



University of California  
San Francisco

**Academic Senate**  
senate.ucsf.edu

**School of Medicine Faculty Council**  
**Heather Fullerton, MD, MAS, Chair**

## ANNUAL REPORT 2010-2011

**Primary Focus Points for the Year:**

- Bylaw Revisions to School of Medicine Subcommittees and Faculty Council Membership
- Operational Excellence and Its Effect on the School of Medicine
- Task Force on Senate Membership and the Effect on Faculty in the School of Medicine, UCSF

**Task Forces, Special Committees and Subcommittees**

- Task Force on Senate Membership (Robert Nissenson)

**Issues for Next Year (2011-2012)**

- Backup Dependent Care Pilot Follow-up
- Continued examination of infrastructure and cost cutting within the school
- Impact and Effect of Operational Excellence on Faculty and Departments within the School of Medicine
- Impact of the Graduate Student Tax on SOM Basic Science Departments
- School of Medicine Budget Planning
- Dissemination to School of Medicine Faculty of SOM Faculty Council Information and SOM Leadership Retreat Themes

---

**2010-2011 Members**

**Heather Fullerton, Chair**

**Robert Nissenson, Vice Chair**

Marcelle Cedars  
Cynthia Curry  
John Feiner (CAC Liaison)  
Brad Hare  
Jeffrey Lotz  
Alma Martinez  
Heather Nye  
Joseph Speidel  
Joseph Sullivan  
Ellen Weber

**Ex-Officio Members**

Bobby Baron, Associate Dean, Graduate Medical Education  
Renee Binder, Vice Dean, Academic Affairs [Interim]  
Samuel Hawgood, Dean  
Harry Hollander, Chair, Committee on Curriculum and Educational Policy  
David Irby, Vice Dean, Education

---

**Number of Meetings: 10**

**Senate Analyst: Alison Cleaver**

---

## Systemwide Business

In 2010-2011, the Council took up the following UC Systemwide issues:

### **Report and Recommendations of the Task Force on Senate Membership**

SOM Faculty Council members reviewed and commented on the UC Systemwide [Report and Recommendations of the Task Force on Senate Membership](#). Overall Faculty Council members supported the creation of a UCSF task force to examine the benefits of being a member of the UCSF Academic Senate. Members especially made note that at UCSF Senate and non-Senate faculty have similar and overlapping responsibilities. Yet the separation of them as voting bodies weakens the Senate's power. Council members also supported the push to have UCSF take on more independence from the Systemwide Academic Senate. ([Appendix 1](#))

### **University of California Retirement Plan & Health Care Premium Contributions**

In Spring 2011, the Council heard an update from Grayson Marshall, Chair, Academic Senate Faculty Welfare Committee, on proposed changes to the UC Retirement Plan and proposed changes to the Health Care Premium Contributions. All changes are still in negotiation at this stage. Surveys are being done on exiting faculty, as many private universities are headhunting faculty at this point.

## Divisional Business

This year, the School of Medicine Faculty Council took up the following issues related to the San Francisco Division:

### **Academic Senate and Faculty Council Relationship**

UCSF Academic Senate Executive Director, Heather Alden, provided an overview on how the Senate's Faculty Councils interact with the overall Academic Senate in Fall 2011. Each school's Council is an independent entity with its own set of bylaws. The Council serves to represent each SOM Faculty and itself serves as a conduit between SOM and the UCSF Academic Senate. SOM Faculty Council members proposed having Town Halls to handle the school bylaw of "...reporting to the full SOM faculty two to three times a year."

### **Campus Information Technology Changes**

Council members heard an overview presentation in Spring 2011 from UCSF Chief Information Officer Elazar Harel on technology changes forthcoming to the campus. These changes are focused on the following areas:

1. Governance
  - a. Transparency and availability of financial data.
2. Policies
  - a. Development of an IT Funding Model
  - b. Open Access
  - c. IT Procurement
  - d. Security and Encryption
  - e. Desktop Support
3. Research Support
  - a. APeX / EPIC Rollout
  - b. Clinical Data Warehouse
  - c. Clinical Trails
  - d. Mobile Applications
  - e. Special Faculty Projects
4. Business Applications
  - a. Data Warehouse and Business Intelligence
  - b. Financial

- c. Human Resources (Advance)
- d. Research Administration
- 5. IT Technology and Infrastructure
  - a. WiFi Coverage throughout UCSF
  - b. Data and Voice Network
  - c. Single Sign-on
  - d. Help Desk, Desktop Support, Encryption
  - e. Email, Calendar, Unified Messaging
  - f. Data Centers
  - g. Videoconferencing ([Appendix 2](#))

### **UCSF Backup Dependent Care**

Paul Green, Chair, Chancellor's Advisory Committee on Child Care provided an overview of the UCSF Pilot Program that began May 31, 2011, to expand the backup dependent care program on the campus. Within the past decade, UCSF has made efforts toward addressing child and elder care on its various campuses. The intention is to increase capacity for child care slots to 2% by 2014. Once the pilot is finished, changes will be made as needed. The program will then be expanded for all faculty. Availability for staff will follow, pending union approvals.

### **Graduate Student Tax**

SOM Dean Hawgood advised that this tough decision—of charging basic science departments for having graduate students--was made as the Graduate Division was facing a steep decline in enrollment (30%). Dean Hawgood advised SOM Department Chairs that it was a central funding decision they had to solve, and they couldn't pass the budget shortfall down to faculty who do not have discretionary monies. Overall, funding in this manner has added \$1-\$1.5M into the graduate student money pools and created a more equitable avenue for clinical departments to give funding. A better funding model is in development.

### **Liaison Committee on Medical Education (LCME) Visit**

SOM Vice Dean Irby updated Faculty Council members on the Liaison Committee on Medical Education (LCME) site visit in January 2011. LCME is the nationally recognized accrediting authority for medical education programs leading to the M.D. degree in U.S. and Canadian medical schools. Representatives from LCME visited UCSF School of Medicine in 2011 for re-accreditation purposes. Standard questions LCME focuses on include:

1. Is UCSF meeting the required LCME standards for medical education?
  - a. If almost being met, are the gaps something that needs to be fixed immediately, or are the gaps already in the process of being corrected?
  - b. If not being met, do the gaps possess the potential to go "downhill" such that it must be fixed immediately?

UCSF overall continues to lead the field in meeting and exceeding standards for medical education. Final results of the LCME visit will be relayed to SOM Faculty Council once they are received.

### **UCSF Operational Excellence**

The School of Medicine heard a presentation from SOM Dean Hawgood on the School's budget situation and how the Operational Excellence initiative is aimed at resolving some of these issues. Faculty Council members raised issues with the Dean regarding loss of autonomy among primary investigators and departments through the pre-award centralizations. The Dean supported these legitimate concerns but pointed to the overall intention of turning pre-award processing clusters into higher-functioning groups. By doing so, it will enable the pre-award analysts to process 600+ awards a year. UCSF as a whole processes 5,000 awards annually; SOM itself handles 1,100.

### **San Francisco General Hospital**

Council members heard an update from Sue Carlisle, Associate Dean, on matters at the San Francisco General Hospital (SFGH). The hospital is undergoing renovations that are projected to be finished by 2015. Changes include fourteen new operating rooms among other changes. The hospital was asked to develop a Code of Conduct that now successfully serves as an avenue for faculty and staff issues. It is intended that the SFGH Code of Conduct will run parallel to other systems such as the Sexual Harassment Office Policies.

### **Search for SOM Vice Dean for Education Replacement**

School of Medicine Vice Dean Nancy Milliken is chairing the replacement committee. There were fifteen to twenty national and international applicants. In Spring 2011, it was announced that Catherine Reinis Lucey, MD, had been appointed the new Vice Dean for Education, effective September 1, 2011. Dr. Lucey is currently Interim Dean and Vice Dean for Education at the Ohio State University (OSU) College of Medicine, and Associate Vice President for Health Sciences Education for the OSU Office of Health Sciences. She is also the Chair Elect of the American Board of Internal Medicine and a member of the Association of American Medical Colleges MR5 committee, charged with overseeing the revision of the Medical College Admission Test process.

### **UCSF Academic Senate Membership Task Force**

Vice Chair Nissenson serves on this Division Task Force examining and advocating the expansion of Academic Senate guidelines to include Adjunct and Health Sciences Clinical faculty. Council members heard reports throughout the academic year on task force activities.

### **School of Medicine Faculty Council Bylaw Changes**

Council members proposed revisions to the Academic Senate Bylaws that govern its functioning. Bylaw edits were focused on specifying the charge to each Subcommittee. The School was asked to do so by the LCME after their last visit. Proposed Bylaw edits were routed to the Rules & Jurisdiction Committee for their approval. ([Appendix 3](#))

### **UCSF Code of Conduct and Standards of Professionalism**

Members heard a presentation from Wade Smith, Chair, Professionalism Committee, Parnassus Campus and Ethic Committee, UCSF Medical Center. The latter committee reviews and revises the Code of Conduct (UCSF) for compliance issues. Dr. Smith discussed the differences between the Code of Conducts at the SFGH and the Parnassus Campus.

The (Parnassus) Ethics Committee was formed in 2010-2011 to create a similar practice for the UCSF Medical Center. The Ethics Committee is protected and cannot be audited by attorneys. The aim is to give more power to individual reporting and to allow for clarification on both sides. Council members encouraged the VA Medical Center to develop something similar for their faculty and staff.

## **School of Medicine Business**

This year, the Faculty Council took up the following issues related to the School of Medicine:

### **Budget**

Mike Hindery, Vice Chair, SOM Budget Committee presented on the current budget situation. The School saw 163 new faculty appointments in fiscal year 2010. That year there was also a 4.9% increase in sponsored research funding and a 5% increase in clinical revenue (PFF payments). Over half of SOM's gross revenue comes from research (by source of funding).

Overall SOM costs and needs include:

1. Financial management and budgeting: knowing the sources and use of money.
2. Education and sponsored research not recovering their full costs.

3. Clinical practices providing the margin to fund education and research

Big Issues include:

1. Financials
  - a. Align revenue with expenses
  - b. Retirement costs and health benefits impact on SOM
  - c. Review of resource allocation model within SOM
  - d. New UCOP Funding Streams proposal and its impact on SOM
2. Space Utilization & Management
  - a. Monies spent on capital leases
  - b. Out-dated educational facilities
3. Dean's Resources
  - a. Funds available for support may be diverted to fund departments' operating deficits
4. Clinical Matters
  - a. Unknown implications of the health care reform
  - b. High ambulatory practice costs
  - c. RVU benchmarks indicate an opportunity to increase clinical faculty productivity in most departments

Council members also heard a presentation from ex officio member Elyse Foster on her role as the Council representative on the Budget & Finance Committee, School of Medicine. This committee plays an advisory role within the School, acting as a go-between to departments and the Dean's Office. At present the committee is focused on:

1. Compensation plans
2. Benchmark/productivity measures
3. Investing funding balances

#### **Committee Examining the Educational Efforts of SOM Faculty**

Council members heard from Dan West, Chair, Committee Examining the Educational Efforts of Faculty in the SOM. This committee is charged with creating a management and metric to measure educational efforts such that it is aligned with the School's educational mission. Overall they are focused on determining how "excellence in teaching can be rewarded." Guidelines and a metric system have been developed. ([Appendix 4](#))

#### **Posthumous Degree Policy**

Faculty Council members approved the criteria for awarding a posthumous degree. Members voted unanimously to grant such a degree to recently deceased SOM student Joe O. Hernandez. Vice Dean Irby and the SOM Dean's Office will coordinate with the student's family.

#### **Space Planning**

Bruce Wintroub and Bonnie Maler provided an overview on changes being made within the School in regards to space planning and productivity. Space utilization will be examined starting in January 2011 with a focus on eight criteria, including indirect cost recovery. Departments and ORUs with underutilized space will be expected to develop a business plan. If unsuccessful, space may be reassigned through the Dean. Council members raised questions about:

1. Differences in productivity between dry labs and wet labs
  - a. The Space Planning Committee would leave this up to the departments to handle
2. Qualitative issues that often go up into determining space value
3. Evaluating multi-use space e.g., teaching and clinical work ([Appendix 5](#))

### **Campus Sustainability**

Sustainability Manager Gail Lee presented on the Sustainability Stakeholder Workforce Day (November 4, 2010). The intention is to gather people from all over the campus to assist in the development of campus-wide five-year and ten-year goals for the campus.

### **UC Fresno Updates – Cynthia Curry, UCF Representative**

UCF Representative Cynthia Curry presented an overview on the progress and development of that campus to date. The campus has nine residency programs, two of which are starting Fall 2011. There are also nine fellowship programs with thirty fellows. After completion of residency, about 35% of those who train in the Central Valley remain in the area. There are about 200 SOM students who rotate through UC Fresno. The Campus has 13 Senate faculty: three Ladder Rank, 10 Clinical X. At recent count, there are about 135 grants funding research on campus. The campus has also made an effort to institute an integrated curriculum.

## **Task Forces and Other Committee Service**

This year, members of the School of Medicine Faculty Council served on the following Academic Senate task forces or other campus committees as representatives of APB or the Academic Senate. Where possible, the reports from these task forces or committees are linked to or attached to this Annual Report.

- Task Force on Senate Membership (Robert Nissenson)

## **Going Forward**

Ongoing issues under review or actions, which the Faculty Council will continue into 2011-2012:

- Backup Dependent Care Pilot Follow-up
- Continued examination of infrastructure and cost cutting within the school
- Impact and Effect of Operational Excellence on Faculty and Departments within the School of Medicine
- Impact of the Graduate Student Tax on SOM Basic Science Departments
- School of Medicine Budget Planning
- Dissemination to School of Medicine Faculty of SOM Faculty Council Information and SOM Leadership Retreat Themes

## **Appendices**

- [Appendix 1:](#) Communication to the UCSF Academic Senate Division Chair on the Report and Recommendation of the task Force on Senate Membership
- [Appendix 2:](#) Campus Information Technology Changes – Presentation by CIO Elazar Haral
- [Appendix 3:](#) School of Medicine Faculty Council Proposed Bylaw Edits
- [Appendix 4:](#) Presentation from the Committee Examining the Educational Efforts of SOM Faculty
- [Appendix 5:](#) School of Medicine Space Governance Policy

Senate Staff:  
Alison Cleaver, Senior Analyst  
[Alison.cleaver@ucsf.edu](mailto:Alison.cleaver@ucsf.edu); 415/476-808