

January 6, 2016

Ruth Greenblatt, MD  
Chair 2015-2017  
UCSF Academic Senate  
500 Parnassus Ave, MUE 231  
San Francisco, CA 94143

Re: Rules & Jurisdiction Committee Request/Position on Chancellor's/FAR Funds 2015-2016

Dear Senate Chair Greenblatt:

Thank you for requesting feedback from UCSF Senate Standing Committees on the use of the 2015-2016 Chancellor's/Faculty Academic Renewal (FAR) Funds.

The Rules & Jurisdiction Committee (RJC) has discussed this during its fall 2015 meetings and via email and has the below requests for funding. RJC members propose the below new ideas to support faculty in their administrative and information-gathering efforts within UCSF.

### **Big Idea – Funding Request**

#### **1. Abstract**

Our faculty is in need of a centralized website and search engine to navigate the numerous **existing** online resources. Ideally, faculty would be able to go to one site and find (from that single portal) all relevant information within UCSF. This "one-stop-shop" would pull from various sites, such as Academic Affairs, School- or Department-relevant information.

The development of a centralized site and search engine is overdue: members of the faculty are now being called upon to handle matters previously managed by administrative assistants, and there are only limited resources or directions to fill in the gap. Faculty may need to reference various sources within UCSF and find that the information is spread out over more than 1,200 independent websites with no centralized search capacity. Right now, the best way to locate information within UCSF is to access it from an outside search engine (e.g. Google), and the varying indexing and tagging between the independent websites hinders faculty from finding the answers they seek.

Having this background, RJC members recommend the following:

1. The development of a faculty-focused portal (Faculty@UCSF) with a robust search engine pulling information from numerous sites across UCSF;
2. The development of a centralized tagging and indexing system for all UCSF-related websites. Departments or groups could still manage the content of these sites, but the indexing or tagging should be consistent.

RJC members recognize that both of these issues are outside of their purview, and that of the UCSF Academic Senate, to address. However the RJC is willing to conduct initial discovery and design of such a faculty-focused website if the Administration starts to address the business needs of the faculty on item # 2 identified above.

For the first year of discovery (2015-2016) RJC has been allocated \$15,000. Due diligence has shown that those funds would cover three weeks of independent website research by an outside consultant to do very targeted research. This is a multi-year project. Future budget requests will be examined and revised at each stage of development.

**\$15,000 (2015-2016) – Phase 1 (discovery and design)**

**\$60,000 (2016-2017) – Phase 2 (depending on outcome of Phase 1)**

**\$20,000 (2017-2018) – Phase 3 (depending on outcome of Phase 2)**

## **2. Background**

The recent UCSF faculty survey demonstrated a high degree of frustration among the faculty and a lack of engagement. A growing body of literature suggests that this is not an uncommon finding among academic faculty. Even though there are non-modifiable reasons (e.g., workload), there are a number of factors that we can positively affect with an effective website:

- Feeling of loss and frustration due to lack of understanding of key parts of academic and non-academic life, like advancement, benefits, insurance, or “perks” offered to UCSF faculty, Making the matters worse, many members of the faculty are now being called upon to handle matters previously managed by administrative assistants, with little assistance or direction provided by UCSF. To complete such tasks, members of the faculty may need to reference various sources of information within UCSF. However information at UCSF is spread out over more than 1,200 independent websites (it could be as many as 20,000 UCSF-related websites) with no centralized search capacity.
- The increasingly more complex legal world with a plethora of new and changing policies (that are not easily accessible)
- Conflicting information on different UCSF websites as individual departments and other UCSF entities update their websites at different intervals. Also, each of these independent department or group sites may tag or index information differently, hindering faculty’s ability to find the necessary information quickly.
- Lack of “social interactions” among faculty (social silos). – And while this is obviously a very wide area, there is an increased appreciation that the “social side” is a key to a success of any organization.
- Lack of easy access to educational resources at UCSF: e.g., “Where do I send my research assistant to be more versatile with PubMed searches?”, “Can I improve my grant writing skills?”, or “Are there any statistical courses?”
- Lack of easy access to services available at UCSF, e.g., “How do I get a statistical advice on my project?”

A similar site at UC Berkeley—for all employees and students— “CalAnswers” ([calanswers.berkeley.edu](http://calanswers.berkeley.edu)) is housed within the Planning & Analysis Office under the Division of Finance Administration Services. CalAnswers is also used by departments and divisions in the development of their annual budget requests to the Administration.

UCSF has multiple sites—UCSF Pulse and the in-development UCSF Life—which aim to become this type of “one-stop shop”. However, this still presents the same problem of faculty needing to go to multiple sites to find relevant information. Further, each independent department or group site may tag or index information differently, hindering faculty’s ability to find the necessary information quickly. The goal is to have just one location with a sufficiently robust search engine to scour all UCSF and UCSF-related sites at once.

RJC members did appreciate discovering that doing a Google search for “Faculty at UCSF” produces [www.ucsf.edu/pulse](http://www.ucsf.edu/pulse) as the top answer. Yet at present, neither Pulse nor UCSF Life possesses the kind of robust search engine that we’re seeking to have developed.

Initial communication with CIO Joe Bengfort advised that the overall cost of developing a new site would most likely be around \$200k in total. It would cost much less to bolster the pre-existing UCSF webpages – which are created, updated, and managed via a free website development tool called Drupal – and would therefore cost around \$100k.

The key issue surrounding this project is scope – and therefore beginning the project means decisively determining our needs. Preliminary discussion with UCSF ITS programmers about this project identified a two- or possibly three-phase timeline, with Phase 1 occurring in 2015-2016 and Phases 2 and/or 3 happening in following years. RJC will put in a request for funds for Phase 2 and 3 during the next academic year.

### **3. Initial Overview and Next Steps (Phase 1)**

The requested amount of \$15,000 for academic year 2015-2016 will allow RJC members to conduct business analysis and outreach through to June 2016 in partnership with UCSF ITS, IT Website Development Office, and an outside consultant on the following:

- Appropriate scope of faculty-focused website creation or webpage changes
- Develop and host faculty focus groups OR send out a Qualtrics survey to acquire case studies
  - Faculty will be asked following types of questions:
    - What information did you seek but couldn’t find?
    - Did you eventually find what you needed?
    - What did you need to do with the information upon finding it?
    - How is the information to be used?
    - What was the timeframe within which you needed the information?
    - And overall, how do faculty define “useful information” – what format does it need to be in?
- Organize responses to determine key areas within UCSF website and webpages that are missing information
- Determine ownership of webpages in question

#### *Phase 2 (and Phase 3)*

- If, post-discovery, it’s determined that a new website is the best pathway, funds will go into programmer effort to create the new site as well as indexing of relevant UCSF information currently available.
  - Preliminary research has revealed that this pathway would likely require a Phase 3 focused on site testing with a select group of faculty. Projected cost would be around \$20,000.

### **4. Partners:**

The Rules & Jurisdiction Committee will work closely with various people within ITS. As analysis progresses, we may change contacts as needed. At present, the below represent initial points of contact related specifically to website development and webpage changes, as well as background related cost of such a project, overview on other such projects happening at UCSF, and business analysis methodology:

- Joseph Bengfort  
Chief Information Officer  
UCSF
- John Kealy, Manager  
Customer Communications  
IT Website Development  
UCSF
- Erik Wieland, Application Manager  
IT—Enterprise Applications  
UCSF

Thank you for the opportunity to present this proposal for discussion. RJC members look forward to future development of the above ideas including submitting a formal Communication to EVCP Lowenstein's office for review.

Sincerely,

**Rules & Jurisdiction Committee**

Marek Brzezinski, MD, PhD, Chair  
Linda Angin, DDS  
Dorothy Apollonio, PhD  
Michele Bloomer, MD  
Sheila Brear, BDS  
Mark Seielstad, PhD  
Katherine Yang, PharmD  
Douglas Carlson, JD, Registrar (Ex Officio)  
Jae Woo Lee, MD, UCRJ Representative (Ex Officio)