

School of Dentistry Faculty Council
Jennifer Perkins, MD, DDS, Chair

ANNUAL REPORT
2018-2019

Focus Points for the Year:

- Accreditation Site Visit
- Admissions Committee Updates
 - Revision of Admissions Committee Bylaws (for 2019-2020 academic year)
- Approval of the 2019 Graduating Class
- Bylaw and Regulation Changes
 - Academic Grading Appeal
 - Student Progress & Remediation
 - Student Professionalism and Honor Code Practices
- Dental Center
- Divisional Business
 - Chancellor's Fund
 - Elsevier Publishers
 - Issue of Vacation Pay for Part-time Faculty
 - Sustainability: Red Meat Resolution & Fossil Fuels Memorial
- Retreat Report and Planning
- School Strategic Planning and School-specific Committee Reports
- Student Concerns

2018-2019 Members

Jennifer Perkins, DDS, MD, Chair

Elizabeth Mertz, PhD, Vice Chair

Nejleh Abed, DDS

Katja Brueckner, PhD

Fred Chang, MD, PhD

Gwen Essex, RDH, MS, EdD

James Giblin, DDS

Snehlata Oberoi, BDS, DDS, MDS

Yvonne Kapila, DDS, PhD

Ex-Officio Members

Michael Reddy, Dean

Permanent Guest(s)

Sapna Saini (2018-2019) and

Steven Gigli (2019-2020)

ADS Student Representatives

Number of Meetings: 11 (9 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:

Campus Survey

Council member Oberoi served as a Senate Faculty Welfare Committee representative on the campuswide Faculty Climate Taskforce. The taskforce went through roughly 3K responses to come up with recommendations (Attachment 1). SOD Council members proposed the following:

- Transparency between administration and faculty interactions;
- Transparency within HR and timeframes to hiring;
- Sick leave for part-time faculty – twenty percent to fifty percent time appointment faculty in particular;
- Remove the recommendations from being implemented at the discretion of the departments, have it reside in the Dean's Offices.

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 \$25,000 in 2018-2019.

Beginning in 2018-2019, the SOD Dean's Office opted not to match – citing a preponderance of travel grant applications being sought. The intention is that these funds would be used to source schoolwide initiatives benefitting numerous faculty and culture shifts, rather than a single faculty member.

The Council received and funded seven applications. Awarded applications focused on departmental retreats and the hosting of a SOD symposium.

Elsevier Publishers

The Council heard a presentation from Rich Schneider, Chair, UCOLASC, about the upcoming negotiations between UC and Elsevier Publishing. The Senate's COLASC Committee kept council members and all UCSF faculty updated on the status of negotiations as they preceded. COLASC members advised that this would only pertain to publications published in 2019 and beyond.

Issue of Vacation Pay for Part-time Faculty

Council members discussed this and the number of faculty within the school that it impacts (those at 50% appointment time). Senate Office inquiries to systemwide Senate and Office of General Counsel received a muted response. At present there appears to be no systemwide or divisional way to address this; the solution remains with the School or Department to address.

Sustainability: Red Meat Resolution and Fossil Fuels Memorial

Red Meat Resolution

The Council heard a presentation from Senate Sustainability Ad-hoc Committee Chair Tom Newman requesting the School and the Council member support a resolution to cease serving red meat at school- or departmental-sponsored meetings. Council members were asked to present the resolution to their respective departments.

Fossil Fuels Memorial

Council members agreed to support the UCSF Senate Fossil Fuels Memorial being put forth to a divisional and then systemwide vote. The systemwide vote was launched in June 2019. For more information on this Memorial, please click [here](#).

Accreditation

The Council heard ongoing reports throughout the academic year on the status of preparations for the Accreditation Site Visit in April 2019, with Associate Dean Brear, BDS, taking the lead. Self-review was completed late 2018. Post accreditation, the Dean's Office was going to hold Town Halls for all staff and faculty to address the visit's outcome and next steps. In the months after accreditation, the School will initiate strategic planning which all faculty and SOD Faculty Council will be involved in developing and implementing; it will follow the True North model.

Approval of the 2019 Graduating Class

In June 2019, Associate Dean Sara Hughes provided the Council with a roster of proposed 2019 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.

Bylaws and Regulation Revisions

Several school-specific committees modified their bylaws or regulations this past year. School-wide votes approved the revisions, and revised bylaws were put on the Senate website for the respective committees. Regulation 6.3. was also revised to offer Honors grades to all students in the DDS program; previously, only 3rd and 4th year students were eligible. ([Appendices 2, 3 & 4](#))

Change in Childbearing/Childrearing

Guest Larisa Kure, Associate Dean, Finance & Administration, provided an overview on upcoming changes to childbearing and childrearing policies at UCSF and the School.

For faculty on the HSCP there will be one percent increase on benefit rate, which will fund the child rearing/childbearing leave. The pool of funds will be spread across the University at large rather than a department/school specific bucket. For those not in the compensation plan (those less than fifty-one percent) this doesn't cover them. Guest Kure will advise at a later date on how it applies to part-time. There's still a lot of work to do, but this represents a good first step. As this issue disproportionately affects junior faculty, this will support work/life balance for those faculty. Guest Kure advised it is very simple, that a faculty member should simply work with their MSO to address the leave timeframe.

This does increase the burden on grants. But come December 1, 2019, when UCSF switches to UC Path and composite rates, then the campus moves to "bands of faculty" rather than individual faculty rates. Largely for UC SOD, faculty will see their rates going down most likely. Long-term this will benefit SOD.

Climate Survey

George Taylor, Associate Dean, Diversity/Inclusion/Equity provided an update on next steps.

Because of the volume of responses, the School was able to dive deep without identifying individuals. To date they've had focus groups (students, faculty, staff), a faculty retreat, facilitated discussion groups (eight held in November 2018), plus online submissions of recommendations to our climate survey website, and finally recommendations from Rankin & Associates.

Two levels of recommendations for students, staff, faculty, and senior administrators:

- Longer-term (implementation more complex)

- Address unjust employment practices related to nepotism and cronyism
- Examine opportunities for addressing financial difficulties related to salary and benefits
- Re-examine relationship between administration and faculty – creating ways to insure faculty opinions are heard and valued in decision-making
- Shorter-term action items (more easily implemented sooner)
 - All faculty members will have a designated mentor who has consented to be the mentor. Starting with Assistant Professor-level first, then expanding it.
 - 360-reviews for senior administrators, managers, and supervisors. Proposed rounding training.
 - New employees (faculty) should have “buddies” when arriving and separately, exit interviews when departing UCSF.
- Currently in process of selecting, prioritizing, and planning implementation of action items from each set
- Both categories (long- and short-term) will require design of processes for implementation and follow-up by designation of:
 - Scope
 - Time-table
 - Resources needed, etc.

Council members asked about timeline for rollout. Guest Taylor advised that “as soon as we can get them going, then information will be disseminated.” Right now team is in development along with timeline for roll-out. SOD’s EQOP committee also has a subcommittee for climate survey. Council is also curious on policy transparency in re to leave request approvals, and re-assignment of partial FTEs.

Council is happy to be a partner in the dissemination of this information to faculty.

Student Competency & Professionalism Policy Changes

Guest Pamela Armstrong, Director, Student Affairs and Advocacy, advised that upon examination, multiple different standards and policies were found on the SOD webpages. These have been consolidated and older models removed during this revision period.

Guest Armstrong presented on the *Procedures for Handling Breaches of Professionalism* as well as the new *Professional Evaluation Report (PER) Form*. She also went over the process of when an *Action Plan* should be pursued and when a stand-alone PER Form is sufficient. All breaches will need a PER Form, but not all breaches will need an Action Plan.

Faculty Council members revised the *Statement of Professional Behavior*. Council members advised that it’s difficult to hold students to standards of a professional identity they don’t yet have. These will be integrated into the curriculum in time. ([Appendices 5, 6 & 7](#))

Dean Reddy proposed the idea of developing a PRIDE Council comprised of students, faculty, staff, residents, and perhaps one Dean’s Office representative to both address professionalism issues and applaud strong examples of professionalism. That way professionalism topics aren’t always viewed as punitive.

Council members voted to approve the revised policies. Council further supports development of a working group to update and create clinical absence policies and procedures. Council members also advocate for being involved in assigning who should be on the working group. In addition to faculty, Council members hope the following will be included: clinical directors, clinic administrators, students (3rd and 4th year), Deans of clinical affairs and education, and course directors. Complete by end of July/August, with implementation by September.

- Academic Grading Appeals Procedures: Guest Armstrong advised that student appeals can occur only in cases of alleged or suspected discrimination. FC members reviewed the procedures document and asked if it includes language addresses cases with students with special accommodations (need extra time, religious, etc.). Guest Armstrong advised that a second-round review will examine this. She will present the revised document again for review during the January 2019 Faculty Council meeting. ([Appendix 8](#))
- Student Progress and Remediation Policy: (pre-doc and residents): Guest Armstrong advised that no developed policy had existed in writing. The current practice has been documented and it will be modified and revised based on feedback from the Faculty Council and course directors. To be added in is a formal review process and a formal end point for remediation. There will be a remediation week for all didactic courses in spring 2019. ([Appendix 9](#))

Development Office

Lynnette Teti, Senior Director, School Development, provided an overview on the efforts of her office on behalf of SOD. UDAR itself has nearly two hundred employees; she is one of forty fundraisers. They move at the pace of the faculty and meet outside of clinical settings.

Guest Teti handles fundraising for SOD, a smaller portion for SON, and oversees UCSF Fresno, focusing on alumni fundraising. Most funds to UCSF are through grateful patients. Former SOD Dean Featherstone asked Sr. Director Teti to develop a grateful patient fund for SOD. There's an 18-month window of opportunity to seek donations from grateful patients. Much of the recent success for SOD has included going back to grateful patients and their families to solicit a gift. Those gifts have included five- to six-figure donations and are built off of long-standing relationships with faculty.

Dean's Reports

Throughout the academic year, Dean Reddy provided an overview on the below topics, among others:

- Accreditation: The site visit was in early April 2019. SOD does have some recommendations and suggestions that will be addressed upon receipt of the final report from CODA Council. None were a surprise to the Dean. While the school doesn't have to respond to a suggestion, most schools do acknowledge the suggestions were received. FC members suggested hosting a Town Hall to share information with faculty, staff, and students.
- School Climate Survey: Results of the 2018 climate survey indicated an atmosphere of intimidation and bullying consistent across faculty, staff, and students. In particular, sexual harassment will not be tolerated in any situation. School leadership has met with facilitators and determined a list of recommendations for faculty, staff, and students. These will be compiled for school leadership so that action steps can be developed.
- School Executive Committee: An Executive Committee is being developed — which is slightly different from the current Chairs/Deans (C-D) Meeting. There is a concern that the C-D Meeting is not disseminating Information back to the departments. Moving forward, Division Chairs, Vice Chairs, and FC will be invited to attend these meeting. If an outcomes assessment is developed, it will then drive the next steps. Initial meeting will be in July 2019.
- School Analysis & Strategic Planning: Consultants continue to examine the school's clinical enterprise among other matters. Over the summer, the consultants Chartres will be brought in to examine the budget. They previously did the UCSF funds flow model ten years ago which turned the SOM practice around. In fall 2019, the School will examine a new strategic framework. At the fall retreat, the project portfolio will be developed to get the school to the next level, and to identify which are immediate (18 months) or long-term projects.

- Space: SOD is developing a space committee to see how space is allocated within the school. This will help develop a policy that is consistent with the other schools.
- Student and Staff Meetings: Originally intended as student-specific, these “Food for Thought” meetings were so successful that they’ve been expanded to include staff.
- Student Morale: The unhappiness of the D4 students surprised the Dean’s Office. Council members said it is consistent with years’ past. The Dean’s Office will be examining this more closely in future years.
- Town Halls: The School will be hosting three for faculty and staff to keep them updated on changes within the school and six town halls focusing on the School’s research efforts.
- Fall Retreat Topics: The Dean proposed examining how the School can best leverage what FC does with what SOD is already planning? A smaller group will be developing the school’s strategic framework. But some projects can be brought to the retreat. It’s proposed that the retreat will be held in December 2019, as there is much to be accomplished in advance of the school meeting.

Dental Center Update

Guest Sunil Kapila, CEO and CDO of the UCSF Dental Center (DC) provided an overview on the Center:

- Three of the four school pillars are represented in the Dental Center plan. Clinical Education Outcome isn’t included to give time for the Associate Dean of Education to come up to speed.
- DC has been improving on LEAN, which is making its practices much quicker. Goal is to make operating practices improve by five percent. A fully-populated scorecard will be published by early May. The plan is for educational training. Ongoing activities to tie back to work being done. Overall goal should be increase in operating practices by about ten or eleven percent annually. Each metric in the scorecard is accomplished at a different time.
- Patient satisfaction survey is handled regularly. Recently scoring is 4.5-4.6 out of 5.0. New languages have been added for patients.
- CTI Imaging had improved so that now images can be seen promptly which can then improve patient care.

Next Steps

- Opening up an evening faculty practice pilot (5.30-8.30 every other Tuesday).
- Patient Experiences: online bill pay/kiosk check-in pilot
Aim is to redefine and unify patient complaint process
- Communications plan & toolkit
- Continuous Improvement
- Operational and structural assessment

Fall Faculty Retreat 2018

Held in September 2018 at the Academy of Sciences (Golden Gate Park), FC Chair Perkins sent out a pre-retreat survey to gather feedback on what SOD FC priorities should be for the academic year. Topics will focus on faculty-administration and faculty-student interactions.

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 is updated annually so faculty and students are aware of who are members of these committees and working on school business on their behalf. ([Appendix 10](#))

School-specific Committees:

Academic Planning & Budget (APB)

The main changes were addition of new member Noelle L'Etoile who replaced Mike McMaster. Dan Ramos dropped off and was not replaced because there was adequate numbers. The Dean provided an overview on the state of the School's finances.

- Money from the Chancellor's office has been reduced. This is due to the school's overall revenue. However at the moment, the school is paying interest on capital investments. Expenses are greater than revenues and it's eaten into the surplus. The School has a very large reserve, which is filling the gap.
- All departments have an increasing net position. In the Dean's office the net position is decreasing.
- APB will be looking at details and breaking it all down. A big part of growth and expenses are benefits and salaries. VC Mertz commented that the people are what is important. The sheet needs to be balanced but let's not create a narrative where people appear to be the problem.
- Council members were curious what the Dean's Office subsidized departmentally? APB would also like to learn what and why. Members also raised the following questions:
 - How do to quantify funding for teaching/education/service mission?
 - Has the power structure within the school broken down?

Chair Perkins raised the issues of faculty burden with non-clinicians handling the bulk of educational/operational/teaching issues. Perhaps a new financial model is needed – which makes clear what the priorities are. They'd like to have this kind of discussion at an upcoming APM meeting.

Educational Policy Committee (EPC) Priorities

This committee worked closely with the Student Affairs and Advocacy Office to provide input on the development of the student professionalism and honor code policies. They also heard presentations from the Senate's Committee on Courses of Instruction on changes to course forms and the online course review system.

Student Status Committee

Expectations for the Chair and members of SSC changed. Administration has noted that students need holistic counseling, and some shepherding through the system far ahead of Winter D4. The revised role of the SSC Chairs will be clarified moving forward. The SSC Chair will need to read the reports and pull the student out for a meeting to make sure the student is aware of their current standing.

The SSC will be staffed over the summer and start very actively each fall. The faculty on these committees must want to engage with students. The SSC Chair will follow the cohort the entire way through the program.

Student Concerns

During 2018-2019 academic year, student representative Sapna Saini provided an overview of issues students were raising as concerns. SOD FC also welcomed new student representative Steven Gigli in late spring 2019. These student issues included the following:

- Changing Continued Evaluation Requirements: Students were concerned that these seemed to be changing on an ongoing basis.
- Coaching: These changes are going into effect in July 2019. Some students will receive a new coach. Students are curious how feedback will be impacted. FC members advised faculty will meet with student leaders, if that helps to alleviate concerns. It's a step towards development of a group practice, and is part of the restructuring of the SOD educational mission.
- Competencies: As SOD moves towards a different platform, students are wondering if they should continue to input information into the old system. Dean Reddy advised keeping a shadow copy during the transition period.
- In-progress Grades: Students concerns about these were allayed by Faculty Council members confirming that these are in place for all impacted courses.
- Morale: Students expressed concern over the number of faculty leaving UCSF, and the limited number of faculty on the clinic floor. IDP students aren't having their expected student-teacher ratio met. Due to the 2019 CODA visit, clinics are experiencing transition. For teaching, Council members advised it's twenty percent of the faculty doing eighty percent of the work.
- New SA/CE Process: This aimed to formalize protocol, updating all tracking codes on Axium so students can run reports. Students requested to have a consolidated document created which listed out required examinations for each year.
 - Students also wanted to know if there were required CEs that should be taken and completed exclusively in D3 year.
 - Currently, all the forms are available, but it is still difficult to quickly find this relevant information without going through each PCC syllabi/rubric individually.
- Night Clinic: How are students who participate within this clinic – and haven't hit their targets – evaluated? Chair Perkins advised that the night clinic is managed entirely separately from the day clinics. Students have raised concerns about information being transferred and if they're not listed as having hit targets, they won't receive deserved honors grading. Dean Reddy advised that this topic will be examined. Chair Perkins recommended the EPC should be consulted on this as well.
- Reduction in Overflow Clinic Chairs: Students have continued to express frustration regarding the limited amount of chair space available in clinic. This has been problematic for students with assigned PCC chair time on Mondays/Tuesdays and who are now placed on a waitlist, as the international students have chairs these days.
 - The students are understanding of the ID3s building up their patient pool. In order to help address this chair shortage, the clinic made eight overflow chairs available on the 3rd floor all day for two days a week. However, students were informed that there is not enough faculty coverage, and the overflow clinic will be reduced to one morning a week.
 - Students had hoped the overflow clinic would be in operation more days rather than less. The students have asked clinic administration to re-consider how chairs are distributed, but thus far they have not found a solution.

Going Forward

Ongoing issues under review or actions which the School of Dentistry Faculty Council will continue into 2019-2020:

- Curriculum Reform
- School Strategic Planning

Appendices

- [Appendix 1](#): Climate Survey Committee Results 2017
- [Appendix 2](#): SOD FC Request for RJC Review in re SOD Regulations 1-5
- [Appendix 3](#): SOD Admissions Committee Bylaw Revisions 2019-2020
- [Appendix 4](#): SOD Regulation 6.3.1.5. Proposed Changes
- [Appendix 5](#): SOD Proposed Professionalism Competencies
- [Appendix 6](#): SOD Statement of Professional Behavior
- [Appendix 7](#): SOD Procedures Addressing Breaches of Professional Behavior, Action Plan, and Evaluation Report Form (a-c)
- [Appendix 8](#): SOD Proposed Revisions to Academic Grading Appeals Procedures
- [Appendix 9](#): SOD Student Progress and Remediation Policy
- [Appendix 10](#): Fourth Floor Poster

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