

School of Dentistry Faculty Council
Elizabeth Mertz, PhD, Chair

ANNUAL REPORT
2017-2018

Focus Points for the Year:

- Accreditation
- Admissions Process Changes
 - Revision of Admissions Committee Bylaws (for 2018-2019 academic year)
- APM Changes for HS Clinical Faculty (APMs 210-6 and 278)
- Approval of the 2018 Graduating Class
- Arrival of new Dean, Michael Reddy, DMD
- Bylaw and Regulation Changes
- Changes within the Faculty Council
- Dental Center
- Divisional Business
 - Academic Senate/VPAA Office Document on Part-time Faculty
 - Chancellor's Fund
- Dental Space Update
- Retreat Report and Planning
- School Strategic Planning and School-specific Committee Reports
- Student Concerns

2017-2018 Members

Elizabeth Mertz, PhD, Chair

Jennifer Perkins, DDS, MD, Vice Chair

Nejleh Abed, DDS

Katja Brueckner, PhD

Fred Chang, MD, PhD

James Giblin, DDS

Michael McMaster, PhD

Snehlata Oberoi, BDS, DDS, MDS

Yvonne Kapila, DDS, PhD

John Featherstone, Dean (until end of 2017)

Mark Kirkland, Interim Dean (Jan – May 2018)

Michael Reddy, Dean (June 2018)

Permanent Guest(s)

Pardis Fahadian (2017-2018) and

Sapna Saini (2018-2019)

ADS Student Representatives

Ex-Officio Members

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

Senate Analyst: Alison Cleaver

Divisional Business

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

Academic Senate/VPAA Office Position on Part-time Faculty in a Senate Series

In December 2017, these offices jointly released a position statement advising on faculty in these series who aim to move to a part-time status. If faculty are interested in dropping to eighty percent time for family responsibilities, they need to author a letter to the VPAA Office explaining this and it'll be approved.

([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. 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 and funded 16 applications. A total of \$49,486.96 was allocated for the Learning & Development (L&D) Awards from the Chancellor's Senate Funds.

The Council was pleased to see a continued increase in applications from last year with minimal remaining funds. Senate Analyst Cleaver advised the committee that over the summer 2018 the Senate Office may modify the funds breakdown, putting much more funding into travel grants and less into L&D. That would mean that any L&D applications that are actually travel grants will be rejected and advised to re-apply to that particular mechanism.

School Business

Accreditation

With the upcoming Accreditation Site Visit in 2019, Associate Dean Sheila Brear, BDS, is spearheading a fall 2018 retreat to brief and educate faculty as to the steps around this effort; clinics will be closed on that day but some courses will continue to run. 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. Council members supported the idea of a separate retreat focused on this topic. The goal is to be re-accredited without recommendations.

Admissions Process Changes

SOD Associate Dean Sara Hughes, MA, EdD, along with Admissions Director Julia Hwang presented on how the prior year's admissions process worked. They proposed minor revisions to the composition of the Admissions Committee including adding two additional faculty members, while retaining the team of dedicated reviewers from outside of UCSF. Revised temporary bylaws highlighting the pilot program were approved by the Faculty Council and put online. Because of the changes in the admissions process, all offers were made to potential students on December 1, 2017. Scholarship Committee recommendations were received the day before, resulting in scholarship offers being made along with student offers.

APM Changes for Health Sciences Clinical Faculty (APMs 210-6 and 278)

These changes went into effect July 1, 2017 but UCSF gave each School a one-year grace period to implement. The Committee on Academic Personnel (CAP) has drafted a Communication to VPAA and School Deans to aid faculty in determining what HSC-type creative activity is. Built into the revised APM is flexibility for each School to interpret as is appropriate for them, but CAP wants such differences communicated to faculty. ([Appendix 2](#))

Approval of the 2018 Graduating Class

In June, Associate Dean Sara Hughes provided the Council with a roster of proposed 2018 graduates for approval. All candidates who had met the requirements to graduate by the Spring Ceremony were approved, and the Council 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.

Bylaw and Regulation Revisions

Multiple school-specific committees modified their bylaws this past year. In addition to the Admissions Committee (see above section) the Student Status and Scholarship Committees presented FC member with proposed revisions. After School-wide votes approving the revisions, new bylaws were put on the Senate website for the respective committees. Regulations 5.3.1-5.3.2. were also revised to offer electives but not make them a requirement. Finally, the School proposed the creation of an IP Grade for SOD; it was preliminarily approved at the June 2018 Council meeting with proposed track changes forthcoming for approval by RJC and the Senate's Executive Council. ([Appendices 3-4](#))

Change in Vacation/Sick Time for Part-time Faculty

Chair Mertz and Council member Giblin led a discussion on the issue of part-time faculty not having nor accruing sick time. Any sick time applied for must be taken out of vacation time. Chairs have advised that this is a long-standing practice which more recently has been enforced.

It's UC policy that part-time faculty who are at or below fifty percent time don't accrue sick leave, and aren't covered by the HS Compensation Plan. However, within SOD, this practice of not having nor accruing sick leave for part-time faculty seems to be an inconsistent practice across departments.

Interim Dean Kirkland advised that this is a historical pre-doc issue because there were winter breaks during which part-time faculty didn't work but got paid as if they did. This didn't work the same for full-time faculty who weren't on break. This is aimed to correct these issues. Pre-doc clinics couldn't run without part-time faculty, but it was never designed for them to get paid for not working.

Chair Mertz advised that part time faculty who call in sick, aren't paid because they're not physically here. Faculty in general don't have sick time.

The Senate's *Faculty Handbook* doesn't say sick days are taken as vacation day — but it also doesn't say that you won't get paid for now showing up. Senate Analyst Cleaver advised that the *Handbook* is geared towards full-time faculty and is intended as an overview on a myriad of topics.

Council members discussed the broader topics this specific conversation brings up, regarding how are part-time faculty treated? Considering some are course directors and doing high-level work, they're not treated in the same manner as full-time faculty. This topic will continue into the 2018-2019 academic year.

Deans' Reports

Dean Featherstone reported to the Council until his retirement end of December 2017. Interim Dean Kirkland advised Council members on school matters up until June 2018. Dean Reddy attended the June 2018 SOD Faculty Council meeting and advised on his overall goals for the upcoming academic year.

ADEA Dean's Meeting

At the November 2017 meeting, Dean Featherstone advised that the primary topic this year was student mental health issues. This is a resounding issue for many SOD countrywide and globally. At UCSF, they seem focused on both D2s and D1s. Deans of Dental Schools are working with student leaders on this. However many students are reluctant to come forward despite available resources. SOD FC members raised the issue of students' educational schedules. Even if they felt comfortable making use of such resources, they cannot miss classes in order to meet with said professionals. The FC Student Representative recommended putting phone numbers of the mental health professional office on each syllabus, so students are aware faculty take this as a serious issue.

Sexual Harassment & Sexual Violence Policy Update

News reporting on this topic has sensitized faculty to the issues. It has also resulted in an increase in reporting – not necessarily an increase in activity – due to people being more comfortable coming forward. There is going to be an increase in training for faculty, postdocs, etc., on this.

Dental Center Concept Update

Guests Sunil Kapila and Lauren Haworth provided an overview on the Dental Center (DC) concept as relates to financial health of and partnership with the dental clinics. This concept links the DC to the 2015-2020 Strategic Objectives and is still in development, although it's been discussed with the Chairs.

Broadly speaking, can the SOD and the Dental Center use clinical care revenue as a source for funding other endeavors? To date, financial outcomes, patient care, marketing plans have been developed and rolled out to faculty in the next few months, to keep them apprised of the Dental Center's development.

Budget Assumptions

- Existing expenses (5% Dean's assessment) go to the following:
 - Health and safety
 - Marketing
 - Faculty support
 - Facility support for common space in 707 Parnassus

Additional Expenses

- Enhanced facilities maintenance for 707 Parnassus
- Staff and faculty development
- Automated clinic financial reports
- Tableau training and implementation
- Rebranding and increased marketing
- New staffing: dental center security guard and health and safety coordinator
- Dental center Administration payroll support

Long term goals

- Funding to cover expenses and invest in school missions: patient care, education, and discovery
- Recruitment and retention
- Capital improvements to clinic, research labs, office space
- Staff and faculty development
- Educational support and enhancements
- Implementation of clinical and educational technology

After 3.5 years of Dean's investment (up to 2019-2020), envisioning some percentage of profit-sharing.

Next Steps

The above are early-stage idea concepts. Next steps proposed are:

- Seek input from stakeholders
- Subject matter experts
- Discuss and identify profit sharing modeling options with department chairs and managers
- Consider bringing in outside consulting services to aid in development of profit sharing model

FC members raised the following questions:

Members advised that until faculty start to see what the Dental Center means in terms of efficiencies, etc., it's hard to conceptualize its value. Guest Kapila advised that all of this is moving towards a LEAN Management model. There were some ideas of having a LEAN training at an upcoming Council meeting.

As currently presented, overhead costs are related to clinic cost (building) and don't include salaries. Guest Kapila advised that to date SOD clinics hasn't kept data on this — so the current chart will be

revised as data is collected.

Scale and changes to payer mix will further impact net income. If we improve the services SOD provides, payer mix will change over time. Further, all clinical discussions exclude the pre-doc clinics. They've revised their model over the past few years and SOD sees a stronger bump from that clinic due to efforts already implemented.

As the Dental Center concept and plan is developed, they're invited to return to the Faculty Council and provide status reports.

Dental Space Update

Council members had requested an update on the future of Parnassus campus, and especially the Clinical Sciences Building (CSB). SOD lost offices and space to the CSB buildout, and those people remain in temporary spaces. Guest Thomas Lang, Associate Dean, Research provided an update:

A commitment has been made to put millions into a Parnassus revitalization. The functional goal is to create two epicenters of a multi-site UCSF: Mission Bay as one, and Parnassus as the second. In the late 2020s/2030s the new Parnassus hospital will go up.

A design RFA will be issued next year using a holistic vision of Parnassus; SOD faculty are encouraged to be vocal during the design process. Multiple faculty recently signed a letter and sent a slide deck with ideas for renovation. There is also a request that key Parnassus renovation developments be included in capital campaigns

Within 2018, focus groups will be put together by an outside design group to examine the research, education, and administrative aspect of Parnassus. Dean Featherstone reminded people that there is a strong clinical aspect to Parnassus which needs to be remembered when the re-design is accomplished.

Council members asked if there is a complete assessment of the clinical and education space footage-wise? And is there any additional clinical space to be had? The assumption is that there is none. Dean Featherstone advised that space can be re-utilized.

Study of Upcoming Renovation

Within a few years, the emphasis will shift to examine programs, rather than Schools.

- Deficiencies in core facilities at Parnassus will be examined; at present, this results in faculty going to MB to accomplish things. The intention is that Parnassus be bolstered so things can remain here.
- Parnassus needs to be brought up to MB standard with potential replication of MB cores where need dictates
- What's highly improbable is a new building or gutting or reconstruction of MS building or HSIR Towers. That project is in the tens of millions and not in the planning.

CS Building

New contractor has been selected and a time estimate is in development. Most likely it'll be complete within two years, around 2020. It'll be a combination of admin, educational and dry lab space. Many SOD Faculty had to move out of CS building due to renovations. There is a potential for SOD faculty to get additional space in it. Council members were encouraged to pay attention to this.

University Hall

Future usage being reconsidered, although there are no concrete plans yet.

Parnassus Campus

- There is a preliminary plan to relocate CANDO from Laurel Heights to the fifth floor of the MS building on Parnassus. This currently has EVCP buy-in.

- Moffitt Hospital must be upgraded by 2030, so MS building won't be upgraded until after that. Moving there also opens up a strategic partnership with the medical school.
- There remains a lot of pressure on research space at Parnassus. Tower floors starting to fill up and equipment space limited.

Council discussion

Council members raised concerns about educational space being taken over by the new SOM bridges program. The current SOD building isn't set up to accommodate the new kind of SOD curriculum that is being planned. At present there is no discussion planned on reconfiguring things in SOD building for education purposes. Council members posited that there has to be a better campus system to make use of and allocate these spaces.

Fall Faculty Retreat 2017

Held in December 2017 at the SF Zoo, FC Chair Mertz sent out a pre-retreat survey to gather feedback on what SOD FC priorities should be for the academic year. Topics included results of that survey which revealed FC agenda items for the academic year, strategic updates on school priorities: accreditation, dental center, and education. It also included a HEALS mini-training session which was for faculty-only. Minutes from that retreat are attached here.

A post-retreat survey had a forty percent response rate. Responses were positive however some determined that the HEALS session didn't quite fit with the flow of the retreat. It's better suited to an eight-hour session although Council members said that often that means faculty don't show up.

Fourth Floor Poster

A poster detailing the members of all school-specific committees including Research & Clinical Excellence Day was created by FC members and put up on the fourth floor of the D building. Similar to a poster in the Nursing building, its content will be updated annually so faculty and students are aware of who are members of these committees and working on school business on their behalf. ([Appendix 5](#))

School-specific Committees:

Academic Planning & Budget (APB) Priorities

Guest Arun Sharma, Chair of APB, provided an overview on current ongoing matters, plus the priorities for the committee this academic year.

If the new Dean is negotiating with the Chancellor as part of their on-boarding package, APB requested the SOD Dean's Office provide a budget to APB on how much the new Education curriculum revision would cost.

Departmental Budgeting Formats

Each Department uses a different budget format — which then created an issue for reporting. To resolve this, Lauren Haworth, SOD Finance Director, created a unified oversight budget reporting system. This will be helpful as come May 2018 each Dean has to give budget to the Chancellor's Office.

Role of Faculty Practices

Right now, these practices are based at Parnassus. APB Members have discussed if these practices can be expanded beyond Parnassus. They examined MB and developed cost projections associated with establishing such a practice there. When presented to the Dean's Office however, they determined it was too expensive and opted not to pursue. SOD FC Members advised that this is still a big opportunity that should be explored. Members asked if the Dental Center can work with APB to combine efforts.

Education Curriculum Initiative

Associate Dean Hughes presented to APB in March 2018 on the cost of the education curriculum initiative. FC Members determined that the current estimate is "blue sky" which will help APB to determine what the Dean's Office can do, vs. what they want to do.

Priorities for 2018 and onward to 2019:

- Curriculum has to be top priority. Have to make sure it doesn't die as a concept.
- Dept presentations will be given in a much more consolidated manner so the Dean will see where the money should be put
- Terms of APB-SOD members: stagger in new members to allow for turnover.

Educational Policy Committee (EPC) Priorities

Guest Don Curtis, Chair of EPC, provided an overview on the priorities for the committee this academic year. Up until about two years ago this committee wasn't quite functional. Now, they're looking critically at assessment. EPC met in October 2017, and identified existing and new agenda items to focus on. Developed some small groups, rather than as a full committee, to move forward.

Priorities include:

- How to recognize and reward teaching course excellence?
- How to give recognition to faculty that's actionable by the administration?
- How do we recognize and identify faculty who need improvement? Right now, EPC needs better data. Some of it may also be that data at present isn't accurate considering how quickly students respond to questions.
- EPC bylaw changes were made adding more student representatives. In speaking to six outside dental schools, they all advised that they have student reps on their EPC.
- EPC members have discussed the hybrid grading system and how to more accurately assess. These assessments drive so much of EC questions (short answers vs multiple choice, vs. other options, etc.). Software that doesn't permit these as options is not a good idea.
 - Council members further identified that courses are run and housed in departments, but Associate Dean Hughes--who has administrative control over curriculum overall--has no power over the courses. That need to be altered.
 - Instead there is some confusion and there has been some pushback by those course directors who had advised that they technically don't work for EPC, etc.

EValue - for multiple years, different questions have been asked of students, which then mask or hide trends. So questions need to be consistent to build data which can reveal trends.

Council members asked – "What is the role of EPC as relates to the review of the revised curriculum?" Guest Curtis advised that new curriculum development will be pushed back to after the accreditation site visit. EPC currently serves as a liaison on ongoing curriculum changes. But at present there is no formal charge to EPC to serve in an official capacity for review of new curriculum. FC can provide that in an upcoming year when the curriculum is ready for that review.

Student Concerns

During 2017-2018 academic year, student representative Pardis Farhadian provided an overview of issues students were raising as concerns. SOD FC also welcomed new student representative Sapna Saini in late spring 2018. These student issues included the following:

- Clinic Directors: Students are concerned about the lack of them, and their lack of authority to sign AA forms.
- EValue Scoring: Students would prefer these be sent closer to the close of a quarter, to assist students in assessing accurately who they worked with. Further they often receive the eEvaluations in advance of the rotation, but then that particular eValue never comes back around. They've already spoken with Tom Ferris about this, and been advised that it's possible that this can be corrected for the next academic year;
- Impact of Spring Grading with Residency Application: Those students applying for residencies are troubled by the fact that their grades aren't available yet. The Student Status Committee

advised that if there are incomplete grades then Course Directors (for those particular students) will hold off submitting that grade until June – thereby allowing those students to print out a clean transcript in July.

- IT Issues: These issues in the D building impacted class and exams during this academic year. This has also impacted Softest users.
- Scaling and Root Planing Requirements: Students are wondering if limited quadrants can count for something? Council members advised that quads can't change mid-year, but there is an examination on going on what is attainable for students. This year will be about discovery of the real issues.
- Student Quarterly Performance Reviews: Students are curious if there a way to have more structure in these meetings? Many students don't get in-person feedback but only through emails — and sometimes constructive feedback is included in emails but with little context. Many students discuss this as being problematic. Students will explore offline with Dr. Hughes.

Going Forward

Ongoing issues under review or actions which the School of Dentistry Faculty Council will continue into 2018-2019:

- Admissions Committee
- Change in Accrual of Sick Pay for Part-time Faculty
- Curriculum Reform
- FTE Assignments/Ownerships and FTE Swapping (By Departments) Between Faculty

Appendices

- [Appendix 1:](#) UCSF Division Academic Senate Position on Full-time Faculty Moving to Part-time in a Senate Series
- [Appendix 2:](#) CAP Communication on APM Changes for Health Sciences Clinical Faculty (APMs 210-6 and 278)
- [Appendix 3:](#) Bylaw Revisions to SOD Admissions Committee
- [Appendix 4:](#) Regulation Revisions to 5.3.1-5.3.2 (electives)
- [Appendix 5:](#) Fourth Floor Poster

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