

School of Medicine Faculty Council
Jialing Liu, PhD, Chair

ANNUAL REPORT
2019-2020

Primary Focus Points for the Year:

- Faculty Learning and Development Fund
- COVID-19
- University Financial Health
- Stress Management
- Increasing the SOMFC Membership

Issues for Next Year (2020-2021)

- Using the Powers and Fulfilling the Duties of SOMFC
- Improving Representation of Faculty
- Increasing the Number of Full Faculty Meetings
- Distributing the Faculty Learning and Development Fund

2019-2020 Members

Jialing Liu, Chair

Matthew Amans, Vice Chair

Rena Fox
Seema Gandhi
Marta Margeta
Priya Prasad
Christoph Schreiner

Ex-Officio Members

Robert Baron, Associate Dean, Graduate Medical Education
Renee Binder, Associate Dean, Academic Affairs
Talmadge King, Dean
Catherine Lucey, Vice Dean, Education
Rebecca Shunk, Co-Director of the Center for Excellence in
Primary Care Education at the San Francisco VA Medical
Center

Number of Meetings: 9

Senate Analyst: Kirstin McRae (Sept. – Nov.), Kristie Tappan (Dec. – Aug.)

Committee Website: <https://senate.ucsf.edu/committee/19>

Divisional Business

This year, the School of Medicine Faculty Council took up the following issues related to the San Francisco Division:

Advancement and Promotion: Senate Associate Director Alison Cleaver was a guest at the Council's October meeting and provided the Council with an overview of the Senate Committee on Academic Personnel's (CAP) role in advancement and promotion. CAP reviews files as the sixth step in an eight-step process. CAP reviews files on a first-come first-served basis and then returns them to the VPAA Office for additional review. During summer and fall, files that arrive to CAP can be reviewed within 2-3 weeks; however, files that arrive in January/February usually take 7-10 weeks. Bylaws require CAP to have equal representation from all four schools; from basic, clinical, and translational faculty; and from different UCSF campuses (ZSFG, VAMC, Mt. Zion, LH, MB, and Parnassus). The number of files that CAP reviews annually has increased by more than 50 files over the past three years. The number of files is expected to climb even higher as UCSF expands its affiliations. To respond to the increased volume, CAP created a Backup CAP (BU-CAP) Committee. The BU-CAP Committee is comprised of former CAP members and meets between 4 to 10 times per year, based on file volume, and runs parallel to CAP. It only handles merits, changes in series, appraisals, and career reviews. This is because there are fewer of these personnel actions, so they can be handled in one to two meetings. It is expected that CAP and Backup CAP will run parallel with both committees meeting 20-24 times annually. Faculty can learn more about advancement and promotion by reviewing the Personalized Mentoring Advancement and Promotion (PMAP) Module in MyAccess. If you are mentoring a junior faculty member, CAP encourages using PMAP.

Research Funding: Gretchen Kiser, Director of the Research Development Office (RDO), Laura Barde (OSR), and Kristin Dolano (RDO) attended the November Council meeting for a panel discussion on research funding at UCSF. The Research Development Office works with faculty on short and long-term funding strategies, maintains a grants guide and template, hosts lists for intramural and extramural funding, manages some large intramural funding competitions, and hosts the Large Grant Development Program (LGDP). The panel provided an overview of the research funding process at UCSF, including resources for funding opportunities, researching funding agencies, setting up a funding submission schedule, and resources for first year faculty/early investigators. The panel also discussed the necessary components and workflow for developing a winning proposal. Panelists advised that investigators should contact a Research Services Coordinator (RSC) as early as possible in the application process; the RSC will help manage the proposal submission from beginning to end, including helping with timelines, connecting with people on the researcher's behalf, helping to address compliance matters, clarifying ambiguous sponsor guidelines, and working with department leadership to receive proposal-related approvals. Anytime an investigator is going to submit a proposal, they should communicate with their RSC.

Salary Equity: Vice Dean for Academic Affairs in the School of Medicine Elena Fuentes-Afflick attended the Council's January meeting to answer questions about faculty appointments, promotion, and salaries. Council member questions focused on pay equity. Dr. Fuentes-Afflick advised that the SOM does not have a rule about paying types of faculty (e.g. clinical faculty vs. basic science faculty) on particular scales, and the SOM is not creating uniform intradepartmental salaries scales. The SOM leaves these matters to the discretion of Departments. Departments define the Academic Program Units (APUs) and their associated X salary scales for their faculty. The work the SOM has done around pay equity has focused on gender and ethnic inequities, not equity across the type of work faculty does or the substantive areas in which faculty work (e.g. clinicians vs. researchers or pediatricians vs. surgeons).

Comprehensive Parnassus Heights Plan: Chair Liu provided the Council with an update on the [Comprehensive Parnassus Heights Plan](#). UCSF is working to engage the neighborhood to ensure the project can go forward. The near-term (2030) improvements include increased security, an improved Irving Street entrance, the construction of the new Helen Diller Medical Center, and replacement of UC

Hall. Longer-term improvements include significant construction in the area of the Dental School and Clinics.

COVID-19 Pandemic: Dean Catherine Lucey updated the Council on the COVID-19 crisis in March. She divided her remarks into two categories: the health system response and the medical education programs. In July, the SOMFC hosted a full faculty meeting with UC Health Executive Vice President Carrie Byington. This was the Council's first full faculty meeting in an online format, and it allowed for higher attendance. D. Byington presented on UC Health's COVID-19 Response and Recovery. Dr. Byington's slides are included with this Report in Appendix 1.

Financial Health of UCSF: In the winter, Chair Liu provided the Council with an overview of a presentation on UCSF's financial health. In FY 2019, revenue was \$2.8 billion and expenses were \$2.7 billion. This was in-line with the 10-year trend of UCSF's revenue exceeding expenses. "THE CAMPAIGN" has been very successful and exceeded \$5 billion in fundraising for UCSF. Then, in the spring, the financial impact of the COVID-19 pandemic hit. CFO Mike Clune briefed the Council in May and advised that UCSF Health lost \$210M in revenue between March and April. There were extraordinary expenses of \$47M to prepare for the COVID-19 surge that fortunately did not fully materialize. UCSF Health was losing an average of \$4.5 million per day in the second half of April. In the first half of May, the average daily loss has been \$3.5 million. UCSF Health is projecting a \$350M net loss in the best scenario and a \$750M loss over the worst-case scenario next year. On the Campus side, the SOM, SOD, and Campus Life Services (housing, parking, retail, conferences, fitness) took the largest financial hits from the pandemic. There were early concerns about contract and grant activity, but the NIH said expenses could continue to be charged to grants. Concerns remained about whether PIs would use up their funding before being able to complete their research. Much is unknown, and we do not know how long the crisis will go on. In May, UCSF and UC systemwide had taken the following actions to address the financial fallout from the pandemic:

- April 7 – UCSF Hiring Freeze
- April 10 – Control Points to plan for flat allocations from the Core Financial Plans
- May 18 – UC President – systemwide salary freeze
- May 21 – Chancellor asked control points for options to reduce allocations and internal cost recovery (5-10%)

Financial System Changes: Associate Dean for Financial Affairs Amal Smith joined CFO Mike Clune in updating the Council about financial issues in May. Associate Dean Smith provided the Council with the following updates.

- A. UC Path:** UCSF fully joined the UC Path system on June 1. There are two types of charges impacted most significantly as payroll switches to UC Path: the Vacation Leave Assessment (VLA) and the Composite Benefit Rates (CBR).
- B. VACATION LEAVE ASSESSMENT:** Employees are charged a VLA to cover the costs of future vacation leave. Currently, VLA is charged only if the employee has not reached maximum vacation accrual. Going forward, VLA will be charged regardless of whether or not the employee has reached maximum accrual, and all eligible salary will be charged for VLA, resulting in higher overall cost to funding sources. This can be mitigated by reporting your vacation time on HBS. The key messages are to (1) take vacation and (2) record vacation.
- C. COMPOSITE BENEFIT RATES:** The CBR is the amount that UCSF pays per employee for the UCRP employer contribution, payroll taxes, and assessments like Social Security, Medicare, and unemployment. When UCPath started on June 1, UCSF transitioned to a new method of charging for the employer contributions to employee benefits. Instead of charging departments and funds based on the actual individual benefits costs of each employee, UCSF will begin charging a fixed percentage of an employee's salary. Percentages will be determined by employee groups (i.e. faculty versus staff versus postdoctoral scholars).

These percentages by employee group are commonly referred to as Composite Benefit Rates (CBRs). CBRs are a reasonable and acceptable method for allocating benefit costs that are used broadly. They are not intended to create cost shifts, but they do. Because of that, they can drive business decisions.

The employee contributions are the same. This is a change in the employer payment rates. It won't directly impact faculty pay, but there will be some indirect effects for some faculty. For example, if you run a lab, your grant might run out faster than expected because you will start paying the CBR rate for your employees. You might need more grants or bigger grants. It could impact how you fund your own salary. If you needed 10% effort support, you might only be able to get 9%. Starting in September, all grant proposals went in with the new CBR rates, so hopefully, this will be a short-term problem and things will normalize once the new rates are used regularly. When you use CBRs, the total cost does not change, but costs are socialized, so instead of having a department pay more for an employee with lots of kids on the health insurance, that cost is spread around. This will also be helpful for departments or labs who used the average employee costs in their budgets or in their grant proposals, but they end up having employees with higher costs.

Stress Management: Dr. Carter Lebares (<https://CarterLebares.org>, <https://MindfulSurgeon.ucsf.edu>) joined the Council in June to talk about stress management and physician burn out. Dr. Lebares is a clinically active surgeon whose research interests for the last 4-5 years have been around providing training to surgeons, especially surgery residents, to help with the overwhelming stress of surgical training. Many studies have been done about burnout's prevalence. There is burnout across all specialties and all residency training programs. A recent study estimated the annual cost of physician burnout due to attrition and decreased effort to be \$4.6 billion. 36% of that total cost is derived from burnout in surgeons is \$1.7 billion. Among the surgeons, 82% is from attrition (\$1.4B), and 64% of surgeon attrition is from surgeons under 55 years old (\$900M). Dr. Lebares provided the Council with information on mindfulness training and how that training has helped surgery residents deal with stress and reduce burnout. She encouraged Council members to reach out for more information and to connect their departments and trainees with mindfulness training and support.

Systemwide Business

This year, the Faculty Council took up the following systemwide issues:

Automatic Conferral of Emeritus Status (APM 120): The Division came out against the change and asked for emeritus status to once again be automatically conferred on all retiring Senate faculty (as opposed to only Professors and Associate Professors in the ladder rank). The Council did not formally comment on this issue, but supported the Division's effort to reinstate the automatic conferral of emeritus status on all retiring Senate faculty.

Working Group on Comprehensive Access Chair Report (Affiliations): UC President Janet Napolitano established the Working Group on Comprehensive Access to evaluate whether and how UC Health should affiliate with other health care providers. President Napolitano created the Group following a controversial proposed affiliation between UCSF Health and Dignity Health, which is a Catholic healthcare provider. The Working Group was unable to agree upon a report or a single set of principles that would guide affiliations. The Council discussed the difficult issue before the Working Group and the unsatisfying outcome of having a Report without an agreed-upon recommendation. Council members offered insight from their own work that showed the tension between the need to affiliate with faith-based providers to improve access to care and the need to avoid affiliations that would implicitly endorse discrimination. Division comments went from Division Chair Sharmila Majumdar to Academic Council Chair Kum Kum Bhavnani on 2/20/20. Chair Majumdar's cover letter advocated for allowing affiliations after rigorous review. She proposed a systemwide "Senate-Administration Clinical Affairs Committee" be established within UC Health or through the Systemwide Senate.

Standardized Testing Task Force Report: The Standardized Testing Task Force recommended that the University of California keep SAT/ACT testing requirements and consider developing its own admission test that would replace the SAT/ACT in an estimated 9 years. SOMFC wrote a letter to Division Chair Sharmila Majumdar supporting the Task Force's recommendations and stressing support for the recommendation to continue using ACT/SAT test results to inform undergraduate admission decisions unless and until the University of California designs its own standardized admissions test. The SOMFC was persuaded that mandatory ACT/SAT scores enable the University to admit more disadvantaged students than it could without the scores because the University is able to contextualize individual test scores. The SOMFC stressed the importance of the University having a diverse undergraduate student body. Those undergraduates are the future health care work force, and California needs a diverse work force to serve its diverse population. SOMFC's letter is included as Appendix 2 to this report.

School of Medicine Business

This year, the Faculty Council took up the following issues related to the School of Medicine:

SOM Standing Committee Annual Reports – Associate Dean for Assessment / Assessment, Curriculum, Evaluations (ACE) Karen Hauer presented...
18-19 Committee on Academic Progress (CAP) and Committee on Academic Standards (CAS)

Learning and Development Fund: The SOMFC distributed \$79,985.24 out of \$80,000 from the Learning and Development Fund to 26 out of 50 applicants. The program was funded by \$45,000 from the Chancellors Fund and \$35,000 from the School of Medicine Dean's Office. Most faculty members were able to accept their awards, but some returned some or all of their awards because programs were either cancelled or modified because of COVID-19. The Council used the returned funds to partially fund five additional applicants. (The five additional applicants are included in the total of 26 funded applicants.)

Filling Vacancies on the Council: Per the [Bylaws, Regulations, and Procedures of the School of Medicine](#), the Council shall have ten elected members, five ex officio members, and one representative member from UCSF Fresno. In 2019-2020, the Council only had eight elected members, no representative from UCSF Fresno, and some members completing their terms. The Council ended its year with a push to fill seven vacancies on the Council. The Council worked with UCSF Fresno to have a representative elected, and the Council recruited faculty members to run for six vacancies: two in the Ladder Rank/In Residence/Clinical X series and four in the HS Clinical/Adjunct series. The Council successfully recruited eleven candidates for the six openings, and there was an election for the first time in many years. The Council completed the year having successfully filled all of the open seats.

Appendices

Appendix 1: UC Health Executive Vice President Carrie Byington's Presentation Slides on UC Health's COVID-19 Response and Recovery

Appendix 2: Letter to Division Chair S. Majumdar re Standardized Testing Task Force Report

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