

**School of Dentistry Faculty Council**  
**Maria Orellana, DDS, PhD, Chair**

## ANNUAL REPORT 2014-2015

**Primary Focus Points for the Year:**

- Admissions Committee Membership and Pilot
- Approval of the 2015 Graduating Class
- Chancellors Fund
- Chancellors Listening Tour
- Clinical Shortages and Volunteer Faculty Appointments
- Curriculum Reform
- Faculty Participation in Admission Interviews
- Faculty Remuneration Study and Faculty Salaries
- IT Security
- School Strategic Planning

**Issues for Next Year (2014-2015)**

- Chancellors Fund
- Curriculum Reform
- Faculty Salaries
- IT Security
- Review of Admissions Committee Pilot
- Strategic Planning

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**2014-2015 Members**

**Maria Orellana, Chair**

**Michael McMaster, Vice Chair**

Katja Brueckner

James Giblin

Mehran Hossaini

Noelle L'Etoile

Snehlata Oberoi

Howard Pollick

Caroline Shiboski

**Ex-Officio Member**

John Featherstone, Dean

**Permanent Guest(s)**

Amin Abdallah, ADS Student Representative  
2014-2015

**Number of Meetings: 10**

**Senate Analyst:** Artemio Cardenas

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## Divisional Business

The School of Dentistry Faculty Council took up the following Divisional issues this year:

### **Chancellor's Fund**

In June of 2014, the Chancellor announced that he would be awarding the Academic Senate with a reoccurring annual \$500,000 fund for faculty life. The administration of the fund would be at the Senate's full discretion. In January, the Council members discussed ideas for how to best use the fund, Members provided the following ideas:

- Funding for Inter-professional Collaboration Efforts
- Faculty Lounge or Cafeteria
  - Faculty could use a space where they can meet and relax. Historically the Alumni House served this purpose, but now faculty must pay to use it.
- Four Faculty Social Events
  - Member Caroline Shiboski informed the Council that a recent faculty survey showed SOD faculty would be interested in more social events.
- Consultants to Provide Details on how SOD can Integrate Better with the Medical Center
  - Member Mehran Hossaini stated that there might be additional opportunities for the School of Dentistry to collaborate with the Medical Center. Council members gave examples of previous efforts.
- Housing Assistance for Faculty
  - Members agreed that affordable housing is a big problem for faculty. The Council would like to explore ways that the Chancellors Fund could be used to remedy this issue.
- Childcare Services and Facilities
  - There is a significant demand for childcare services at UCSF. Not only is this an issue for existing faculty, but also an issue for potential faculty being recruited by UCSF.
- Matching Funds
  - Member Sneha Oberoi suggested that faculty should identify matching funds when making their proposals to the Senate. This would help amplify the effect of the Chancellors award.
- Supplement Travel Funds
  - While the Academic Senate Office and the Dean's Office already fund opportunities for faculty travel, part of the Chancellors Fund could also go to supplementing this important faculty expense.

At the end of the discussion, the Council voted to form a subcommittee to review the ideas and come up with a final recommendation. The subcommittee consisted of Vice Chair Michael McMaster, Sneha Oberoi, and Howard Pollick. After the meeting, the subcommittee proposed that the Faculty Council recommend having the chancellor's fund go to expanding the school's current faculty development fund. The decision was reached based on the fact that the idea could be used by the other schools, and Dean Featherstone had offered to match any funding that was provided for SOD faculty development.

In early February, the UCSF Academic Senate formally adopted a plan to distribute the funds. Under the plan, the Academic Planning and Budget Committee, Clinical Affairs Committee and the four Faculty Councils would share a total of \$91,604. In late February, all committees and councils agreed to support the School of Dentistry's idea of creating a resource for faculty development. Under this plan, the funds would be divided equally across the schools (\$22,901 per school) and would give all faculty members an opportunity to participate in a broad range of development activities. These include, but are not limited to formal training courses to improve teaching or to develop new professional skills; leadership development programs; academic and training courses; leadership programs; and external professional development consultation. Preference would be given to applications that benefit other faculty and/or the school.

In June, the application period for faculty to apply for Faculty Development Funds had ended. Overall, the SOD Council had received 7 proposals from faculty ranging from one-on-one trainings to conference travel. A total of \$17,804 was allocated to 6 awarded proposals. Only one proposal was not funded

because resources were already available within the school. Since not all of the \$22,901 was used, the Council voted to grant remaining \$5,097 to the ongoing SOD Faculty Development Fund.

### **Faculty Remuneration Study and Faculty Salaries**

In November of 2014, the Office of the President released the results of a UC systemwide remuneration study. The results of the study showed the UC faculty salaries and benefits lag in comparison to eight other comparable national research universities. To address concerns about a 12% compensation lag, the President proposed, and the Regents approved, a plan to increase all faculty salaries over the next several years. It was explained that the funding for this proposal would come from tuition increases, potential state funding increases and cost efficiencies.

In December, the Faculty Council, campus-wide Academic Senate, and university administration all noted concern with the three proposed funding sources – tuition, state funding and cost efficiencies – as members felt none of the sources would provide enough money at UCSF to cover an increase in all faculty salaries. In January, the UCSF Senate sent a communication to the President detailing concerns ([Appendix 1](#)).

In May, it was announced that the faculty salary increase proposal had dwindled down to a one-year increase, with a multi-year plan only aspirational. A systemwide taskforce met and made the final decision to break apart the 3% increase into two portions; 1.5% will go to increasing the faculty salary scales and the other 1.5% will go to the Chancellor to address cases of salary inversion and inequity. Since this is an unfunded mandate, it will be up to the campus administration to determine what to do and how to administer it.

### **IT Security Presentation**

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

- **Background and Context:** UCSF recently commissioned and assessment of UCSF-wide information security risk. The findings from the report indicated that UCSF's risk level is high and that there are risks throughout the organization. Adding to the risk level, UCSF is a popular target for hackers and others interested in obtaining information from the University. In a recent evaluation of access points to UCSF, the university found that in a five day period, there were several hundred thousand attempts to access open ports. Out of the access attempts, it was deemed that over 75 percent were malicious. It was also found that 90 percent of the connection attempts were coming from China. To address the situation, a Data Security Compliance Program is being developed.
- **Federal HIPPA Breach Data:** When it comes to data leaks, UCSF is ranked second nationally in reported data breaches. With federal enforcement activities increasing over the past decade, there is a good chance UCSF could be hit with a fine.
- **Overall Campus Compliance:** While most of the campus is compliant, there is a lot of work to be done.
- **What is the Driving the Risk Profile:** Some of the main issues that are driving such a high risk profile include: Highly variable work practices across control points; No IT security compliance oversight to drive progress across the control points; Lack of security-related procedures and practices; Lack of technical controls; An IT funding system that requires that individual departments make decisions about investing in security controls and the widespread use of personally owned devices for UCSF work.
- **Data Security Compliance Program:** The DSCP is an IT risk management program to secure UCSF's sensitive data. The goal of the program is foster collaboration between UCSF IT and the school control points and departments. To aid in the program administration, each control point has designated a champion.
- **Changes to Expect:** Director Phelan informed the group that changes should be expected. All organizations should be expected to adhere to standards of operation to improve security. These include more regulations on granting access to data, physical security of equipment, and

consistent patching of management systems. There should also be technical controls such as enforcement of encryption on all computers. Director Phelan noted that one of the hot topics in regard to changes is the recommendation that UCSF require periodic password changes.

- **Actions Taken to Date:** Some of the changes that have already taken place in the a new IT security policy mandating encryption; mandatory annual online training and security; process for firewall security tightening; and the Data Security Compliance Program.
- **Next Steps:** The next steps to increase security include a plan resource the encryption rollout of the campus; identify and training control points DSCP champions; present at chairs committees, present quarterly updates to the IT Governance committee; and visit constituent groups.

## School Business

### **Admissions Committee Membership and Pilot**

In June, Assistant Dean of Admissions Betbeze informed the Council that the Admissions Committee was still in need of two additional faculty members. He informed the group that with the intense workload of the committee, it is very difficult to find faculty who are willing to volunteer. He added that this has been a systemic problem over the past several years. To address Assistant Dean Betbeze's concerns, the Council made the following suggestions:

- Department chairs should be contacted directly with a request to find faculty appointees
- To help spread workload, the Admissions Committee should consider the addition of at least two more members to group
- The Council should send a request for some of the Faculty Development Funds to be used to provide the Admissions committee with a small financial incentive

Assistant Dean Betbeze agreed to contact the department chairs and Vice Chair McMaster offered to contact Associate Dean Peter Sargent with a request for Faculty Development Funding. In regards to increasing the size of the committee, Chair Orellana and Assistant Betbeze expressed concern that finding even more volunteers would be a challenge. As an alternative, Assistant Dean of Admissions Betbeze proposed that the Council consider the addition of students to the admissions committee as a way to reduce faculty workload and increase faculty participation on the committee. He informed the Council that having students on an admissions committee is not a new idea. The School of Pharmacy has had students successfully participate for many years. After discussion, the Council agreed to approve the proposal. However, it must be on a one-year pilot basis. Later in the month, a school-wide vote was held and the Full Faculty voted to approve the pilot.

### **Approval of the 2015 Graduating Class**

In June, Associate Dean for Education and Student Affairs Dorothy Perry and Manager of Student Services, Burton Ober provided with the Council members with the several lists of proposed 2015 graduates for faculty approval. The Faculty Council voted to approve all candidates who had met the requirements to graduate by the Spring Ceremony. The Council then voted to conditionally approve, pending completion of all necessary assignments, the list of domestic and international program candidates.

### **Chancellor Listening Tour**

In April, newly appointed Chancellor Sam Hawgood visited the Council to learn more about School of Dentistry concerns. Council members reviewed the following issues:

- The Council thanked the Chancellor for the \$500,000 fund that he granted to the Academic Senate in 2014
- State of the School of Dentistry Mission
  - Research – Vice Chair McMaster reviewed the successes of the research enterprise and informed the chancellor of the challenges that face all researchers in the school.
  - Clinical – Member Caroline Shiboski reviewed the challenges that face the clinical enterprise. Some of the major issues include:
    - Integration with the Medical Center Health Records System – APEX
    - Funding model for part-time clinical faculty

Council members then informed the chancellor of their concerns with the following issues:

- The UCSF Health System
- Increasing cost of health benefits
- Education – Member Howard Pollick informed the Chancellor that the school is currently undergoing a curriculum reform effort and asked the chancellor to support interprofessional education.

Additional discussed with the Chancellor included:

- Future Funding Models
- Cost of Living Issues
- Faculty Workspace Planning
- Layers of Administration and Complexity of University Rules

### **Clinical Staffing Shortages and Volunteer Faculty Appointments**

In August of 2014, the Faculty Council invited Associate Dean of Clinical Affairs Mark Kirkland and General Dentistry Division Chair Sheila Brear to a Council meeting to discuss concerns regarding faculty shortages in the dental clinic. After discussing the issue, Council members made several recommendations for how the shortages could be addressed. In November, Dr. Brear provided the Council with an update on what had been done in the clinic since the August meeting. She informed the Council that the clinic has worked hard to increase the hiring of full and part-time faculty. The recent and planned hires should help to alleviate the shortages in the clinic. However, Dr. Brear informed the Council that unexpected absences such as illness could still lead to shortages.

Council members then discussed issues with onboarding volunteer faculty. Member Jim Giblin informed the group that he recently learned of problems processing staffing paperwork for volunteer faculty. He had heard from others that the delays have given volunteer faculty a negative opinion about UCSF and have discouraged future involvement. He noted that volunteer faculty are very helpful to the School of Dentistry and that we should make the process as easy as possible for those wishing to contribute. Council members agreed and requested that relevant HR staff members should be invited to the next Council meeting to review processes.

In January, Academic HR staff members, Aurora Breganza, Amy Carter, and Susan Sall provided a report ([Appendix 2](#)) on the process that the university follows in order to appoint volunteer clinical faculty. Director Carter began the presentation by reviewing the typical process for the appointment of volunteer clinical faculty. She then reviewed the common issues that can hold up appointments. These included:

- Short turn-around request for faculty start date
- Incomplete information submitted in the HR Service Request Center to initiate the appointment process
- Lack of response from volunteer faculty for packet materials or payroll paper work
- Delay in completion of appointment packet in Advance. Missing items such as pending reference letters, completion/certification of Chair letter
- Internal Department processes that may add to the timeline, such as faculty consultation/voting appointments, and department review processes that occur prior to HR being notified

After the review of issues, the Council noted concerns with the need for departmental voting and asked whether all volunteer faculty could be brought on at the assistant professor level to expedite the appointment process. In regards to departmental voting, the Council informed the HR staff the procedure was not necessary and the requirement could be removed from the process. Member Caroline Shiboski agreed, but noted that she would need to consult the Division Chairs to gather their thoughts. When discussing changes to the rank at appointment of the volunteer faculty, the Council requested that the HR department consider allowing all volunteer faculty to enter at the assistant professor rank, since this is the fastest way to get the new faculty onboard. The HR staff noted that they would consider the idea. The Dean added that from his experience, some volunteer faculty may not go for the idea as, in the past, he

has experienced difficulties negotiating rank of volunteer faculty. More investigation into this idea will be needed.

### **Curriculum Reform**

Lead by former Faculty Council Chair Mehran Hossiani, the 2013-2014 Faculty Council requested that faculty should start the process of reviewing the curriculum and developing recommendations for how it could be improved. In late 2014, the first curriculum retreat was held. At the meeting members formed two curriculum working groups. One group would be assigned with recommending ways for the existing curriculum to be modified, and the second group would work on recommending an entirely new curriculum. In September, the two working groups presented their final results to the Full Faculty. In October, the Faculty Council voted to request that the working groups now work on an implementation plan for their recommendations and that the Dean make curriculum renewal part of the strategic planning process.

In December, Vice Chair Michael McMaster informed the Council that the curriculum working group leaders Sophia Saeed and Joel White had met with Associate Deans Dabby Perry and Peter Sargent to discuss how to develop an implementation plan. After the meeting, a decision was made to merge the two reports and create a hybrid plan. Once a final plan is drafted and an implementation plan is developed, a request for resources will be made from the Dean's Office. Included in the request will be the formation of an Executive Curriculum Committee.

Council members supported the idea to merge the two proposals together. Members also noted that a new curriculum plan must consider IT support. It should not be the faculty who are responsible for implementation and management of IT resources. Faculty should be considered the content experts and not technology experts. The Dean acknowledged the concerns and noted that there are plans for more IT resources in the near future.

In May, Faculty member Sophia Saeed provided an update at the Full Faculty meeting on the school's efforts to revise the curriculum ([Appendix 3](#)):

- March Curriculum Retreat: At the retreat, the two groups analyzed where there was overlap in recommendations. Members agreed on the following principles:
  - Content:
    - Evidence-based dentistry
    - Minimally invasive dentistry
    - Critical thinking
    - Professionalism and doctoring
  - Structure:
    - Continuous improvement in education
    - Group practice model for clinic
    - Clinical outcomes of care
    - Timing of rotations and externships
  - Strategies
    - Current and contemporary
  - Assessment of Learning:
    - Outcomes based
  - Implementation
    - Some change can occur now, new curriculum
    - Support is needed from Dean's Office
- Timeline for Curriculum Revisions:
  - Ideal to work on and implement the new curriculum in 2015, evaluate it in 2017, and be prepared for accreditation in 2019.
- Immediate Changes:
  - Next retreat for course directors, faculty council and education policy committee will be on July 15
  - The following alignments will be made:

- Earlier and later courses, plus updating clinical courses
- Sim lab and clinic
- Sciences in a clinically relevant context
- There will be more of an emphasis on evidence-based, minimally invasive dentistry
- Course directors getting more training in education
- Discussions with Clinical Administration should happen in late 2015 to discuss structural changes to support educational needs

### **Faculty Participation in Admissions Interviews**

In November, Chair Orellana informed the Council that faculty participation in the admission interview process has become a significant problem. For the past several years, the number of faculty participating in the process has declined and finding new members has been a challenge. With hundreds of interviews, the faculty members who do participate have been unfairly asked to take on the additional responsibility. What is most frustrating is that faculty members, who have agreed to serve, are not showing up the interviews. In response, the Council members discussed possible solutions to remedy the situation. Members suggested that department chairs should outline quotas for participation and that all faculty should have an obligation to serve. For the faculty who sign up and don't show up, their respective department chairs should be notified. Finally, members suggested that there should be a review of the interview process to determine whether changes could be made to make it easier for faculty to participate. Chair Orellana accepted the recommendations and informed the Council that she would invite Assistant Dean James Betbeze to the December meeting to have further discussion.

In December, Assistant Dean James Betbeze attended the Council meeting to discuss ways to increase faculty participation in the admissions interview process. Assistant Dean Betbeze reviewed the current process, the challenges and goals, and a set of possible alternative processes. Council members reviewed and provided the following feedback:

- Any system that is adopted should include a mechanism for accountability
- The department chairs should help by setting expectations
- Faculty should receive interview dates months in advance
- Clinical faculty need to be consulted on which dates work best for them
- Professional space for interviews must be secured

Council members requested that Assistant Dean Betbeze share the alternative processes with each department chair to determine what will work for their faculty and what will not. Once the chair feedback is collected, then the Faculty Council can assist further.

### **School Strategic Planning**

In October, Dean Featherstone informed the Council of the status of the school's strategic planning process. So far there have been two leadership retreats with a third one planned in January. At the request of the Faculty Council, the Dean has scheduled five sessions to meet with clinical faculty and gather their feedback. The Dean also reported that he would be meeting with Dennis Reker, a consultant who assisted with the 2010 strategic plan.

In January, the Dean informed the Council that the SOD Leadership Group had held its retreat to review the proposed strategic plan and determine priorities. The retreat membership consisted of the department chairs, associate deans and student leaders. The retreat included a review of the workgroup reports and the top-ten requests of the clinical faculty that came out of his five meetings with clinical faculty. Four groups were then tasked to review ideas and determine how the school should prioritize and allocate funding. While the groups were able to set priorities, all concluded that the availability of financial resources were not adequate to meet the school's most pressing needs. The Dean will take the outcomes of the retreat and incorporate them into the strategic plan.

In April, Strategic Planning Consultant Dennis Reker attended the Faculty Council meeting to provide an update on the school's efforts to develop a new strategic plan. His presentation ([Appendix 4](#)) included an overview of the planning process to date:

- Why Do Strategic Planning
  - To set direction and priorities
  - To get everyone on the same page
  - To simplify decision-making
  - To drive alignment
  - To communicate
- Step 1: Validate and Update Mission, Vision, and Values
  - Mission
    - Based on feedback provided, the proposed Mission Statement is *Advancing health through excellence in Patient Care, Education and Discovery*
  - Vision
    - Updated version  
*To be preeminent in oral and craniofacial health worldwide*
  - Values
    - Current discussion on the values
      - Diversity: Faculty, students and staff would like to add diversity and inclusion as a new value
      - Humanism: ADEA meeting regarding humanism and accreditation. CODA expected of us in defining and creating humanism in the institution or a humanistic environment.

To continue the work on the values, a three-person ad hoc committee has been assembled to review and make recommendations for other wordsmithing of all values.
    - Proposed Values
      - Diversity and Inclusion
      - Excellence Integrity
      - Respect
      - Innovation
      - Accountability
      - Leadership
      - Social Responsibility
    - The next question is how can values be reinforced within an organization?
      - Lead by example
      - Consciously use the values in your daily decision making
      - Include the Values in performance coaching and written evaluations
      - Celebrate team members when their action embody the values
      - Tell stories worth sharing
      - Openly talk about your values internally. Highlight each values each month
- Step 2: Updating the Strategic direction
  - UCSF campus-wide strategies that will inform the School of Dentistry
    - UCSF Clinical Enterprise Strategic Plan for 2014-2019
    - UCSF Health System Priorities for 2014-2019.
  - School of Dentistry's 2010-2014 Strategic Plan
    - Current discussion is whether or not to renew the strategies, tactics and metrics. Probable path is to use the new strategic objectives under the campus key areas, clarify and streamline where possible.
  - Proposed Strategic Objectives 2015-2020
    - *Patients and Health*: Provide outstanding, integrated patient-centered care, under the banner of a UCSF Dental Center.
    - *Discovery*: Be a world leader in scientific discovery and its transition into improved patient care and public health

- *Education*: Prepare the next generation of clinicians and scientist for the new health care system and equip them to be future leaders in the health care profession.
- *People*: Promote a supportive learning and work environment that attracts the best students, faculty and staff.
- *Business*: Achieve a culture of Continuous Process Improvement
- Step 3: Update Strategies, Tactics and Metrics  
The school is still working on the process to properly outline the strategies, tactics and metrics. Once this is complete, the last step is to continue to work on plans for evaluation and to work with the departments and groups for department level strategic plans.

## Going Forward

Ongoing issues under review or actions which the School of Dentistry Faculty Council will continue into 2015-2016:

- Chancellors Fund
- Curriculum Reform
- Faculty Salaries
- IT Security
- Review of Admissions Committee Pilot
- Strategic Planning

## Appendices

This Annual Report is posted on the [School of Dentistry Faculty Council Web page](#) on the [Academic Senate Web site](#). Appendices are embedded into this PDF document.

- [Appendix 1](#): UCSF Communication on Faculty Salary Plan
- [Appendix 2](#): HR Slide Deck on Volunteer Clinical Faculty Appointments
- [Appendix 3](#): Curriculum Renewal Presentation
- [Appendix 4](#): Strategic Planning Presentation

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