

Communication from the Academic Planning and Budget Committee
Chad Christine, MD, Chair

March 28th, 2017

TO: Ruth Greenblatt, Chair of the UCSF Division of the Academic Senate
FROM: Chad Christine, Chair of the Academic Planning and Budget Committee
CC: Todd Giedt, Executive Director of the UCSF Academic Senate Office
RE: Helen Diller Task Force Recommendation Review and Response

Dear Chair Greenblatt:

On March 28, the members of the Academic Planning and Budget (APB) committee reviewed the Helen Diller Task Force report. After discussion, members made the following recommendations:

No Administrative Support

APB Members recommend that funds from the gift should not fund faculty whose main work will be administrative. Members believe the gift should support faculty focused on the research, teaching and clinical missions of the university, not the development of administration, or administrative leaders.

Further Consideration of Endowed Chairs

APB members recommend that some endowed chairs should be eligible for the Helen Diller funds. Currently the Task Force recommends that "concurrent distinguished or endowed chairs, or equivalent" should be ineligible for gift funding. Members note that not all endowed chairs are the same, and that some faculty receive a relatively small amount of funding from their endowment. All members did agree that Howard Hughes and BioHub chairs should be exempted.

Members want to thank you for the opportunity to review the Task Force report. If you have any questions, please contact Chair Chad Christine or Senate Analyst Artemio Cardenas.

Sincerely,

Chad Christine, MD
Chair of the Academic Planning and Budget Committee

Communication from the Clinical Affairs Committee
Katherine Yang, PharmD, MPH, Chair

March 27, 2017

TO: Ruth Greenblatt, Chair of the UCSF Academic Senate

FROM: Katherine Yang, Chair of the Clinical Affairs Committee

Cc: Todd Giedt, Executive Director, UCSF Academic Senate

RE: Review of recommendations: Academic Planning & Budget Task Force on the Helen Diller Fund Philanthropic Gift

Dear Chair Greenblatt:

Thank you for facilitating CAC's review of the Task Force's guidance on utilization of the philanthropic gift from the Helen Diller Fund to recruit and retain of UCSF faculty. CAC commends the Task Force's thoughtful deliberation used to inform its recommendations.

Overall, CAC agrees with the concepts of the Distinguished Professorship or Faculty Scholar awards as a faculty recruitment and retention tool. Members sought to understand the origin of the Task Force's recommendation, and offered to the Executive Council, the following comments on the Distinguished Professorship and Faculty Scholars program design:

- Support greater emphasis on retaining and recruiting junior faculty, including an increase to the funding levels proposed in the program's design
- Reduce the number of years awarded under the Distinguished Professorship from 10 to 5 years.
- Support greater recruitment efforts at Schools of Nursing, Pharmacy and Dentistry
- Focus both categories of awards on start-up or retention packages for faculty moving from Assistant to Associate level.
- Consider one application process for both award categories
- Consider a carve-out for very meritorious research in need of gap funding.
- Ensure that faculty members have pursued the usual avenues for funding before this additional funding is awarded. We don't want to replace extramural funds with Diller funds.
- Utilize some of the funds to hire more administrative support for faculty

Because the cost of housing remains almost an existential challenge to UCSF and a major limiting factor in retaining and recruiting faculty, CAC wishes to communicate its idea of creating a Diller Faculty Mortgage Loan Program that would offer a 0% mortgage loan utilizing some of the funds currently recommended for the Distinguished Professorship award program.

In concept, offering a zero interest loan to support promising young faculty who are trying to buy a home could achieve the following:

- Loan recipients don't pay tax on that money, whereas recipients of the Distinguished Professors and Faculty Scholars Program will be taxed at an effective rate of ~50% (federal + state + misc. taxes), so half of the Distinguished Professorship and Faculty Scholars Diller fund's payouts are lost to taxes.
- All the loan program money would be returned to the UCSF endowment, so all that is lost is investment growth from the base money.
- As interest rates rise, as they are starting to do, the impact of a zero interest loan program will increase.

Not every young faculty member will want to buy a home. Some may rent. But for those who want to buy, a loan program will be psychologically and practically appealing. Kaiser and Stanford offer versions of such a benefit to its recruits.

We thank you for the opportunity to help guide this historic investment in our current and future faculty.

Sincerely,

A handwritten signature in purple ink, appearing to read 'Katherine Yang'.

Katherine Yang, PharmD, MPH

Committee on Research
Stuart Gansky, DrPH, Chair

Ruth Greenblatt, MD, Chair
UCSF Academic Senate
500 Parnassus Avenue, Box 0764
San Francisco, CA 94143

31 March 2017

Dear Chair Greenblatt:

Thank you for this opportunity to provide input on the stewardship of the historic gift from the Helen Diller Foundation. The Committee on Research is grateful to the Task Force for its work, and we congratulate the Task Force for an excellent report.

The organization of our feedback is modeled after the format of the Task Force Recommendations: eligibility, funds allocation, selection criteria, and selection process. Unless stated otherwise, our comments pertain to both the Distinguished Professorships and Faculty Scholars

Eligibility

- The recommendations should specify that all series are eligible.
- *Minimum 50% appointment or anticipated appointment at UCSF*
 - The amount of the award should be proportional to the percentage appointment at UCSF. For example, two 50% faculty could each get \$50K (Diller Distinguished Professor) or \$45K (Diller Faculty Scholar).

Funds Allocation

- *Endeavor to distribute funds across all four schools in proportion to number of eligible faculty in each school.*
 - COR supports the goal of representation from all four schools. However, the result of distribution proportional to number of eligible faculty in each school would result in almost all of the awards going to SOM. We recommend a minimum (e.g., 4 Distinguished Professors and 4 Faculty Scholars) per school. SOM due to its size and clinical income is insulated from some of the problems the small schools have recently been hit with like higher cost increases in RMS pre-award.
- *Faculty Scholars should be supported for 3-5 year's duration, with maximum payout of \$450,000. These awards should not be renewable.*
 - How will the number of years of the award be determined? Will the candidate specify in the application? Under what circumstances would less than 5 years be awarded?
- *At least 50% of Distinguished Professorships and Faculty Scholars should be used to support and promote current faculty.*

- Increase the percent that should be used to support and promote current faculty from 50% (20 Distinguished Professorships and 22 Faculty Scholars) to either 64% (25 and 28) or 75% (30 and 33).

Selection Criteria

- Will awards mostly be used to generate more attractive packages for well-funded faculty who are threatening to leave because they have received a more attractive offer from somewhere else or is it also thought to support faculty who otherwise completely depend on research grants which will be harder and harder to get with the shrinking budget for NIH?
- Selection should be merit based. That said, if there are two equally worthy applicants, priority should be given to the person who does not already receive a base salary paid by state funds or clinical revenue. Although we all face a difficult funding climate, some groups definitely have fewer resources than others. Toward that end, existing resources should be part of the evaluation criteria. COR proposes financial need (no state or clinical support) be one criterion accounting for 20% of the scoring (with productivity and proposed work being other criteria accounting for 80% of the scoring).

Selection Process

- Nomination Sources
 - For example all 75 faculty in one's Division would be eligible/interested in applying for one of these awards. Are Chairs/Chiefs supposed to decide who to put forward?
 - Only Endowed Chairs and emeritus faculty are excluded from applying.
 - Members of COR expressed strong support for self-nomination but identified the following considerations:
 - If one can self-nominate, how are they going to be able to use these criteria to fairly distinguish between our overall very high level of faculty?
 - Logistically may be difficult to manage the volume.

Respectfully submitted,



Stuart A. Gansky, DrPH, Chair
Committee on Research

Communication from the Committee on Equal Opportunity
Linda Centore, PhD, ANP, Chair

March 30, 2017

To: Ruth Greenblatt, Chair, UCSF Academic Senate
From: Linda Centore, Chair, Committee on Equal Opportunity (EQOP)
Cc: Todd Giedt, Executive Director, UCSF Academic Senate

Re: Comment on the APB/ Helen Diller Fund Task Force Recommendations

Dear Chair Greenblatt,

Thank you for facilitating EQOP's review of the Task Force's guidance on utilization of the philanthropic gift from the Helen Diller Fund to recruit and retain of UCSF faculty. EQOP commends the Task Force's thoughtful deliberation used to inform its stewardship principles and recommendations.

Overall, EQOP believes the investment from the Helen Diller Fund to retain and recruit faculty provides a pathway for UCSF to fulfill the mission of the University of California's Diversity and Inclusion Initiative. The Committee suggested as a first step, the application process prioritize underrepresented minority faculty (URM) as a criterion of receiving a Distinguished Professorship or Faculty Scholar award. In addition, EQOP recommends clarification of *underrepresented* in the statement *underrepresented faculty are encouraged to apply*. We recommend using the same definition of "underrepresented" as used by the UCSF Office of Diversity and Outreach, <https://diversity.ucsf.edu/about/diversity-best-practices>.

Additional comments from EQOP sought to equalize distribution of the funds across the schools. As recommended by the Task Force, distribution of funds based on the number of faculty in each school greatly disadvantages smaller schools.

EQOP also offered additional suggestions for program funding models for the Executive Council to consider. EQOP members discussed the possibility of using some of the Diller funds to support faculty in service departments that have extraordinary difficulties attracting philanthropic support, as these faculty do not have direct access to patients in the same manner as the departments of surgery or medicine. Faculty in the Department of Neurology for example, currently have 30 endowed professors and do not work alone; they rely on neuroradiology or neuropathology, whose number of endowed professorships is 1 and 2 respectively. EQOP would like UCSF's leadership to understand this disparity and perhaps leverage some of its gift from the Diller Fund to support faculty working in less-visible, but equally important quaternary care specialties.

Other recommendations EQOP identified were to:

1) Address cost of living through childcare subsidies, and additional UCSF campus day care that is available for faculty.

2) Address cost of living by subsidizing cost of housing and availability of faculty housing both in Mission Bay and by Parnassus.

We thank you for the opportunity to help guide this historic investment in our current and future faculty.

Sincerely,

Linda Centore PhD ANP

Linda Centore, PhD, ANP

Graduate Council
J. Adam M. Cunha, PhD, Chair

Ruth Greenblatt, MD, Chair
UCSF Academic Senate
500 Parnassus Avenue, Box 0764
San Francisco, CA 94143

31 March 2017

Dear Chair Greenblatt:

Graduate Council commends the work of the APB Diller Task Force. We recognize the amount of work that went into crafting recommendations for the stewardship of this grant.

Graduate Council had the following questions for the administration as it develops the Distinguished Professorship and Faculty Scholars program:

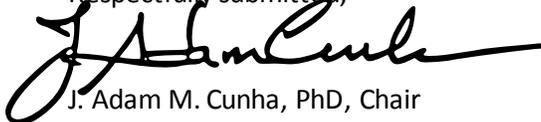
Will the selection process be held every year, or once every 3-5 years? That is, will the awards be rolled out slowly or will all awards be granted in the first year of the program and then the competition repeated at 3-5 year intervals?

Can the funds be used to pay for burdens on faculty, such as lack of childcare or expensive parking? This can be a big draw for some faculty members/recruits.

If most other universities offer endowed chairs until retirement, will our Distinguished Professorships be able to compete?

Thank you for this opportunity to participate in the recommendation process.

Respectfully submitted,



J. Adam M. Cunha, PhD, Chair
Graduate Council

Communication from the School of Dentistry Faculty Council
Snehlata Oberoi, BDS, DDS, MDS, Chair

March 30, 2017

TO: Ruth Greenblatt, Chair of the UCSF Division of the Academic Senate
CC: Todd Giedt, Executive Director of the UCSF Academic Senate Office
RE: Helen Diller Task Force Recommendation Review and Response

Dear Chair Greenblatt:

On March 30, 2017, the members of the School of Dentistry Faculty Council (SOD FC) reviewed the Helen Diller Task Force report. After discussion, members made the following recommendations:

Equal Distribution of Funds by School

Council members advocated for the equal distribution of the funds amongst the four Schools, rather than a dividing up by eligible faculty within each School. Following the second option would still favor the larger Schools, especially the School of Medicine, due to its larger faculty population.

Educational Initiatives with the Schools

Council members also recommended educational initiatives within the Schools be part of what is supported by the funds. These are largely underfunded projects.

SOD FC members concur with the other recommendations as put forth by the Task Force Report.

Members want to thank you for the opportunity to review the Task Force report. If you have any questions, please contact Council Chair Snehlata Oberoi, or Council Analyst Alison Cleaver.

Sincerely,



Snehlata Oberoi, BDS, DDS, MDS
Chair, School of Dentistry Faculty Council

Communication from the School of Medicine Faculty Council
Lydia Zablotska, MD, PhD Chair

March 28th, 2017

TO: Ruth Greenblatt, Chair of the UCSF Academic Senate
FROM: Lydia Zablotska, Chair of the School of Medicine Faculty Council
CC: Todd Giedt, Executive Director of the UCSF Academic Senate Office
RE: Helen Diller Task Force Report Review

Dear Chair Greenblatt:

The members of the School of Medicine Faculty Council appreciate the opportunity to review the Helen Diller Task Force Report. After review, the Council has the following requests and comments:

- Clearly Note Retention in the Selection Criteria: The gift announcement states that funds should be used to “retain outstanding current professors and recruit preeminent faculty to UCSF”; in contrast, the selection criteria do not specify retention as a criterion. The discrepancy between the award announcement and the selection criteria should be addressed by specifically noting that retention will be used as a criterion.
- Length of Professorships: According to the report, it is proposed that Distinguished Professorships have a term limit of 5-10 years. While members realize that the goal is to spread the money as widely as possible, Faculty Council members have serious concerns about this proposal. As a practical matter, this could be problematic unless someone is at the very end of his/her career. Typically, distinguished professorships/chairs are awarded for the remainder of a faculty member’s career. The Faculty Council believes that it would be more helpful to faculty, especially Ladder rank faculty, if the professorships were granted for an indefinite period as it may be difficult for faculty to find support after the award sunsets. This would also bring the new endowed chairs in line with existing ones.
- Funds Allocation Guidelines: Faculty Council members believe that there needs to be more clarification on the following guideline: “Funds should not be used to offset minimum salary commitment by a department.” Members were not clear on this point.
- Favoring Current Faculty: Another section under the Funds Allocation guidelines notes that, “at least 50% of Distinguished Professorships and Faculty Scholars should be used to support and promote current faculty.” Members believe that the 50% recommendation should be increase to at least 60% to help UCSF retain faculty who are currently at UCSF.
- More Reporting: Under the Transparency section of the report, the guideline, “The Vice Provost of Academic Affairs shall provide numbers of eligible faculty at each school no less often than three years” should be made at least two years. Members feel that business moves quickly at UCSF and three years might be too long of time for reporting on the status of fair access to the funds.

Once again, thank you for the opportunity to review. If you have any questions about the recommendations, please contact me or Senate Analyst Artemio Cardenas.

Sincerely,

Lydia Zablotska, MD, PhD
Chair of the School of Medicine Faculty Council

Communication from the School of Nursing Faculty Council

Abbey Alkon, RN, PhD, FAAN, Chair

March 28th, 2016

TO: Ruth Greenblatt, Chair of the UCSF Academic Senate
FROM: Abbey Alkon, Chair of the School of Nursing Faculty Council
CC: Todd Giedt, Executive Director of the UCSF Academic Senate Office
RE: Helen Diller Task Force Report Review

Dear Chair Greenblatt:

The School of Nursing Faculty Council would like to thank you for the opportunity to review the Helen Diller Task Force report. Members have shared the report with their respective departments and the following feedback was collected:

- Endowed Chairs
The Task Force recommends that “concurrent distinguished or endowed chair positions” will be ineligible from received Diller Gift funds. School of Nursing faculty suggest that endowed chair be removed and the language be revised to “concurrent Presidential, Howard Hughes and BioHub chairs” be ineligible for funding. The reason for the revision is because in the School of Nursing, endowed chairs (with the exception of Presidential Chairs) do not fully fund the faculty. In fact, in many cases, the Diller awards may provide more funding than the endowed chair.
- Award Distribution Across Schools
Council members would like to recommend setting a minimum number of annual awards for each school. Placing a minimum will ensure that the smaller schools receive some funding for recruitment and retention. According to the Task Force report, professorships will be distributed according to the population of each school. However, when reviewing the faculty populations, this recommendation will lead to inevitable disparities. For example, if just focusing on traditional senate series faculty (Ladder Rank, Clinical X and In Residence) populations, roughly 1,322 are in the School of Medicine; 47 are in the School of Dentistry; 48 in the School of Nursing; and 68 in the School of Pharmacy. When adding HS Clinical and Adjunct populations, the smaller schools add a couple hundred, but the School of Medicine adds 2000+ more. Due to the disproportionate populations between SOM and the other schools, setting a minimum is the only reasonable way to ensure that all schools receive some benefit from the Helen Diller gift.
- Underrepresented Minority Language
There needs to be more consistent language to reflect that underrepresented minority faculty are encouraged to apply. When we say diversity, we use terms such as increasing the number of underrepresented faculty who are distinguished or faculty scholar awardees.
- Need-Based
School of Nursing faculty suggest that there be consideration for faculty's financial needs to stay at UCSF based on the high cost of housing and child care.
- Clinical Faculty Support

School of Nursing faculty suggest that a portion of the funds should be allocated for clinical faculty sabbaticals. Members note that the school does not fund clinical faculty to take a sabbatical and thus, the faculty are over-whelmed with their daily responsibilities and are not able to create innovative, educational or research projects.

If you have any questions about the Council's opinion, please contact me, or Academic Senate analyst Artemio Cardenas artemio.cardenas@ucsf.edu.

Sincerely,
Abbey Alkon, RN, PhD, FAAN
Chair of the School of Nursing Faculty Council

Sustainability Ad-hoc
Seema Gandhi, MD

Ruth Greenblatt, MD, Chair
UCSF Academic Senate
500 Parnassus Avenue, Box 0764
San Francisco, CA 94143

31 March 2017

Dear Chair Greenblatt:

In January 2017, the Helen Diller Foundation made a grant of \$500 million to UCSF. The historic gift has the potential to transform education, research, and clinical care at UCSF.

The UCSF administration has provided the Academic Senate an opportunity to provide feedback on the stewardship of funds. The Senate established the APB Diller Task Force which was charged with making recommendations to the administration. The Sustainability Ad-hoc Committee has reviewed the Task Force's recommendations.

First, we thank the APB Task Force for the work that went into making its recommendations.

Second, we offer one comment. The APB Task Force focused on the Distinguished Professorships and Faculty Scholars programs. While we appreciate the recommendations made with respect to those two programs, our comment pertains to the overall grant of \$500 million. Faculty responses via the Senate portal expressed a range of preferences span from free parking to 5% faculty salary support to hospital-based departments. Toward that end, the Sustainability Ad-hoc formally recommends UCSF allocate a portion of the \$500 million gift from toward sustainability.

We appreciate this opportunity to provide input on the recommendations from the APB Diller Task Force.

Respectfully submitted,



Seema Gandhi, MD
Sustainability Ad-hoc