOSED STRATEGY DESIGN TEAMS	
Team A:	Recruitment and Retention
Team B:	Research Directions
Team C:	Education and Training for the Future
Team D:	Clinical Care: Quality, Safety, Access and Patient Satisfaction
Team E:	Infrastructure and Resources
Team F:	Leadership and Governance

We are asking the Board to provide input on the following questions:

- *Do the proposed themes for the six teams reflect the priority areas identified through the strategic planning work completed to-date? Are there refinements you would recommend?*
- *Are there charges (assignment questions) that are missing or should be revised, given the strategic planning discussions to-date?*
- *What are your recommendations for membership for any of these strategy design teams (either Board or non-board members)?*

Please return your initial input to these three questions to Julie Kuznetsov (JKuznetsov@chanoff.ucsf.edu) by noon on September 11th so that we can summarize input for discussion at the September 14th Board meeting. At that meeting, Board members will also begin the process of assembling the teams. Thank you.

TEAM A: RECRUITMENT AND RETENTION

GOAL #1: Recruit, mentor and retain faculty, staff, students, resident, fellows, and post doctoral scholars of the highest caliber.

Team Charges to Address the Goal:

- a. What are the factors that attract top recruits to UCSF? Are any of these factors deteriorating? What needs to be done to address deteriorating factors? How can we capitalize on existing strengths?
- b. What are the factors that cause top candidates to choose another institution over UCSF? What can UCSF do strategically to overcome these obstacles?
- c. What strategies should UCSF implement to recruit top:
 - Faculty?
 - Staff?
 - Students?
 - Residents?
 - Fellows?
 - Post doctoral scholars?
- d. What strategies should UCSF implement to retain top:
 - Faculty?
 - Staff?
 - Students?
 - Residents?
 - Fellows?
 - Post doctoral scholars?
- e. How can UCSF ensure that effective mentoring takes place for faculty, staff, students, residents, fellows and post-doctoral scholars? What programs and systems need to be established to reward good mentoring?

GOAL #2: Educate and employ a diverse workforce.

Team Charges to Address the Goal:

- a. What methods for improving diversity have been successful at UCSF?
- b. Are there specific obstacles at UCSF that inhibit recruitment and retention of a representative community?
- c. What new strategies should be implemented to create a more diverse campus community? Differentiate between students, residents, fellows, post doctoral scholars, faculty and staff, as needed.

GOAL #3: Provide a supportive work environment that fosters communication and collaboration.*

Team Charges to Address the Goal (note that ALL teams will address this Goal):

- a. What strategies should be employed to protect the culture of collaboration at UCSF?
- b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?
- c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF's future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges)

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.

TEAM B: RESEARCH DIRECTIONS

GOAL #4: Foster the UCSF research enterprise across multiple sites; determine priority research areas, as well as the criteria for defining priorities, for further development.

Team Charges to Address the Goal:

- a. What criteria should be used to select priority research areas for the future? Rank the criteria in order of importance.
- b. What research areas should be considered for further development?
- c. How does each research area rate relative to each criteria recommended above under question a?
- d. How best can the UCSF research enterprise be fostered across multiple campuses and schools in the short- and long-term?

GOAL #5: Build novel interdisciplinary and inter-school approaches towards education, research and health care that prepare UCSF for the future.*

Team Charges to Address the Goal:

- a. Given the priority research areas identified for UCSF's future (under Goal #4 charges above), what novel interdisciplinary and inter-school approaches should be developed to ensure success of the research enterprise?
- b. What, if any, other resources (faculty, space, cores, etc.) are needed to ensure these approaches are successfully implemented?

GOAL #6: Develop innovative education and research programs across professional schools that support the vision for UCSF of promoting global health.*

Team Charges to Address the Goal:

- a. What specific strategies are needed to advance innovative research in global health across professional schools at UCSF?
- b. How can this best be accomplished across UCSF's professional schools?

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.

GOAL #7: Strengthen relationships with other University of California campuses that provide collaborative opportunities with other science disciplines.

Team Charges to Address the Goal:

- a. Given the priority research areas as well as the novel interdisciplinary and inter-school approaches identified above, what disciplines are not available at UCSF that will be needed in the future to advance the UCSF research agenda?
- b. Which UC campuses have these disciplines as institutional strengths and represent potential collaborators?
- c. What mechanisms and infrastructure are needed to facilitate these collaborations?

GOAL #8: Work in partnership with the community to reduce health disparities.*

Team Charges to Address the Goal:

- a. How do we define “community” with respect to this goal?
- b. In what ways, from a research perspective, is UCSF most likely to contribute to the reduction of health disparities?
- c. Through which community partnerships can this goal be achieved? How can current community partnerships be strengthened to achieve this goal?
- d. What are the objective measures to assess progress in meeting this goal?

GOAL #3: Provide a supportive work environment that fosters communication and collaboration.*

Team Charges to Address the Goal (note that ALL teams will address this Goal):

- a. What strategies should be employed to protect the culture of collaboration at UCSF?
- b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?
- c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF’s future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges.)

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.

TEAM C: EDUCATION AND TRAINING FOR THE FUTURE

GOAL #5: Build novel interdisciplinary and inter-school approaches towards education, research and health care that prepare UCSF for the future.*

Team Charges to Address the Goal:

- a. What are the educational needs of future students, residents, fellows, and post doctoral scholars?
- b. Were interdisciplinary and inter-school educational programs and/or curricula identified as important pursuits for UCSF's future in response to question a?
- c. What, if any, are the obstacles at UCSF to enhancing interdisciplinary and inter-school education? How should these be addressed to enhance interdisciplinary and inter-school education at UCSF?
- d. What other steps need to be taken to build new educational programs and approaches?

GOAL #6: Develop innovative education and research programs across professional schools that support the vision for UCSF of promoting global health.*

Team Charges to Address the Goal:

- a. What types of educational programs are needed in global health and population sciences at UCSF and why are they needed?
- b. What steps need to be taken to institute these programs at UCSF?
- c. Are there strong models or examples of these programs elsewhere that UCSF may want to emulate?

GOAL #9: Enhance cross-training for faculty, students, residents, fellows and post-doctoral scholars that provides greater exposure to basic science training for clinicians and to clinical and health sciences training for researchers.

Team Charges to Address the Goal:

- a. What strategies can UCSF implement to provide greater exposure to basic science training for clinicians?
- b. What strategies can UCSF implement to provide greater exposure to clinical and health sciences for researchers?
- c. How will success be measured in attaining this goal?

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.

GOAL #8: Work in partnership with the community to reduce health disparities.*

Team Charges to Address the Goal:

- a. How do we define “community” with respect to this goal?
- b. In what ways, from an educational perspective, is UCSF most likely to contribute to the reduction of health disparities?
- c. Through which community partnerships can this goal be achieved? How can current community partnerships be strengthened to achieve this goal?
- d. What are the objective measures to assess progress in meeting this goal?

GOAL #3: Provide a supportive work environment that fosters communication and collaboration.*

Team Charges to Address the Goal (note that ALL teams will address this Goal):

- a. What strategies should be employed to protect the culture of collaboration at UCSF?
- b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?
- c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF's future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges.)

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.

TEAM D: CLINICAL CARE: QUALITY, SAFETY, ACCESS AND PATIENT SATISFACTION

GOAL #10: Develop systematic approaches that enhance health care quality and patient safety, access and satisfaction.

Team Charges to Address the Goal:

- a. What mechanisms are in place at UCSF to monitor and manage each of these parameters?
- b. What evidence do we have of success or failure in these domains?
- c. What strategies should be implemented to enhance UCSF's performance in health care quality and patient safety, access and satisfaction? Specifically consider both inpatient and outpatient care at all sites.

GOAL #5: Build novel interdisciplinary and inter-school approaches towards education, research and health care that prepare UCSF for the future.*

Team Charges to Address the Goal:

- a. What interdisciplinary and inter-professional approaches towards health care are important pursuits for UCSF's future?
- b. What, if any, are the obstacles at UCSF to enhancing interdisciplinary and inter-professional health care? How should these be addressed to enhance interdisciplinary and inter-professional health care at UCSF?
- c. What steps need to be taken to accomplish this Goal from a health care perspective? What resources may be required for successful implementation?

GOAL #8: Work in partnership with the community to reduce health disparities.*

Team Charges to Address the Goal:

- a. How do we define "community" with respect to this goal?
- b. In what ways, from a health care perspective, is UCSF most likely to contribute to the reduction of health disparities?
- c. Through which community partnerships can this goal be achieved? How can current community partnerships be strengthened to achieve this goal?
- d. What are the objective measures to assess progress in meeting this goal?

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.

GOAL #3: Provide a supportive work environment that fosters communication and collaboration.*

Team Charges to Address the Goal (note that ALL teams will address this Goal):

- a. What strategies should be employed to protect the culture of collaboration at UCSF?
- b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?
- c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF's future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges.)

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.

TEAM E: INFRASTRUCTURE AND RESOURCES

GOAL #11: Secure sustainable and diversified funding to carry out the vision.

Team Charges to Address the Goal:

- a. Considering all of UCSF's funding sources (EA pgs IV-2 and IV-3), what sources are the most likely targets for growth in the future?
- b. What steps should UCSF take to secure those funds?
- c. What alternatives should UCSF pursue in the event that these funds cannot be reliably secured?
- d. How can UCSF foster its development efforts and increase endowments?
- e. Should UCSF strengthen partnerships with private industry to diversify funding, and if so, how?

GOAL #12: Develop communication systems, including information technologies, that bridge missions, campuses, schools and departments, that allow all to operate efficiently, facilitate collaboration, and build community.

Team Charges to Address the Goal:

- a. What systems are already in place at UCSF to facilitate communication, efficiency and collaboration? How can these systems be enhanced?
- b. What duplicative systems are maintained by different schools, campuses and operating units that should be centralized?
- c. Are there systems that are currently centrally administered that should be decentralized?
- d. What new technology and/or infrastructure is needed to enhance efficiency, collaboration, and communication across campuses and schools?

GOAL #13: Increase recognition of UCSF's contributions and status in the local community, the state, nation and the world.

Team Charges to Address the Goal:

- a. What has UCSF already done well to improve its recognition and status?
- b. What strategies can UCSF implement that would increase recognition of its contributions and status:
 - Locally?
 - State-wide?
 - Nationally?
 - Internationally?

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.

- c. What additional steps are needed to enhance the stature of UCSF?
- d. How will we know that UCSF's recognition has improved?
- e. How should UCSF address the following recommendations, which surfaced during the Strategic Planning interviews, if at all?
 - Strengthen public relations and marketing to promote UCSF's strengths and contributions to the Bay Area.
 - Effectively utilize advisory groups, grateful patients and donors.
 - Prepare an economic impact/community benefit analysis and statement.
 - Improve communication and involvement with the Bay Area community and UCSF's neighborhoods.

GOAL #14: Provide facilities and infrastructure that accommodate planned growth, academic strategic priorities and UCSF's vision.

Team Charges to Address the Goal:

- a. Given that UCSF has increased its total available square footage by 36 percent in the last five years, is more space needed? If so for what purpose and where should it be located?
- b. Describe an optimal process for allocating space. How can space-related decisions be more transparent?
- c. What types of infrastructure will be needed to ensure that top priority strategies (as recommended by each of the Strategy Design Teams) are successfully implemented at UCSF? What already exists or is planned for, what needs improvement and what would be new resource requirements?
- d. Assuming that a multi-campus configuration is likely to exist for several more years, if not permanently, what steps should be taken to maintain unity and ease the difficulties caused by geographic dispersion?

GOAL #15: Streamline or enhance management practices to ensure accountability and transparency throughout UCSF.

Team Charges to Address the Goal:

- a. What processes and practices at UCSF need to be streamlined or enhanced?
- b. Does "streamlining" necessitate greater centralization or decentralization? If so, how will departments be convinced/compelled to relinquish control and perhaps customization and flexibility and/or accept additional responsibility and accountability? If not, what is the definition of streamline?
- c. What principles and techniques should be employed to streamline or enhance processes identified in question a?

- d. What is currently obscured that should be made more transparent? What techniques should be used to increase transparency?

GOAL #3: Provide a supportive work environment that fosters communication and collaboration.*

Team Charges to Address the Goal (note that ALL teams will address this Goal):

- a. What strategies should be employed to protect the culture of collaboration at UCSF?
- b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?
- c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF's future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges.)

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.

TEAM F: LEADERSHIP AND GOVERNANCE

GOAL #16: Ensure top quality institutional leadership for UCSF to excel.

Team Charges to Address the Goal:

- a. How does UCSF currently select senior institutional leaders? Outline an ideal selection process for the future.
- b. What strategies should UCSF implement to recruit and retain top executive leadership?
- c. What mechanisms are in place to evaluate leadership performance? What process and criteria should be considered to evaluate leadership across UCSF? Should specific rewards or consequences be assigned to enhance accountability? If so, what are they?
- d. How does the current organizational structure inhibit or encourage strong leadership and accountability? What changes are needed to enhance these?
- e. How should UCSF go about sustainably grooming next generations of leadership?
- f. How can UCSF generate and foster a culture of leadership?

GOAL #3: Provide a supportive work environment that fosters communication and collaboration.*

Team Charges to Address the Goal (note that ALL teams will address this Goal):

- a. What strategies should be employed to protect the culture of collaboration at UCSF?
- b. How best can UCSF address the challenges of communication, which is increasingly taxed as UCSF grows across multiple campuses and diversifies its missions?
- c. What steps should be taken to provide a supportive work environment that fosters the core values identified for UCSF's future?

(Note: The top ten values identified through the strategic planning work are Excellence, Integrity, Leadership, Innovation, Collaboration/Collegiality, Respect, Scholarship, Diversity, Supportive Environment, Community Service. Most of these values are being addressed elsewhere in all six team charges.)

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.

APPENDIX - PRELIMINARY UCSF GOALS

- GOAL #1:** Recruit, mentor and retain faculty, staff, students, resident, fellows, and post doctoral scholars of the highest caliber.
- GOAL #2:** Educate and employ a diverse workforce.
- GOAL #3:** Provide a supportive work environment that fosters communication and collaboration.*
- GOAL #4:** Foster the UCSF research enterprise across multiple sites; determine priority research areas, as well as the criteria for defining priorities, for further development.
- GOAL #5:** Build novel interdisciplinary and inter-school approaches towards education, research and health care that prepare UCSF for the future.*
- GOAL #6:** Develop innovative education and research programs across professional schools that support the vision for UCSF of promoting global health.*
- GOAL #7:** Strengthen relationships with other University of California campuses that provide collaborative opportunities with other science disciplines.
- GOAL #8:** Work in partnership with the community to reduce health disparities.*
- GOAL #9:** Enhance cross-training for faculty, students, residents, fellows and post-doctoral scholars that provides greater exposure to basic science training for clinicians and to clinical and health sciences training for researchers.
- GOAL #10:** Develop systematic approaches that enhance health care quality and patient safety, access and satisfaction.
- GOAL #11:** Secure sustainable and diversified funding to carry out the vision.
- GOAL #12:** Develop communication systems, including information technologies, that bridge missions, campuses, schools and departments, that allow all to operate efficiently, facilitate collaboration, and build community.
- GOAL #13:** Increase recognition of UCSF's contributions and status in the local community, the state, nation and the world.
- GOAL #14:** Provide facilities and infrastructure that accommodate planned growth, academic strategic priorities and UCSF's vision.
- GOAL #15:** Streamline or enhance management practices to ensure accountability and transparency throughout UCSF.
- GOAL #16:** Ensure top quality institutional leadership for UCSF to excel.

* Goal will be addressed by more than one Strategy Design Team: Please see Appendix for a complete list.

UNIVERSITY OF CALIFORNIA, SAN FRANCISCO

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UCSF Strategic Planning Board
Campus Box 0400
ATTN: Julie Kuznetsov, Director, Strategic Planning

September 27, 2006

Dear Drs. Washington and Blackburn:

Thank you for the opportunity for the Academic Senate to review and comment on the UCSF Strategic Planning Phase III, Strategy Development document.

Enclosed, please find individual communications from Academic Senate Committees, a summary overview of Senate Committee responses by goals, a revised table (dated September 26, 2006) with additional names suggested for Academic Senate faculty to participate on UCSF strategic planning teams and a copy of the Academic Senate Task Force Report on Faculty Recruitment, Retention and Promotion (also available online at the following URL: <http://www.ucsf.edu/senate/0-taskforcesadhoc/v2-FRRP-Report.html>).

We would like to highlight the four key areas noted below as specific concerns that should be addressed:

Make recruitment and retention of a diverse and outstanding faculty among the highest priorities. Particular focus should be given to the findings and recommendations contained in the Academic Senate Report on Faculty Recruitment, Retention and Promotion.

Care should be taken when defining “priority research areas” so that it is not exclusionist in nature.

Academic Senate members believe that while emphasizing specific research areas might be beneficial, prioritizing specific areas might lead to problems with recruitment and retention.

The Academic Senate favors the more detailed approach listed in Dr. Irby’s list of goals in defining what the needs will be in sustaining educational excellence.

Development of new infrastructure and allocation of resources should be balanced across all campus sites in the system, not just focused on Mission Bay.

Please feel free to contact us if you have any questions or need additional information.

Yours sincerely,

Deborah Greenspan

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June 14, 2007

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RE: Divisional Response to Proposed Amendments to APM 620;
Proposed Policy for Off-Scale Salaries

Dear Chair Oakley,

The San Francisco Division has reviewed the Proposed Amendments to APM 620, Policy on Off-Scale Salaries. This proposal was reviewed and discussed by the UCSF Academic Senate Coordinating Committee, the UCSF Committee on Academic Personnel, the UCSF Committee on Academic Planning and Budget, and an Academic Senate task force representing all four schools of UCSF.

The San Francisco division hereby expresses its support for these Amendments.

The reviewing bodies understand that while these changes are intended to bring policy into line with practice, this is, hopefully, the first of many steps which will expand salary ranges, increase faculty salaries, and bring faculty salary scales to a position competitive to our comparison institutions. The reviewing bodies also recognize that these goals are beyond the scope of these proposed modifications to the APM and will be attempted by the Office of the President's Work Group on this issue.

If you have any questions or need additional information, please do not hesitate to contact me at 415-476-0575, greenspand@dentistry.ucsf.edu or Academic Senate Senior Analyst Wilson Hardcastle at 415-476-4245, or wilson.hardcastle@ucsf.edu..

Sincerely yours,

Deborah Greenspan, DSc, BDS
Professor and Chair
San Francisco Division

cc: Maria Bertero-Barcelo, Executive Director, UC Academic Council



Communication from the Committee on Faculty Welfare Candy Tsourounis, PharmD, Chair

March 23, 2007

Deborah Greenspan, DSc, BDS
Chair, UCSF Academic Senate
Office of the Academic Senate, Box 0764

Re: Voluntary Catastrophic Leave Sharing Program

Dear Chair Greenspan,

At the last Faculty Welfare Committee meeting on March 22, 2007, the Committee reviewed the current UCSF Voluntary Catastrophic Leave Sharing Program. The Committee identified that faculty (Ladder Rank, In-Residence, Professor of Clinical "X", Clinical Professors and Adjunct Professors) are specifically excluded from being able to donate any unused vacation credits to staff and non-faculty academics.

The Faculty Welfare Committee would like to recommend that the Academic Senate initiate and support a revision to this policy to include faculty as eligible employees that may donate unused vacation time to staff and non-faculty academics. The Committee was in favor of keeping the same donation terms and limits as described in the current policy.

Sincerely,

Candy Tsourounis, PharmD
Chair, Faculty Welfare Committee

Committee on Faculty Welfare
Candy Tsourounis, PharmD, Chair
Sharmila Majumdar, MD, Vice Chair
Arnold Kahn
Don Kishi
Carmen Portillo
Tina Raine-Bennett
David Rempel
Caroline Shiboski
Bryna Siegel

Enclosures: UCSF Voluntary Catastrophic Leave Sharing Program
Academic Senate Letter re: Catastrophic Leave Sharing Program
UCOP Delegation of Authority – Establishment of Catastrophic Leave Sharing Program
Extended Leave Policy Comparison



Communication from the Committee on Faculty Welfare Candy Tsourounis, PharmD, Chair

March 23, 2007

Deborah Greenspan, DSc, BDS
Chair, UCSF Academic Senate
Office of the Academic Senate, Box 0764

Re: Health Sciences Compensation Plan-Retirees and Recall

Dear Chair Greenspan,

At the last Faculty Welfare Committee meeting on March 22, 2007, the Committee reviewed the current policy surrounding the Health Sciences Compensation Plan as it relates to retirees and recall. The Committee was not able to identify the history behind this policy and the steps that led to its creation and adoption. The Committee felt strongly that input from the faculty is needed, particularly as more of our faculty will be approaching retirement in the coming years.

The Faculty Welfare Committee is recommending that this policy be brought before the faculty for consideration and revision where necessary. We recommend the policy be circulated for faculty input throughout the various campus committees and faculty councils.

Sincerely,

Candy Tsourounis, PharmD
Chair, Faculty Welfare Committee

Committee on Faculty Welfare

Candy Tsourounis, PharmD, Chair
Sharmila Majumdar, MD, Vice Chair
Arnold Kahn, PhD
Don Kishi, PharmD
Carmen Portillo, RN, PhD
Tina Raine-Bennett, MD
David Rempel, MD
Caroline Shiboski, DDS
Bryna Siegel, PhD

Enc(s): UCRP Return to Employment after Retirement
UC Guidelines for Rehire of UC Retirees