



School of Medicine Faculty Council
Robert Nissenson, PhD, Chair

ANNUAL REPORT 2011-2012

Primary Focus Points for the Year:

- Improved Communication between SOM Faculty at Various Campuses and the Medical Center
- Operational Excellence and Its Effect on the School of Medicine
- SOM Budget and Compensation Issues
- Task Force on Senate Membership and the Effect on Faculty in the School of Medicine, UCSF

Task Forces, Special Committees and Subcommittees

- Subcommittee to Explore SOM Standing Committee Oversight
- Task Force on Senate Membership (Robert Nissenson)

Issues for Next Year (2012-2013)

- SOM Standing Committees Bylaws and Policies
- SOM Educational Policy Changes
- Operational Excellence and Its Effects on the School of Medicine
- Ongoing Communication with the Mission Bay Hospital Clinical Operations Oversight Committee
- Sustainability Update (Campuswide) and Representative Update from Senate's standing Sustainability Committee

2011-2012 Members

Robert Nissenson, Chair

Joseph Sullivan, Vice Chair

Marcelle Cedars
Cynthia Curry
Teresa De Marco
Celia Kaplan
Jeffrey Lotz
Alma Martinez
Heather Nye
Phil Rosenthal (CAC Liaison)
Joseph Speidel
Ellen Weber

Ex-Officio Members

Bobby Baron, Associate Dean, Graduate Medical Education
Elena Fuentes-Afflick, Vice Dean, Academic Affairs
Samuel Hawgood, Dean
Harry Hollander, Chair, Committee on Curriculum and Educational Policy
Catherine Reinis Lucey, Vice Dean, Education

Number of Meetings: 10

Senate Analyst: Alison Cleaver

Systemwide Business

In 2011-2012, the Council took up the following UC Systemwide issues:

APM 670

Academic Planning & Budget (APB) Chair Mary Gray and former APB Chair, Steven Cheung, went over the proposed changes to APB 670 and the Memorandum of Understanding created by APB in conjunction with SOM Dean Hawgood and SOD Dean Featherstone. A major change proposed is the decentralization in the implementation process. As read, each school could have its own procedure. Separately, Council members concurred that language pertaining to “in good standing” should be disconnected from financial and grant status. ([Appendix 1](#))

Faculty Diversity

Eliseo Perez-Stable, Chair, Equality Opportunity Committee reported on the work of the Appointment and Promotion Review and Appraisal Committee and on the status of race and ethnic minority faculty of UCSF. The Council noted that SOM could improve in the area of diversity and explored pathways to increase diversity.

Online Education

Farid Chehab, Vice Chair, UCSF Academic Senate, advised members to be prepared for an increase in programs and courses that will be offered online.

- Online courses will be cost-effective and can reach a larger audience
- Training will be provided for those who want to learn how to teach online courses
- New online courses must be approved by the Graduate Council and the Systemwide CCGA

Report and Recommendations of the Task Force on Senate Membership

SOM Faculty Council Chair Nissenson continued his service on this UCSF Task Force. The Campus attempted to move forward with incorporating Associate and Full Adjunct and Health Sciences Clinical faculty members into the UCSF Academic Senate. The Systemwide Academic Senate authored differing opinions. As of June 1, 2012, the issues are still under exploration. ([Appendix 2](#) and [3](#))

Divisional Business

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

Diversity in Faculty

Vice Chancellor for Diversity and Outreach, Renee Navarro, and Elena Fuentes-Afflick, Vice Dean for Academic Affairs discussed faculty diversity issues at campus and SOM efforts to recruit and retain faculty. Moving forward, diversity needs to be part of department reports, per Dean Hawgood. UCSF is above the diversity standard as defined by the Association of American Medical Colleges (AAMC). However this breaks down when examined by series. AAMC data shows that UCSF is better than average on gender, but worse on Hispanic and African-Americans. Faculty will be sought out by Vice Chancellor Navarro’s office for the Equity Advisor Program such that each faculty search has a member of the program who are trained on unconscious diversity bias and other aspects that might affect a search.

Long Range Development Plan

Lori Yamauchi, Assistant Vice Chancellor presented an overview of the campus’s plan. The Parnassus campus space is over the UC space ceiling or limit by almost 300,000 gross square feet so UCSF is out of compliance with the campus space ceiling policy. ([Appendix 4](#))

Open Access Policy

Richard Schneider, Chair, Committee on Library and Scholarly Communication and Karen Butter, University Librarian, provided an overview about the proposed Open Access Policy for UCSF. Council members authored a letter of support for the policy. A campus vote on May 21, 2012 approved the policy for implementation. ([Appendix 5](#) and [6](#))

Operational Excellence (OE)

The School of Medicine heard presentations on the Human Resource OE Changes and outcome of the six-month survey on the Pre-award OE Changes to date.

OE Human Resources

David Odat, Associate Vice Chancellor, Human Resource provided an overview on HR changes. There is an HR Advisory board which assists with input on the budget and funding model, and to insure that changes made are aligned with overall UCSF goals. Plus, the Board assists in the moving of people and administrative files. Faculty member David Gardner sits on this Board, representing the UCSF Academic Senate. The Board's goals for the upcoming year include: accountability, cost reduction, customer service, and timeliness/time reduction. ([Appendix 7](#))

OE Pre-award Changes

Associate Vice Chancellor, Research Susanne Hildebrand-Zanki commented on progress to date. The current Pre-award model follows that of Indirect Cost Recovery however they're examining changing it to be "by proposal". The intention is to have the ongoing improvement satisfaction survey be conducted independently by UCSF researchers such that the survey body and results don't appear to be self-serving to the Central Administration body. ([Appendix 8](#))

UCSF Academic Senate Membership Task Force

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 Business

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

Clinical Affairs Update

Council members heard an update from Phil Rosenthal, liaison from the Clinical Affairs Committee. Discussion topics included: APeX Rollout and Strategic Support between the Medical Center and the School of Medicine.

Dean Hawgood Presentation to Long Range Development Plan (LRDP) Committee

Dean Hawgood discussed his presentation to the LRDP Committee, which focused on the projected clinical and research growth over the next decade and in the areas where growth is anticipated. SOM FC members asked, from a philosophical point of view, what the SOM wants to be and how does the School want to move forward. Members also proposed developing a collective message that can be conveyed to the Dean and the Chancellor as the long range planning continues.

Discretionary Funds Absorption by Departments/Division

Council members discussed the practice of departments absorbing clinical trial residuals that faculty may have put into their own discretionary funds. The overage amount has always been at the discretion of the Department or Division Chair. Although in the past it has often been left with the principal investigator, the new practice is to absorb it. The Department in question for this discussion has simply followed School policy in dividing the clinical trial residual amount into three parts. However, Michael Hindery, Vice Dean, SOM, advised that there is no standard SOM policy on this.

Educational Policy (SOM) Update

Vice Dean of Education, Catherine Lucey, and Harry Hollander, Chair, Committee on Curriculum and Educational Policy provided an update on the School's educational efforts. SOM curriculum is to be refocused on improving health care in addition to the existing focus of creating great doctors. The new positioning will be explored over the next eighteen months after which the final positioning will be implemented. The Annual CCEP SOM Retreat was in May 2012. ([Appendix 9](#))

Faculty Insurance Options

SOM Vice Dean Fuentes-Afflick presented on the proposed changes to the Voluntary HSC Supplemental Insurance. These proposed changes will only cover the Y portion of salary, not X+Y. SOM Academic Affairs recommends Option 1 over Option 2. Option 1 provides more benefits for spousal and child dependent coverage. The proposal will be sent to all SOM faculty. Vice Dean Fuentes-Afflick is hoping to receive a recommendation for one of the options from the Faculty Council. Council members reviewed the proposal and determined that at this time, they had insufficient information to recommend one option over another. They leaned toward Option 1, but requested additional data.

Medical Center-Academic Senate Leadership Meeting

A meeting took place between Dean Hawgood, CEO Mark Laret, Medical Center, Maxwell Meng, Chair, Clinical Affairs Committee and UCSF Academic Senate Chair Robert Newcomer regarding improving communication and relationships between clinical faculty, the Medical Center and the School of Medicine.

The meeting revealed many of the concerns raised by CAC members were similar to those of SOM FC and SOM faculty, including improved communication and seeking increased faculty participation in the decision-making process. Ideas for improving communication included sponsoring joint events with CAC and having MC speakers attend SM FC meetings earlier in the process.

Mission Bay Operations Planning Update

Planning Committee Member Scott Soifer updated Council members on the current status of hospital operations. The overall challenge for the process is how to build an infrastructure that ensures that patients at Parnassus and Mission Bay get comparable care. ([Appendix 10](#))

Request for New Designation of "MD with Distinction X"

Daniel Lowenstein, Director, SOM Physician-Scientist Education and Training Program presented the name change proposed for the former "MD with Thesis" distinction. The "X" is a specific pathway within the Pathways to Discovery Program. This designation will be on the students' transcripts but not on the diploma. The Educational Policy Committee within the SOM approved this change, with the caveat that the MD with Distinction in X Committee create rigorous standards by which to measure that this distinction is met. FC members voted unanimously to approve the name change and supported the SOM EPC recommendations.

SOM Budget & Compensation Plan

Michael Hindery, Vice Dean, Administration, Finance & Clinical Programs provided an overview and status report on the SOM Compensation Plan Project to date. Topics discussed included general guiding principles including fairness, equity, and transparency, as well as the project's genesis and objectives. Chair Nissenson represented the Faculty Council on the SOM Taskforce examining this issue. ([Appendix 11](#))

Standing Committees Subcommittee

In Spring 2012, the Council heard updates from each of the School's Standing Committees. The understanding has always been that the Deans would make the appointments to the subcommittees and that they would report to the Council upwards of twice a year, as dictated by Council and School bylaws. Members further discussed the lack of bylaw information in terms of subcommittee processes. In

response to Council questions, a Subcommittee was created to further address standard procedure and policy information currently not known or received by the Council members. Those questions include:

1. A complete list of standing committee members and the number of years they've served on the committees
2. A list of standing committee policies and procedures including:
 - a. How are members selected or appointed?
 - b. How often does your committee meet?
3. For those meetings, do you follow Robert or Sturgis Rules for (Meeting) Order?
4. Do you have sample agendas and minutes you can provide to the SOM FC members?

VA Medical Center

Diana Nicoll, Chief of Staff, VAMC-SF/Associate Dean, UCSF SOM and Carl Grunfeld, Associate Chief of Staff for Research and Development, VAMC-SF provided an overview of the VA Medical Center (SF) and how it interacts with the UCSF Medical Center. The VAMC has had electronic medical records since 1984, including a barcode program for medication. ([Appendix 12](#))

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.

- Subcommittee to Explore SOM Standing Committee Oversight
- Task Force on Senate Membership (Robert Nissenson)

Going Forward

Ongoing issues under review or actions, which the Faculty Council will continue into 2012-2013:

- SOM Standing Committees Bylaws and Policies
- SOM Educational Policy Changes
- Operational Excellence and Its Effects on the School of Medicine
- Ongoing Communication with the Mission Bay Hospital Clinical Operations Oversight Committee
- Sustainability Update (Campuswide) and Representative Update from Senate's standing Sustainability Committee

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](#): Communication from UCSF Academic Senate Chair Robert Newcomer to UCSF Faculty (June 1, 2012)
- [Appendix 3](#): Memorandum of Understanding on APM 670 (APB)
- [Appendix 4](#): Long Range Development Plan
- [Appendix 5](#): Proposed UCSF Open Access Policy
- [Appendix 6](#): Communication from SOM Faculty Council to COLSDC in support of the Proposed Open Access Policy
- [Appendix 7](#): OE Human Resources Presentation
- [Appendix 8](#): OE Pre-award Six-month Survey Results Presentation

- [Appendix 9:](#) SOM Educational Policy Presentation
- [Appendix 10:](#) Mission Bay Operations Planning Update
- [Appendix 11:](#) SOM Budget & Compensation Plan Update
- [Appendix 12:](#) VA Medical Center Presentation

Senate Staff:
Alison Cleaver, Senior Analyst
Alison.cleaver@ucsf.edu; 415/476-3808