

Executive Council
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ANNUAL REPORT 2020-2021

The Executive Council (EC) pursued an active agenda in 2020-21, with entire year being devoted to UCSF's response and recovery from the COVID-19 pandemic, as well as a renewed focus on institutional racism, inequities between Senate and non-Senate series, and shared governance for clinicians.

Senate Leadership also worked diligently to develop and build relationships with UCSF executives and principals. It not only held regular meetings with Senior Vice Chancellor for Finance and Administration Paul Jenny (later Mike Clune, Senior Associate Vice Chancellor and Chief Financial Officer) and Chief HR Officer Corey Jackson, but also initiated quarterly meetings with EVCP Lowenstein.

Divisional Business

Chancellor's Fund

At its January 2021 meeting, Executive Council made its annual allocation to its \$500K Chancellor's Fund, which benefits 'faculty life.' Highlights included \$70K for a faculty COVID relief/support fund (CFW), COLASC's Open Science Initiative (\$100K), anti-racism research (\$30K), as well as the traditional School Faculty Councils' Learning and Development grants (\$45K for the SOMFC, and \$25K each for the SODFC, SONFC, and the SOPFC).

Graduate Program Approvals & Name Changes of Research Centers

- Certificate in Equity in Brain Health;
- Master's of Science in Health Data Science (MiHDaS) and the new graduate program proposal for a Certificate in Health Data Science (CiHDaS);
- New MOU for the Joint UCSF-Hastings Masters in Health Policy & Law Program (HPL);
- Name Change for the Osher Center to the "Osher Center for Integrative Health."

Equity Concerns in Non-Senate Series

The UCSF Senate has long had concerns about UC systemwide inequities between 'Senate' (e.g., Clinical X, In-Residence, Ladder-Rank) and non-Senate faculty (e.g. Adjunct, HS Clinical). Although all faculty are part of the UCSF Academic Senate, the UCSF Senate has long endeavored to address these inequities. Consistent with 'Disrupting the Status Quo,' a September 2020 special report from UCOP's UC Health Sciences Diversity, Equity, and Inclusion Task Force, the Senate noted both locally and at the systemwide level that under-represented minority and women faculty are over-represented in the non-Senate series. Over the past year, EC explored a number of ways to increase the diversity of faculty in the Senate series. These include, but are not limited to:

1. Increasing Change-in-Series (CIS) Actions: When appropriate, Health Sciences divisions should be encouraged to work with their local administration, School Deans, and department chairs to encourage appropriate CIS actions.
2. CIS Search Waiver: Support and encourage departments to utilize the new search waiver when initiating CIS actions for faculty moving to a Senate series, as long as the employee's original search included the Senate series for which they are now being proposed (regardless of rank). Such CIS actions may be processed without conducting a new search, and instead an indefinite search waiver may be processed by the VPAA (Academic Recruitment Specialist).
3. Outreach: Related to the above recommendation, outreach to individuals who may have been placed in a series that is not the best fit may be appropriate at times.
4. Education: It is emphasized that all criteria for the series be explained to the incumbent, throughout their career. Academic requirements are usually well articulated but criteria for appointment, departmental policies with regards to finances, etc. should also be provided.

5. Academic School Dean Input on New Appointments: Departments should be encouraged and supported to reach out to their respective academic deans for input on the most appropriate series for new faculty appointments.

Open Access

In particular, the EC closely followed the negotiations with Elsevier, which resulted in a new Open Access agreement that met all expected goals, including cost reduction and 100% open access publishing for the UC authors. Additionally, the agreement included provisions responsive to Faculty Senate principles to transform scholarly communication.

COVID-19 Response/COVID Faculty Support Committee

The EC proactively became involved with discussions on UCSF's response and recovery to the COVID-19 pandemic, with special attention paid to appropriate shared governance in University decisions. In particular, the Committee on Faculty Welfare (CFW) has been a leader on this front. With respect to direct support to faculty, CFW secured funding from the Senate's \$500K Chancellor's Fund for COVID Relief Awards of \$500 to faculty who have suffered in various ways during the pandemic. Originally offered in the spring, the Senate is reopening this fund for additional grants this fall. However, the impact of COVID 19 is likely to plague us for a much longer term, and with this in mind, CFW advocated for, and was successful in establishing a special Joint Senate-Administrative COVID Faculty Support Committee. This group will partner with EVCP Lowenstein to address COVID's disparate deleterious impacts across academic personnel advancement and promotion, research, teaching, and broad faculty support.

UCSF Pandemic Response & Recovery, the Equitable Recovery Task Force, & Remote Work

In June 2020, and at the request of Senior Vice Chancellor for Finance and Administration Paul Jenny, the EC established a special Equitable Recovery Task Force (ERTF) to provide to interface and comment on the work products from UCSF's Integrated Recovery Committee (IRC) and its various subcommittees.¹ The ERTF was formed to provide faculty perspectives on a range of topics related to UCSF's response to and recovery from the COVID-19 pandemic. Task Force members developed a series of principles to help guide UCSF leadership decision making in the face of immediate and longer-term revenue losses, which centered around the Senate's concern of equity for junior and underrepresented faculty and faculty directly supporting the University's educational mission. In consultation with UCSF's Integrated Recovery Committee, ERTF provided recommendations on the following topics: administrative space, child and dependent care, financial planning, institutional racism, patient care, remote education and learning, systemwide curtailment proposal, and telework and remote teams.

With respect to remote work, the EC commented in spring 2021 on a draft UCSF policy, with several standing committees opining:

- COR: It is possible to conduct some academic research activities remotely including some dry lab research, social and behavioral research, and population health research activities. However, remote activities should not result in the loss of needed and critical research space. Principal investigators should be afforded flexibility in decision-making with regard to remote work for their projects and staff.
- Sustainability Committee: Remote work policy could help reduce greenhouse gases and may help UCSF achieve its carbon neutrality goals.
- Space Committee: A hybrid remote work policy would assist the University as it addresses various space issues. Allowing for remote work would create additional capacity in assignable square feet that could be offered to school deans and department chairs for academic and research program development.

Institutional Racism/Equity & Anti-Racism in Research

Vice Chancellor Navarro addressed the EC membership on institutional racism at its September 2020 retreat. Subsequently, the EC strongly endorsed the proposed recommendations from the Task Force on Equity and Anti-Racism in Research. In addition, this past year, the Senate sponsored or co-sponsored the following grants (as part of RAP), which included additional monies from Chancellor's Fund: 1) \$75,000 in sponsored research grants for the RAP "Pilot for Research on Racism Impacting Black

¹ IRC subcommittees include Child & Dependent Care, Communications, Education, Finance, the Future of Administrative Space Use, the Future of Telework/Managing Remote Teams, Patient Care, Research, Testing & Tracing, and Workforce Planning.

People;” 2) \$50,000 grant for Dr. Elizabeth Dzung entitled “Understanding how structural racism influences goal concordance around end-of-life care in older Black adults;” and 3) \$25K for a co-funded grant for Dr. Rosny Daniel entitled “Addressing Anti-Black Racism in Mental Health Emergency Settings at UCSF.”

IT Security

Responding to the June 2020 ransomware attack on UCSF that cost \$1.14M, the EC requested and received a presentation on the proposed IT Operating Model from Associate Vice Chancellor & Chief Information Officer Joe R. Bengfort and Kevin Souza, Chair of the IT Governance Committee. Subsequently, the EC requested an IT Security Town Hall from Chancellor Hawgood, which took place in late July, and endorsed the approximate \$15M per annum investment in UCSF’s IT Operating Model, and advocated inclusion of those costs into indirect costs as part of NIH negotiations, so that IT infrastructure costs do not displace funds for research performance.

Clinician Shared Governance

The UCSF Senate reached an agreement with both systemwide Senate Chair Mary Gauvain and UC Health Executive Vice President Carrie Byington to establish a UC Health Special Committee on Health Sciences and Clinical Affairs, which will begin meeting soon. Locally, the Senate has supported and maintains communications with a UCSF Physician Engagement Representation Work Group. On the latter, the EC provided comments on the initial charge of this group.

Toland Hall Murals

The EC remained engaged over the fate of the Toland Hall Zakheim murals, In particular, the San Francisco Division transmitted a list of concerns from the Santa Barbara Division over this issue, thereby facilitating cross-Divisional Senate consultation on an important issue of historical and cultural importance.

Space

The EC endorsed the Parnassus Comprehensive Parnassus Heights Plan, and commented upon Campus Administrative Policy 600-24, which concerns the campus space policy.

Systemwide Reviews & Issues

Curtailment Proposal

UCSF commented on UCOP’s curtailment proposal, which solicited feedback on curtailment or furloughs of faculty and staff in response to the economic impacts of the pandemic on the University. EC commented that UC campuses should maintain a significant amount of flexibility with respect to any curtailment policy. In addition, The UCSF Division also recommended that student employees, including postdoctoral, graduate and undergraduate employees, health sciences trainees and postdoctoral fellows will be exempt; and that faculty funded by extramural grants be exempted from a curtailment program. Finally, the EC held considerable reservations about such a policy’s deleterious impacts on faculty morale, therefore, objecting to it. In the end, UCSF was given considerable flexibility, and UCSF did not implement a curtailment policy on its faculty or staff.

Comprehensive Access

The EC continued to follow this issue with interest; at the June Regents meeting, the Regents agreed to the following compromise on Comprehensive Access:

1. UC should only affiliate with covered organizations that agree to offer care on a non-discriminatory basis.
2. UC personnel working at a covered affiliate should be permitted to provide any evidence-based, medically-indicated care to any patient at a covered affiliate, if transferring that patient to another facility would be detrimental to the patient’s care.
3. UC should not enter into any new affiliations that do not comply with this new policy on covered affiliations, and it should phase out any non-compliant affiliations no later than December 31, 2023.
4. No exceptions to these contractual conditions should be permitted.

Gold Book & Campus Safety Plan

The EC significantly criticized the Gold Book, and expressed considerable reservations on the proposal for a campus safety plan:

- Gold Book: Faculty Welfare had concerns that, as written, the language around body worn audio/video systems was so vague that it would allow the officer to turn them off at will; the Systemwide Response Team (SRT) Policy does not specify when this will be activated; and de-escalation and weapons – the policy should include a description of de-escalation training and how often it is required, and vague language about the use of weapons.
- Campus Safety Plan: The EC found the Safety Plan to be a bold, but a rather vague and aspirational plan, with Graduate Council noting that the focus of the “Safety” plan remains squarely on policing, which is only one tiny piece of the very large mosaic that is campus safety. Faculty Welfare remarked that the plan should more explicitly address the importance of diversity, equity, and inclusion as well.

Other Systemwide Reviews of Note

The San Francisco Division contributed comments on the following systemwide reviews:

- *Sexual Violence & Sexual Harassment Framework/P&T Bylaw 336.F.3*: UCSF’s P&T accepted the proposed changes to Bylaw 336.F.3 that requires the P&T hearing committee to accept the evidence record and decision(s) from the Title IX process, which takes place before any P&T process. Other evidence, including witness testimony, regarding whether there was a violation of the SVSH Policy will not be permitted unless it pertains to newly discovered facts or circumstances that might significantly affect the determination of whether there was a violation of the Faculty Code of Conduct and that were not reasonably discoverable at the time of the Title IX process.
- *Senate Bylaw 336.F.8 - Evidentiary Standards (P&T)*: UCSF’s P&T accepted the amendments to Senate Bylaw 336.F.8 that changes the standard of evidence to a ‘preponderance of evidence for all P&T cases, including those involving faculty members. P&T members noted that they are required by new federal Title IX regulations from the U.S. Department of Education. As such, California law which requires the application of the “preponderance of the evidence” standard of proof in cases involving the Sexual Harassment and Sexual Violence Policy.
- *Faculty Salaries Task Force Recommendations*: Both UCSF’s Committee on Academic Personnel and the Committee on Faculty Welfare generally supported increases to the faculty salary scales, along with more transparency, but noted that such increases would have a limited impact on HSCP faculty, given that they are only part of UCSF’s compensation. While increases to the scales will positively impact faculty UCRP income, such increases do not usually affect current take-home pay. That said, and with respect to the regular use of off-scale compensation offers for the purposes of recruitment and retention, our CAP notes that UCSF is located in a highly competitive clinical environment both with academic and private sector medical institutions, and adequate incentives are often necessary to hold onto faculty in that regard. There are certainly analogous market conditions for many academic disciplines on the general UC campuses. With that in mind, and without significant increases to the salary scales, it is hard to conceive of a world where off-scale compensation packages are relegated to an exception.
- *Graduate Education*:
 - *Fee Policy for Graduate Student In Absentia Registration*: Graduate Council agreed that this policy change is reasonable – the new In-Absentia policy would permit graduate deans to establish “a local campus region within which in absentia registration will not be considered” instead of limiting eligibility to students studying outside of California. This should lower the number of ‘exceptions’ that are currently regularly granted by graduate deans.
 - *Senate Regulation 610 (residency)*: Graduate Council agreed to amendments to Senate Regulation 610, which concern residency requirements for undergraduate and graduate students. It is our understanding that the amendment(s) would allow residency not to be necessarily linked to a physical presence of a student on campus.
- *COVID Vaccination Policy*: The EC endorsed the vaccination policy with the following caveats: 1) the process by which one would obtain a “Medical Exemption” or a religious “Exception” is unclear;

and 2) there is a need for more detailed clarification on how UCSF (and other UC campuses) would specifically address unvaccinated individuals due to religious or specific medical issues.

Going Forward

Ongoing issues under review or actions that CoC will continue into 2021-22:

- COVID-19 Ongoing Response & Recovery: The Joint COVID Faculty Support Committee will meet throughout the year, with the charge of making recommendations on policy and/or ways to support faculty for the foreseeable future.
- Faculty Equity: The Senate continues to be concerned about equity and diversity between the different series, especially faculty in the 'Senate' series, as opposed to the non-Senate series (Adjunct, HS Clinical).
- Health Sciences (Clinical) Representation Systemwide: The systemwide Special Committee on Health Sciences and Clinical Affairs, which is housed with UC Health, will be meeting throughout the year.

Appendices

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