

School of Nursing Faculty Council
Kristen Harknett, PhD, Chair

ANNUAL REPORT 2020-2021

Primary Focus Points for the Year:

- Adaptation and Adjustment to Remote Learning/Teaching
- Racial Equity and Racial Justice
- Mental and Emotional Wellness

Issues for Next Year (2021-2022)

- COVID-19 Recovery
- Holistic Admissions Processes
- Financial Advisory Task Force

2020-2021 Members

Kristen Harknett, Chair

Mijung Park, Vice Chair

Kim Dau

Rosalind De Lisser

Orlando Harris

Lynda Mackin

Jeremiah Mock

Kord Kober

Ex-Officio Member

Catherine Gilliss, Dean

Permanent Guests & Representatives

Rae Wiest, Student Rep Alternate

Vicky Valentine, Student Rep Alternate

Number of Meetings: 13 (10 Faculty Council meetings and 3 Full Faculty meetings)

Senate Analyst: Kirstin McRae

School Business

The NFC took up the following school issues this year:

Response to COVID-19 Pandemic

NFC continued to identify and address ongoing consequences of the COVID-19 pandemic on both faculty and students throughout the year. The group regularly addressed updated campus health & safety protocols and discussed ways in which future SON policy could best support faculty, learners, and staff. These included conversations about the option to include a COVID statement with faculty advancement packets, impact of Zoom learning on student/faculty mental health, continued support and accommodations for parents/care-givers (especially during school year), etc.

DEI Discussion with Judy Martin Holland

In September, Judy Martin-Holland shared an update re: the Inclusive Learning Policy and Statement, as well as discuss initiatives to promote equity in the SON more generally. SON was coordinating with the Multicultural Resource Center to develop the proposed reporting mechanism into a pilot for the entire campus, rather than just the SON. Additionally, the reporting mechanism would hopefully be expanded beyond just students to also allow faculty and staff to report microaggressions. As a result, the timeline for

launching this program (originally estimated for Fall 2020) was delayed to accommodate this wider implementation. NFC members suggested that it might help to use this extra time to host information sessions for the school/campus to explain the purpose and ideology behind the program and clarify the types of incidents that should/should not be reported to this system. Judy suggested adding this to the next Full Faculty agenda. Members also suggested making the policy document and the DEI statement available on the CLE site for each course. The group also addressed the issue of guest lecturers being held accountable to these documents. One suggestion involved developing a standardized acknowledgement (similar to a Conflict of Interest form) that would demonstrate they are aware of the policy and agree to adhere to it.

In May, Judy returned to give an update on Holistic Review, Faculty Support and Preparation for Race & Health Conversations (HEALS), and Structural Racism Report. ([Appendix 1](#))

2020-2021 NFC Student Representatives

At the beginning of the year, NFC became aware that ASSN had appointed two student representatives rather than one, as stated in the bylaws. Both students expressed a desire to serve in the position. In October, NFC provided the appointed students, Rae Wiest and Vicky Valentine, an opportunity to present a statement in support of their petition to allow two student representatives to be appointed to the NFC. Both students were then asked to join a separate “break-out room” on the Zoom call, in order to allow Council members to go into executive session to discuss the proposal. Following the adjournment of the executive session discussion, Chair Harknett invited both students to rejoin the main Zoom call and advised that NFC members had engaged in rich discussion on the issue, including whether this request would necessitate a change in the bylaws, however the group was unable to reach a consensus and opted to continue to deliberate on the request. For the time being, Rae agreed to attend the November and December meetings, while Vicky had a conflicting class.

In early 2021, Chair Harknett met with Rae, Vicky, and ASSN leadership to discuss a plan forward. It was determined that Rae and Vicky, on behalf of ASSN, would identify an NFC/faculty representative who supported their proposal for two student representatives and the faculty member could submit a formal proposal to NFC for a bylaw change. Kim Dau later agreed to serve as the sponsoring faculty. In March, NFC held an executive session to discuss/vote on the proposal for amending the bylaws. This discussion included a comparison of student representation across other UC Nursing Councils ([Appendix 2](#)).

Ultimately, NFC members were still unable to reach a majority consensus on the issue. Subsequently, members agreed to move the measure forward to a full faculty vote absent a formal NFC decision. NFC members would be given the option to submit “arguments for” & “arguments against” the proposal to be included with the materials shared with Full Faculty for the final vote.

The issue was not addressed during the May Full Faculty meeting and the bylaws remain unchanged.

Holistic Admissions

The subject of holistic admissions was raised several times throughout the year. NFC members suggested there was a need for more specific guidance in this area, whether through updated guidelines or recommendations from a dedicated workgroup. Kim Dau suggested revisiting the intersection between program councils and screening committees, specifically why these groups function separately with screening committees functioning as an administrative committee rather than a standing committee. Dean Gilliss advised that traditionally admissions committees are appointed by administrators and staffed by administration but the work is done by faculty. She further acknowledged that while admissions is an administrative function that is carried out by faculty, she would suggest that the policy would be set at the administrative level with faculty endorsement. More generally, Kim highlighted two key concerns around this topic—how the current holistic admissions framework promotes inconsistencies across all programs and the overall lack of a baseline policy for admissions. Several members echoed concerns regarding discrepancies in admissions across specialty programs and the need for uniformity and transparency across all programs. Mijung Park added that the PhD admissions committee had already developed its own robust holistic admissions policy and it might be helpful to consult the leaders of that committee for

what has worked for them. Kim further noted that many of these same concerns had been previously flagged by faculty/NFC in a 2018 memo to administration. The memo identified inconsistencies between SON admissions programs, as well as a lack of annual review procedures for sharing admissions data with faculty and administration and a lack of awareness of SON and National Admissions Policies. Dean Gilliss acknowledged the work that has previously been done on this issue and agrees that its time to initiate a plan of action. She hoped that NFC (as the executive committee for the faculty) will lend its support and help to engage other faculty review committees in the process. Prior to her leave, Maureen Shannon had set up a SON Workgroup on Admissions and Application Review Process, which will now be led by the new assistant dean Dr. Joe Zavala. Dean Gilliss further echoed that Dr. Zavala has already identified admissions policies as a key priority for the immediate future.

UC Salary Freeze

In December, Jenny Liu attended on behalf of the Committee on Faculty Welfare to discuss CFW's efforts to gather data on the UC Salary Freeze, as well as how the freeze was being implemented across each of the schools at UCSF. CFW asked NFC help communicate a request to SON administration ([Appendix 3](#)), as well as provide guidance/commentary on the question of how SON faculty can engage with administration in a constructive way to think proactively for next fiscal year. Jenny shared that this salary freeze was particularly demoralizing for faculty who had received a merit increase and an ongoing concern that this freeze will set this cohort back on their future advancements. Several NFC members commented that they knew of faculty who had their research funding rescinded under the justification of creating a "balanced budget" but were fearful to speak out more about it for fear of retaliation. Jeremiah Mock commented that UC faculty have a responsibility under the UC Standing Orders policy to advise on budget matters and encouraged folks to actively engage on this issue. Rosalind shared that in her dept, salary decisions are made by the Chair but acknowledged that faculty should have a better understanding of how these decisions are made. NFC agreed to draft a letter to SON Administration requesting this data to be shared with CFW, Copies were forwarded to Dean Gilliss, David Rein, Catherine Waters and Dean Chang.

In March, Jenny Liu returned to provide additional updates related to the UC salary freeze. She provided a brief overview of the policy in which UCOP instituted a systemwide freeze on salary scales pertaining to X & Y components only. In response, UCSF did not make a uniform decision regarding salary setting for Y & Z components. SOM, SON, and SOD each decided to also freeze total salaries (X/X'+Y+Z) with some limited exceptions. SOP decided NOT to freeze total salaries. The UCSF Academic Senate sent a letter to Chancellor Hawgood in early February asking that the faculty be consulted about any decisions regarding salaries for FY21-22. NFC members discussed concerns regarding departmental variances in salary setting and agreed that there is a need for more collective, transparent guidance from the administration regarding how these pay plans will be used.

DNP Transition

In December, Mary Lynch and Maureen Shannon reported on the DNP transition process and the NP/DNP alignment in an effort to dispel any myths that haven't been previously addressed in discussions. Members asked if a program decided to move to a DNP/APRN track, what the expectations would be for % of faculty teaching in that program to be PhD/doctorally prepared—Mary advised that the numbers would be driven by the individual faculty support but also noted that the NP/DNP alignment still involves a number of specialty courses that would still be taught by masters prepared faculty. Lynda Mackin shared that the Dept. of Physiological Nursing has made a strong recommendation that a task force be created to establish a pathway to DNP for existing clinical faculty who intend to remain faculty at UCSF and want to pursue the DNP degree. She also highlighted that there remains an issue of equity since faculty who chose to pursue a PhD were able to take advantage of a generous fee-remission whereas faculty who choose to pursue a DNP at UCSF now do not have that option. Maureen suggested that if a task force is formed on the issue of a pathway to DNP, it should also include DNP leadership as well as Chairs' input. On the subject of student cohorts, Mary noted that any student applying to 2021 cohort to either the

AGACNP or ACPNP must be notified of the future changes that will affect their alignment. For others who want a DNP, there will be an effort to articulate that opportunity.

In May, Mary Lynch provided additional updates related to NP/DNP Articulation to NFC members, which were subsequently shared at the May Full Faculty meeting ([Appendix 4](#)).

SON Salary Setting & Comp Plan

In May, Associate Dean Catherine Waters joined to discuss the SON Comp plan and presented a comprehensive overview of salary setting computation ([Appendix 5](#)). The HSCP is mandated by the UCOP for health science campuses and is used by SON to foster balance among faculty teaching, research, clinical care, and university responsibilities. Membership in the Comp plan is a condition of employment for faculty members with appointments at or above 51% (not based on rank/series).

Faculty Engagement with SON Finances

In February, Associate Dean of Finance & Administration David Rein joined to discuss SON finances and how NFC can work to support strong faculty governance with respect to financial matters. David advised that SON has focused the last few years on addressing two key aspects of the school's performance—one being the structural deficit and the other being the internal transaction process. One approach to addressing this involves consolidating various aspects of SON finance administration into a central 'finance hub' (more details on this will be discussed at next week's full faculty meeting).

Members asked for insight into the current salary freeze, particularly how that freeze affected the merit review process and whether faculty can/should expect an increase for merit reviews in next fiscal year. David advised that the SON is still in a holding pattern with regard to faculty compensation. The Governors' May revise budget will hopefully provide a better picture of what UC can expect in terms of state funds. Linda shared that a systemwide report was released at the end of 2020 by the Academic Planning and Budget Council Task Force on Faculty Salary, which addresses many of the concerns that have been raised in this discussion already.

Members discussed the lack of transparency around financial decisions and the resulting faculty confusion around these critical issues and highlighted the importance of educating faculty about core budget processes/decisions, not only in the context of the current financial crisis, but as a general practice. In response, Jeremiah submitted a formal motion for the NFC to establish an ad-hoc Financial Advisory Task Force with two specific charges: (1) members will familiarize themselves more with financial state of school and university; and (2) examine pathway for establishing a permanent standing committee for SON --the motion passed.

Following the meeting, members began developing a document with specific discussion points to focus the work of the task force, including proposed short-term & long-term priorities, critical information needs for SON faculty, and potential avenues for communicating such information.

Addressing Conflicts in Classroom Discussions

In March, Dean Gilliss shared information related to an incident that had recently occurred in a large survey course involving a discussion in zoom chat during the lecture. The situation highlighted the need to develop clear response pathways for addressing these types of situations in the future, and recommendations are currently being developed. Vicky was present in the course for this particular incident and provided some additional context for those who were unfamiliar with the event. This led to a larger discussion point among the group regarding this and other previous incidents and how it has affected both students and faculty, as well as what the role of faculty council can and should play around these issues. Members shared frustration with the administrative response and the missed opportunity of not utilizing the Bias Response Team protocols that had been proposed by the Inclusive Learning Environment Task Force. Members also acknowledged how technology/Zoom played a particular role in this incident, given that such a side-discussion would likely not have occurred in the same way in an in-

person environment. They also addressed how difficult it is for faculty, particularly in large survey courses, to monitor this type of activity in real time.

NFC and Standing Committee Appointments

In April, NFC discussed varying approaches to staffing SON standing committees and whether there is a need to implement a 'best practices' in order to help avoid burnout. In the past, the SONFC Chair has been primarily tasked with staffing the following year's standing committees, with dept representatives assisting at varying levels depending on the year. Members debated the extent to which dept Chairs should be involved in this process. Dean Gilliss suggested the Chairs might be able to help with facilitating recruiting/mentoring faculty to serve in these positions.

Members discussed how the NFC could meaningfully engage new/interested faculty in serving in these positions, while also acknowledging the additional workload burden. Beyond the SON, Mijung highlighted opportunities for SON faculty to get involved in faculty governance within the larger UCSF Senate. Dean Gilliss added that it's important to ensure that early career/junior faculty are aware of these opportunities as well since service is such a keystone to the advancement/promotion process. Rosalind further noted the importance of adequately informing/educating new/junior faculty about faculty governance, since many may not be fully aware of what the Academic Senate is/does.

On the subject of NFC leadership positions, Orlando pointed out that based on the departmental rotation, he was potentially next in line to assume the vice chair role for next year. However, he shared that he was initially unaware of that convention and wasn't necessarily ready or willing to step into that role as a junior faculty member. He suggested that more guidance should be made available to incoming NFC members who may find themselves promoted to step into leadership positions before they feel ready. Several members echoed similar concerns with using a rotation system for appointing leadership and suggested that NFC should revisit this topic before appointing new leadership for next year.

- **Administrative Committees**

Questions were also raised regarding administrative committees and the line of responsibility for staffing those committees. Analyst McRae clarified that NFC bylaws do not cover these administrative committees. Dean Gilliss further noted that decisions for these groups have historically been made at the administrative level. Kim Dau highlighted the absence of a Masters Screening committee and the workload problems that have resulted from not having one. Without a central governing authority over the screening process, she believes this represents a critical barrier to achieving 'holistic admissions' and she would like SON/NFC to explore the option of creating/establishing a Masters Screening Committee for the future.

Standing Committee Updates

- **Faculty Practice Committee**

In April, Maureen McGrath reported on behalf of the Faculty Practice Standing Committee, which is primarily responsible for the credentialing of clinical faculty as well as awarding the Helen Martin Award. Credentialing is necessary to ensure clinical faculty meet practice standards for the SON. Currently the committee is exploring expanding the Helen Martin Award into a larger awards event that honors not only primary care preceptors, but includes honors for other specialties within the SON. Rosalind highlighted the opportunity to promote faculty recognition via the preceptor program. Maureen noted that this past year has especially illuminated some of the redundancies of FPC's duties (mainly credentialing), which inspired internal discussions of whether FPC's work could be accomplished outside of the committee structure. For example, whether it was necessary for faculty to perform the task of reviewing credentialing reports, or if that task could be performed by staff.

- **Research Committee**

In February, Natalie Purcell, Chair of the SON Research Committee, reported on the group's activities and priorities for the AY20-21 ([Appendix 6](#)). The Research Committee is generally tasked with conducting scientific review of SON intramural research proposals and making

funding recommendations to the Office of Research. It also conducts scientific review of Western Institute of Nursing Conference abstract submissions from PhD students and makes funding recommendations. Additionally, it helps to facilitate faculty research development and professional recognition/awards by soliciting recommendations for workshops/seminars as well as nominees for various awards. The Research Committee Summary Report for AY20-21 can be viewed here: ([Appendix 7](#))

- DNP Program Council

In January, Marianne Hultgren attended on updates related to DNP Program Council ([Appendix 8](#)). The program recently celebrated the successful completion of its 2nd cohort of students. In December, the group reviewed and approved application for a new informatics elective course (2 credits) with an expectation that it may eventually roll into the core curriculum. The committee also made adjustments to curriculum builds for two courses and reviewed an application tool and portfolio tool for non-APRN applicants and adjusted GPA requirements from 3.4 to 3.0. The DNP Program Council Summary Report for AY20-21 can be viewed here: ([Appendix 9](#))

- MEPN Program Council

In January, MEPN Program Council Co-Chairs Lynda Creighton-Wong and Pam Bellefeuille reported on MEPN Program Council updates. This year the group has had a particular focus on diversity and inclusion, as well as incorporating anti-racist curriculum, LGBTQ content, etc. They also will be resuming reviews of clinical courses this year. MEPN Council has developed a form for those courses that score below 3.0. The program is also utilizing an issue tracking mechanism to track how courses are progressing. Lynda and Pam also highlighted the strong contributions of the two student representatives on the committee this year. Members asked for clarification on the distinction between MEPN Council and MEPN Screening. For example, whether MEPN Screening had same/different bylaws/guiding principles as those of MEPN Council – Whereas MEPN Council has bylaws/guiding principles under Senate bylaws, MEPN Screening traditionally is not governed by NFC/Senate. Pam did confirm that MEPN Screening does have guiding principles, but she could not speak to the specifics at this time.

- PhD Program Council

In December, Linda Park reported on behalf of the PhD Program Council. In addition to evaluation of courses, PPC continued its work to restructure the quant series, which has caused some changes to the overall series. They also conducted a first year-round up with students to evaluate their experiences with learning over zoom. Future goals include tackling the quals and addressing admissions and incorporating content on structural racism and social determinants of health. The PhD Program Council Summary Report for AY20-21 can be viewed here: ([Appendix 10](#))

- Master's Program Council

In October, Linda Stephan reported on updates from the Master's Program Council (MPC). In general, MPC regularly reviews and approves course changes (including the conversion of all courses for S/U grading under the temporary SON policy) and reviews all core courses and meets with all faculty from core courses. MPC is currently focused on the Structural Inequalities Implementation Task Force, developing a guest lecturer informational tool regarding racism and race-based medicine, creating a standardized syllabus template for courses, and conducting an evaluation of writing resources for students. MPC also recently approved a Standardized CLE template.

In March, Linda returned again to report on MPC's utilization of the Educator Reflection Toolkit ([Appendix 11](#)). She also reviewed survey data/findings from the annual MS program evaluations. Linda was particularly interested in discussing ways in which MPC and NFC could collaborate to develop data driven solutions considerate of both faculty and student perspective(s) into Master's curriculum.

- Recruitment and Retention

In December, Andrea Saito reported on behalf of the Recruitment and Retention (R&R) Committee. In focusing on faculty retention, R&R developed a short survey to gauge the ability of faculty to do their job during COVID, and have attempted to catalogue additional time spent translating courses to online format, and quantifying caregiving hours, and money that faculty

have had to spend out of pocket to facilitate online teaching/remote work. The survey asked how the school can provide better support for faculty during this time. Possible solutions for these issues include credits for extra time/work requirements, postponing non-essential service requirements, faculty stress assessment, free wellness resources, etc. The Recruitment & Retention Committee Summary Report for AY20-21 can be viewed here: [Appendix 12](#)

2021 Faculty Development Grant Awards

The NFC was granted \$25,000 in Chancellor’s Funding for the SON Faculty Learning and Development Fund, as well as \$25,000 in matching funds from the SON Dean’s Office, for a total of \$50,000 for the 2020 cycle. The NFC received a total of (4) applications which were all approved for funding for a total of \$10,885.

The ongoing COVID-19 pandemic resulted in a significantly lower number of applications being submitted overall for Chancellor’s Fund projects. As a result, the Senate opted to host an additional application cycle in fall 2021 to provide committees/councils an opportunity to utilize their remaining 2021 funds. NFC agreed to participate in the fall cycle—it has \$14,115 remaining in Senate funds, and up to \$25,000 in matching funds from the SON Dean’s Office, pending sufficient interest and budgetary approval.

Faculty Teaching Awards

Each year, the NFC recognizes outstanding faculty for excellence in teaching, innovation and mentoring. In 2021, the award committee selected the following awardees:

Faculty	Award
Michalle Ramirez-McLaughlin	Excellence in Creating a Supportive Learning Environment
Kate Melino	Excellence in Clinical Mentoring
Stella Bialous	Excellence in Research Mentoring
Astrid Block	Excellence in Educational or Curricular Innovation

Going Forward

Ongoing issues under review or actions that the NFC will continue into 2021-2022:

- COVID-19 Recovery
- Holistic Admissions Processes
- Financial Advisory Task Force
- Faculty Governance

Appendices

This Annual Report is posted on the [School of Nursing Faculty Council Web page](#) on the [Academic Senate Web site](#). Appendices are embedded into this PDF document.

[Appendix 1](#): May 2021 DEI Presentation

[Appendix 2](#): Student Representative Data Comparison Chart

[Appendix 3](#): CFW Salary Freeze Data Request to NFC

[Appendix 4](#): May 2021 Update on NP & CNS/DNP Articulation

[Appendix 5](#): SON Health Science Compensation Plan Overview

[Appendix 6](#): February 2021 SON Research Committee Update

[Appendix 7](#): SON Research Committee AY20-21 Summary Report

[Appendix 8](#): January 2021 DNP Council Update

[Appendix 9](#): DNP Program Council AY20-21 Summary Report

[Appendix 10](#): PhD Program Council AY20-21 Summary Report

[Appendix 11](#): Educator Reflection Toolkit for Diversity, Equity, & Inclusion

[Appendix 12](#): Recruitment & Retention Committee AY20-21 Summary Report