

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

**ANNUAL REPORT**  
**2016-2017**

**Focus Points for the Year:**

- Accreditation Retreat
- Admissions Process Changes
  - Addition of a Dedicated Reviewer Body
  - Revision of Admissions Committee Bylaws (for 2017-2018 academic year)
- Approval of the 2017 Graduating Class
- Changes within the Faculty Council
- Curriculum Reform
- Dental Center
- Divisional Business
  - Affordable Effort Task Force Report Review
  - Chancellor's Fund
  - Diller Task Force Report Review
  - Faculty Family Friendly Initiative
  - Personalized Mentoring Advancement & Promotion (PMAP) Educational Module
  - Sexual Violence & Sexual Harassment Prevention Policy (UCOP)
  - Systemwide Reviews (UCOP) –
    - APM Revisions,
    - International Activities,
    - Professional Degree Supplemental Tuition Policy, and
    - UCIE (Bylaw 182)
- Joint UCSF/UCB Program Discussion
- School Strategic Planning
- Search Committee for New Dean of the School of Dentistry
- Student Concerns
- Updated Charge and Bylaws for the Education Policy Committee

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**2016-2017 Members**

**Snehlata Oberoi, BDS, DDS, MDS, Chair**

**Elizabeth Mertz, PhD, Vice Chair**

Katja Brueckner, PhD

James Giblin, DDS

Noelle L'Etoile, PhD

Michael McMaster, PhD

Jennifer Perkins, DDS, MD

Biana Roykh, DDS (PRDS)

Yvonne Kapila, DDS, PhD

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**Ex-Officio Member**

John Featherstone, Dean

**Permanent Guest(s)**

Joseph Youssef (2016-2017) and

Pardis Fahadian (2017-2018),

ADS Student Representatives

**Number of Meetings: 12 (10 meetings; 1 Full Faculty Fall Retreat; 1 Full Faculty Spring Meeting)**

**Senate Analyst:** Alison Cleaver

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## Divisional Business

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

### **Allowable Effort Task Force**

This divisional task force examined the UCSF administration proposal to increase the maximum amount of effort allowable on Federal sponsored projects from 95% to 100%. Task force members examined the faculty opinion on the topic, as well as spoke with other comparable Universities nationally to gauge their stance. The Senate also asked faculty directly through the November Question of the Month. The task force recommended maintaining a maximum 95% allowable effort on Federal sponsored projects. It further encouraged the UCSF Administration to provide financial information to the Senate, on the cost to faculty on the remaining 5%. If UCSF opts to pursue allowing faculty to be 100% sponsor-funded, the task force provided several recommendations for the Administration consider. SOD Faculty Council heard a presentation on the task force in winter 2017. ([appendix 1](#))

### **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 for the next decade. The fund administration would be at the Senate's discretion. After discussion, each of the four Schools were given a similar amount. The School of Dentistry was awarded \$22,500; the Dean offered \$22,500 in matching funds.

Council members used as a base the pre-existing criteria for the SOD Dean's Development Fund, and developed a separate application process in partnership with Associate Dean Brear.

The Council received 19 applications and funded 16; three applications were shown to fall under the criteria for the Dean's Development Fund; Associate Dean Brear graciously funded those. A total of \$47,493.31 was allocated for the Learning & Development Awards from the Chancellor's Senate Funds.

The Council was pleased to see the increase in applications from last year and the minimal remaining funds. It did note that many of those applications funded translated to travel grants – which was not the original intention of the Learning & Development Award. However they recognize that this is a transition year and hope to see different types of applications next academic year.

### **Faculty Family Friendly Initiative**

This campus-wide task force examined campus policies and practices with the intention of making them uniform across Schools, and to insure faculty and Schools are aware and educated about such policies. Of particular focus to the task force was child-bearing and child-rearing practices which vary widely across the Schools; many are also unaware that the Chancellor's Office pays for six weeks. Council members asked about alternative families – the proposal at this time is that all families will receive the same benefits. SOD FC members heard a presentation on the 3F Initiative in June 2017; however the final report still remains under review with the Chancellor's Office.

### **Helen Diller Task Force**

This divisional task force examined potential uses for the \$500 million gift given to UCSF by the Helen Diller Foundation. Of the total amount, \$100M will be used to retain current professors and recruit preeminent faculty to UCSF by funding Helen Diller distinguished Professorships. An additional \$100M will provide funds for the Helen Diller Faculty Scholars program to support early- and mid-career scientists. The task force was convened to examine disbursement of funds for the Distinguished Professorships and Faculty Scholars. While final recommendations are still under discussion, and these are just recommendations, the task force ultimately promoted a funding division of \$40M to SOM, and \$20M to each of the other Schools. The SOD Faculty Council heard a presentation and while it appreciated the task force's efforts, the Dean along with the Deans for SON and SOP co-authored a Communication to the Administration advocating for an event split between the four Schools. ([appendix 2](#))

## **PMAP**

This campus-wide educational module was launched in spring 2017. PMAP stands for the Personalized Mentoring Advancement Promotion module, which aims to personalize for faculty the advancement and promotion process at UCSF. Accessed through the single sign-on My Access portal, it will show faculty the necessary information needed in their CVs and Advance portfolios for advancement and promotion within their respective faculty series and steps. It provides information pulled from various sources including Academic Personnel, the APM, and from former CAP members themselves, who formed the Advisory Council who developed PMAP. As a faculty member advances through their series, information within PMAP will change to reflect current information.

## **Sexual Violence & Sexual Harassment Prevention Policy**

The new UC policy, which substantially modifies procedures for these complaints, has some implications for individual campuses. These complaints will now be investigated by the Title IX Office. Findings of code of conduct violation will be passed on to a faculty Peer Review Committee that will make recommendations regarding discipline. The Chancellor (or designee) will then make a decision regarding disciplinary action.

If the faculty member disagrees with the discipline or is to be terminated, the charges are referred to P&T for review. The new policy sets a tight timeline for the initial investigation and assignment of discipline. The complainant has new rights and will be updated regarding all Title IX, Administration and P&T outcomes, including the specifics of any sanctions or agreements with a faculty member respondent (in writing)

Also important to this new policy is the understanding that everyone is a “mandatory reporter.” Therefore anyone who seeks to confide in faculty or staff need to be informed prior to disclosure that they are speaking to such a reporter. Associate Dean Brear has organized trainings on prevention training and information is readily available from her office. The new UC Policy can be found [here](#).

## **Systemwide Reviews**

SOD Faculty Council reviewed – and declined to opine – the following UC systemwide proposals for review:

- APMs 210-6 and 278: revisions to these present significant changes to both the Health Sciences Clinical Series faculty, and the Clinical X Series. While the changes will go into effect July 1, 2017, faculty at UCSF will have up until July 1, 2018 before they will be measured for advancement and promotion on the new criteria. In the interim, School Deans will be developing criteria for both series and attending town halls to educate faculty on these changes.
- [Presidential Policy on International Activities](#)
- [Proposed Revised Policy on Professional Degree Supplemental Tuition](#)
- [Proposed Revisions to Senate Bylaw 182](#)

## **School Business**

### **Accreditation Retreat**

With the upcoming Accreditation Site Visit slated for 2019, Associate Dean Sheila Brear requested a retreat be planned specifically on accreditation, to fully brief and educate faculty as to the steps being pursued around this effort. Self-review must occur in 2018 so that all syllabi and course objectives are in line with the curriculum change. Associate Dean Brear is meeting with all faculty involved in the accreditation process one-on-one to line up any changes in 2017-2018. The Accreditation Retreat would be held later in the calendar year than the Fall retreat. Council members supported the idea of a separate retreat focused on this topic, with further discussion to come.

### **Admissions Process Changes**

SOD Associate Dean Sara Hughes, MA, EdD, along with Admissions Director Julia Hwang presented on a new model for the School's Admissions process. Quite different from the current practice, the Council advocated for an interim model consisting of a team of dedicated reviewers from outside of UCSF (but possibly containing UCSF alumni) and a smaller-sized Admissions Committee. Also agreed upon was bringing forward the School's admissions calendar, to initiate review over the summer, rather than the fall. To support this, Council members agreed to the earlier composition of the Admissions Committee by no later than early June. The new model along with new bylaws will go into effect June 1, 2017. This will be the trial year for the new process which is aiming to have the bulk of the offers to potential new students complete by December 1 of each year.

### **Approval of the 2017 Graduating Class**

In June, Sara Hughes, Associate Dean for Education and Student Affairs, provided the Council with a roster of proposed 2017 graduates for the Council's approval. The Council approved all candidates who had met the requirements to graduate by the Spring Ceremony, and conditionally approved those who still had outstanding coursework or clinic work to complete. The Council then voted to conditionally approve, pending completion of all necessary assignments, the list of domestic and international program candidates.

### **Changes within the Faculty Council**

In spring 2017, OMFS representative Brian Bast requested that OMFS faculty member Jennifer Perkins replace him on the Council, to complete his term. This request was made due to conflicting meetings at ZSFGH which had prevented him from being able to attend Council meetings on a regular basis. The replacement was unanimously approved; OMFS representative Jennifer Perkins began on the Council May 2017 and will serve in this capacity until August 31, 2018.

### **Clinic Administration/Student Status Committee Partnership**

Council members advocated for increased partnership between clinic administration (Sean Mong or Biana Roykh) and the Student Status Committee (SSC), encouraging one or both of them to attend SSC meetings regularly.

### **Curriculum Reform**

Curriculum Steering Committee Chair Sophia Saeed provided an overview on the planned changes to curriculum including potential grading changes. The rollout date for curriculum changes is fall 2019. Four Town Halls are planned to present revisions to faculty.

The intention of the revised curriculum is to develop graduates who are well-prepared for today's work environment and proud to be UCSF alumni. By way of background, in early 2014, the School held a retreat for faculty to discuss the idea of revising the curriculum. Once the workgroups developed their recommendations, a Curriculum Steering Committee (CSC) was formed and another retreat held later on that year.

To prepare for the curriculum reform, the CSC conducted research with faculty and former students and aligned the revised curriculum with accreditation standards. Council members will encourage faculty to attend the Town Halls, and further recommended the School's Educational Policy Committee members walk the floors to encourage attendees. They also encouraged new Education Dean Sara Hughes to participate or bring commentary to the clinics, or host a lunchtime discussion on the topic of curriculum reform. Council members also thought Proposed changes can be found on the SOD website at:

[Dentistry.ucsf.edu/curriculum-reform](http://Dentistry.ucsf.edu/curriculum-reform)

### **Dental Center 24/7**

Sunil Kapila provided an overview on the status of the Dental Center (DC) to date. The strategic plan has been completed, along with its administrative and organizational team, and the DC has built relationships with the School, the Departments, and Programs.

The DC is in the midst of assessment, planning, and implementation stages. These three stages are anticipated to be complete by 2018-2019. The DC is also exploring continuous process improvements between now and 2020 to assess successes, identify areas requiring improvements, new opportunities, and challenges, and to apply LEAN to any new plans.

The DC Strategic Plan will be rolled out in fall 2017, when SOD faculty will hear what will change operationally, and the implementation of standardized department financial reports with billing. The Dental Center priorities for 2015-2020 include:

- A center for collaborative excellence in patient care
- Responsibility to the Dean
- Assignment of an Associate Dean for Administration, Finance, and a CBO, CEO, DOO, CFO, and Marketing Director
- Alignment and partnership with Department Chairs
- Development of Advisory Board

([appendix 3](#))

### **Joint UCSF/UCB Program**

UCSF intends to partner with UCB Masters of Public Health program to attract more students to the UCSF Public Health Residency Program. A dental track will be created within the UCB Public Health Program. As UCB is adding a Healthcare Administration component, it's a good time to build a collaborative program. A joint agreement already exists, however this agreement needs to be institutionalized. Dean Featherstone advised on the development of either an MOU or an Affiliation Agreement between the two School Deans (UCB/UCSF). Applications to both programs will remain separate. Faculty members approved to proceed. Once the Affiliate Agreement is drafted, it'll return to the Faculty Council for final approval.

### **Strategic Plan 2015-2020**

During the 2016 Fall Retreat ([appendix 4](#)), and again during the 2017 Spring Full Faculty Meeting, Dean Featherstone and other School leaders discussed the Mission Statement and provided an overview on strategic objectives for the School and its revenues.

- Mission Statement: Advancing health through excellence in Patient care, Education, and Discovery
- Tagline: Excellence in Patient care, Education, and Discovery

### **Organizational Overview:**

- UCSF Dental Center
- 17 Clinics within Departments
- 11 post graduate programs
- Over 130,000 patient visits per year
- Pre-doctoral dental clinics

### **Strategic Objectives**

- I. Patient Care: Provide outstanding, integrated patient-centered care, under the banner of UCSF Dental Center

- II. Education: Prepare the next generation of clinicians and scientists for a rapidly evolving health care system.  
Curriculum revision – Dr. Sophia Saeed and team  
Dr. Sara Hughes new Associate Dean for Education and Student Affairs –Jan 2017
- III. Discovery: Be a world leader in scientific discovery and its translation into improved patient care and public health  
#1 NIH funding for 25<sup>th</sup> year –2016  
Renovated Golden lab – Partially funded by Boger gift  
New grants in difficult funding climate  
Several faculty and student awards  
Major presence at IADR
- IV. Business: Optimize resources to support strategic objectives and maximize stakeholder value.
  - a. Dental center
  - b. APB updated and active
  - c.
- V. Gifts/Endowments – most recent  
Biomaterials Endowed Chair – Raymond Bertolotti (PRDS)
  - Gazarian Presidential Chair – Andrei Goga-Program in Oral Head and Neck Cancer
  - Presidential Chair in Oral and Craniofacial Research – Tom Lang
  - Lab renovation support - Boger
  - Wu endowed student scholarship
  - Class of 1991 student scholarship
  - Gabriel endowed scholarships - orthodontics

FY 2016-2017 School of Dentistry Projected Revenue \$93.8M

FY 2016-2017 School of Dentistry Projected Expenses \$96.7M

### **Search for the new Dean**

All SOD faculty, staff, and students received information in spring 2017 on the status and composition of the SOD Dean Search Committee. The Search Committee had its first meeting with the external search agency – Isaacson, Miller – in May 2017. The Academic Senate was successful in adding one additional member to the Search Committee: SOD FC Chair Snehlata Oberoi who will also serve as a communicator back to SOD FC and the SOD Faculty at large on the status of the search as it proceeds.

### **Student Concerns**

During 2016-2017 academic year, student representative Joseph Youssef provided an overview of issues students were raising as concerns. These included the following:

- Academic Probation/Warnings: Students wondered how either of these standings impacted someone applying for a residency? Council members advised that this status isn't listed on a student's permanent record so shouldn't impact such students;
  - Separately, students raised the question as to why they're unable to get a grade changed if they've satisfied requirements for a course. Students will raise this with Associate Dean Hughes the next time they meet;
- Access to patients: Students request full access to patients and full information – if patients be on or off campus. If a patient is added to a student's queue, they have no ability to reschedule;
- Calendar Changes: Students are concerned about the 2017-2018 calendar put out by the Dean's Office as it cites three less days off for students. The reasons behind the change seem to be continuity of care and having longer clinic hours; the Dental Center is intended to be 24/7;
- EValue Scoring: While much improved, students still raised the issue of volume and timing of eValue reviews being requested of students. Students would prefer these be sent closer to the

close of a quarter, to assist students in assessing accurately who they worked with. They further requested another button be added specifying “I didn’t work with this person”;

- Separately, Council members discussed if SOD was terminating its contract with eValue. This is still under discussion;
- Rotations/Externships Schedule: Students request School administration find a way to fix billing between the floors to best utilize space and empty chairs;
- Student Run Retreat: Students would like to have one of these where major issues can be discussed;
- Waitlists: Students have expressed concerns about being on waitlists for Western Regional Licensure Exams (WREBS) and well as being informed to start creating Portfolios (California licensure exam). Dean Featherstone advised that typically come end of January, people start coming off of the waitlist because they’ve obtained residencies.

### **Updated Charge and Bylaws for the Education Policy Committee**

As part of ongoing Senate business, each of the School’s standing committees’ bylaws were reviewed this year. The Educational Policy Committee determined that their bylaws were very out of date and revised them accordingly. Further, they were charged by the SOD Faculty Council with examining the value in switching from the current grading policy to a P/NP model. Due to ongoing business, they farmed out the analysis to an independent body over the 2017 summer and are currently waiting for final response. Current charge and revised bylaws are as follows: ([appendix 5](#))

## Going Forward

Ongoing issues under review or actions which the School of Dentistry Faculty Council will continue into 2017-2018:

- Chancellors Fund
- Changes to the Admissions Committee
- Curriculum Reform
- Search for New Dean
- New Chair of SOD EPC

## Appendices

- [Appendix 1](#): Allowable Effort Task Force Final Report
- [Appendix 2](#): Helen Diller Task Force Final Report
- [Appendix 3](#): Update on the Dental Center Launch
- [Appendix 4](#): Minutes from 2016 Fall Retreat
- [Appendix 5](#): New bylaws for the School’s Committee on Educational Policy (SOD CEP)

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