

School of Medicine Faculty Council
Mia Williams, MD, MS Chair

DRAFT ANNUAL REPORT
2022-2023

Key Achievements:

- Holding three well-attended, engaging full faculty meetings. The meetings focused on the School of Medicine's Differences Matter initiative (November, attendance 127), health equity and access to care in the San Joaquin Valley (February, attendance 132), and funds flow and the UCSF Health budget shortfall (May, attendance 225).
- Distributing the \$125,000 Faculty Learning and Development Fund to 19 faculty groups.
- Increasing engagement on systemwide issues by commenting on five systemwide reviews.
- Improving the School of Medicine bylaws through six proposals approved by the full faculty.
- Successfully advocating for improved access to department compensation plans.
- Reviewing and approving the membership of all School of Medicine standing committees.
- Collaborating with other Faculty Councils and Senate Committees.
- Strengthening the relationship with the School of Medicine administration.
- Recruiting and electing six new members to the Faculty Council for 2023-2024.

Goals for 2023-2024:

- Hold three more successful full faculty meetings that connect the faculty with senior leaders and enable the faculty to engage with the educational, clinical, and research mission of UCSF.
- Strengthen the relationship of the SOMFC with the School of Medicine administration and increase attendance of ex officio members at SOMFC meetings.
- Strengthen the relationship between the SOMFC and the School of Medicine standing committees and continue the success of 2022-2023 by promptly and thoughtfully reviewing and approving the membership for each of the standing committees.
- Strengthen the SOMFC's relationship with UCSF Health.
- Support making department compensation plans available to all School of Medicine faculty.

2022-2023 Members and Staff

Mia Williams, MD, MS Chair
Sara Whetstone, MD, MHS, Vice Chair

Members

Lisa Fortuna, MD, MPH
Cynthia Gasper, MD
Joan Hilton, DSc, MPH
David Hwang, MD
Tatiana Kelil, MD
Sima Porten, MD, MPH
Priya Prasad, PhD, MPH
Motasem Refaat, MD
Priya Shete, MD, MPH

Ex-Officio Members

Shelley Adler, PhD, Chair of the Committee on Curriculum and Educational Policy
Renee Binder, MD, Associate Dean, Academic Affairs
Katherine Julian, MD, Associate Dean, Graduate Medical Education
Talmadge King Jr., MD, Dean
Catherine Lucey, MD, Vice Dean for Education and Executive Vice Dean (Sept. 2022-Jan. 2023); Karen Hauer, Interim Vice Dean for Education, and Christina Mangurian, MD, MAS, Vice Dean for Academic Affairs (Jan. 2023-Aug. 2023)

Senate Analyst

Kristie Tappan, JD, MPH

Number of Meetings: 10, including 3 full faculty meetings

Website: <https://senate.ucsf.edu/committee/som+fc>

Systemwide Business

The School of Medicine Faculty Council (SOMFC) commented on five systemwide reviews on the following topics: (1) abusive conduct, (2) outside activities and conflicts of commitment, (3) anti-discrimination, (4) immigration enforcement in UC Health facilities, and (4) APM 210. The SOMFC's comments are summarized below.

Abusive Conduct: In October, the SOMFC commented on the second systemwide review of the proposed *Presidential Policy on Abusive Conduct in the Workplace*. The SOMFC raised a concern about the new “objectively intimidating or offensive” standard in the definition of abusive conduct. The SOMFC questioned whether there could be an “objective” evaluation of conduct, especially when alleged abusers and complainants have different perspectives on behaviors. The SOMFC recommended the definition rely on terms like offensive, hostile, and oppressive rather than objective. The SOMFC also recommended that a preponderance of evidence be the burden of proof for claims of abusive conduct, and the SOMFC suggested specific changes to language about (1) single severe events, (2) the definition of workplace, (3) whether the policy applies to UC visitors, (4) the goals of early resolution, (5) examples of abusive conduct, (6) the FAQ section on free speech, and (7) the burden of proof for formal investigations. The SOMFC's letter that details these recommendations is included as [Appendix 1](#).

Outside Activity and Conflicts of Commitment: The SOMFC next commented on the second systemwide review of proposed revisions to APM 025 and APM 671. These APMs describe faculty compensation, and the relevant revisions were to sections describing conflict of commitment and the outside activities of faculty members. The SOMFC raised serious concerns about the proposed revisions and discouraged the University from adopting the proposed changes. Specifically, the SOMFC objected to the vague expansion of activities that would require prior approval. To review the comments in more detail, please see the SOMFC's letter, which is included as [Appendix 2](#).

Anti-Discrimination: In April, the SOMFC wrote a letter of support for the proposed *Presidential Policy – Anti-Discrimination*. The SOMFC commended the University for consolidating anti-discrimination policies and procedures into a single systemwide policy and recommended that the new policy also reference the *Abusive Conduct Policy*. The SOMFC's letter of support is included as [Appendix 3](#).

Immigration Enforcement: In May, the SOMFC commented on the proposed *Presidential Policy on Responding to Immigration Enforcement Issues Involving Patients in UC Health Facilities*. The SOMFC made two suggestions. First, the SOMFC recommended the policy provide more information about the California Attorney General's related recommendations that were referred to in the policy. Second, the SOMFC recommended the policy also provide guidance to UC faculty and staff who provide health care services at affiliate sites. The SOMFC's comments are included as [Appendix 4](#).

APM 210 – Teaching and Mentoring: Finally, in July, the SOMFC commented on proposed revisions to APM 210 intended to make mentoring an explicit part of the work reviewed for academic advancement and promotion. The SOMFC expressed broad support for the revisions and made some recommendations to further improve the changes. The SOMFC recommended using and defining “Learners” as a more inclusive term for the people being taught and mentored at UC. Not all UC learners are students. The SOMFC also recommended that faculty development be part of teaching and mentoring work. Last, the SOMFC suggested that all mentoring work be reported under “Teaching and Mentoring”, but the policy be clear that not all types of mentoring can satisfy the educational requirements of faculty. The SOMFC's letter commenting on the proposed revisions to APM 210 is included as [Appendix 5](#).

UCSF/Divisional Business

Throughout the year, the SOMFC collaborated with Academic Senate committees. Chair Mia Williams attended monthly Executive Council meetings and monthly Academic Planning and Budget Committee meetings. Chair Williams also attended the first quarterly meeting for the four Faculty Council chairs, and

the Council looks forward to this ongoing connection with the Schools of Dentistry, Nursing, and Pharmacy.

In October, the SOMFC welcomed UCSF Chief Physician Experience Officer Diane Sliwka, Director of Well-being for Graduate Education Larissa Thomas, and UCSF Director of Faculty Experience at ZSFG Starr Knight to speak about the FY22 Physician Work Experience Survey results. The results showed a five-point increase (44% to 49%) in burnout from FY21 to FY22. The SOMFC discussed what is driving this increase and how it can be addressed.

In January, the Senate's Committee on Faculty Welfare Chair Jenny Liu joined the SOMFC to discuss salary equity and ideas for increasing the use of professional development leave for faculty.

In March, Associate Vice Provost of Faculty Equity and Faculty Co-Chair of the UCSF Climate Survey Elizabeth Ozer spoke to the SOMFC about the Climate Survey results. Overall, the results were positive, but women faculty in the School of Medicine rate the climate lower, as do faculty with a disability and who are LGBTQ+, and faculty who are Black/African American compared to other races and ethnicities. More details about this meeting and all other SOMFC meetings can be found by reviewing the committee's minutes available through https://senateserviceportal.ucsf.edu/v3/meeting_documents.

School of Medicine Business

Full Faculty Meetings: The SOMFC held three full faculty meetings in 2022-2023. The meetings were well-attended and provided the School of Medicine faculty with opportunities to engage with leaders on important issues related to education, equity, and finance.

Differences Matter: In November, the SOMFC hosted a full faculty meeting with Executive Vice Dean and Vice Dean for Education Catherine Lucey and Associate Chair for Well-Being and Professional Climate Matt Bucknor about the School of Medicine's *Differences Matter* initiative. They reflected on the first phase of the initiative, shared plans for the upcoming phase, and discussed opportunities for faculty to participate. The initiative will have three focus areas moving forward: (1) diversifying medicine, (2) generating, disseminating, and building new knowledge, and (3) building anti-racism and anti-oppression expertise. Approximately 127 faculty members attended the meeting.

Health Equity and Access to Care in the San Joaquin Valley: In February, the winter full faculty meeting focused on health equity and access to care in the San Joaquin Valley. The SOMFC hosted the following speakers:

- Executive Vice Chancellor and Provost Catherine Lucey, MD
- Associate Dean for Regional Campuses Peter Chin-Hong, MD
- UCSF Fresno Associate Dean and Chief of Medicine Michael Peterson, MD
- Assistant Director of Undergraduate Medical Education, UCSF Fresno and Director of Mobile Health and Learning Kenny Bahn, MD, FACEP
- Associate Director, San Joaquin Valley PRIME and Assistant Director, REGN, SOM Bridges Leticia Rolón, MD

The speakers shared information about the partnership between UCSF Fresno and the main campus: San Joaquin Valley PRIME Program and the new program that extends into undergraduate medical education: San Joaquin Valley PRIME Plus. The PRIME Plus program will educate BS-MD students in the San Joaquin Valley. They will attend UC Merced as undergraduates and then UCSF as medical students with as much of the medical education in the San Joaquin Valley as possible. Approximately 132 faculty members attended the meeting, and learned about these important programs and how they are advancing health equity in the San Joaquin Valley.

Funds Flow and the UCSF Health Budget Shortfall: In May, the SOMFC brought together the following speakers to educate the faculty about Funds Flow and to provide an update on the UCSF Health budget:

- UCSF Health Chief Medical Officer and Executive Vice President for Physician Services Josh Adler
- School of Medicine Vice Dean for Administration and Finance Maye Chrisman
- UCSF Health Chief Financial Officer Raju Iyer
- Department of Emergency Medicine Chair Peter Sokolove

Approximately 225 faculty attended and learned about how money flows from UCSF Health to the School of Medicine departments (“Funds Flow”) and how that money supports the UCSF mission. The faculty also learned about how money flows within the School of Medicine. Last, the faculty received an update on UCSF Health’s financial situation. Earlier in the year, UCSF Health announced a budget shortfall. The presentation gave the faculty current information on revenue and expenses and showed the progress that has been made making up the shortfall since it was announced. The minutes from this meeting and from the other full faculty meetings are detailed and can provide more information. Minutes are available using the new Senate search system here: https://senateserviceportal.ucsf.edu/v3/meeting_documents.

The SOMFC looks forward to hosting more full faculty meetings in 2023-2024. The SOMFC has been working to bring itself back into compliance with the School of Medicine bylaws since 2019-2020 when the SOMFC had just one full faculty meeting. The bylaws require three, and the SOMFC has found having three full faculty meetings per year is beneficial for engagement with the full faculty and helps build relationships with School of Medicine leaders.

SOM Standing Committee Membership Approval and Reporting: The School of Medicine bylaws also state that the SOMFC is responsible for approving appointments to the School of Medicine’s standing committees: the Committee on Curriculum and Educational Policy (CCEP), the Committee on Admissions, the Committee on Academic Progress for the School of Medicine Undergraduate Medical Education Programs (CAP), and the Committee on Academic Standards (CAS). This year, the SOMFC once again reviewed and approved the membership lists of all four standing committees, and the process was more streamlined than in 2021-2022.

CAP/CAS Annual Reporting: The Council heard its annual report from the Committee on Academic Progress (CAP) and the Committee on Academic Standards (CAS) from Associate Dean for Competency, Assessment, and Professional Standards Karen Hauer on December 15, 2022.

Bylaw Revisions: The SOMFC reviewed, approved, and obtained full faculty approval to amend the SOM bylaws through six proposals summarized below.

Admissions Committee: The first set of bylaw changes was a joint project with Associate Dean for Admissions Michelle Albert that spanned 2021-2022 to 2022-2023. The revisions substantially changed the section of the School of Medicine bylaws describing the Admissions Committee to better align the bylaws with actual practices and to give the Associate Dean for Admissions more flexibility in recruiting and appointing members to the Admissions Committee. The proposal approved by the full faculty is included as [Appendix 6](#).

Senate Language: The next change initiated by the SOMFC was to update language describing the membership of the School of Medicine faculty to be more inclusive of faculty in all series. Pursuant to Regents Standing Order 105.1, membership in the Academic Senate is limited to faculty in the Ladder Rank, Clinical X, and In Residence series. In 2013, UCSF adopted a standing rule that enabled faculty in other series (Health Sciences Clinical and Adjunct) to vote in local matters. Over time, UCSF used this rule to allow faculty from all five series to not only vote on local matters but to also serve and lead UCSF Senate committees. The SOMFC updated the SOM bylaws to reflect this more inclusive

practice at UCSF. The revisions state that faculty in all series may vote in UCSF Senate Division matters and serve as Division leaders. Then, only when systemwide requirements restrict the participation of Health Sciences Clinical and Adjunct faculty, is Senate participation limited to faculty in the Ladder Rank, In Residence, and Clinical X series. The SOMFC is hopeful that these systemwide restrictions might be lifted in the future. The language that makes it clear that local voting and Senate service is inclusive of all faculty at UCSF is in [Appendix 7](#).

Ex Officio Members: The SOMFC also updated the section of the School of Medicine bylaws describing its own membership. Specifically, the SOMFC wanted it to be clear that *ex officio* members can designate someone to regularly attend and vote at SOMFC meetings on their behalf. That proposal approved by the full faculty is included as [Appendix 8](#).

Past Chair: The SOMFC also revised its *ex officio* membership to include the immediate past chair of the SOMFC. The SOMFC hoped that by inviting past chairs serve for an additional year as an *ex officio* member, the SOMFC would continue to benefit from their leadership and institutional memory. The past chair proposal is included as [Appendix 9](#).

Term Extensions for Chair and Vice Chair: The SOMFC next revised the terms of its elected members so that, "If an elected member is elected to serve as the Council's Chair or Vice Chair and if the member's term is ending, the member's term is automatically extended one year so the member may serve as Chair or Vice Chair." This change will allow the Council to choose its Chair and Vice Chair from all ten of its elected members. Without this change, the Council was selecting its Vice Chair and Chair from its new member class, and these members were hesitant to take on a leadership role after only one year of service. The approved proposal is included as [Appendix 10](#).

Departmental Membership Cap: Last, the SOMFC and the full faculty approved increasing the cap on the number of faculty who can be elected to serve on the SOMFC from the Department of Medicine from 2 to 4. Previously, all departments had a 2-person cap, but the SOMFC found that this cap was disproportionately excluding members from Department of Medicine, which is the largest department. The new language states, "For the Department of Medicine, no more than two members in the same division may serve simultaneously and no more than four members from the Department in Medicine in total may serve simultaneously." The approved proposal is included as [Appendix 11](#).

Learning and Development Fund: The SOMFC continued to receive generous support from the Academic Senate's Chancellor's Fund and the School of Medicine Dean's Office to provide School of Medicine faculty with grants for learning and development opportunities. This year, the SOMFC received 32 applications seeking \$219,253 out of an available \$125,000. The Council funded 19 of the applications.

Improving Access to Compensation Plans: In 2022-2023, the SOMFC continued its advocacy to make departmental compensation plans more accessible. This advocacy began after the SOMFC's December 2020 full faculty meeting about compensation that stressed the importance of faculty member's reviewing their own compensation plans. The SOMFC found that many faculty members did not know how to find their plans, and many were not easily accessible. The SOMFC concluded that accessibility and transparency would be best served if all departments' compensation plans were available through a single site accessible to all School of Medicine faculty. Thanks to the SOMFC's advocacy and the leadership of the SOM's Dean's Office, it is likely that such a site will be developed in 2023-2024. The SOMFC's letter of support for this change to Dean Talmadge King and Vice Dean Christina Mangurian is included as [Appendix 12](#).

New Member Election: Last, the SOMFC recruited nine qualified candidates to run for six open seats on the Council. The full faculty elected Valerie Gruber, Mel Heyman, Irum Khan, Kewchang Lee, and Kevin McGill to replace Chair Mia Williams, Lisa Fortuna, Joan Hilton, Tatiana Kelil, Priya Prasad, and Priya

Shete. The full faculty also voted to confirm the SOMFC's choice to have Sara Whetstone serve as its Chair and David Hwang as its Vice Chair in 2023-2024. The SOMFC looks forward to welcoming its new members and leaders in the coming year and to continuing to serve and represent the School of Medicine faculty.

Appendices

SOMFC Comments on Systemwide Reviews

- [Appendix 1:](#) Abusive Conduct
- [Appendix 2:](#) Outside Activity and Conflicts of Commitment
- [Appendix 3:](#) Anti-Discrimination
- [Appendix 4:](#) Immigration Enforcement at UC Health Facilities
- [Appendix 5:](#) APM 210 – Teaching and Mentoring

Revisions to the School of Medicine Bylaws

- [Appendix 6:](#) Admissions Committee
- [Appendix 7:](#) Senate Language
- [Appendix 8:](#) Ex Officio Member Designees
- [Appendix 9:](#) Inviting the Immediate Past Chair to Continue Service
- [Appendix 10:](#) Term Extensions for Elected Chair and Vice Chair
- [Appendix 11:](#) Raising the Membership Cap for the Department of Medicine

SOMFC School of Medicine Correspondence

- [Appendix 12:](#) Letter of Support for Increasing Transparency and Access to Department Compensation Plans